

# Annual Report

**2023/24**







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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](http://www.stirling.wa.gov.au/annualreport)) and is accessible in audio-visual format named 'The Year in Review' on the City's YouTube channel ([www.youtube.com/cityofstirlingwa](http://www.youtube.com/cityofstirlingwa)).

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

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

## Από πού να πάρετε αντίγραφο

Μπορείτε να κατεβάσετε την Ετήσια Έκθεση του Δήμου City of Stirling μέσω της ιστοσελίδας του Δήμου ([www.stirling.wa.gov.au/annualreport](http://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](http://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 Stirling può essere scaricata dal sito del Comune stesso ([www.stirling.wa.gov.au/annualreport](http://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](http://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](http://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](http://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 致电本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](http://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](http://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 致電本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](http://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](http://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](http://www.stirling.wa.gov.au/annualreport)) và phiên bản dạng hình ảnh thị giác "The Year in Review" có trên đài YouTube của thành phố ([www.youtube.com/user/cityofstirlingwa](http://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 های ایسریتس

تیا سب و قیرط زا گنیلریتسا ایردرش نایلاس شیرازگ ([www.stirling.wa.gov.au/annualreport](http://www.stirling.wa.gov.au/annualreport)) ایردرش رد نای عرصیب ی عهس هخسن نینچم هتسا دولناد لبقا ([www.youtube.com/user/cityofstirlingwa](http://www.youtube.com/user/cityofstirlingwa)) ایردرش نبویستی لاناک لبقا "The Year in Review" ناونع تحت ([www.youtube.com/user/cityofstirlingwa](http://www.youtube.com/user/cityofstirlingwa)) نیشاب یم تتفایرد

هتسی طحیم زا تیا ح رد ایردرش هوامد دهعت سا ساراب هخسن نیا. نتسا هدش هیئت یباج هخسن یهودیم دادعت اهنه گنیلریتسا نایب اتک شش نینچم و ایردرش زکرم رد اه قیرط زا نایراب هوالع. نیشاب یم دوجوم مومع هدافتسا یارب (08) هرامش هب ایردرش یجوم طبیاور هب ینفلت تتساو خرد ناونع یم ار نایلاس شیرازگ یباج هخسن کی 9205 8555 درک هیئت

رگید یاه نابز هب ناونع یم ار ایردرش نایلاس شیرازگ Translating and Interpreting Service (TIS) مومع تادمخ اب روظنم نیا یارب. دومن مومع 13 14 50 نفلت هرامش اب (TIS) دیریگب سامت

## هخسن یلع لوصحلل نیا نم

چنیلریتس نینچم یونسلا ریریتلا لیمحت نلمی ([www.stirling.wa.gov.au/annualreport](http://www.stirling.wa.gov.au/annualreport)) نینریتنالا یلع یلانئلا اه عقوم نم (City of Stirling) حاتم ریریتلا نایمک ([www.stirling.wa.gov.au/annualreport](http://www.stirling.wa.gov.au/annualreport)) یلع چنیلریتس نینچم هانق یلع قروصل او توصولاب اضیا ([www.youtube.com/user/cityofstirlingwa](http://www.youtube.com/user/cityofstirlingwa)) انه نبویستی لیا ائسا و "The Year in Review": نینچم عجارم" هسب تحت موصولاب رارمتساب هعبتیملا چنیلریتس نینچم تضایس عم نلمی شتی، هتقیرولا خیرنلا نم دودجم ددع رفاوتی، هتسلا تابتکیملا یف لئلئلو ترادلا زلترم یف اهفصت رومچلل هخسن بیلط اضیا نلمی امک. نینچملا هعبتیت ینتلا تتسا هالمعلا لوصاوت زلترم ب لوصتالا لالخ نم ریریتلا نم هتقیرو یلع 9205 8555 (08) فتاه یلع

نع نفلت خمل تاغللا یلا یونسلا ریریتلا مومع نلمی (TIS) هتقیرولا هتقیرو حتملا مومع 13 14 50 نفلت لوصتالا قیرط



## Acknowledgement of Country

...

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

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

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

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





# Introduction

The City of Stirling Annual Report for the 2023/24 financial year presents the City's operational and financial performance for the year against the key objectives, strategies and priorities outlined in its Strategic Community Plan and Corporate Business Plan.

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

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

The City's Strategic Community Plan (Sustainable Stirling 2022-2032) and its supporting Corporate Business Plan 2023-2027, form the vision for the development of the City of Stirling. These two strategic documents detail our community's aspirations and the approaches in place to achieve them. The Annual Report 2023/24, importantly, closes the loop, informing the reader of how the City is delivering on its vision to be 'a sustainable City with a local focus'.

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

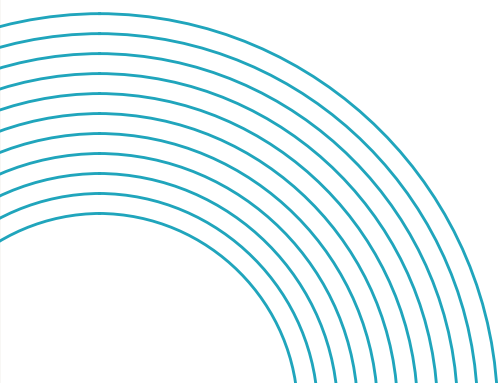
- An overview of the City, including reports from His Worship the Mayor and the Chief Executive Officer (CEO)
- Information on the City's council and governance
- Organisational structure
- Our performance
- Detailed financial statements.

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

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

The Annual Report 2023/24 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](http://www.stirling.wa.gov.au/enquiries)



# Our City

The City of Stirling (the City) is located just 8 km north of Perth's central business district and covers around 100 km<sup>2</sup>. With 30 suburbs stretching from Scarborough in the west to Inglewood in the east, and from Hamersley in the north to Herdsman in the south, it's a lively, multicultural community and a bustling economic hub.

Situated on Mooro Country, the City has been home to the Wadjak Nyoongar people for over 40,000 years. Mooro Country spans a vast area, from the Indian Ocean to beyond the City's eastern limits, and from the Swan River near Perth's CBD to the northern metropolitan border of Perth. A coastal wetlands trail connects a series of lakes from the Swan River heading north. This trail holds deep significance to the Nyoongar community, who see it as 'one water, many lakes'. Along this trail, you'll find several Aboriginal heritage sites, including sacred spots at Lake Gwelup, Star Swamp and Herdsman Lake.

The City is the largest local government by population in Western Australia, with more than 243,000 residents. Migrants have played an essential role in the City's history, with early settlers from China and Europe boosting early agricultural growth. By the early 1900s, bustling market gardens sprouted up in Osborne Park, Balcatta and Gwelup. Nowadays, the City of Stirling is a melting pot of cultures, with nearly one third of residents speaking a language other than English and about 37 per cent born overseas.

*The Local Government Act 1960* transformed road boards into shires, introducing uniform legislation for cities, towns and shires. By 1961, the Perth Road Board had become the Shire of Perth, serving around 84,000 people. A decade later, it was renamed the City of Stirling, with a population of 160,000.

The City of Stirling features a vibrant industrial area, historical suburbs and cool, eclectic café strips. A beautiful 7 km stretch of coastal dunes and beaches is a favourite among locals and tourists alike, with top surf spots like Scarborough and Trigg adding to our charm as a coastal destination.

With well-established business and retail centres, the City of Stirling is the second-largest employment district in Western Australia, after the Perth central business district. Approximately 24,905 businesses operate within the City (an increase of five per cent from the previous year), including key industries of construction; manufacturing; rental, hiring and real estate; health care and social assistance; and retail trade. The total value of goods and services generated by the City of Stirling economy in 2024 was \$19.76 billion.





# About the City of Stirling

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

Estimated population

**243,871**\*



**92%**

overall community satisfaction score

**95%\*\*\***

satisfaction rate from event goers



**57.7%** born in Australia\*\*



**1,864**

new citizens were naturalised at 16 citizenship ceremonies

**6** leisure centres

3 with swimming pools



**6** libraries



Total area

**104.7** km<sup>2</sup>

**7** km of coastline

**1,780** ha

of reserves, parks and natural bushland areas



**29%**

of residents speak a language other than English at home\*\*

**1.1%**

identify as Aboriginal or Torres Strait Islander\*\*

**24** recreation facilities

with **58,660** bookings of hireable spaces in 2023/24

**44,657** t

general waste collected from red-lid bins

**32%**

of employees live in the City



**30** suburbs

**65.4%**

educated to Year 12 or equivalent\*\*



**16,607** t

recyclables collected from yellow-lid bins

**21.8%** aged under 20\*\*



**23,667** businesses

supporting 88,056 jobs with a gross regional product of \$18.1 billion

**18,781** t

garden organics collected from green-lid bins



**22.3%** aged over 60\*\*

**332**

registered volunteers



**1,091** km of roads

**38**\*\*

median resident age



**400+**

events held in 2023/24

**104,507**

total properties



**1,124** km of pathways

**26,624**

trees and plants given to residents



**22,231**

ratepayers received their rates notice via email

**59** artworks in the City's public art collection

**239** artworks in the City's visual art collection



## Sources

\* Australian Bureau of Statistics, Estimated resident population, Australia

\*\* 2021 Census

\*\*\* Culture Counts survey

# Message from the Mayor and CEO

It is my pleasure to present our Annual Report 2023/24, showcasing our focus on high quality services and innovative initiatives to cater for our growing population of more than 243,000.

We've made strides on major projects that will modernise our facilities and bring them in line with community expectations. The redevelopment of Stirling Leisure – Hamersley Public Golf Course will offer visitors a new entertainment experience, including a state-of-the-art, two-level, 30-bay driving range with ball-tracking technology, a new restaurant and public art. While enduring some delays on the Stirling Leisure – Inglewood outdoor pool redevelopment, the facility will become home to the largest public outdoor lap-pool in the southern hemisphere, also complete with public art.

The City is committed to building a strong and sustainable creative community and fostering amenity through fantastic arts and events. This helps support our local economy, arts and event operators.

The 2023 Local Government Election saw voter turnout of 27.3 per cent and the City was the only local government to declare a result for the Mayoral election on election night. I was honoured to be re-elected and we welcomed two new Councillors.

Sustainability continued to be a priority, with the City planting 7,632 new trees in 2023/24. We also gave away 4,755 free trees and 21,869 waterwise plants to residents. Workshops, events and volunteer opportunities under our Living Green Program helped to grow community awareness and involvement by focusing on creating more sustainable homes and cool, greener neighbourhoods.

The City's advocacy led to our award-winning and innovative Trackless Tram Trial. We arranged for a fully operational tram to be brought right here to Stirling, an Australian first. A successful Net Zero Symposium and community open day saw 1,200 residents, visitors and transport experts attend from Perth, interstate and overseas.



The City recently reviewed our community engagement approach with increased focus on two-way conversations that tap into local knowledge on matters of strategic importance. As part of this, our Local Convos series are helping to bring the community together to chat about local needs, deepen connection and identify local priorities.

We heard community safety is the number one priority for our residents, so we expanded our Safer Suburbs Program in 2023/24. 650 rebates totalling \$270,000 helped empower City residents to ensure their homes are safe and secure, with the program continuing in 2024/25. We also launched Community Safety Trials, grew our CCTV network and continued our strong relationship with WA Police Force.

Thank you for being a part of our community. I invite you to help shape our city on our journey towards becoming a sustainable City with a local focus.

**Mark Irwin**  
Mayor



As WA's largest local government by population, the City of Stirling is dedicated to delivering efficient, responsive and sustainable services that meet the current and future needs of our diverse community.

Our community is at the core of everything we do and we are accountable to residents, businesses and stakeholders who work to ensure our City remains vibrant and prosperous.

With a community-led approach, 2023/24 was the first year of our new Community Grant Program. This saw \$1 million distributed across five streams that address the priorities outlined in Sustainable Stirling 2022 – 2032. Last year, 414 events showcased our vibrant City and attracted more than 619,000 visitors. We invested \$570,000 in event sponsorship for major events that attracted local, interstate and international visitors and helped support local businesses.

With 131 sporting clubs using 59 active reserves and playing 28 different sporting codes across the City, we foster active and healthy communities by supporting the development of clubs and groups. Our recreation facilities aim to enhance community wellbeing, with a record of 3 million patrons this year.

In January 2024, it was a privilege to take on the role of the City's next CEO following the term of Stuart Jardine PSM after 16 years. Since then, my focus has been set on our people and embedding a customer-centric approach by ensuring the City values – Approachable, Responsive, Transparent and Innovative – are front of mind for employees serving our ratepayers and community.

In 2023/24, we celebrated achievements across the fields of innovation, planning, leisure, sustainability and reporting. Our Annual Report 2022/23 was crowned best in sector and won our 10th consecutive gold at the Australasian Reporting Awards.

Looking forward, the City will continue to be transparent and accountable, not only in our reporting but in our day-to-day services and programs for the community. Whether it's the management of waste and diversion from landfill, maintaining and planning for our 502 parks and reserves or serving the 9,500 customers who visit our front counter each year, our focus is to achieve excellence for the community.

**Stevan Rodic**  
CEO



## Our vision

A sustainable  
City with a local focus

## Our mission

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

## Our values

Approachable  
Responsive  
Transparent  
Innovative



# Our leadership approach

## Our plans

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

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

## Our commitment to sustainability

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

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

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

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

Diagram 1: Sustainable City approach



## United Nations Sustainable Development Goals

In 2015, Australia joined 192 other countries' commitment to achieving the United Nations Sustainable Development Goals (SDGs) by 2030. These 17 global goals aim to address the social, economic and environmental aspects of sustainable development, providing a roadmap for a better world for current and future generations.

The City's dedication to sustainability reporting has been evident for many years. Aligning with Australia's national commitment, the City's reporting approach is in line with the United Nations SDGs. These goals help us understand our contribution as a local government to the global objectives of addressing social, economic and environmental elements of sustainable development.

Through our five key result areas, the services we deliver, and the projects, programs, and activities we undertake as a local government, we strive to create a 'Sustainable Stirling'.



Source: The United Nations Sustainable Development Goals



## Our service commitment

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

During all interactions, we are committed to:

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

We are also committed to:

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



# Sustainable Stirling 2022-2032 at a glance

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

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



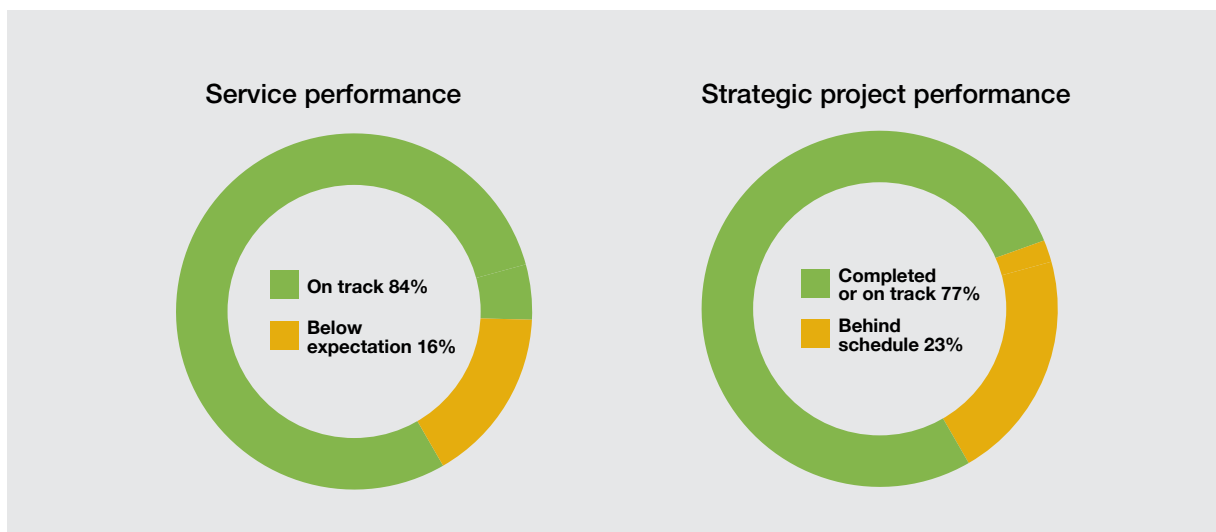






# Performance highlights and challenges

The City of Stirling's 2023/24 Annual Report details the progress towards the objectives and priorities outlined in our Strategic Community Plan, Sustainable Stirling 2022-2032 and Corporate Business Plan 2023-2027. Below is a brief summary of the year's highlights and challenges. More detailed information can be found in the 'Our performance' section, which begins on page 87.





## Our Community

### Highlights

- Over 2,700 community members attended the Mirrabooka NAIDOC event, which included a Welcome to Country and smoking ceremony, live entertainment, cultural dancing and many other activities.
- Completion of Jackadder Lake Reserve Playground Stage 2 was reached with new play equipment, picnic shelters, new park furniture, gym equipment, path upgrades near playground and enhanced landscaping.
- The City's recreation facilities recorded the highest ever number of visits, with over 3 million patrons across the year.
- As part of a wider CCTV program, this year saw a successful extension of the City's CCTV rebate scheme, with \$233,767 distributed to residents to keep resident's homes safe.
- The City's six libraries were busy, with more than 500,000 visitors generating 1.44 million loans of physical books and e-resources.
- The third and final stage of the Dianella BMX and Mountain Bike facility was delivered in time for the summer school holidays.
- Significant improvements in our response to bushfire incidents occurred this year, with the City receiving commendations from the Department of Fire and Emergency Services.
- High levels of community satisfaction were achieved across services such as libraries, recreation facilities, services for the elderly and youth, and our rangers and Community Safety services.

### Challenges

- While the City achieved very high levels of satisfaction for its rangers and Community Safety services, our Annual Residents' Survey found that improving public safety remains the number one priority for our community.
- Cost of living pressures and economic uncertainty continue to impact Western Australia with the potential to bring both increased social issues and financial challenges for residents in the community.
- Delays were experienced with planned upgrades to recreational amenities at Macaulay Park, Inglewood, pushing completion back to the 2024/25 financial year.



## Our Economy

### Highlights

- The City conducted the first-ever Trackless Tram Trial in Australia in November, seeing a fully operational tram make its way from China to Stirling for demonstration. Associated events included a Net Zero Symposium and community open day with over 1,200 residents, visitors and transport experts jumping on board to be part of the trial.
- The City was presented with three awards at the 2023 Planning Institute of Australia State Awards for Planning Excellence, including the Stirling Fast-Track (Development Applications) project receiving the WA Minister for Planning Award for Planning Excellence.
- The City provided \$495,000 in event sponsorship for major events that attracted local, interstate and international visitors.
- The City hosted 414 events across its suburbs, attracting over 619,000 visitors.
- Scarborough Beach Amphitheatre hosted the Perth Rugby SVNS World Cup media launch and community day, resulting in an influx of overnight stays in Scarborough.
- In partnership with the Rotary Club of Karrinyup, the City commenced delivery of the Lake Gwelup Community Learning trail, with two emerging Nyoongar artists being commissioned for the project.
- Nine City entry statements were installed across the City, incorporating Nyoongar elements, Aboriginal connections to Country, and community art components.

### Challenges

- The Stirling Fast-Track Phase 2 project, aimed at developing digital assessment forms and processes for medium-density development applications, incurred delays due to the technological complexity of its requirements and a need to review its scope.
- Business investment decisions may have been impacted by economic uncertainty, with the City seeing a reduced value in commercial building permits in 2023/24 when compared to previous years.



## Our Built Environment

### Highlights

- New basketball courts were installed at Stirling Leisure – Mirrabooka featuring high-quality backboards and artwork inspired by Perth Wildcats, Perth Lynx, Warwick Senators and the Mirrabooka area.
- The City processed 1,434 development applications and 2,327 building permits in 2023/24, with building works valued at \$609,327,794.
- While enduring some delays, significant progress was made on the redevelopment of Stirling Leisure – Inglewood, with the near completion of what will be the largest public outdoor lap-pool in the southern hemisphere.
- A record \$62,747 was provided through the Heritage Grants (rebate) program to preserve heritage places across the City.
- The transformation of Hamersley Public Golf Course made excellent progress during the year and is on track to be completed early in 2025.
- The City has extended its e-scooter hire program in a new partnership with Beam, following a successful two-year trial in Scarborough, Trigg, North Beach, Watermans Bay, Karrinyup, Innaloo and Stirling.
- The City resurfaced 24 road sections to maintain the service life of the roads, improve stormwater runoff, increase stopping/braking capability and reduce road noise.
- Condition audits to maintain the City's assets covered 1,088 km of sealed roads, 194 off-street car parks and defect inspections across 1,000 km of road reserve and 34 bridges.

### Challenges

- Supply chain issues and the requirement to rescope to meet budget constraints delayed the delivery of some of the City's capital projects.
- Community satisfaction relating to the appearance of verges where building works are being conducted remains a challenging area for the City. While there have been improvements, we will continue to ensure residents and builders are aware of their responsibilities when building works are occurring.
- 2023 saw a 10 per cent increase in the number of reported crashes on roads in the City, reaffirming the need for us to work collaboratively with Main Roads WA under the Urban Road Safety Program to implement treatments in areas and precincts where there are clusters of crashes occurring on local roads.

Artist credit: Heidi by Claire Bailey, 2004, mosaic sculpture, Inglewood Town Square



## Our Natural Environment

### Highlights

- The City installed 330 kW of solar photovoltaic (PV) panels at the Administration Centre, raising capacity to 430 kW – a 230 per cent increase. This will reduce operational greenhouse gas emissions by 4.7 per cent and costs by \$170,000 annually.
- The City was awarded the Parks & Leisure Australia WA Community Based Initiative of the Year Award for the 2023 WA Tree Festival, aimed at educating the community about the value of trees in urban spaces through activities and events held across 18 local government areas.
- Once again, the City achieved gold status in the annual Waterwise Councils accreditation and received \$600,000 in funding from a Gnangara Waterwise Councils grant to assist with reducing groundwater consumption.
- City of Stirling was the highest-performing local government in Western Australia for the collection and recycling of mobile phones and their accessories.
- The City planted 64,889 trees and shrubs as part of the City Greening Initiative.
- The City procured 37 electric vehicles and installed 32 electrical vehicle chargers across City venues.
- Together with WALGA and other local governments, the City was successful in receiving \$1.2m of funding from the ARENA Future Fuels Fund for corporate EV charging infrastructure.

### Challenges

- Despite the ongoing installations of solar PV systems, the City is behind its planned installation schedule and has had challenges with supply issues and Western Power approvals. This means it is behind its solar energy provision KPI and will need to purchase more renewable electricity in order to meet its 50 per cent renewable electricity provision target by 2025.
- The current rate of tree canopy loss on private land exceeds the net canopy growth on City land meaning the City is not on track to achieve its target of 18 per cent tree canopy cover by 2040.
- The City is not yet achieving the State Government's waste-related targets. Feedback will be provided to the Waste Authority and the Department of Water and Environmental Regulation on the Waste Strategy Consultation Draft, May 2024.
- The Recycling Centre Balcatta redevelopment was delayed, with the next stage of the project rescope to include the installation of a new Waste Transfer Station.



## Our Leadership

### Highlights

- Approximately \$1 million was distributed through the Community Grants Program, across five streams addressing the priorities outlined in Sustainable Stirling 2022-2032.
- The City held its first local government election using the optional preferential voting system. The election involved 155,560 registered electors, 42,119 formal ballot papers and 369 informal ballot papers, with a turnout rate of 27.3 per cent.
- This year, 57 per cent of the City's procurements supported local suppliers, equalling \$59 million of investment in the local economy.
- The City developed an Environmentally Sustainable Design (ESD) Management Practice, providing a mechanism to consider sustainability at the start of project planning. This will enable officers the best chance to minimise negative environmental impacts and maximise any opportunities for sustainability improvements.
- Our Customer Experience team served 9,500 customers at the Administration Centre front counter and handled 126,000 phone calls, 44,000 direct online enquiries and 13,000 webchats.
- More than 103,000 brochures were delivered to homes and various City facilities in November 2023 and May 2024, sharing local information with City residents who prefer the printed medium over digital communications.

### Challenges

- The labour market continues to be restricted in Western Australia, resulting in a shortage among specific skill sets required for City roles.
- The Human Resources Information System implementation was deferred due to technical requirements and the project will be reconsidered in 2024/25.
- The Onboard Truck Management System project, consisting of the integration of camera systems, GPS data and GIS data to provide real time status on waste collections, was delayed due to contractor availability and is anticipated to be finished in 2024/25.



The City will continue to deliver local priorities and essential services while focusing on upgrades to community infrastructure, funding for strategic priority areas and investment in environmental sustainability.

# Our future: The year ahead

While this Annual Report is dedicated to wrapping up the 2023/24 financial year, it also provides an opportunity to briefly look forward to the exciting projects and initiatives planned for 2024/25 and beyond. In line with our Strategic Community Plan, Sustainable Stirling 2022-2032, the City will continue to deliver local priorities and essential services while focusing on upgrades to community infrastructure, funding for strategic priority areas and investment in environmental sustainability.

Following significant investment, two major City projects will reach completion in 2024/25, with the redevelopment of Stirling Leisure - Inglewood outdoor pool completing in September and Stirling Leisure - Hamersley Public Golf Course redevelopment scheduled to complete in December 2024. The City has also invested \$3 million into the redevelopment of the Recycling Centre Balcatta, with further investment planned in future years to ensure best practice in waste reduction.

Alongside a capital works program of around \$74 million, we are investing \$1.1 million into our Community Grants Program; \$620,000 into event sponsorships to attract world-class events; \$560,000 for renewable energy generation; and funding for new community learning trails and Christmas lights in key precincts.

Recognising that safety is a priority for our community, we will continue to invest in visible and responsive community safety patrols; mobile and fixed CCTV infrastructure; and other safety initiatives to help prevent crime, reduce antisocial behaviour and help to create a safer City. This includes an investment of \$800,000 for the Safer Suburbs project, including CCTV installation and network improvements, and \$150,000 for the Safer Suburbs Rebate (security screens/locks, home alarm systems and security, and sensor lighting).

Our environment will continue to be a central focus, with increased funding allocated for tree planting and protection of our parks and reserves. Investigation of an environmentally sensitive Coastal Boardwalk design will explore the feasibility of a new link between Scarborough and Trigg that focuses on the protection and enhancement of our natural environment while creating unique tourism infrastructure along our coastline.

The City is also funding initiatives that will help to enhance our built environment. This includes an extension of Hutton Street to Walters Drive, funding to progress advertising on our new Local Planning Scheme No. 4 and to commence the preparation of our updated Planning Strategy, and site investigation and monitoring at Hertha Reserve to determine the potential of this strategically located site within Stirling City.

Other major initiatives funded for 2024/25 include:

- \$23 million on infrastructure renewals including roads, drainage and footpath projects
- \$13 million on parks and reserves
- \$8.4 million to fund building renewals for local community facilities
- \$1 million in Mirrabooka Town Centre to improve the safety and vibrancy of the town square
- \$600,000 for coastal erosion management works.

As can be seen, the City is focused on achieving the vision and priorities set out in its Strategic Community Plan and making major leaps forward for everyone living in, working in, and enjoying the City of Stirling. Further information on future activities and projects is outlined by key result area in the 'Our performance' section from page 87.





## Our Council

Local government is one of Australia's three tiers of government (federal, state and local). Western Australia has a total of 137 local governments, with the City of Stirling being the largest by population.

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

# Democracy in the City of Stirling

The City of Stirling is one of 137 local governments in Western Australia. The City operates in accordance with the *Local Government Act 1995*.

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

## Local government elections

The City of Stirling has 14 Councillors and a Mayor, who each serve four-year terms.

There are seven wards within the City of Stirling, with each ward represented by two Councillors. The City's council elections are held every two years on the third Saturday in October. The Mayor and Councillors are elected for four-year terms, with half of the Councillors' terms concluding at each biennial election. Mayoral elections take place every four years.

All individuals registered on the state electoral roll are eligible to vote in local government elections. Some owners or occupiers of property in the City are also able to apply for eligibility to vote. Any eligible elector is able to nominate for the position of Councillor or Mayor at local government elections.

The position of Deputy Mayor is elected by Councillors at a special council meeting held shortly after a local government election.

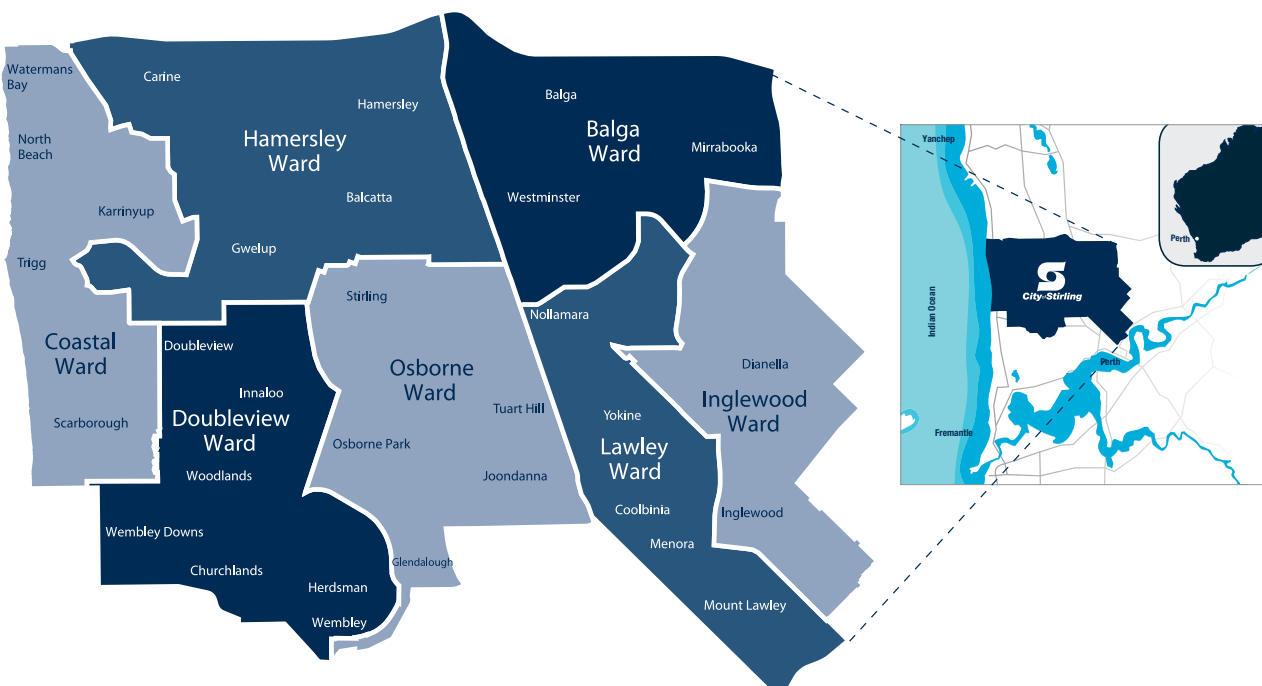
The seven wards of the City of Stirling are shown on the map below. Further information can be found on the City's website at [www.stirling.wa.gov.au/citywards](http://www.stirling.wa.gov.au/citywards)

## 2023 Local Government Ordinary Election

The City of Stirling holds postal elections, which are conducted by the Western Australian Electoral Commission. The 2023 election was conducted using the optional preferential voting system. This means that electors could vote for one or more candidates by numbering their ballot paper in order of preference. The candidate with the majority of votes, including preferences, is declared the winner.

At the 2023 Local Government Ordinary Election, our Mayor and all Councillors seeking re-election were successful, and we warmly welcomed two new Councillors – Cr Rob Paparde and Cr Damien Giudici. At the time of the election, the City had 155,560 registered electors and received 42,119 formal ballot papers and 369 informal ballot papers, resulting in a turnout rate of 27.3 per cent.

The next election is scheduled to take place on 18 October 2025 for Councillor positions only.



## The role of the Mayor, Deputy Mayor and Elected Members

The current Mayor of the City of Stirling is Mark Irwin. 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. From 19 October 2021 until 21 October 2023, Councillor Stephanie Proud JP was the Deputy Mayor of the City of Stirling. Following the 2023 local government election, Councillor Suzanne Migdale was elected as Deputy Mayor on 31 October 2023.

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

The specific role of Elected Members is to:

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



# Elected Member profiles

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

## Mayor Mark Irwin

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



**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.

Mark is married with three children, who all enjoy getting involved in local community groups and sporting clubs. Mark enjoys connecting with people and discussing local issues. He is passionate about community service and

has been a member of Scarborough Surf Life Saving Club (SLSC) throughout his life.

Mark has a degree in science from UWA and a Diploma in Management. He is an advocate for 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 Scarborough 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.

## Lawley Ward

### Councillor Suzanne Migdale

City of Stirling Councillor since: 2017  
City of Stirling Deputy Mayor since: 2023



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

Deputy Mayor Migdale has lived in the City of Stirling for over 30 years and is an account management/digital media professional with over 20 years' experience within the corporate sector. She 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.

Deputy Mayor Migdale 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. Deputy Mayor Migdale strongly advocates for improvements to services the city offers to seniors, including home and community care (HACC) food, transport and support. She 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.

### Councillor Joe Ferrante

City of Stirling Councillor since: 2011



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

Councillor 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, he and his family have been residents of Mount Lawley and Menora.

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

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

## Balga Ward

### Councillor Andrea Creado

City of Stirling Councillor since: 2021



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

Councillor Creado was born in India and migrated to Australia in 2001, where she has lived in the City of Stirling since. She is the CEO of a multicultural women's health organisation with over 20 years' experience of working in the non-profit sector.

Cr Creado is often invited to contribute her knowledge and experience of working with multicultural communities by sitting on various boards, management committees and reference groups.

Her priorities are increasing services for seniors, people with disabilities and other vulnerable groups; improving community safety; and advocating for good environmental practices.

Cr Creado is a mother to two children and a dog. In her spare time she loves to walk, cycle, dance, cook, read and listen to music.

### Councillor Michael Dudek

City of Stirling Councillor since: 2022



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

Councillor Dudek is a finance professional in a local family business, who has lived in the City of Stirling for over 20 years. He has volunteered as a mathematics tutor for first-generation Australians, as well as at Balga Senior High School as part of the Swan Nyungar Sports Education Program.

Cr Dudek plays soccer with the Mirrabooka Jaguars, as well as futsal in the WA State Futsal League. He is passionate about helping local and sporting clubs grow, as he believes this is the most effective tool we possess to help disengaged youth integrate into our community.

Cr Dudek is a strong advocate for making the community a safer place to raise a family and strives to ensure continued and increased support for seniors..

## Coastal Ward

### Councillor Rob Paparde

City of Stirling Councillor since: 2023



**M** 0405 149 149 | **E** rob.paparde@stirling.wa.gov.au

Councillor Paparde is a lifelong resident of the City of Stirling and an educational professional. He strives to keep rates low, improve services for seniors, create more beach parking and deliver local park improvements in North Beach, Scarborough, Trigg, Watermans Bay and Karrinyup. Cr Paparde has experience supporting our school communities. As a former ministerial policy adviser, he can manage complex planning/transport issues to achieve fast and fair outcomes for residents.

Cr Paparde knows our sport/social clubs are our lifeblood and was previously nominated Stirling Citizen of the Year in recognition of his tireless efforts. As Stirling Progress Association President, he has resolved countless resident and small business issues.

### Councillor Tony Krsticevic

City of Stirling Councillor since: 2021



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

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

He has worked with community organisations to achieve positive outcomes and believes supporting local organisations is vital in building stronger, vibrant and connected communities.

Having been a State Member of Parliament, he understands the complex relationships between all levels of government and how to get the best outcomes for the community.

Cr Krsticevic advocates for stronger community input in decision making, encouraging people to take an active interest in their neighbourhood. He is approachable and always available to assist local citizens.

He believes in the importance of maintaining transparent and accountable governance, sensible planning and development, safer suburbs and an environmentally sustainable future.

## Doubleview Ward

### Councillor Elizabeth Re

City of Stirling Councillor since: 2005



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

Councillor Re was born in Mount Lawley and has loved living in Woodlands for most of her life. She has championed the creation of footpaths, park activities, improved public transport and upgrades for sporting and community buildings.

Cr Re has worked for over 30 years for state and local governments in sustainability and environmental and public health. She was given the honour of being made Fellow of Environmental Health Australia for her services in environmental public health and promotion of women in the workforce. Cr Re was the first woman appointed as Principal Health and Building Inspector in local government in Western Australia. Her advocacy on behalf of women and diversity in the workplace was recognised in 2010 with an award for Australian Ambassador for Women for the Year of Women in local government. She believes community consultation and education are paramount to delivering good services for ratepayers and families.

### Councillor Stephanie Proud JP

City of Stirling Deputy Mayor since: 2021

City of Stirling Councillor since: 2007



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

Councillor Proud has resided in the City of Stirling with her family since 1993 and has enjoyed a diverse administrative career path in the corporate sector as well as the local government sector. She has represented her community on various issues since 1998 through community organisations, schools and advisory groups.

Cr Proud is an active Justice of the Peace. She is also a strong advocate for community recreation in both passive and active pastimes. She has a strong interest in the preservation of public open space and the protection of the natural environment, increasing tree-canopy coverage, and sustainable and moderate residential development to support thriving and resilient communities.

Cr Proud is acutely aware of road safety aspects with the population increase in WA, as well as the need for appropriate infrastructure and community awareness.

## Hamersley Ward

### Councillor Chris Hatton

City of Stirling Councillor since: 2019



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

Councillor Hatton and his family have lived in the City of Stirling for over 30 years. He has a strong belief in keeping suburbs safe, vibrant and family friendly.

Cr Hatton is a 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.

He believes in working for community and ensuring that Council spends wisely on essential services and infrastructure. He has interests in community safety, reducing traffic congestion, preserving green spaces and sensible housing densities.

Cr Hatton also understands the importance of local clubs and organisations and how they need to be valued and supported. He welcomes residents and the community to contact him with any issues they may have. He has substantial knowledge and expertise to be able to express residents' concerns to Council - to seek better outcomes for the community.

### Councillor Karlo Perkov

City of Stirling Councillor since: 2017



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

Councillor Perkov is locally born and has been a City of Stirling resident for over 27 years. He enjoys nothing more than spending time with his family and friends in and around our diverse City. In an age of social media where impersonal communication has become the norm, Cr Perkov is approachable and prefers to engage in the old-fashioned way, face to face, and is always eager to help.

He recognises the importance of protecting our natural environments and open spaces. From Lake Gwelup, Trigg Bushland, Careniup Wetlands and Carine Open Space, he strongly supports these special areas which are vital for the wellbeing of our entire community. Cr Perkov has enjoyed a distinguished management career but becoming a Councillor has given him a far deeper sense of appreciation and he's honoured to be serving and representing the City of Stirling.

## Inglewood Ward

### Councillor Damien Giudici

City of Stirling Councillor since: 2023



**M** 0430 436 094 | **E** damien.giudici@stirling.wa.gov.au

Councillor Giudici is a long-time resident of the ward with his wife, twin children and overexcited Cavoodle, Tippy. With more than 20 years of experience in private and government roles as a town planner and project manager, he has a firm handle on how to seek good results for the community.

Coupled with being the former chair of local community group, Inglewood on Beaufort, Cr Giudici understands the essential and often unacknowledged role volunteers have in fostering social connection and making vibrant local places, as well as making sporting clubs successfully function week in, week out.

Cr Giudici wants to carry on supporting these members of our community, maintain and improve the quality of our parks and streets, keep our neighbourhoods safe and continue to make the City of Stirling the best it can be.

### Councillor David Lagan

City of Stirling Councillor since: 2011



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

Councillor Lagan has been a Councillor since 2011. His family has lived in Inglewood for over 24 years and all love the changes and vibrant lifestyle of the area. He has two children, both of whom have completed or are completing studies at Curtin University.

Cr Lagan has had a long association with the Western Australian Local Government Association and represented the city at WALGA board level. He has contributed to Western Australian schools and the community at a number of levels and worked within the Australian Sports Commission.

Cr Lagan served as a board member at St Andrew's Grammar School in Dianella and is the vice-patron of several local sporting clubs within the Inglewood Ward.

Cr Lagan grew up in a family heavily involved in the Western Australian wine industry, which contributes to his strong belief in encouraging and growing small businesses. He believes in thinking 'outside the box' to create more business opportunities within the community. Cr Lagan is committed to creating a progressive and stronger City of Stirling and is always available to support community members.

## Osborne Ward

### Councillor Lisa Thornton

City of Stirling Councillor since: 2019



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

Councillor Thornton was born in Mount Lawley, with her family making Western Australia home for eight generations – first arriving on the ship *Marquis of Anglesea*. A long-term City of Stirling resident working as a science educator, she is an active member of the community. Through working in the fields 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 and has also run a successful small business. She believes in the power of community and helping the local economy, and that communities thrive when we work together. Cr Thornton believes our environment is one of our biggest assets, and we must look after it by protecting public open space and regulating infill. Together, she wants to help build safe communities and sustainable suburbs. She knows the positive power of a responsible local government, supporting and influencing our everyday life, every day.

### Councillor Teresa Olow

City of Stirling Councillor since: 2021



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

Councillor Teresa Olow lives and works in the City of Stirling, where she runs a business and has raised a family. Councillor Olow, experienced as a local government administrator and in running her own small business, has heightened her awareness of the complexities involved in achieving a high-performing council.

She has served as a committee member in a nursing home and sports clubs. Connecting with the community, discussing how Council can improve on local issues, Cr Olow prides herself on being an advocate for her community to ensure the right decisions are made. Cr Olow is committed to supporting local people, community groups and small businesses.





# Council meetings

Council is the policy and decision-making body for the City.

Council generally meets on alternate Tuesday evenings and is comprised of all 14 Councillors with the Mayor as the Presiding Member. In 2023/24 a total of 18 council meetings were held.

The Chief Executive Officer, the Executive team and the Manager of Governance of the City also attend council meetings to provide Elected Members and members of the public with information relating to Council business.

Members of the public are welcome to attend council meetings. If they wish to, each attendee may ask up to three questions during public question time.

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

All ordinary council meetings, special council meetings and electors' meetings are live-streamed to the City's YouTube channel.

## Elected Member meeting attendance

The table below shows the Elected Members' attendance at meetings held between 1 July 2023 and 30 June 2024.

Table 1: Elected Members' meeting attendance

Mayor and Elected Members	Ordinary council (18)	Planning and Development Committee (7)	Community and Resources Committee (10)	Audit Committee (4)	CEO Performance Review Committee (2)	Special council (2)	Electors' General Meeting (1)
M Irwin (Mayor)	17	7	8	4	2	2	1
A Creado	16	4	6	2	1	2	1
M Dudek	18	7	10	4	2	2	1
J Ferrante	14	5	8	3	2	2	1
D Giudici* (elected 21 October 2023)	10 (11)	5 (5)	7 (7)	3 (3)	2 (2)	2 (2)	1 (1)
C Hatton	18	7	10	3	1	2	1
T Krsticevic	13	4	9	4	1	2	1
D Lagan	17	6	8	3	2	2	1
S Migdale	18	7	8	3	0	1	1
T Olow	16	6	9	4	2	2	1
R Papparde* (elected 21 October 2023)	11 (11)	5 (5)	6 (7)	3 (3)	2 (2)	2 (2)	1 (1)
K Perkov	17	5	9	4	1	2	1
S Proud (JP)	18	7	10	4	2	2	1
E Re	13	0	7	0	1	1	1
L Thornton	16	7	6	0	1	2	0
F Farrelly (did not recontest at 2023 election)	7	1	3	1	0	0	0
B Sandri (did not recontest at 2023 election)	5	0	2	0	0	0	0

\*As Cr Giudici and Cr Papparde were elected in October 2023, the maximum number of council and committee meetings they were able to attend has been noted against each of these Elected Members.

## Elected Member committee memberships

The table below shows committee members, the Presiding Member and the Deputy Presiding Member where applicable.

Table 2: Committee members

Mayor and Elected Members	Planning and Development Committee July 2023 - October 2023	Planning and Development Committee November 2023 - June 2024	Community and Resources Committee July 2023 - October 2023	Community and Resources Committee November 2023 - June 2024	Audit Committee July 2023 - October 2023	Audit Committee November 2023 - June 2024
M Irwin (Mayor)	■	■	■	■	■	■
A Creado		■	■			■
M Dudek	■			■		■
J Ferrante			■	■	■	■
D Giudici (elected 21 October 2023)		■				■
C Hatton		■	■		■	
T Krsticevic	■			■	■	
D Lagan	■			■	■	■
S Migdale (Deputy Mayor from 31 October 2023)	■	■				
T Olow	■			■		
R Paparde (elected 21 October 2023)		■				
K Perkov	■			■	■	■
S Proud (JP) (Deputy Mayor until 21 October 2023)	■	■			■	■
E Re			■	■		
L Thornton		■	■			
F Farrelly (until 21 October 2023)			■			
B Sandri (until 21 October 2023)			■		■	

■ Presiding Member ■ Deputy Presiding Member ■ Member

In the 2023/24 financial year:

- 64 members of the public attended committee meetings (the Planning and Development Committee and the Community and Resources Committee)
- 19 deputations were made at these committee meetings
- 318 members of the public attended council meetings (ordinary and special council meetings)
- 140 individuals asked a combined total of 363 questions during public question time at council meetings
- 14 valid petitions and e-petitions were tabled at council meetings
- 4,048 views of council meetings were facilitated via YouTube (accessed 18 July 2024).

## Council committees

The City has two major committees:

- Community and Resources Committee
- Planning and Development Committee.

The City has two additional committees:

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

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

### Community and Resources Committee

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

The Community and Resources Committee considers and makes recommendations to Council on a wide range of matters. These include waste management, engineering, recreation and leisure, parks and environment, leisure and community facilities, arts and culture, community services, community safety, transport, facility management, project management, asset management, human resources, governance, finance, strategy and performance, and corporate projects.

There were 10 Community and Resources Committee meetings held from 1 July 2023 to 30 June 2024.

### Planning and Development Committee

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

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

There were seven Planning and Development Committee meetings held from 1 July 2023 to 30 June 2024.

### Audit Committee

The Audit Committee meets quarterly and is comprised of up to eight Elected Members (including the Mayor) and two external members.

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

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

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

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

There were four Audit Committee meetings held from 1 July 2023 to 30 June 2024.

### Chief Executive Officer's Performance Review Committee

The Chief Executive Officer's Performance Review Committee consists of all 15 Elected Members, with the Mayor as the Presiding Member. This Committee is responsible for evaluating the Chief Executive Officer's performance on a regular basis and for recommending any changes to the CEO's employment contract in accordance with the Model Standards for CEO Recruitment, Performance and Termination.

There were two Chief Executive Officer Performance Review Committee meetings held from 1 July 2023 to 30 June 2024.

### Elected Member professional development

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

The Elected Member Professional Development Policy stipulates how Elected Members will undertake compulsory or continuing professional development training as per sections 5.126 and 5.128 of the *Local Government Act 1995*.

The City maintains a register that details the professional development completed by the City's Elected Members. This register is published in the interest of accountability and transparency on the City's website at [www.stirling.wa.gov.au/pdregister](http://www.stirling.wa.gov.au/pdregister)

### 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.

### Elected Members' allowances and entitlements

Elected Members' allowances and entitlements are determined and set by the Salaries and Allowances Tribunal, established under the *Salaries and Allowances Act 1975*.

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

A link to the report can be found at [www.stirling.wa.gov.au/allowances](http://www.stirling.wa.gov.au/allowances)



Conference attendance for 2023/24 is displayed in the table below:

Table 3: Conference attendance

Elected Member	Conference	Location	Dates	Registration	Airfares	Accommodation
Mayor Mark Irwin	China Trackless Tram site inspection	China	17-21 July 2023	\$0.00	\$2,016.20	\$500.00
Deputy Mayor Stephanie Proud	China Trackless Tram site inspection	China	17-21 July 2023	\$0.00	\$2,016.20	\$500.00
Cr Micheal Dudek	State of Social '23 WA	Perth WA	22-23 August 2023	\$764.50	NA	NA
Cr Stephanie Proud	WALGA Convention 2023 - AGM only - voting delegate	Perth WA	19 September 2023	\$0.00	NA	NA
Cr Elizabeth Re	WALGA Convention 2023 and Australian Local Government Womens Association Breakfast	Perth WA	19 September 2023	\$90.50	NA	NA
Cr Felicity Farrelly	WALGA Convention 2023 and Australian Local Government Womens Association Breakfast	Perth WA	19 September 2023	\$90.50	NA	NA
Cr David Lagan	WALGA Convention 2023 - AGM only	Perth WA	19 September 2023	\$0.00	NA	NA
Cr Bianca Sandri	WALGA Convention 2023 - AGM only	Perth WA	19 September 2023	\$0.00	NA	NA
Mayor Mark Irwin	WALGA Convention 2023	Perth WA	19 September 2023	\$1,983.30	NA	NA
Cr Lisa Thornton	Net Zero Transit Symposium	Perth WA	21-22 November 2023	\$425.00	NA	NA
Cr Rob Papparde	Net Zero Transit Symposium	Perth WA	21-22 November 2023	\$425.00	NA	NA
Cr Stephanie Proud	Net Zero Transit Symposium	Perth WA	21-22 November 2023	\$425.00	NA	NA
Mayor Mark Irwin	Net Zero Transit Symposium	Perth WA	21-22 November 2023	\$425.00	NA	NA

Elected Member	Conference	Location	Dates	Registration	Airfares	Accommodation
Cr Tony Krsticevic	23rd World Congress Safety and Health at Work	Sydney NSW	26 November - 3 December 2023	\$1,200.00	\$711.46	\$1,726.70
Deputy Mayor Suzanne Migdale	Professional Speakers Australia 'Connect 18x18'	Perth WA	15 March 2024	\$295.00	NA	NA
Cr Andrea Creado	Australian Institute of Company Directors - Australian Governance Summit 2024	Melbourne VIC	19-22 March 2024	\$1,299.00	\$1,591.76	\$1,596.11
Cr Elizabeth Re	Australian Institute of Company Directors - Australian Governance Summit 2024	Melbourne VIC	19-23 March 2024	\$1,699.00	\$793.53	\$1,005.42
Cr Tony Krsticevic	Australian Placemaking Summit 2024	Melbourne VIC	1-2 May 2024	\$1,561.35	\$1,128.36	\$829.44
Cr Elizabeth Re	2024 IFEH (EHA) World Congress	Perth WA	20 May 2024	\$1,980.00	NA	NA
Mayor Mark Irwin	Australasian Reporting Awards (ARA)	Sydney NSW	22-24 May 2024	\$315.00	\$1,005.33	\$671.50
Cr Elizabeth Re	Victorian Transport Infrastructure Conference 2024	Melbourne VIC	5-6 June 2024	\$1,485.00	\$1,165.48	\$513.02
Cr Elizabeth Re	True Sport Conference	Perth WA	11 June 2024	\$99.00	NA	NA
Cr Andrea Creado	The Global Sustainable Development Congress	Bangkok Thailand	10-13 June 2024	\$785.00	\$1,092.35	\$1,256.00
Mayor Mark Irwin	Engineers Australia Transport Conference	Melbourne VIC	27-28 June 2024	\$0.00	\$864.02	\$1,120.90

The register of fees, expenses and allowances paid to Elected Members for 2023/24 is displayed in the table below.

Table 4: Fees, expenses and allowances

Elected Member	Mayoral allowance	Deputy Mayor allowance	Elected Members allowance	ICT allowance
Mark Irwin (Mayor)	\$93,811.00		\$49,665.00	\$3,500.00
Suzanne Migdale		\$17,583.00	\$32,832.00	\$3,500.00
Stephanie Proud		\$5,863.00	\$33,115.00	\$3,500.00
Andrea Creado			\$32,438.00	\$3,500.00
Michael Dudek			\$35,296.00	\$3,500.00
Tony Krsticevic			\$32,438.00	\$3,500.00
Rob Papparde			\$24,833.00	\$3,500.00
Elizabeth Re			\$32,832.00	\$3,500.00
Karlo Perkov			\$32,438.00	\$3,500.00
Chris Hatton			\$33,115.00	\$3,500.00
David Lagan			\$33,115.00	\$3,500.00
Damien Giudici			\$24,833.00	\$3,500.00
Joe Ferrante			\$33,115.00	\$3,500.00
Teresa Olow			\$32,339.00	\$3,500.00
Lisa Thornton			\$33,115.00	\$3,500.00
Bianca Sandri			\$8,282.00	\$0.00
Felicity Farrelly			\$8,282.00	\$0.00
<b>Totals</b>	<b>\$93,811.00</b>	<b>\$23,446.00</b>	<b>\$512,083.00</b>	<b>\$52,500.00</b>

## Council governance

### Elected Member conduct

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

### Local laws and council policies

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

The following policies were reviewed and/or updated during 2023/24:

- Artificial Intelligence Policy
- Playground Policy.

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



	Childcare and travel	Other expenses paid	Conference	Training	Grand total
	\$0.00	\$2,708.79	\$4,884.14	\$3,018.19	\$156,931.12
	\$13,323.96	\$2,270.75	\$295.00	\$2,135.00	\$68,103.71
	\$1,115.42	\$1,660.05	\$6,712.04	\$0.00	\$53,731.51
	\$522.70	\$1,783.17	\$4,152.15	\$3,370.00	\$46,292.02
	\$529.27	\$1,577.00	\$0.00	\$0.00	\$38,570.27
	\$338.93	\$1,811.07	\$4,640.11	\$0.00	\$43,524.11
	\$0.00	\$0.00	\$425.00	\$240.00	\$26,141.00
	\$0.00	\$2,071.82	\$9,504.69	\$422.82	\$48,463.33
	\$686.81	\$2,287.50	\$0.00	\$0.00	\$39,438.31
	\$0.00	\$0.00	\$0.00	\$0.00	\$36,464.00
	\$281.91	\$726.00	\$0.00	\$0.00	\$37,471.91
	\$0.00	\$1,009.34	\$0.00	\$2,220.00	\$28,705.34
	\$117.02	\$697.40	\$0.00	\$0.00	\$37,278.42
	\$352.14	\$1,690.33	\$0.00	\$0.00	\$38,506.47
	\$0.00	\$2,392.93	\$453.78	\$930.00	\$40,240.71
	\$0.00	\$499.98	\$0.00	\$0.00	\$8,740.98
	\$1,472.47	\$0.00	\$0.00	\$84.82	\$9,798.29
	<b>\$18,740.63</b>	<b>\$23,186.13</b>	<b>\$31,066.91</b>	<b>\$12,420.83</b>	<b>\$758,131.50</b>



# Elected Members in the community

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



Mayor Mark Irwin with resident Norma Jean Atherton on her 100th birthday.



Cr Migdale reads to young residents at National Simultaneous Storytime.



Cr Ferrante enjoys the City's annual Paw-some Day Out event.



Cr Creado at the opening of Princess Wallington Reserve Cricket Clubrooms.



Cr Dudek played alongside fellow Councillors and City employees at the Mirrabooka Refugee Week 'Cup of Nations' football game.



Cr Proud with artist Jina Lee at the unveiling of Nest at Jackadder Lake Reserve.



Cr Re with local playground experts at the opening of the upgraded Jackadder Lake playground.



Cr Paparde with Cr Krsticevic enjoying the Carols at Scarborough.



Cr Krsticevic at a community planting day with Cr Paparde and City nursery employees.



Cr Hatton out and about in the City's marquee.



Cr Perkov with attendees and Cr Giudici at the City's biannual Heritage Awards.



Cr Giudici with new residents at the Australia Day Citizenship Ceremony.



Cr Lagan with Cr Ferrante on Australia Day.








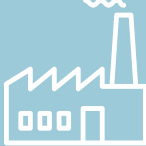
Cr Olow with City volunteers at the Volunteer Christmas Dinner.






Cr Thornton with the City's Community Safety team and Cr Olow at the Stirling Farmers Market.




## Stakeholders

The City has a rich diversity of community stakeholders who participate in decision making that helps shape the future of the City. Strengthening relationships with these stakeholders ensures our projects, plans and initiatives reflect the needs and aspirations of our community. We adopt tailored approaches to share information, facilitate involvement and ensure we listen and respond to the priorities of stakeholders. For further information on community engagement, refer to page 48.

		
<b>Ratepayers and residents</b>	<b>Elected Members</b>	<b>Clubs and community interest groups</b>
<b>Why are they important to us?</b>		
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.
<b>What is the desired engagement outcome?</b>		
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.
<b>How will we know if we are successful?</b>		
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.
		
<b>Special inclusion groups</b>	<b>Town Teams</b>	<b>Industry associations and peak bodies</b>
<b>Why are they important to us?</b>		
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.
<b>What is the desired engagement outcome?</b>		
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.
<b>How will we know if we are successful?</b>		
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
<b>Why are they important to us?</b>		
Our community expects us to work collaboratively with other agencies to ensure seamless delivery of joint projects.	City of Stirling businesses are the engine room of our local economy and create local jobs, so we need them to thrive.	Visitors are significant contributors to our economy and the vibrancy of our places, so we want to be their destination of choice.
<b>What is the desired engagement outcome?</b>		
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.
<b>How will we know if we are successful?</b>		
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
<b>Why are they important to us?</b>		
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.
<b>What is the desired engagement outcome?</b>		
To work as a team and provide efficient, multi-layered customer service and project-based solutions.	To maintain a strong relationship to ensure their presence and impact on residents is maximised.	To ensure the media has all the information it needs to report a fair and balanced story on initiatives that will impact and benefit the community.
<b>How will we know if we are successful?</b>		
Projects are delivered with a focus on customer service and outcomes.	Service providers are thriving and able to make a strong case for further funding from government agencies, including the City.	We receive more positive media coverage than negative.

## Connecting to the community

Striving toward the vision outlined by our community to become ‘a sustainable City with a local focus’, the City of Stirling continues our commitment to enabling transparent and engaging conversations with our customers, residents, stakeholders and employees.

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

As an advisory and support service to the many business units at the City, the Marketing and Communications team upholds the City’s brand recognition and positive reputation to inform, engage and collaborate with our community and stakeholders. With four teams in this service area (marketing, media and corporate affairs, community engagement and digital) a cross-collaborative approach is used to maximise the effectiveness of City communications, engagement and marketing initiatives.

### Corporate (internal) communications

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

- 12 digital editions of the City’s employee newsletter ‘Team Brief’, with 11 designed and printed editions for the City’s Operations Centre and out-centres
- 251 corporate news articles added to the homepage of the City’s intranet, CoSi
- 3,678 views for the top five performing corporate news articles on CoSi.

A program of content on digital screens at the Administration Centre and Operations Centre updated monthly to keep employees informed.

Among the successes in 2023/24, the City delivered messaging about the City values, the City’s Trackless Tram Trial and Net Zero Transport Symposium, and the introduction of corporate use of generative AI Technology One in the Cloud projects. This helped to support our workforce and assist in the provision of exceptional service for our ratepayers and community.

### Media and external communications

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

With the overarching aim of protecting and enhancing the City’s reputation, the team issued 64 media releases and responded to 87 enquiries from local, state and national media outlets. In addition to all media releases being added to the City’s website for transparency, an additional 41 news articles were added to the news page of the City’s website, which attracted 88,220 views in 2023/24.

As the connection between the City and the media, the team also coordinated several press conferences and media interviews for TV, radio, online and print. Proactive media coverage included TV and print coverage highlighting the Trackless Tram Trial at an advertising value equivalent of \$268,047; the City’s CCTV rebate program, valued at \$147,549; and \$66,810 of media coverage about Council’s decision to implement three crosswalks on West Coast Drive.

The City continued to monitor significant positive and neutral news media coverage through 2023/24, with stories across print, online, TV and radio news totalling \$3,815,067 in advertising value equivalence through 617 media stories and mentions.

The team prepared 65 sets of speeches or talking points to ensure spokespeople were equipped with relevant information to represent the City with professionalism and accuracy in their official duties. During 2023/24, six videos and 203 photoshoots were delivered in-house – a 47 per cent increase on the previous year. This engaging content showcased the role of the Mayor, Councillors and City leadership to keep the community informed. Content was shared across the City’s owned platforms such as Stirling Scene, Facebook, LinkedIn and the City’s website, as well as through internal communications channels such as Team Brief, CoSi and internal screens at the Administration and Operations Centres.

The Stirling Scene e-newsletter continued to inform City ratepayers through the year, with 11 editions read by approximately 21,790 recipients (65 per cent of total recipients) each month. The number of people who opened and clicked on articles exceeded key performance indicators. A further 76 e-newsletters were sent during 2023/24, highlighting Arts and Events, Business News, Community Yarns, Community Safety, Library Vibes, Living Green and Stirling Leisure, with a total of 222,646 recipients and average open rate of 68 per cent.

## Digital communications

The City of Stirling continues to use digital platforms in addition to printed publications to communicate and engage with customers, many of which can be found by visiting the City's website. The City saw strong net growth of 23 per cent across digital communications channels (social media and websites) in 2023/24, as shown in Table 5 below. This indicates consistent community appetite for information to be delivered digitally. The City's website enables customers to access a range of online services in one place and ensures the variety of content and information aligns with accessibility standards, City branding and style guides. In 2023/24, Council approved plans to commence the Website Redevelopment Project, allowing future investment in digital technology to support the community in self-service facilities.

### Social media

Building on patterns from previous years, Facebook, LinkedIn, Instagram, X (formerly Twitter) and YouTube remain the City's primary social media channels. During 2023/24, the delivery of engaging content across Facebook and Instagram saw the channels reach 52,000 and 13,000 followers respectively.

Table 5: Digital channel growth

Channel	2023/24 audience	Growth
Facebook	52,469	3%
Instagram	13,521	5%
LinkedIn	9,905	12%
X (formerly Twitter)	4,774	0.3%
Websites*	8,520,268	106%
YouTube	1,520	12%
<b>Net average growth</b>		<b>23%</b>

\* Websites refers to [www.stirling.wa.gov.au](http://www.stirling.wa.gov.au), [www.naaladjookanhealingcentre.com.au](http://www.naaladjookanhealingcentre.com.au) and [www.watreefestival.com.au](http://www.watreefestival.com.au)

### Marketing

The Marketing team worked with City business units to raise awareness of services, facilities, programs and events, delivering 587 design projects and 44 professional photoshoots to support a broad range of campaigns and service requirements.

In collaboration with employees across the City, the Marketing team also supported the production and delivery of professional videos in 2023/24, including the Year in Review 2022/23. This video was presented at the Electors General Meeting 2022/23 as a visual showcase of shared achievements that reflect our

vibrant community. Other videos included a series on migrants to the City of Stirling and the different City initiatives they have used to help them get established, as well as an instructional video on how to create a sustainable verge and the relevant resources available from the City.

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

## Campaigns

Below are highlights from 2023/24, based on achieving individual campaign goals.

### Trackless Tram Trial

The City conducted a campaign aimed at raising awareness of the City's Trackless Tram Trial. This campaign required a collaborative approach with advice from teams responsible for marketing, communications and community engagement.

As a result of the combined promotional effort, the Trackless Tram Trial generated a high profile in the media and community, both online and with attendees at events, including:

- 198 likes and 93 comments on Facebook posts
- 8,806 clicks on the event listing
- 13,265 views of the Trackless Tram Business Case webpage
- 11,863 views of the news article 'Trackless Tram arrives in Stirling'
- An estimated 1,200 community members attending a Community Showcase.

This campaign and interest in the Trackless Tram was measured through the City's quarterly market research survey, with residents asked about recall and perception:

- Around half of residents were aware of the Trackless Tram Trial that occurred on 26 November 2023, with most hearing about it through social media and the Stirling Scene e-newsletter.
- There is strong community support for Trackless Trams to be introduced into the public transport system in the City (76 per cent of residents are in support, with only four per cent in opposition).

More information on the Trackless Tram can be found in the case study on page 139.

## WA Tree Festival 2024

Founded by the City of Stirling in 2022, the purpose of the WA Tree Festival is to educate the community about the value of trees in urban spaces through activities and events across 30 local government authorities. The 2024 event ran from Monday 10 April to Sunday 10 May 2024, with input required from the marketing, media and corporate affairs and digital teams.

Having designed and delivered the brand, collateral and event website, the City led a digital marketing campaign from 6 March to 23 May 2024. The digital strategy targeted special interests and behaviours to promote events to parents during the school holidays. It also targeted sustainability and wellness affinities for workshop-based events or outdoor trails and wellness-focused activities.

The campaign was successful in delivering on the objectives, with an increase in event registration and participation across the state compared to previous years:

- Campaign investment of \$2,353.28 saw 732,842 ads served to Facebook and Instagram users, reaching 236,889 profiles and generating 11,540 clicks through to the event listings.
- Views remained consistent at 14,841 sessions.
- There was a 100 per cent increase in estimated minimum attendees of 14,000 in 2024 compared with 7,000 in 2023.
- The festival was the winner of the Community Based Initiative of the Year Award at the Parks and Leisure Australia WA Awards for Excellence.
- More than 200 events were delivered.
- A survey of participants found that 100 per cent had a positive experience at a WA Tree Festival event and 90 per cent indicated they are likely to make an environmental change based on what they learnt.
- This year, 30 local government authorities participated, up from 18 the previous year.

## Community engagement

At the City of Stirling, community engagement focuses on informing Council's decisions, sharing knowledge and strengthening relationships with the community. It refers to the many ways in which the City connects with communities in day-to-day interactions and in the development and implementation of policies, programs and services.

This year, a key focus was ensuring a mix of engagement types, including online and face-to-face, to reflect the community's preference. We hosted 47 community conversations across the City's 21 community engagement projects for 2023/24.

## Local Convos

The City of Stirling Local Convos series is designed to support the community in getting together to chat about local needs, deepen connection and identify local priorities.

The City has recently reviewed our community engagement to provide an increased focus on two-way conversations that listen and respond with a local focus. The new locally led approach supports a greater understanding of what is important locally and tapping into local knowledge on matters of strategic importance.

Community engagement in this way helps drive deeper connection, participation, and engagement at a local level to shape service delivery and achieve our shared priorities. At the heart of the Local Convos approach is an understanding that local people know what they need and a vision for everyone to get involved in shaping what it means to be a 'local'.

Our community got involved in projects, plans and initiatives that will help shape the future of our City. Community engagement helped inform the concept design for key City projects, including Joondanna Reserve Upgrade, Yokine Regional Open Space Public Toilets and Mirrabooka Town Square.

An important informing plan, the Community Infrastructure Plan 2023/24 was open for community consultation. The resulting community input contributed to understanding the importance and value of community infrastructure in local areas. A six-week engagement process was undertaken that provided different ways to contribute, including email, surveys and online through our Shaping our City project page. Community members could also contribute via the City's AI-supported neighbourhood engagement assistant, Ainsley, at 42 locations across the City. Ainsley enabled residents to start conversations about why community infrastructure was important.

The City is committed to best-practice community and stakeholder engagement. In 2023/24, an internal community engagement audit identified that the City had improved and increased its engagement with the community. To support the ongoing alignment of engagement activities, the City developed a seven-step best-practice guide to support each stage of the community engagement procedure.

The City's Shaping our City platform – [www.stirling.wa.gov.au/shapingourcity](http://www.stirling.wa.gov.au/shapingourcity) – continues to be a valued engagement hub for the community to participate in decision making, share stories and ideas, or simply stay informed.



The outcome of community engagement activities included informing decisions that resulted in improved service, design, facilities and policy, and stronger relationships between the community and the City. These included:

- Local Convos
- Inglewood Youth Parkland
- Macaulay Park Proposed Improvements
- Yokine Regional Open Space Public Toilets
- Carine Fenced Dog Park Remediation
- Neighbourhood Safety Trial – Nollamara and Westminster
- Mirrabooka Town Square Upgrade
- Local Laws Review 2024
- Local Laws in Focus – Control of Cats
- Lake Gwelup Story Trail
- Main Street, Hutton Street and Royal Streets Intersection Safety Enhancement Project
- Hector Street Safe Active Street
- Scheme Amendment No.126, No.127, No.128, No.129 and No.130
- Community Infrastructure Plan
- Joondanna Reserve
- Upgrade Pedestrian Safety on West Coast Drive
- Sustainable Stirling Student Design Competition.

There have been many positive outcomes as a result of community engagement activities over the past 12 months, but we recognise that there is always room for improvement.

As we look to the next 12 months, we aim to ask early, ask everyone, ask for advice and take the time to listen. We aim to review the City's Community Engagement Policy and adopt guiding principles to underpin our engagement with the community.

These principles will help to improve service delivery, identify and respond to changing local needs, and maintain an ongoing dialogue with diverse community members. The objective of the policy review would also include providing a set of definitions for consistent and clear communication regarding the responsibilities for community engagement across the City.

## 2023/24 Marketing and Communications snapshot

Number of engagements

**21** 

Website interactions



**12,443,512**

Average net growth of digital channels **23%**

Social media followers **80,669**

**87** media responses

**64** media releases

**247** photoshoots



**Design projects completed**

**587**



**47** community conversations

# Calendar of events

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

The City is host to an array of events that range from markets to multicultural festivals, international and local sporting events, music performances, movie nights and community events. There has been an increase in the number of cultural events and major sporting events attracting interstate and intra-state visitors.

In the 2023/24 season, the City was home to 414 events across multiple suburbs, attracting 619,397 visitors to our neighbourhoods. The City also sponsored nine high-profile events, providing a total of \$495,000 in funding, including sponsorship of the Australian-first ICF Ocean Canoe World Championships and NBL 3x3 Hustle Championships and Slam Festival.

## July 2023

Mirrabooka NAIDOC Event\*  
Rang Rasiya 2023

## August 2023

Vietnam Veterans Day  
Commemoration  
Metro North Festival of Football

## September 2023

Healing Waves – International  
Suicide Prevention Day Memorial  
Service

## October 2023

Barclay Cup Baseball Nationals^  
Sisters of the Poor – International  
Food Fair  
Groundswell Festival^  
Balga RSPCA WA Community  
Action Day  
Can 4 Cancer Walk  
Betty's Burgers Bestie Movie Night  
Wembley Downs District Fair\*  
Multicultural Haryana Day  
West Coast Steiner School  
Kambarang Fair and Open Day 2023  
Veteran Car Club Rally  
Paw-some Day Out 2023#  
6021 Halloween  
(Stirling Street Foods)

## November 2023

4 Paws (RSPCA Fundraiser)  
Scarbs Beach Party\*  
Ninth Ave Block Party  
Asbestos Awareness 2023  
Stitch in Time Family Fun Day\*  
Wadjak Reconciliation Day  
Remembrance Day  
Commemoration (Stirling, North  
Beach, Osborne Park)\*  
Chad 1000X  
Volunteer Thank You Event#  
Osborne Park Show \*  
Red Dust OCR – Lifeline Family  
Obstacle Course Fun Run^  
Mount Lawley Christmas Fete\*  
2023 ICF Canoe Ocean Racing  
World Championships^

## December 2023

Cold Nips - Perth Is Ok  
Summer Launch  
ICF International Ocean Canoe  
World Championships^  
Inglewood Youth Market\*  
Hamersley Carols Under the Gum  
Trees 2023\*  
Warren Lake Teeball Carnival  
Carols at Scarborough\*  
Beach Touch Footy  
Stirling Multicultural Festival  
North Beach Carols\*

## January 2024

Potters House Summer Cinema Series  
Firelight\*  
Taste of Tigray on Whadjuk Boodjar\*  
HSBC Rugby SVNS Community  
Clinics  
Davey Real Estate Australia Day BBQ  
Nollamara Australia Day Breakfast  
2024\*  
Sneakers by the Sea

## February 2024

Coterie at Indian Ocean Hotel  
Balga Skate Festival#  
Alcohol. Think Again Beach Volleyball  
Tour Round 5 – WA Open  
Ocean Water Swim Series – Round 9\*  
Perth Festival – Invisible Opera and  
Nightwalks with Teenagers^

## March 2024

Cold Nips – Dip and Clean Up Australia Day  
Beneath the Surface | International Women's Day Festival  
Carine Skate Festival#  
Brazilian Beach Carnaval 2024\*  
SunSmart Nipper and Open Surf Lifesaving State Championships  
Corsaire Aviation King of the Point presented by the City of Stirling\*  
WA Harmony Week Mirrabooka  
The Yokine Community Car Boot Sale\*  
NBL 3x3 Big Hustle and Scarborough Beach Slam^  
Yokine Bahn Mi Festival

## April 2024

Biodiversity Open Day#  
Songkran – Buddhist New Year  
Ocean Heroes 24-hour Swim 2023\*  
Balga Skate Festival#  
Perth Beach Obstacle Course Race - Scarborough 2024^  
ANZAC Day Commemorations (North Beach, Stirling, Mount Lawley, Osborne Park)  
ECU Open Day (Mount Lawley Campus)

## May 2024

Coral Sea Battle Commemoration 2024  
Vesak Celebration  
Inglewood Arts Hub First Anniversary

## June 2024

Numbat Cup Round 3  
Refugee Cup of Nations  
Family Fun Day#

## Markets

### Year-round

Mirrabooka Friday Markets\*  
Stirling Farmers Markets\*  
Scarborough Sunset Markets\*

### Summer

Stirling Street Food  
Inglewood Monday Night Markets\*  
Summer X Salt Markets\*  
Inglewood Upmarkets\*  
Main Street – Down to Earth Upcycle Market\*  
Northern Suburbs Artisan Market (Oct – Dec 2023)

## Recurring summer events

Cold Nips Dawn Dips (ad hoc Wednesdays during summer)  
WAZouk Sandpit Dancing and Live Music (Sundays during summer)  
Livid Laneway Summer Series – music concerts, art exhibitions, book launches and markets  
We Are Yokine Family Movie Night\*

## Arts and creative projects

### July 2023

Creatives + Connections at White Brick Gallery, Osborne Park^

### October 2023

Creatives + Connections at White Brick Gallery, Osborne Park^

### November 2023

Art Awards and Exhibition, Reception Hall, Stirling^  
Art Awards Public Program:  

- Tactile Tour guided by DADAA
- Curator + Artist Panel
- In Conversation: Yorga's Yarning
- Art and Storytime
- Young Artist: Pizza & Poses^

### February 2024

All about exhibitions: Creatives + Connections, Inglewood^

### March 2024

Stirling Open Art Studios, various locations\*

All about public art: Creatives + Connections, Scarborough^

### April 2024

All about photographing your artwork: Creatives + Connections, Tuart Hill^

### May 2023

All about finance for creatives: Creatives + Connections, Stirling^

### June 2024

Stirling Leisure – Inglewood mural completion, Mount Lawley^  
Playgroup Room mural completion, Inglewood^  
Astor Theatre mural completion, Mount Lawley^  
Balga Plaza mural completion, Balga^  
Bennett Park Clubrooms mural completion, Doubleview^  
Peter Farmer Art Yarn workshop, Mirrabooka Library, Mirrabooka^

# City-run event

\* Funded by the City of Stirling

^ Sponsored by the City of Stirling



# 2023/24 Community Financial Report

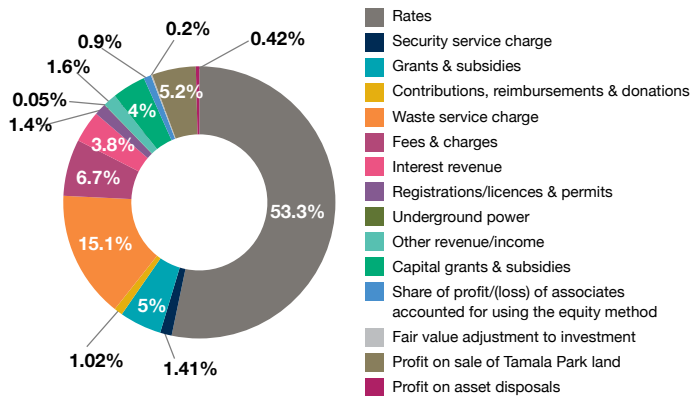
Long-term financial sustainability is the key objective of the City's financial plan. The City continued to perform well against its strategic objectives and emerging priorities in line with its vision of being a sustainable City with a local focus. With careful planning and resource allocation, the community can be assured that the City has the necessary resources to achieve its objectives set out in the Strategic Community Plan, Sustainable Stirling 2022-2032.

## At a glance:

- \$52 million of capital works completed
- \$16.3 million net operating result before other comprehensive income
- \$2.7 billion net assets
- \$300 million in revenue with 53 per cent from rates
- \$162 million in cash and term deposits
- Nil in borrowing.

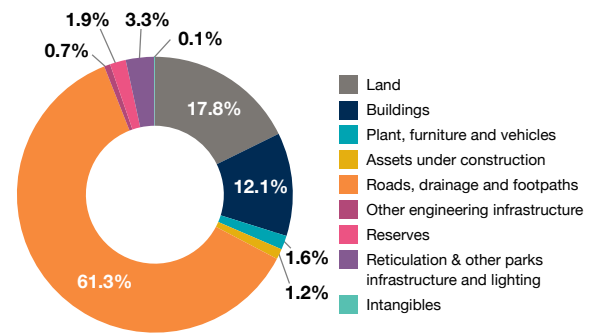
## Revenue – Where does it come from?

The City's revenue amounted to \$300 million. The largest contribution was from rates and service charges which totalled \$210 million.



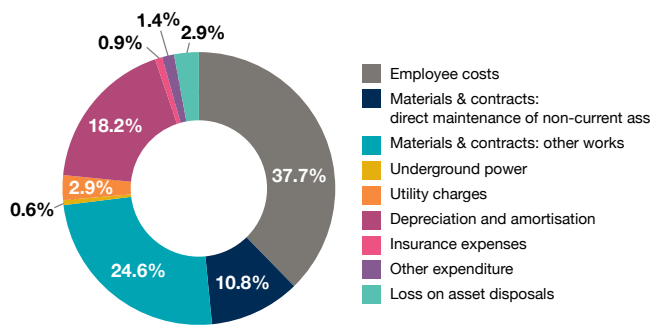
## Assets – This is what we own

As at 30 June 2024 the City's capital assets were valued at \$2.5 billion. This includes the following classes of assets:



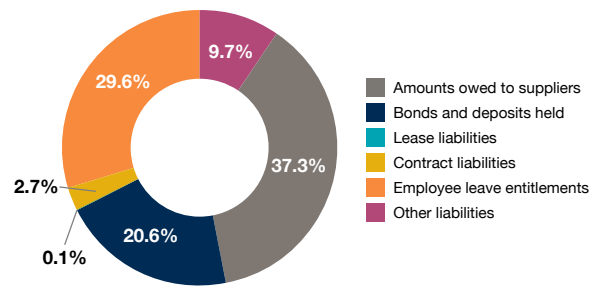
## Expenses – What did we spend it on?

Expenditure amounted to \$284 million between various operations and programs. Funds were applied to:



## Liabilities – This is what we owe

At 30 June 2024, Council's liabilities totalled \$69.3 million. This was principally made up of:



## What \$100 gets you

 **\$24.87**  
Parks, recreation and leisure

 **\$13.60**  
Engineering, footpaths, drains, road maintenance

 **\$5.97**  
Business systems and support

 **\$15.73**  
Waste and fleet management

 **\$10.47**  
Building maintenance, projects and assets

 **\$3.17**  
Public safety

 **\$13.18**  
Administration, governance and council support

 **\$4.81**  
Planning and development

 **\$8.21**  
Libraries and community services

## Major land transactions

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

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

### Catalina Regional Council

The Catalina Regional Council was established for the specific purpose of creating an urban development on 165 ha of land immediately south of Neerabup Road and the Mindarie Regional Council. The City along with six other councils is a member of the Catalina Regional Council.

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

As at 30 June 2024 the value of the City's equity share of its investment in the Catalina Regional Council was \$20,573,235. Further details can be found in note 20 of the financial statements.

## Major trading undertaking

The City did not participate in any trading undertakings during the 2023/2024 financial year.

## Capital grants, subsidies and contributions

During the 2023/24 financial year, the City received various capital grants, subsidies and contributions for replacing and renewing assets. Below is an overview of the amounts received by the City during the year and the two years before this financial year.

2023/24	2022/23	2021/22
\$11,971,912	\$15,971,754	\$21,513,088







## Our organisation

The City of Stirling is one of the largest and most diverse local governments in Western Australia, spanning over 100 km<sup>2</sup> and including 30 suburbs. The organisation provides a variety of services to over 243,000 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.



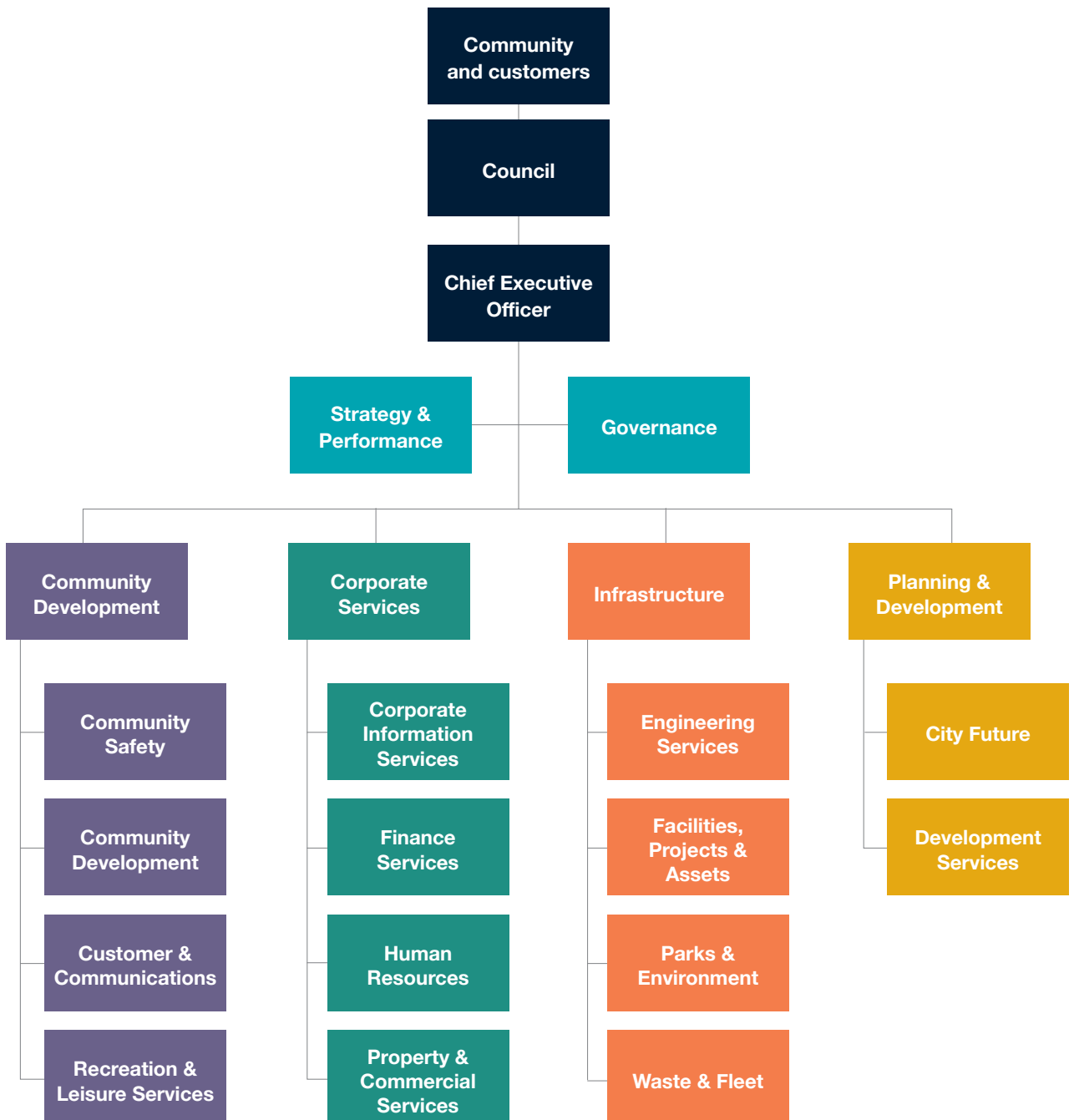


# Organisational structure

As one of the most culturally diverse communities in Western Australia, the City of Stirling is divided into four directorates: Community Development, Corporate Services, Infrastructure, and Planning and Development, each led by a director who reports to the Chief Executive Officer (CEO).

Each directorate includes a number of business units led by a business unit manager, overseeing individual service delivery areas of responsibility while working collaboratively across the organisation. The CEO has two business units directly under his leadership within the Office of the CEO. The CEO is appointed by and directly accountable to members of Council, who are elected by the City's residents, including the popularly elected Mayor.

Diagram 2: Organisational chart as at 30 June 2024





# Executive profiles

## Stevan Rodic GAICD

### Chief Executive Officer

Graduate Australian Institute of Company Directors (GAICD)

Bachelor of Arts (Urban and Regional Planning)

Full Member of the Planning Institute of Australia

Diploma Project Management



Stevan Rodic started as CEO on 3 January 2024, bringing over 25 years of experience in local government to the City of Stirling. Stev is Stirling through and through, having started his career with the City in 1997. The City means a lot to him personally and in his career development, and he is committed to giving back.

With an extensive understanding of the legal and regulatory framework, Stev excels in strategic planning. He fosters effective stakeholder relationships and effectively manages the City's staff to deliver against the aspirations of the community and the decisions of Council. His commitment to community engagement and his passion for the diverse community of the City of Stirling is evident in his people-focused leadership style.

Stev often draws inspiration from a picture in his office of a surf rowboat guided by a sweep. This image symbolises the trust and teamwork required to navigate challenges and seize opportunities. It serves as a constant reminder of the importance of collective effort and accords with his mantra, 'together, we can make a difference'. It takes everyone in the boat rowing in the same direction to make a difference, and listening and community feedback is a vital part in setting that direction.

Stev sees his role as to challenge the status quo, to be open to the opinions of others, to show curiosity in exploring solutions, to act with courage, and to remember the positive impact that the City can have when we work together toward a common cause.

Stev strives to build upon the strong Stirling foundation he has inherited and seeks to continually improve. He believes that just like the rowers in a surf boat, it takes dedicated focus and a willingness to embrace innovative ideas to shape an exciting future and realise the City's vision to create a sustainable City with a local focus.

## Ingrid Hawkins

### Director Corporate Services

Bachelor of Arts (Commerce)

Chartered Public

Finance Accountant

Certified Practising Accountant



Ingrid joined the City of Stirling in 2013 as Manager Finance Services. She has over 20 years' experience in senior financial management roles across the public sector, working within local government, State Government, health and education.

Appointed as the City's Director Corporate Services in 2017, Ingrid is responsible for the Human Resources, Corporate Information Services, Property and Commercial Services, and Finance Services functions of the organisation. Ingrid leads a dedicated and exceptional team who provide support services to the other directorates in what is a large, diverse and complex organisation.

## Andrew Murphy

### Director Infrastructure

BSc (Hons) Biological Science

Master of Science

Environmental Health



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

Andrew is responsible for Engineering Services; Parks and Environment; Waste and Fleet; and Facilities, Projects & Assets.

## Michael Quirk

### Director Community Development

Bachelor of Social Science

Graduate Certificate in

Public Sector Management



Michael has worked within the local government sector for more than 20 years and rejoined the City of Stirling in July 2019. With proven performance in the areas of facility management, stakeholder engagement, strategic planning, and community health and wellbeing, Michael leads the diverse and dynamic Community Development directorate. This includes responsibility for the City's Community Safety, Community Services, Customer and Communications, and Recreation and Leisure Services.

## Amanda Sheers

### Director Planning and Development

BA Regional and Town Planning

Full Member of the Planning

Institute of Australia



Amanda joined the City of Stirling in 2020 as Manager Development Services. She has over 20 years' experience in both the public and private sectors, having held executive roles in both state and local governments in both Queensland and Western Australia. Amanda has provided leadership on a diverse range of policy, planning and infrastructure matters and encourages and supports lateral and progressive thinking - inspiring creative solutions to urban growth challenges and producing evidence-based policy development.

In 2023 Amanda was appointed Director Planning and Development where she leads the Development Services and City Future teams.



# Our people

At the City of Stirling, our people are our greatest asset and with a workforce of 1,085.36 full-time equivalent (FTE) positions, they are the City's most valuable resource. Our workers are highly talented and experienced in their fields and possess the skills and abilities to deliver the exceptional services our community has come to expect.

## Our profile

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

The City recognises the need to support work-life balance through a range of initiatives, including various options for flexible working arrangements. The City continues to recognise its people's desire to have access to a range of flexible working arrangements, as well as various opportunities to deliver a holistic and fulfilling employment experience.

When external factors impact on the talent market, the City supplements its resourcing by engaging contractors to assist in meeting seasonal demand and peaks in workloads. This ensures the City can be agile in meeting the needs and expectations of our community.

There are a wide range of ages employed, spanning from 16 years to over 65 years of age. Figure 1 illustrates the City's established workforce by age bands. This clearly demonstrates how the City values, recognises and respects the contributions of people with different ages, backgrounds, levels of experience and perspectives. Figures 2 through 4 further illustrate the City's workforce gender profile across different segments of the organisation.

Figure 1: Established workforce – age profile as at 30 June 2024

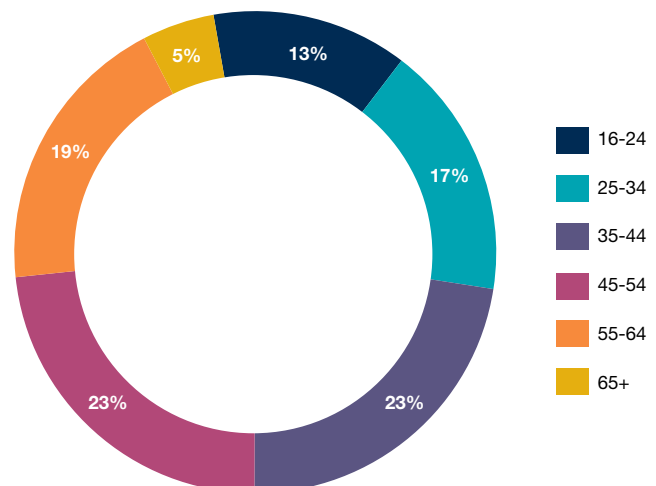


Figure 2: Male and female apportionment (to first-tier supervisor level) as at 30 June 2024

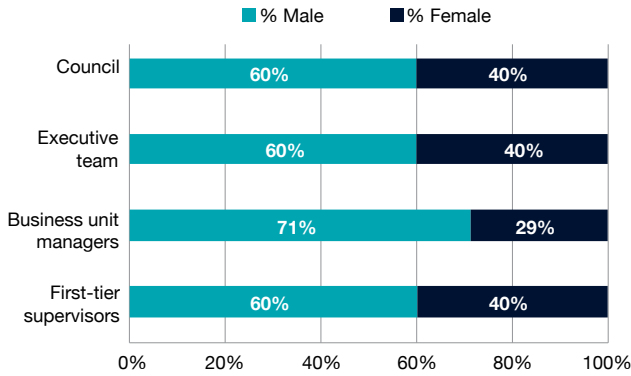


Figure 3: Established workforce – age and gender profile as at 30 June 2024

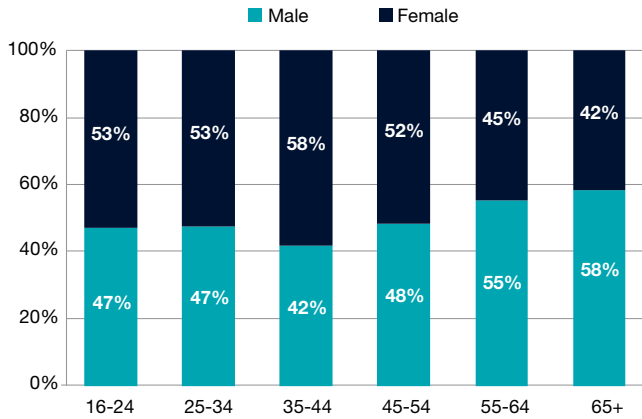
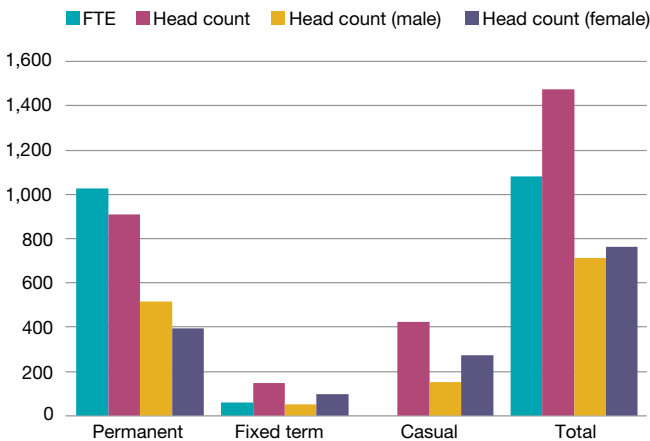


Figure 4: FTE and headcount by contract type as at 30 June 2024



## Salaried employees

### Payment to employees

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

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

This information is illustrated in Table 6 below.

Table 6: Officers' remuneration by gender

Salary band	Number of officers	
	Female	Male
\$130,000 - \$139,000	47	11
\$140,000 - \$149,000	7	8
\$150,000 - \$159,000	7	7
\$160,000 - \$169,000	3	4
\$170,000 - \$179,000	2	3
\$180,000 - \$189,000	0	1
\$190,000 - \$199,000	0	1
\$200,000 - \$209,000	3	3
\$210,000 - \$219,000	1	6
\$220,000 - \$229,000	0	1
\$240,000 - \$249,000	1	0
\$260,000 - \$269,000	0	1
\$270,000 - \$279,000	1	1
\$330,000 - \$339,000	0	1
\$350,000 - \$359,000	0	1
\$390,000 - \$399,000	0	1
<b>Total</b>	<b>72</b>	<b>50</b>
Gender split	59.02%	40.98%

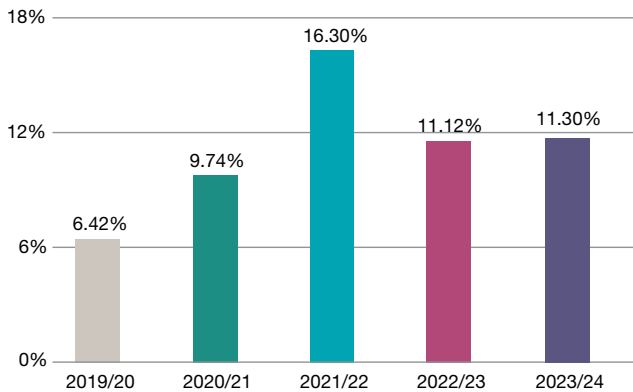
As the City had a change in Chief Executive Officer part way through the reporting year, the total remuneration paid to both CEOs under the *Salaries and Allowances Act 1975* including salary, superannuation, private use of a motor vehicle and allowances was \$237,872.06 and \$189,823.50.

## Employee turnover

The City monitors and tracks employee turnover to understand employee satisfaction and the engagement of its workforce. It also helps the City identify areas requiring improvement or contributing factors impacting workers causing them to leave. We also use the employee turnover rate to help evaluate the risk of an employee leaving and exit surveys to gather data highlighting opportunities for retention of current employees or attraction when we hire new employees.

Employee turnover levels have reduced from the previous year and remain at a satisfactory level, with the City's annual target for turnover being 15 per cent. Employee turnover during the 2023/24 financial year was 11.30 per cent, as illustrated in Figure 5.

Figure 5: Employee turnover rate



## Creating a diverse and inclusive workforce

In August 2023, the City of Stirling launched an online diversity questionnaire (equal employment opportunity data) to assist us in understanding and celebrating diversity and inclusion at the City. The launch coincided with Wear It Purple Day and the inclusion of employee pronouns on City of Stirling emails for employees who wanted to show support and participate. The City took the opportunity to raise awareness and educate our employees in relation to the use and significance of pronouns.

The City continues to draw focus on diversity and inclusion as a priority in the workplace to reflect the community we serve. The City featured initiatives in the Workforce Plan 2023-2026 to continue to identify gaps and explore new initiatives and strategies to address these gaps.

As part of ongoing work and commitment to creating a diverse and inclusive workplace, the City's Flexible Work Management Practice underwent a major review, expanding options for employees as well as the introduction of a Dress for Your Day Management Practice to enable employees to express themselves through the clothes they wear to work. We also renewed our Equal Employment Opportunity Management Plan for 2023/24 and our new CEO joined CEOs for Gender Equity in June 2024.

The City of Stirling plans to participate in the Diversity Council of Australia (DCA) Inclusive Employer Index in 2024 to continue to assess, better understand and celebrate diversity and inclusion at the City.

### Workplace philosophy

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

### Diversity

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

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





Figure 6: Workforce department and gender

Gender	Office of the CEO		Corporate Services		Infrastructure		Planning & Development		Community Development	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Full time</b>	9	22	53	64	315	55	55	45	112	134
<b>Part time</b>	2	7	0	11	4	27	1	9	15	119
<b>Total full and part time</b>	11	29	53	75	319	82	56	54	127	253
<b>Casual</b>	1	5	2	1	17	5	0	1	131	260
<b>Total employees</b>	12	34	55	76	336	87	56	55	258	513

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

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

In future years, the City will engage employees through a series of surveys to gather and update diversity information on our employees to improve employee data quality and to continue the City's diversity and inclusion ambition and key actions.

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

### Employee Code of Conduct

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

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

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





## Future workforce planning

### The City's Strategic Workforce Plan

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

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



### Corporate culture

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

As part of the development of the Strategic Community Plan, the City underwent a process to determine a new set of corporate values. The selected values were workshopped across the City to help clearly define what they mean, and the expected behaviours needed to support them. Once the Strategic Community Plan was adopted, the new values were introduced. Throughout the 2023/24 year they were further embedded into the organisation via workshops and marketing material displayed across the City to highlight their importance.

## Employee culture and engagement feedback

In April 2024, the City's Human Resources (HR) business unit launched an engagement survey for the City's employees through the Culture Amp platform. Engaged employees help drive productivity and assist organisations achieve strategic goals, so measuring the engagement level of the workforce is a key business metric. A total of 929 employees participated in providing feedback to the City through the online survey. The City committed to sharing the results from the survey to all employees. This will be facilitated through debrief sessions supported by the HR team. The data received from employee responses will help shape future strategies while also measuring the effectiveness of our current state. This feedback further supports the business to develop key focus areas prioritising the initiatives outlined in the Strategic Workforce Plan for maximum impact.

## Our recruitment processes

The Human Resources (HR) business unit continues to operate a customer-centric HR business partnership (HRBP) model. HRBPs have been assigned to directorate portfolios to work closely with business leaders to provide technical HR expertise, advice and coaching on all HR and employment-related matters, including recruitment, performance management and development, and employee relations.

The City's Recruitment Management Practice and Procedure provides the governance framework for leaders to make decisions and operate within, including ensuring appointment decisions are merit based and comply with section 5.40 of the *Local Government Act 1995*.

During 2023/24, the City's talent acquisition approach continued to be reviewed to ensure an efficient and effective procedure, in response to a competitive labour market in Western Australia. Employee testimonial videos showcasing life at the City support continued efforts to attract talent and remain a vital tool in talent acquisition.

The City completed 388 external recruitment processes, attracting 5,449 applications throughout the reporting period. This represents a decrease in applications received for advertised vacancies compared to last year (445 external recruitment processes, 6,634 applications for the 2022/23 reporting period), highlighting the impact of tight labour markets on the City's recruitment.

## Conditions of employment

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

Employees at the City are covered by either the Outside Workforce Agreement 2023 or the Inside Workforce Agreement 2023. The City commenced bargaining with the relevant unions for replacement industrial agreements in 2023. The Inside Workforce Agreement was registered in November 2023 with the Outside Workforce Agreement being registered in January 2024, both having nominal expiry dates of 30 June 2025.

The City contributes the statutory component of each employee's salary to a complying superannuation fund of their choice. Employees also have the option to make additional contributions to their superannuation fund, with the City matching an employee's additional contributions up to a maximum of six per cent. Over 38.33 per cent of the City's employees participate in this program.

## Social Club

The City's Social Club Incorporated plays a vital role in connecting our employees across our organisation. It is run by a voluntary committee to promote good relations and fellowship among staff, and to contribute towards a positive organisational culture for the City of Stirling. In 2023/24, the Social Club hosted several events, some of which include:

- Footy tipping and wind up
- Gin Masterclass
- Luzia Cirque Du Soleil
- Adventure World family event
- Lightscape in Kings Park
- Various sundowners at local venues.



## Recognising employee achievements

### Stirling Stars

The City celebrates the achievements of employees through various initiatives. To recognise and celebrate the incredible efforts of our valued employees, the City delivers an annual 'Stirling Stars' employee recognition program. The award categories and award winners were announced in September 2023 and are outlined below.

### Rising Star of the Year

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

- Rising Star of the Year: Robyn Morabito

### Safety Star of the Year

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

- Safety Star of the Year: Nathan Russell

### Leader of the Year

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

- Leader of the Year: Karl Mallet

### Team of the Year

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

- Team of the Year: Aussies 2023 – Project Team

### Stirling Star of the Year

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

- Stirling Star of the Year: James McManus

### Workforce years of service

The City recognises long-serving employees with a monetary award, certificate and badge after every five years of service. In 2023/24, over 180 employees were acknowledged for their service milestones.

Those employees achieving the milestones of 25, 30, 35, 40 and 45 years are celebrated at a service awards event held in September each year. In some years, we have had employees being recognised for 50 and 55 years of service and dedication to serving their community at the City.

## Learning and development

### Identifying performance and development needs

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

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

A total of 97 per cent of employees completed a formal performance review. The appraisal process provides an opportunity for the direct manager and employee to review the employee's role, plan for outcomes linking to the City's Strategic Community Plan, identify any further development required to achieve these outcomes and set meaningful goals for the year ahead.

### Development opportunities

The City offers a variety of learning and development opportunities. These include internal and external training opportunities, job shadowing, study assistance, higher duties, leadership development, orientation, traineeships and apprenticeships. Training is facilitated through either formal or informal methods depending on the needs of the individual employee to meet the needs of their role and goals. Encouraging and supporting our employees to embrace opportunities within the City and continuous learning is key for the City to build enhanced workforce capability.

### Further studies program

The City offers further study opportunities that employees can access through support for external studies, in the form of study leave or financial reimbursement of study fees. In 2023/24, the City supported seven employees with formal study leave requests or financial reimbursement of study fees to achieve relevant qualifications, further supporting our workforce and enabling efficient service delivery to our community.

### Traineeship and apprenticeship program

The City continued to support opportunities for traineeships, with 25 traineeships and a further six apprenticeships in place for 2023/24. These arrangements enabled employees to study for and complete nationally recognised qualifications while working, with the costs partly offset by federal and state funding.

## Casual for a Cause

The City has a day each month when employees can contribute by way of a gold coin donation to wear free dress. The funds raised through this initiative support a different local or national charity each month. Employees are also asked to place their empty beverage containers into marked 'Cash for Containers' bins. All eligible containers are then taken to the City's Container Deposit Scheme refund service and all refunds for the month are provided to the Casual for a Cause chosen charity for the month. The table below outlines the funds raised over the 2023/24 period:

Table 7: Casual for a Cause donations 2023/24

Cause	Total Donation	Other
Wear it Purple	\$182.35	
R U OK	\$216.25	
William Lovell	\$422.00	
Bold Stories Uganda	\$186.05	
Stirling Women's Centre	\$0.00	Gift drive
Grandparents Rearing Grandchildren	\$234.00	
Endometriosis Month	\$217.00	
Stirling Homeless Appeal	\$0.00	Food drive

## Workplace Health and Safety (WHS)

### Health and wellness programs

As part of the City's ongoing commitment to the health and wellness of its employees, the following initiatives and programs continued to be offered or were introduced in 2023/24:

- Employee assistance program (EAP) for all employees and their immediate family
- Free access to the employee gymnasium located at the Administration Centre
- Discounted memberships to Stirling Leisure facilities
- Access to online and on-demand exercise classes supporting a fitness challenge and ongoing employee wellbeing (app-based)
- Access to an online sleep education program for employees, launched as a tool to improve sleep quality and reduce the effects of fatigue (app-based)
- City-wide skin screening program for 300 participants
- City-wide basic health assessments for 300 participants
- Tailored training programs for individual departments and business units to address mental wellbeing, de-escalation training and leadership skills
- Toolbox education subjects such as nutrition and mental wellbeing
- Continued ergonomic assessments and manual handling education sessions
- Pre-start stretching for our Waste and Fleet team.

### Employee assistance program (EAP)

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

During the period of 1 July 2023 to 30 June 2024, a total of 132 employees (102 new users, 30 existing users) and 16 family members accessed services for EAP counselling, utilising a total of 463 sessions. Compared with the previous year, there has been a 19 per cent increase in the number of sessions facilitated for the City.

In addition to the conventional psychological services, the EAP provider's digital platform was released for use by employees. Continuing to provide access to these services has a positive impact on our employees remaining mentally healthy and performing at their best for the City and the community that they serve.

## Workplace Health and Safety (WHS) risk identification and control

### WHS harmonised legislation

The City is committed to complying with the *Work Health and Safety Act 2020*, Work Health and Safety (General) Regulations 2022 and the revised codes of practice. To ensure these are effectively implemented, the City has introduced a new WHS Strategy 2024-2027 in the 2023/24 financial year that covers five pillars: leadership and capability, technology and systems, risk management, service delivery and programs, and injury prevention and engagement.

The purpose of this WHS Strategy is to outline how the City will comply with WHS legislation and how this relates to the City's workforce. It demonstrates the necessary framework for our leaders, to ensure legislative compliance and reporting requirements are met. Support and direction provided by leaders is instrumental in the successful implementation of workforce strategies at the City. This requires a clear vision from our leaders and following through with initiatives and strategies. Poor WHS outcomes can have a detrimental impact on the lives and livelihoods of individuals and their families; on the financial, interpersonal and reputational health of a business; and potentially on the wider community.

This WHS Strategy sets a clear, unifying goal to reduce injury and illness for our employees, workers, volunteers and contractors. It outlines forward-looking actions to work towards, with tangible and achievable targets, as the City develops and implements its own solutions to the challenges ahead. All stakeholders in our WHS system can make a valuable contribution to create a safe and healthy work environment that promotes the social and economic wellbeing of workers at the City.

### Safety leadership

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

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

Continuing with the customer-centric WHS business partnership (WHSBP) model that was introduced in July 2021, the WHSBPs are assigned to directorate portfolios to work closely with business leaders to provide technical WHS expertise, advice and coaching on all WHS matters, including safety, risk management, health and wellbeing, and injury management.

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

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

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

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

### WHS partnerships

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

### Frequently occurring hazards

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

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

There has been a significant decrease from the previous financial year, with a total of 133 total hazards logged in the system (compared to 218 the previous year). This decrease in hazard reporting indicates a lack of reporting and response to safety by the workforce. The top five most significant and frequently occurring hazards for the City in 2023/24 were associated with:

1. General hazards – 50
2. Environmental – 17
3. Ergonomics – 17
4. Collision with objects – 12
5. Electricity – 6.

### WHS Risk Management Framework

The City has developed and implemented a hazard identification, risk assessment and control (HIRAC) procedure and training, which incorporates a suite of safety forms, guidelines and tools. These include a 'Take 5', a Workplace Risk Assessment Plan (WRAP), work instructions and safe work method statements to assist employees to identify hazards and mitigate risk as much as is reasonably practicable. This training is ongoing and will be held again in the 2024/25 financial year.



## Safety management system – SAFER

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

## Contractor WHS management

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

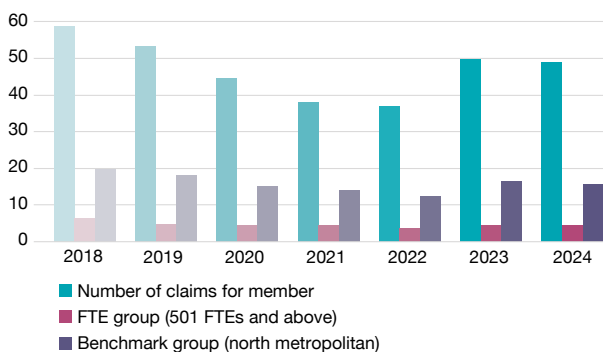
The on-boarding process includes a contractor induction which will be delivered online to all prospective contractors wishing to work for the City.

## Injury management

The number of workers' compensation claims reported and lodged in 2023 with LGIS was 50. The total annual net cost of workers' compensation claims in the City for 2023 was \$1,662,802.

Injury management training is scheduled to be delivered to supervisors and will form part of the annual calendar of WHS training to ensure the City delivers a high standard of care to its employees while effectively managing its workers' compensation responsibilities.

Figure 7: Workers' compensation claims lodged with Local Government Insurance Services (LGIS)



## Safety performance

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

For the 2023/2024 financial year the below formula has been applied:

$$\frac{\text{Number of LTIs in accounting period} \times 1,000,000 \text{ (hours)}}{\text{Number of hours worked in accounting period}}$$

For the City of Stirling in 2023/2024:

$$\frac{19 \text{ LTIs in accounting period} \times 1,000,000}{1867285.164172 \text{ (hours worked in accounting period)}}$$

Therefore, the lost time injury frequency rate (LTIFR) is 10.17. This has increased from the previous year's rate, which was 8.04.

The City did not have any adverse findings or breaches of legislation during 2023/24.

## WHS programs and learning

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

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



## Our volunteers

The City of Stirling has a dedicated team of over 330 volunteers assisting with a variety of services across environmental programs, Community Development, Community Services, Community Safety and Libraries. There are over 45 different volunteering roles across these services, with a diverse range of volunteering opportunities to choose from.

Our committed volunteers contribute around 50,000 hours of their time each year to help the City of Stirling community. If these hours were converted into a cost benefit – using a volunteer benefit calculator provided by the state peak body (Volunteering WA) – this would equate to approximately \$2,300,000 of savings for the City.

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

### The Volunteer Impact Program (VIP)

The VIP is a six-month volunteering partnership project with two local high schools – Dianella Secondary College Educational Support Unit and Balga Senior High School. The project offered eight students placements in various areas across the City – rangers, creche, mechanic, youth development team, swim assistant, day club and hospitality. All eight students have successfully completed the VIP program and they have each achieved 110 hours of volunteering, gained two Western Australian Certificate of Education (WACE) units, a first aid certificate, mental health first aid training, financial training, job-ready training, professional references and resumes.

### Community Services/Community Development volunteers

The City offers a range of programs that aim to strengthen families, connect communities and promote health and wellbeing. Some of the programs operate from community centres, providing a hub for various groups within the community. Programs for all ages include parenting workshops, craft, art, dance, photography, intergenerational activities, sporting clinics, healthy lifestyle initiatives, 'crafternoons', friendship groups and community board games. Several small-scale events are also held throughout the year. Volunteers can assist with the organisation and implementation of these programs, activities and events.

### Community Men's Shed and Women's Shed

The Stirling Community Men's Shed is primarily aimed at men over 55 years of age. It provides them with an opportunity to meet others in a friendly atmosphere. The program offers woodwork and gardening activities as well as regular men's health workshops with informative presenters. Volunteers are required to assist with woodworking, gardening activities and social outings.

The Stirling Women's Shed is supported by volunteers on a Tuesday who facilitate a craft group connecting women and providing social interaction while they undertake their own craft activity.

### Community Day Clubs

The City operates three community day clubs at Scarborough, Stirling and Nollamara, facilitating social interactions, outings, games, concerts and guest speakers. The clubs run special programs and activities for different cultural groups, dementia-specific programs and a men's group.

### Stirling Senior Services

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

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

Stirling Senior Services continues to be the largest recruiter of volunteers in the City. For more information about activities in 2023/24 see page 106.

### Aged Care Community Visitors Scheme (ACCVS)

The Community Visitors Scheme continues to support socially isolated residents in local nursing homes. There has been a drive to increase diverse volunteers into these roles as the need for volunteers to support residents who speak a language other than English has increased. The program has also seen an increase in the number of local facilities which have partnered with the city.

Volunteers link to residents by engaging in conversation, writing letters and cards, and sending emails. This program ensures social interaction for residents who may have limited family and are at risk of social isolation from the general community.

## Library services

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

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

## History and heritage

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

## Justice of the Peace

The City provides a Justice of the Peace (JP) service at the City's Administration Centre and Stirling Libraries – Karrinyup, and the Mirrabooka Community Hub. Registered JPs volunteer their services.

## Special events

Seasonal events or themed events are short-term volunteering opportunities for our existing volunteers. In 2023/24, volunteers contributed to key events such as Pawsome August, Carine Fair, Refugee Week and NAIDOC Week by greeting residents and supporting in tea and coffee stalls or registration stands. Short-term volunteering opportunities are proving to be beneficial to the department as they alleviate staff to get much more accomplished on event days.

## Local committees and groups

The City also acknowledges countless hours external volunteers contribute to their local committees and community groups. These hours are currently not captured by the volunteer services team; however, we recognise these groups support residents at various life stages. Playgroups, cultural groups, sporting groups, surf life saving clubs, advisory groups, and many incorporated groups are consistent, transparent, and professional in their dealings in supporting City of Stirling residents.

## City of Stirling Animal Care Facility

Passionate volunteers supported the animal care facility (ACF) for lost or wandering dogs. Dogs can be collected by their owners or offered for re-homing. Volunteers assist by cleaning kennels and other areas along with feeding, walking and grooming dogs. The total number of hours supported by volunteers is over 2,000 per year.

## Environmental and conservation volunteers

The City supports opportunities for community members to participate in activities to protect wildlife and natural habitats in the City of Stirling. In 2023/24 there was an increase in the number of environmentally focused volunteers, with a new research-led, turtle tracking program supported by the environmental team. Programs such as the 'Saving Our Snake Necked Turtle' (SOSNT) project provided an opportunity to participate in important research about the turtle populations and their predators, and also promoted strong connections to community and Country. The City also supports seven community gardens run by volunteers.

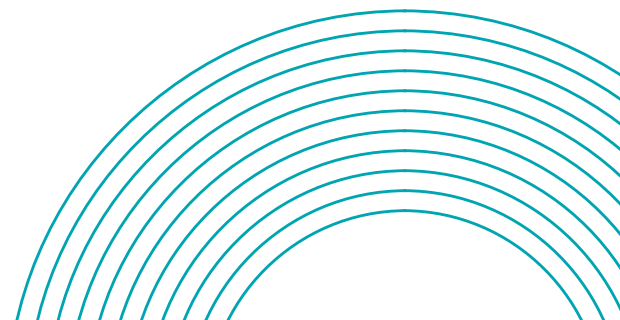
The community planting program encourages the participation of residents and groups such as schools and Scouts between May and September. Last year there were 100 mature trees planted in Carine and Balga parklands and 16,000 tube stock in conservation reserves in Dianella, Stirling and Scarborough.

Volunteers continue their commitment to the City's nurseries and partake in clean-ups across our parks and reserves.

The City's Bushcare and Coastcare groups include:

- Friends of Star Swamp
- Friends of Trigg Bushland
- Friends of Lake Gwelup
- Friends of Dianella Bushland
- Friends of Inglewood Triangle
- Stirling Natural Environment Coastcare
- Friends of Cottonwood Bushland
- Friends of Willetton Kestrel.

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



## Support and recognition for volunteers

The City's volunteers are supported and recognised for their valuable services to the community. Highlights include:

- Various training opportunities for volunteers and their area supervisors
- Implementation of Work Health and Safety (WHS) Legislation through delivery of safety conversations, PDs reviews, onboarding volunteers, review policies and procedures
- National Standards for Volunteering – gap analysis commenced
- Introduction of 'tier structure' to provide more opportunities for casual volunteering
- Volunteer satisfaction survey
- Supply of uniforms and appropriate personal protection for specific roles
- Continuation of the Volunteer of the Month and Volunteer of the Year Awards
- Awarding of 20 years recognition medals to six volunteers with certificates and congratulatory letters from the City's Mayor and Minister of Volunteering Don Punch
- Volunteer appreciation events to formally acknowledge the valuable work undertaken by volunteers, including Volunteer Week Celebrations with six different events and morning teas held at different business units
- Mayoral thank you event attended by 360 volunteers and their partners.

## Volunteer of the Year – Daniel Moore

In 2023, Daniel Moore was awarded Volunteer of the Year. Daniel first started volunteering at the Community Men's Shed in 2019 and is considered the youngest shed member. He has been instrumental in improving the quality of life and mental health of several members of the shed lucky enough to spend time with him. He has transformed from learning to now teaching and encouraging new members in the sewing program. His actions have made an impact on the members at the shed and the staff recognised his fantastic efforts in his role.



## Volunteers

**145**  
male

**186**  
female

**1** not  
identified

**104**  
volunteers aged  
between 65-74  
*(largest age demographic)*

**37**  
volunteers aged  
between 15-34



**~70%** Volunteers (230) live  
in the City of Stirling.  
The suburbs of Dianella, Stirling,  
and Karrinyup are the top 3.



**31** volunteers in  
environmental programs

**71** volunteers  
in libraries

**156** volunteers in  
community services

**32** volunteers in  
community partnership

**42** volunteers in  
external groups



## City awards and recognition

The City has been recognised for its achievements during 2023/24, highlighting the outstanding services and initiatives delivered to the community. The following are some key awards won by the City this financial year.

### 2024 National Awards for Local Government

The National Awards for Local Government is an annual celebration of local government achievements that are innovative, make a difference to local communities, display excellence and have outcomes which can be replicated across the country.

The City of Stirling's Trackless Tram Trial was successful in winning the 'productivity through infrastructure' category. This award is presented to initiatives that use technological innovations; consider sustainability, liveability and productivity in investment strategies and planning; and address long-term infrastructure priorities.

The Trackless Tram Trial was a huge accomplishment, delivering a fully operational tram in the City of Stirling and including a Net Zero Symposium and Community Open Day. The trial saw 1,200 residents, visitors and transport experts from Perth, interstate and overseas experience the first trackless tram in Australia. The prestigious national award reflected the work of the City and its project partners in making the trial a success.

### Australasian Reporting Awards (ARAs)

The City of Stirling achieved an historic tenth gold award and won the Best in Sector award for the second consecutive year at the Australasian Reporting Awards (ARA) for accountable and transparent reporting.

The City is the first and only local government in Western Australia to win 10 consecutive gold awards and be inducted in the Chair's Commendations Honour Roll. The Best in Industry Sector award recognised the City as having the best local government annual report in Australasia.

The ARAs provide organisations the opportunity to benchmark their reports against world best practice. The awards recognise excellence in annual and financial reporting standards and have been presented for over 70 years across the government, business and not-for profit sectors.



### Waterwise Recognition Award

The City of Stirling once again achieved gold status in the annual Waterwise Councils accreditation in recognition of its progress on commitments outlined in its Waterwise Council Action Plan 2021-2026.

The award recognised the City's efforts to reduce water consumption and improve efficiency while encouraging ratepayers to choose waterwise plants through numerous plant giveaways to residents.

In addition to the free plants giveaway, the City has progressed its Waterwise Action Plan through the Sustainable Verge Program, improvements to water monitoring and auditing, and increased water efficiency in City buildings. It has also strengthened water requirements in City projects through a new Environmentally Sustainable Design (ESD) Management Practice.

### 2023 Planning Institute of Australia (PIA) Awards

The City was presented with three major awards at this year's Planning Institute of Australia (PIA) State Awards for Planning Excellence, recognising exemplary practice across various planning disciplines. The City's Stirling Fast-Track (Development Applications) project received the WA Minister for Planning Award for Planning Excellence, showcasing its commitment to reducing unnecessary red tape and streamlining approval processes for the benefit of the community.

Additionally, the team responsible for this project won the Technology and Digital Innovation Award for Planning Excellence. This innovative online service simplifies the assessment and determination of small-scale residential development applications. It was celebrated as a practical example of local government support for the State Government's planning reform agenda to modernise and streamline development assessments.

The City also received the Local Government Team (Band 1) Award for Planning Excellence for its Development Services Planning team. This accolade acknowledges the hard work, dedication, and innovation the team has shown in providing a modern and simplified planning service. Their efforts have significantly contributed to the City's reputation for excellence in planning and service delivery.

These awards highlight the City of Stirling's commitment to excellence in planning and its ongoing efforts to support and enhance the community through innovative and efficient services.

### Parks & Leisure Australia (PLA) WA Awards of Excellence 2024

These annual awards recognise and celebrate projects and initiatives that have contributed significantly to the advancement of the local government industry across a diverse spectrum of fields, from park development to community engagement programs.

The City won two awards which recognise and celebrate the outstanding initiatives and innovative efforts of 'The People Behind the Places'.

The Community-Based Initiative of the Year Award was awarded to the City for the 2023 WA Tree Festival, a groundbreaking statewide celebration of trees and the natural environment.

Founded by the City of Stirling in 2022, the purpose of the WA Tree Festival was to educate the community about the value of trees in urban spaces through 150 activities and events held across 18 local government areas during April and May 2023.

The City also won the Strategic and Master Planning Award of Excellence for our Community Infrastructure Plan 2023-2033, which takes a leading, strategic and holistic approach to the provision of community infrastructure in the City.

### MobileMuster

The growing amount of e-waste is a worldwide challenge, as valuable and scarce resources are going to waste. MobileMuster is the product stewardship program of the mobile phone industry and is accredited by the Federal Government to provide a free mobile phone recycling program in Australia. The program is committed to raising awareness and educating the community on why it is important to recycle. For the seventh consecutive year, the City of Stirling was the highest-performing local government in Western Australia for the collection and recycling of mobile phones and their accessories. This was announced at the Australian Local Government Association (ALGA) National General Assembly.

## Community Citizen of the Year Awards

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

Held on Australia Day, in conjunction with the City's largest citizenship ceremony for the year, the 2023 Community Citizen of the Year Awards recipients were announced as detailed below.

### Community Citizen of the Year: Rob Geerson

Rob Geerson was awarded this year's Community Citizen of the Year Award for his exceptional dedication to the Starkick Initiative, an all-abilities program which unites children who share a passion for Australian Rules Football.

### Senior Community Citizen of the Year (65 years or over): Maureen Banham

Maureen is one of the founding leaders, and now the overall co-ordinator, of the Karrinyup Mall Walkers, which commenced in March 2007. Mall walking provides seniors exercise and social interaction in a safe environment regardless of weather.

### Young Community Citizen of the Year: Marwa Wasiqe

Marwa clearly has a bright future ahead of her, having already run for Council in 2021. She was recognised for her passion and commitment to create change, especially for our young multicultural community. This was exemplified by her work with a series of not-for-profit and government advisory bodies and her mentorship within the Afghan community.

### Active Citizenship Award (group): Uluu

Uluu's work focuses primarily on redefining how we approach environmental conservation and sustainability in Western Australia by harnessing the power of cutting-edge technology and rigorous scientific research.



Artist credit: *Wall of Fame* by Jerome Davenport, 2024, Mural, Astor Theatre Mount Lawley

## Grant funding

The City secured over \$29 million in grants, subsidies, and contributions from the State and Federal Governments in 2023/24 to deliver projects and programs to the community. Examples of these are featured below.

### Federal Government

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

### State Government

- \$824,000 was secured as part of the State Government's Metropolitan Regional Roads Grant (MRRG) Program for four road resurfacing projects.
- \$727,000 was secured as part of Main Roads WA's Urban Road Safety Program for road safety improvements in Glendalough and Balga.
- \$600,000 Gnangara Waterwise Council Grant was secured from the Department of Water & Environmental Regulation to support the City to implement groundwater efficiency projects before 2028 cuts to our groundwater supply.
- \$661,000 was secured from the State Government's Direct Grants Program for assistance in routine maintenance of the road network.
- \$154,000 was secured as part of the State Black Spot Program for four traffic and road safety projects.
- \$80,000 was secured from the Department of Transport for the construction of a new disability access ramp at Mettams Pool.
- \$70,000 was secured from the Department of Transport for the Long-Term Options Assessment at Mettams Pool.
- \$56,000 was secured from the Public Transport Authority under their Bus Shelter Maintenance Assistance Scheme.
- \$45,000 was secured from the Department of Transport for the provision of cycling activation facilities at the Osborne Place entry to the freeway principal shared path.
- The City is committed to providing the best facilities for our community, including well-lit reserves. Throughout 2023/24, the City was successful in securing \$219,905 in funding to upgrade the floodlighting at Butlers Reserve in Scarborough.
- The City of Stirling plays an essential leading role in all areas of emergency management. Having developed strong relationships with local community networks and with a vast knowledge of locally available resources, it is important for employees to develop an understanding of the principles that underpin emergency management in Western Australia and be familiar with all required key roles and responsibilities. The City was successful in receiving \$16,290.91 in funding from the 'All West Australians Reducing Emergencies' (AWARE) program. Western Australia is experiencing more frequent and unprecedented emergency events, and the changing risk environment means more severe and frequent emergencies will occur in the future. These funds allowed our team to provide Emergency Management Fundamental training to employees to raise employee awareness around emergency management.
- The Department of Mines, Industry Regulation and Safety awarded the City a grant of \$31,892 through the Charge-Up Workplace funding program. This co-funded initiative enabled the City to install five additional dual electric vehicle (EV) charging stations, expanding our infrastructure to support 10 EV parking bays. Specifically, four dual EV chargers have been installed in the public carpark off Civic Place, providing service to eight bays, while one dual charger has been installed at Stirling Community Centres - Inglewood - Bob Daniel, servicing two bays. Both the public and City staff are encouraged to utilise these new charging units.
- The Urban Greening Grant Program was established to enhance tree canopy and vegetative cover in areas with high urban heat risk. Funded by the Department of Water and Environmental Regulation (DWER) and delivered in partnership with WALGA, the program has provided \$68,040 to support additional planting across five parks and reserves, as well as three key residential areas in Balga, Mirrabooka and Dianella.
- The City remains committed to delivering inclusive and accessible services for all residents, with a particular focus on supporting older community members. Through Stirling Senior Services, funded by the Department of Health, we provide a range of programs designed to enhance social participation, independence, wellbeing and community connectedness. In 2023/24, \$3.8 million in funding was provided, enabling us to continue providing essential services such as Community Food Services, the Care Finder Program, Community Day Clubs, Social Support, and Community Transport. These initiatives, sustained for over 38 years, highlight our dedication to enhancing the lives of our older residents.
- As a Waterwise Council, the City was awarded \$20,000 through the Waterwise Greening Scheme Funding. This funding supports the City's annual waterwise plant giveaway, which in 2023/24 distributed over 21,000 waterwise Western Australian native plants to the community.



Transparent and ethical governance contributes to public trust and confidence in council decision making.



# Corporate governance

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

## Code of Conduct

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

The City of Stirling received one Code of Conduct complaint in relation to an Elected Member in the 2023/24 financial year. The complaint was considered to be invalid, as it was misconceived and lacking in substance.

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

The City's Employee Code of Conduct encourages a customer-centric approach and reinforces the City's zero-tolerance stance towards bullying and harassment. To ensure all employees are well informed of the code, the requirements are covered in induction programs for new employees with ongoing e-learning training provided throughout employment at the City. The code requirements are also reinforced in performance management sessions, with information about the code being included in newsletters, bulletins, CoSi (the City's intranet) and relevant informing documents.

## Statement of Business Ethics

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

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

In 2023/24 the City received 12 investigation notifications from the Ombudsman's Office of Western Australia for the following directorates:

Community Development	2
Planning and Development	6
Infrastructure	2
Corporate Services	2

These investigations relate to complaint response and transparency, neighbourhood noise, pool fencing, insurance claims, planning approvals, planning regulations, dog noise, tree pruning fees, parking/street designs, planning advice and fire safety regulations.

Eight of the 12 complaints have been resolved in the City's favour and closed by the Ombudsman, and the remaining four are awaiting Ombudsman response.

## Registers for public viewing

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

### Delegated Authority Register

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

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

### Gifts disclosure

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

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

### Employee conference attendance

The conference attendance register is published on the City's website and provides details of conferences attended by employees in their official capacity. During 2023/24, 30 conferences were attended, including the International Public Works Conference 2024, PIA National Congress 2024, FOI in WA Conference 2024 and Urban Development Institute of Australia (UDIA) National Congress 2024.

### Contributions to travel

The Contributions to Travel Register provides details of contributions to travel received by an Elected Member or a designated employee. In accordance with Section 5.83 of the *Local Government Act 1995*, any contributions to travel received by an Elected Member or designated employee (one who has delegated authority) valued over \$200 must be disclosed within 10 working days of receipt of the gift and must be included in the Contributions to Travel Register. The contributions recorded for the 2023/24 financial year can be found on the City's website.

### Complaints

The Complaints Register provides details of minor breach complaints which the Local Government Standards Panel finds have occurred, and the actions taken. The Standards Panel did not identify any breaches in 2023/24.

### Primary and Annual Returns Register

A primary return is a snapshot of personal financial information as it exists on the relevant person's start date. Section 5.75 and 5.76 of the *Local Government Act 1995* (the Act) set out the requirements for Elected Members, the Chief Executive Officer and delegated employees to complete a primary return within three months of their start date or an annual return by 31 August each year. Section 5.96A (1) (i) of the Act requires the name of each council member and the position of each employee who lodges a primary return or annual return for a financial year beginning on or after 1 July 2023 to be published on the City's website.

## Data governance

The Data Strategy 2021-2023 is an overarching document that guides the way the City creates, uses, shares and manages data. The strategy is a critical informing plan for the Corporate Business Plan and the Strategic Community Plan 2022-2032, as all of the City's services and functions depend on the right data being available to the right people at the right time.

The City's commitment to data governance will ensure that we can maximise the benefits of data for our community and guarantee informed decision making. Our vision for data at the City of Stirling is to provide clean, accessible, secure and accurate (CASA) data, so that we can serve our customers efficiently and proactively.

As the City nears the conclusion of the current strategy, the following achievements have been realised in alignment with the City's vision for CASA data, overseen by the Corporate Data Governance Group:

- Emphasis on transitioning to the cloud with software as a service (SaaS)
- Implementation of digitisation efforts
- Clean-up of existing data
- Introduction of common data standards
- Establishment of a robust foundation for the City to progress on its data journey.

Underpinning the strategy is a forward-looking approach to information management. Central to this is the City's Digitisation Framework.

The City initiated a comprehensive review of the strategy. This review will provide recommendations to further mature the City's data journey and serve as the foundation for a new strategy spanning 2025 to 2028. The revised strategy will consider emerging risks and trends in the legal and technological landscape such as artificial intelligence and new privacy legislation.

The City is progressing in implementing the readiness actions in preparation for the introduction of the Privacy and Responsible Information Sharing (PRIS) legislation. PRIS action items implemented in 2023/24 include:

- Mapping of PRIS readiness assessment to the City's values
- Appointment of a designated Privacy Officer and Information Sharing Officer
- Conducting of awareness sessions for key internal staff on the City's PRIS obligations
- Implementation of a survey of the City's information holdings and establishment of an information asset register.

## Cybersecurity

In 2023/24 the City has continued to prioritise cybersecurity as a critical component of our corporate governance framework. Recognising the increasing sophistication and frequency of cyber threats, we have implemented robust measures to safeguard our digital infrastructure and protect sensitive information.

Our cybersecurity policies and procedures are designed to comply with the WA Government Cyber Security Policy and standards, including Australian Cyber Security Centre (ACSC) Information Security Manual (ISM) Framework and the National Institute of Standards and Technology (NIST) Cybersecurity Framework. These guide our efforts in identifying, protecting, detecting, responding to and recovering from cyber incidents.

Key initiatives undertaken during 2023/24 include:

- **Risk assessments:** The City employed a risk-based approach to cybersecurity with continuous risk assessments.
- The City implemented the prioritised mitigation strategies defined by the Australian Signals Directorate.
- **Increased awareness:** The City has commenced cybersecurity awareness programs, starting with Council and the leadership team, to ensure an all-round awareness of potential cyber threats and how to respond appropriately. Regular e-learning sessions and simulated phishing exercises are conducted to maintain a high level of vigilance.
- **Incident response and recovery:** The City has implemented a Cyber Incident Response Plan to ensure rapid and effective action in the event of a cyber incident. This includes clear protocols for communication, investigation and recovery to minimise the impact on our operations.
- Significant strides have been made in enhancing our cybersecurity and technology governance. Key initiatives include regular security assessments, improved cloud and network security, and strengthened endpoint protections.
- The City actively collaborates with cybersecurity networks and government entities to stay ahead of emerging threats. Our comprehensive Disaster Recovery Plan is in place to ensure business continuity.
- The City has developed a comprehensive artificial intelligence (AI) policy and initiated an AI-readiness assessment to ensure the safe and effective implementation of emerging technologies within the City. This proactive approach helps us stay ahead of technological advancements while maintaining robust security and operational standards.

The City is committed to protecting our digital assets and maintaining the trust of our community and stakeholders.

## Fraud and misconduct

The City adopts a zero-tolerance attitude towards fraud, misconduct and corruption. The City's Code of Conduct guides Elected Members and employees to determine the appropriate and acceptable ethical standards of behaviour in various circumstances.

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

### Integrity Strategy

The City was a leading local government in the adoption of our Integrity Strategy, based on the Western Australian Government's Integrity Strategy. In 2023/24, the City continued the implementation of the improvement recommendations through progression of the City's Accountable Stirling Action Plan 2023-2025 (ASAP).

Additionally, in December 2023, the City recognised International Anti-Corruption Day with the theme 'Worlds of Integrity (with = calm, without = chaos)'. This theme emphasises the importance of integrity and how the City would look without it. Our IACD campaign also closely aligned with the City's key values: approachable, transparent, innovative and responsive. Our 2023 IACD campaign involved the below activities and activations:

- A campaign kick-off notification email was sent to all employees from the Chief Executive Officer outlining the upcoming events, activations and competitions to promote the 2023 International Anti-Corruption Day.
- Multiple communications and promotional materials were sent to employees over the three weeks, raising awareness of upcoming IACD activations and activities.
- Name this Movie: Every week from 20 November to 4 December, a movie scene was included on the City's intranet leading up to IACD. Employees were invited to guess which movie the scene was from.
- An integrity menu at the City's Kaya Café featured integrity-named dishes that reflect this year's theme.
- Integrity articles: Each week an article was published featuring interesting stories and facts about integrity and corruption.
- The City distributed 600 chocolates with the City's integrity theme and IACD logo to staff.

On 8 December 2023, the City hosted an IACD culturally diverse breakfast forum for employees, featuring the Mayor and key senior leaders to present their insights on integrity and good governance. This included a maze, reflecting on the calm and chaos theme. The City also had a giveaway for employees who attended the breakfast, featuring chocolates, a thermos cup and a cooler bag.

### Integrity and Misconduct Management Practice

The City has an Integrity and Misconduct Management Practice to convey the City's commitment to a zero-tolerance approach and response to misconduct. It also outlines the process that must be adhered to if a matter of misconduct is suspected. The management of misconduct is a collective responsibility of all persons engaged or closely associated with the City in any capacity. The management practice applies to: Elected Members, committee members, all employees, all volunteers and any external party involved in providing goods and services to the City, such as contractors, consultants and outsourced service providers. All suspected occurrences of misconduct are assessed. Unless they are vexatious, misconceived or lacking in substance, these are investigated and where necessary reported to the appropriate authority. This Misconduct Management Practice is currently undergoing a review process to align to the recommendations of the City's Accountable Stirling Action Plan 2023-2025.

### Misconduct hotline

In 2010, the City established a misconduct hotline as a positive step in the prevention and detection of fraud and corruption. The hotline provides a confidential means for anyone to report suspected misconduct, corruption or fraud and helps reinforce public confidence in the City. The hotline is maintained by the City's internal auditor in line with the Integrity and Misconduct Management Practice. Any allegation of misconduct, corruption or fraud is appropriately investigated. One report of suspected misconduct was received via the City's hotline during the 2023/24 period.

### Public interest disclosures

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

## Integrity Panel

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

The City's Integrity Panel met 11 times during 2023/24 to discuss a total of eight suspected matters of misconduct. Two of these matters were not assessed as amounting to misconduct and were dealt with internally by the City. Six of these matters were referred directly to the CCC with a suspicion of serious misconduct.

## Internal audit

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

The scope of the internal audit function is determined by the Audit Committee. The Audit Committee recommends a three-year rolling strategic audit plan to Council, as well as an annual internal audit plan based on the first year of the three-year plan, which guides the activities of the internal audit function. Internal audit reports, complete with agreed management action plans, are considered by the Audit Committee following completion. The Audit Committee monitors the implementation of management action plans contained in internal audit reports. The City is bound by Local Government Regulations to review the City's systems and procedures in relation to risk management, internal control and legislative compliance (Regulation 17), and the City's financial management systems and procedures (Regulation 5) at least on a triennial basis. A Regulation 17 review was performed during 2022/23 and a Regulation 5 review is scheduled to be performed during 2024/25.

The Audit Committee receives a comprehensive quarterly report from the internal auditor on the activities of the internal audit function for the quarter, and an update on the progress of the annual internal audit plan. The City's Audit Committee consists of the Mayor, six Councillors and two external independent members.

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

During 2023/24, the Audit Committee received internal audit reports on:

- Engineering Drainage Program
- Community Engagement
- Records Management
- Procurement and Contract Management.

The Internal Auditor has regular meetings with the Compliance and Risk services to keep informed of any significant emerging risks that may warrant audit attention.



# Our performance

This section of the report outlines the City's Integrated Planning and Reporting Framework and its approach to strategic and corporate business planning. The City's progress and performance is reported by each key result area (KRA) as stated within its Strategic Community Plan, Sustainable Stirling 2022-2032. This is followed by the City's detailed financial statements commencing on page 215.







# 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.

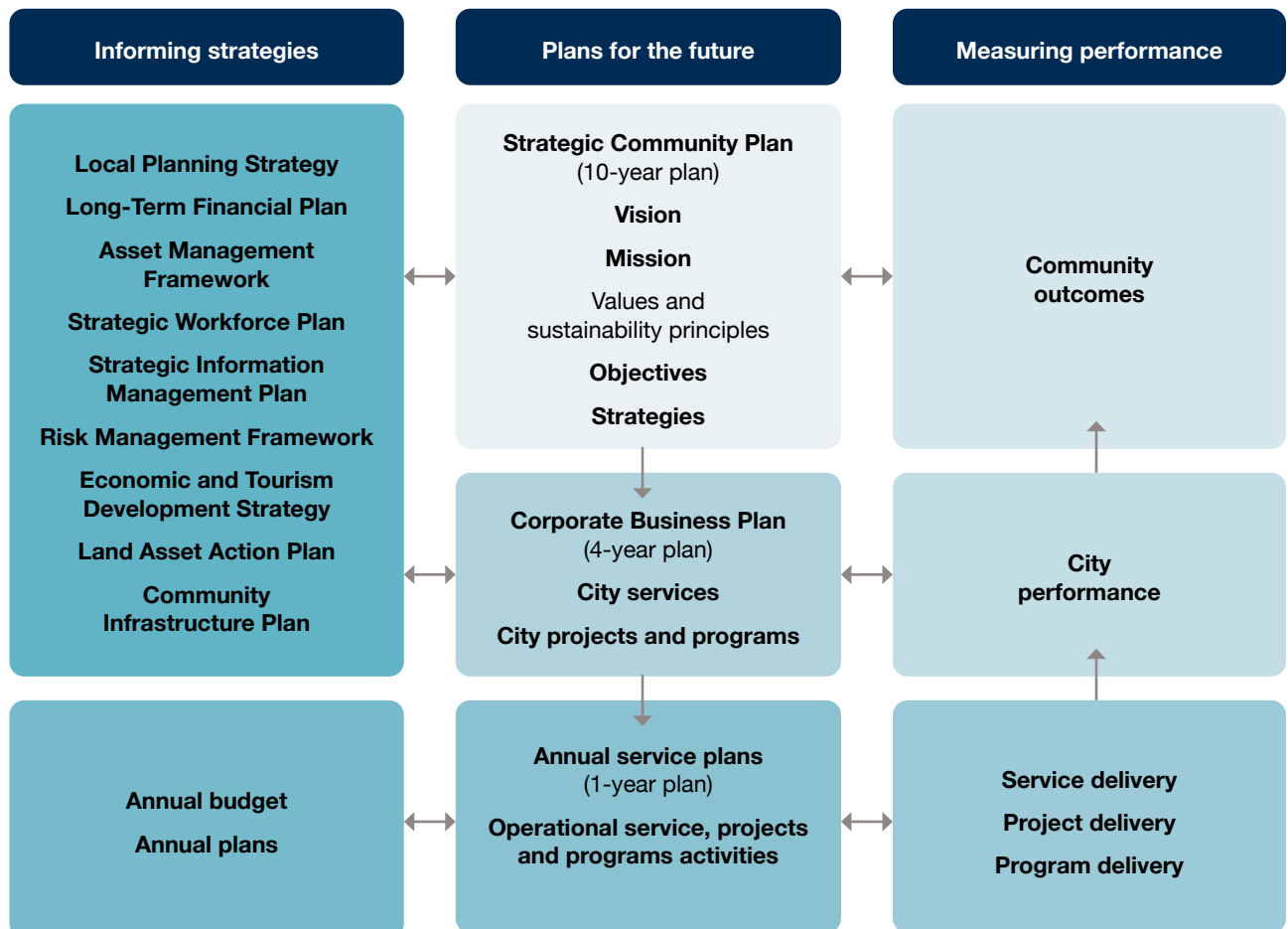
The City of Stirling has established an Integrated Planning and Reporting Framework that has been designed to:

- 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 figure 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 3: Integrated Planning and Reporting Framework



## Strategic Community Plan – Sustainable Stirling 2022-2032

In line with the review cycle mandated by the State Government, across the 2023/24 financial year, the City of Stirling conducted a minor review of its Strategic Community Plan.

The minor review reaffirmed that the vision, priorities and objectives of Sustainable Stirling 2022-2032 remain a key focus for the community and align with the priorities of Council.

The City's reviewed Strategic Community Plan was endorsed by Council on 25 June 2024. Titled 'Sustainable Stirling 2022-2032' the plan sets out an ambitious and achievable vision for the development of the City over the next 10 years and beyond. The plan's key result areas and outcomes are provided below.

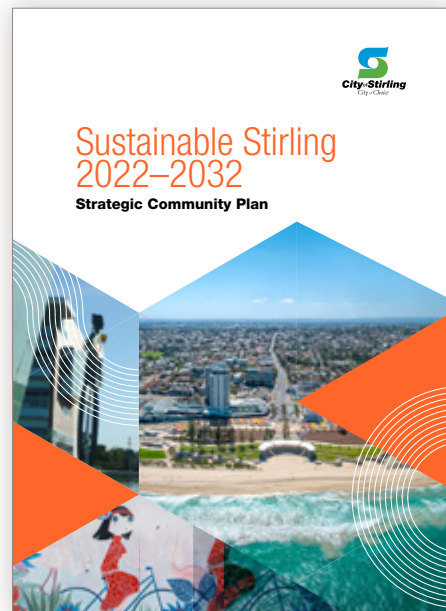
Key Result Area	Outcome
Our Community	An inclusive and harmonious City
	An active and healthy City
	A safer City
Our Economy	A smart and prosperous City
	A local business City
	A vibrant City
Our Built Environment	A liveable City
	An accessible and connected City
	An attractive and well-maintained City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

The Strategic Community Plan 2022-2032:

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

The Strategic Community Plan meets all regulatory requirements and drives the improvements in community engagement, service performance and sustainable outcomes that will contribute to achieving the community's vision for the City.

This plan is available to view on the City's website at [www.stirling.wa.gov.au/strategicplans](http://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, Sustainable Stirling 2022-2032. The Corporate Business Plan 2023-2027 outlines the projects and services that will be delivered over the next four years and has been directly influenced by the City's Long-Term Financial, Asset Management and Workforce Plans. The Corporate Business Plan, in turn, guides the development of the annual budget, service plans and annual project plans.

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

The Corporate Business Plan:

- States the City's long-term vision, mission and values
- Links the Strategic Community Plan 2022-2032 outcomes to the delivery of key projects and services
- Provides an overview of Council and organisational structure
- Lists the services, projects and programs that the City will deliver
- Outlines how the City will measure and report 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 2023/24.

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.

This plan is available to view on the City's website at [www.stirling.wa.gov.au/strategicplans](http://www.stirling.wa.gov.au/strategicplans)



Artist credit: Nest by Jina Lee, 2023, stone sculpture, Jackadder Lake Reserve

# Corporate Business Plan 2023-2027 at a glance

The Corporate Business Plan outlines the services and projects that the City of Stirling will undertake in 2023-2027 and has been shaped by the aspirations and priorities in the City's Strategic Community Plan 2022-2032.

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

## Our community

### Services

- Active Communities
- Aged Care Services\*
- Community Development\*
- Emergency Management
- Environmental Health
- Family Services\*
- Hamersley Public Golf Course
- Leisure Services
- Libraries and Lifelong Learning\*
- Multicultural Engagement\*
- Ranger Services
- Recreation Facilities
- Safer Stirling
- Youth & Children Development\*.

### Projects

- Additional Security Vehicles
- Bushfire Risk Mitigation
- CCTV Projects
- Crowded Place Assessment
- Dianella Dirt BMX Jump Lines
- Homelessness Support
- Jackadder Lake Reserve  
Playspace – Stage 2
- Macaulay Park, Inglewood –  
Recreational Upgrades
- Responsible Cat Ownership
- Sustainable Sporting Clubs.

## Our economy

### Services

- Arts & Events
- Economic Development.

### Projects

- City Entry Statements
- Event Sponsorship
- Investment Attraction Profile
- Lake Gwelup Community  
Learning Trails
- Local Street Furniture and  
Mobile Parklets
- Stirling Fast-Track Phase 2.

\*Following a service improvement review, six services were restructured and reduced to four in January 2024. Further information can be found on page 209.

## Our built environment

### Services

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

### Projects

- Beaufort Street Town Plaza
- Hamersley Community Hub
- Hamersley Public Golf Course Redevelopment
- Hutton Street Extension
- Local Planning Scheme No. 4
- Mirrabooka Town Centre Improvements
- Parking Ticket Machine Replacement
- Parking Wayfinding Technology
- Redevelopment of Stirling Leisure - Inglewood
- Scarborough Beach Development Contribution
- Sportsfields Sustainability Renovation
- Stirling City Centre
- Subdivision Development Works.

### Programs

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

## Our natural environment

### Services

- City Trees
- Conservation & Wildlife
- Container Deposit Scheme (ceased July 2023)
- Open Space & Parks Development
- Parks & Streetscapes
- Resource Recovery
- Sustainability
- Waste Operations.

### Projects

- City Greening Initiative (previously Million Trees Initiative)
- Coastal Erosion Rectification
- Energy Smart City Support
- EV Public Charging Network
- Food Organics Garden Organics (FOGO) Implementation
- Recycling Centre Balcatta Redevelopment
- Urban Forest Plan
- Waterwise City.

### Programs

- Energy Improvement Program.

## Our leadership

### Services

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

### Projects

- Arts and Community History Collections Management System
- Biannual Printed Ward Newsletter
- Civic AV Replacement
- Community Grants Program
- Diversity and Inclusion Compliance
- Enterprise Asset Management
- Human Resources Information System Implementation
- Industrial Relations System Transition
- In-vehicle Management System
- Local Government Ordinary Election
- New Website
- Onboard Waste Management System
- Safety Culture Maturity Program
- Strategic Workforce Plan
- TechnologyOne SaaS Migration.

### Programs

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

## Reporting performance

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

### City services and projects

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

#### Customer service

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

#### Financial

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

#### People

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

#### Environmental

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

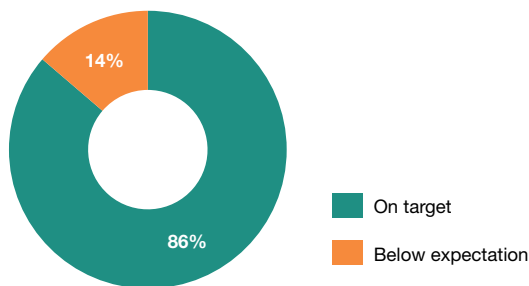
#### Quality

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

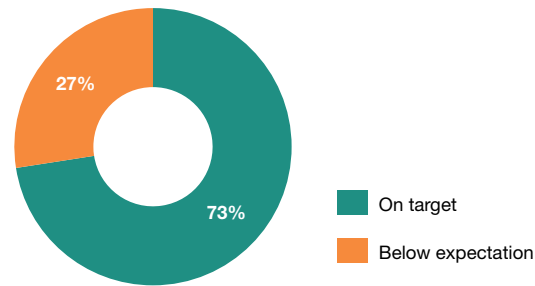
Project statuses and commentary are provided for the projects and programs outlined within the City's Corporate Business Plan. Further information regarding service performance can be found within each respective key result area.

For the 2023/24 financial year, the City measured the performance of its 51 services (as at 30 June 2024) across the four balanced scorecard focus areas: customer, financial, people and quality. As environmental measures generally relate to specific City services, these results are presented within the 'Our natural environment' key result area. The following charts provide the percentage of services that were assessed as 'on target/below expectation' across each of the four balanced scorecard focus areas.

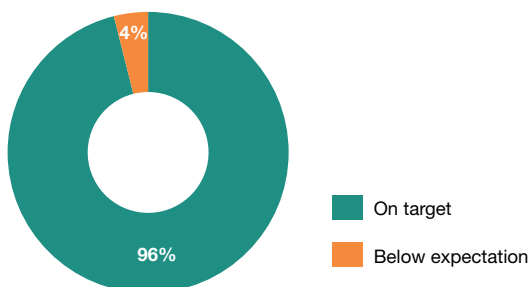
Customer service



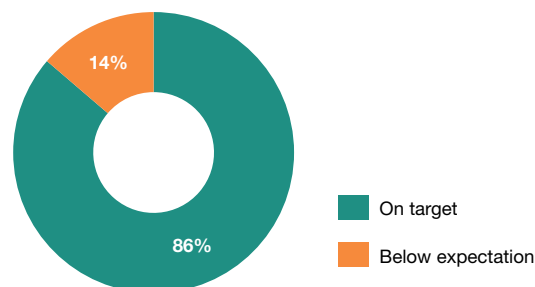
Financial management



People management



Service quality



## Community satisfaction with our services and activities

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

### Research approach

A 10-minute survey was distributed to City of Stirling residents via a mix of online surveys and phone surveys. The City also conducted face-to-face intercept interviews at central locations and door to door, as well as flyer letterbox drops, to deliver a broad cross-section of community feedback.

A total of 726 responses were collected between 24 May and 16 June 2024, providing a margin of error of +/- 3.6 per cent. 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 46.4 per cent and 53.6 per cent would feel the same way.

To ensure representation across the City, quotas were set by age, gender and ward, with a minimum of 100 respondents in each of the City's seven wards. All data was weighted by age and gender to reflect the City's population according to the ABS 2021 Census data. A summary of the sample composition is provided in Table 8.

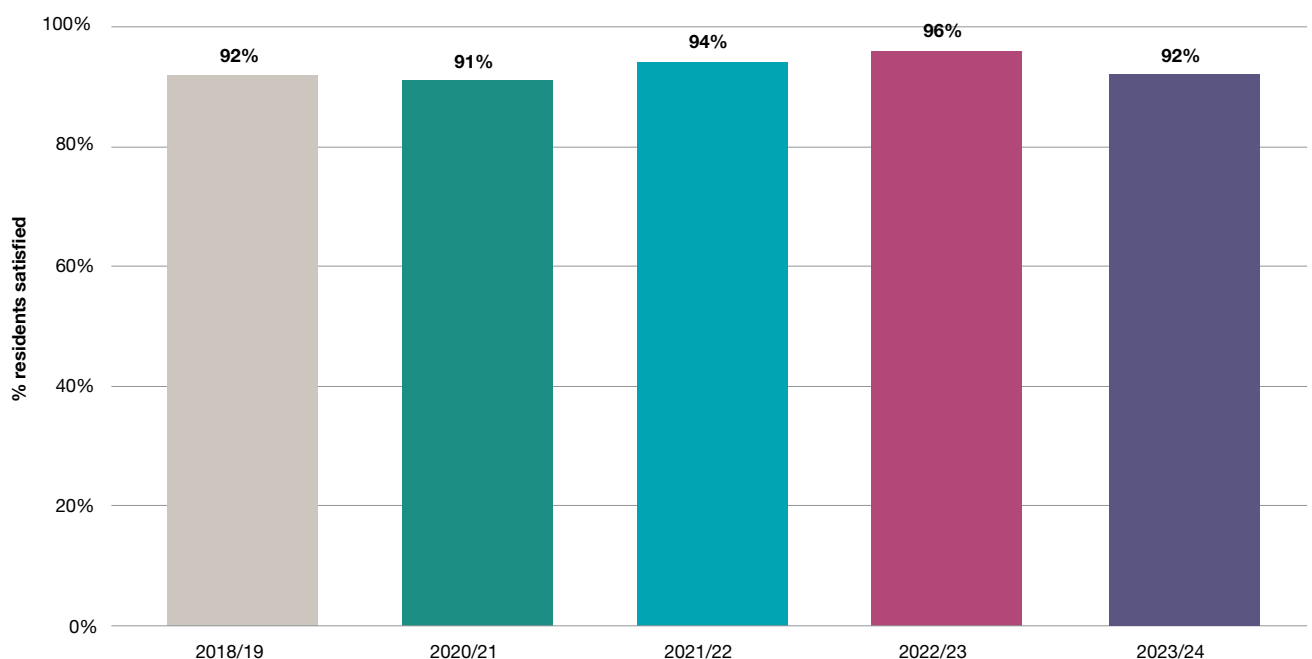
Table 8: Annual Residents' Survey sample composition

Age	
18 to 34	191
35 to 54	295
55+	240
Gender	
Male	268
Female	454
Other/not disclosed	4
Ward	
Balga	109
Coastal	102
Doubleview	102
Hamersley	105
Inglewood	103
Lawley	101
Osborne	104
<b>Total</b>	<b>726</b>

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

We are delighted to report that for the 2023/24 financial year, the City has achieved an overall community satisfaction score of 92 per cent.

Figure 8: Overall community satisfaction



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

# Key result area



## Our Community



## SUSTAINABLE DEVELOPMENT GOALS







The City of Stirling has a rich history of working closely with its community to promote inclusiveness, strengthen connections and ensure a sense of belonging and safety. However, we acknowledge that there is always room for improvement, especially given the challenges we've faced together in recent times.

According to the 2021 Census, our community is composed of individuals from various multiethnic and linguistic backgrounds. About 37 per cent of our residents were born outside Australia, and 29 per cent speak a non-English language at home. The Aboriginal and Torres Strait Islander community makes up 1.1 per cent of our population, showing a 16 per cent increase since the 2016 Census. The median age of City of Stirling residents is 38 years. The 25-44 age group represents approximately 32 per cent of our population, while both the under-19 age group and the elderly community (60 years and older) each constitute around 22 per cent of the total population. About 65.4 per cent of the applicable population have completed Year 12 or an equivalent qualification and approximately 50 per cent have attained a bachelor's degree or higher.

This year for the first time, we asked respondents to our annual residents' survey how satisfied they were with their sense of 'belonging to their neighbourhood'. Results reflected very positive community sentiment, with 86 per cent stating they were satisfied.

Recognising the significant demographic mix within the City, we remain committed to adapting our services to meet the needs of our diverse community.

More information on the profile of the City's community can be found at <https://www.stirling.wa.gov.au/your-city/about-stirling/community-profile>

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

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

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



# Highlights – Our community

Community satisfaction with services for



**98%**  
Youth and children

**92%**  
The elderly

**300+** registered volunteers



**98%** community satisfaction with libraries



almost **70,000** meals delivered to seniors

**Stirling Homelessness Support** project continued in partnership with Uniting WA

**Homelessness awareness training** introduced for City employees



**3M+** visits to our recreation and leisure centres



**46,000** participants in organised sports programs

**1,700+** food premises inspections conducted

**95%** community satisfaction with recreation and leisure facilities

**97%** community satisfaction with beaches

**91%** satisfaction with ovals, playgrounds and parklands



almost **600,000** visitors to our libraries



**1.44M** loans of physical and e-resources



**Community History** team formed



**Our active social plans are driving positive outcomes**  
Access and Inclusion Plan, Age-Friendly Plan, Multicultural Framework, Reconciliation Action Plan, Youth Framework and Homelessness Strategy

A safer City



**87%** satisfaction with Ranger Services

**90%** satisfaction with security services

**86%** satisfaction with graffiti management

Various CCTV initiatives progressing well  
Continuing to work closely with WA Police



## Service performance

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

### Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Active Communities	\$4,729,603	✓	✓	✓	✓
Community Partnerships	\$2,527,140	✓	✓	✓	✓
Community Planning & Projects	\$1,332,573	✓	✱	✓	✓
Community Services	\$3,255,530	✓	✱	✓	✓
Emergency Management	\$322,285	✓	✱	✓	✓
Environmental Health	\$2,946,294	✓	✓	✓	✱
Hamersley Public Golf Course	(\$1,146,436)	✓	✓	✓	✓
Leisure Services	\$4,092,406	✓	✓	✓	✓
Libraries & Community History	\$10,543,255	✓	✓	✓	✓
Ranger Services	\$3,927,601	✓	✱	✓	✓
Recreation Facilities	\$10,519,471	✓	✓	✓	✓
Safer Stirling	(\$499,295)	✓	✓	✓	✓

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 net cost.
- ✱ People - performance outside City targets for management of annual leave liability, performance appraisals and/or employee turnover.
- ✱ Quality - performance outside targets for key performance indicators specific to service provision.

## Strategic project performance

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

<b>Additional Security Vehicles</b>	<b>2023/24 expenditure \$99,999</b>	<b>Complete</b>
<b>Procurement of additional security patrol vehicles to increase presence and visibility in the community during peak periods to deter antisocial behaviour</b>		
Progress in 2023/24	Project complete	
<b>Bushfire Risk Mitigation</b>	<b>2023/24 expenditure \$159,784</b>	<b>On track</b>
<b>Develop and implement a Bushfire Risk Management Plan to reduce the City's bushfire risk</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>CCTV Projects</b>	<b>2023/24 expenditure \$461,716</b>	<b>On track</b>
<b>Implement multiple CCTV initiatives to deter antisocial behaviour and enhance community safety</b>		
Progress in 2023/24	This project comprised multiple components which progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Crowded Place Assessment</b>	<b>2023/24 expenditure \$32,500</b>	<b>On track</b>
<b>Conduct a crowded place assessment for the Scarborough Beach precinct and provide recommendations to address any security gaps</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Dianella Dirt BMX Jump Lines</b>	<b>2023/24 expenditure \$239,762</b>	<b>Complete</b>
<b>Installation of jump lines at the Dianella BMX facility</b>		
Progress in 2023/24	Project complete	
<b>Homelessness Support</b>	<b>2023/24 expenditure \$197,624</b>	<b>Complete</b>
<b>Connect people experiencing homelessness to various support services for their primary care</b>		
Progress in 2023/24	Project complete	
<b>Jackadder Lake Reserve Playspace – Stage 2</b>	<b>2023/24 expenditure \$170,065</b>	<b>Complete</b>
<b>Upgrade of exercise equipment and park infrastructure for Jackadder Lake Reserve Playspace</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Project included in capital works program	

<b>Macaulay Park, Inglewood – Recreational Upgrades</b>		<b>2023/24 expenditure \$2,623</b>	<b>Behind schedule</b>
<b>Improve recreational amenities and lighting to improve safety at Macaulay Park</b>			
Progress in 2023/24	Delays incurred to ensure sufficient public and Elected Member consultation		
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028		
<b>Responsible Cat Ownership</b>		<b>2023/24 expenditure \$11,719</b>	<b>Complete</b>
<b>Increase cat registration and facilitate cat trapping by providing discounted microchipping and sterilisation</b>			
Progress in 2023/24	Project complete		
<b>Sustainable Sporting Clubs</b>		<b>2023/24 expenditure \$30,183</b>	<b>Complete</b>
<b>Provide an online auditing program (CLUBMAP) to sporting clubs to support their ongoing sustainability</b>			
Progress in 2023/24	Project complete		





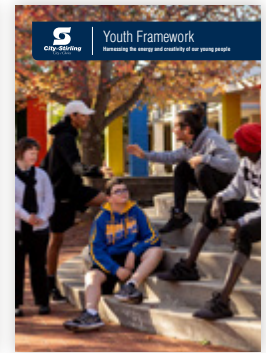
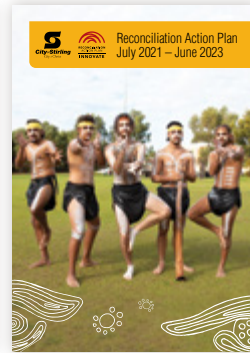
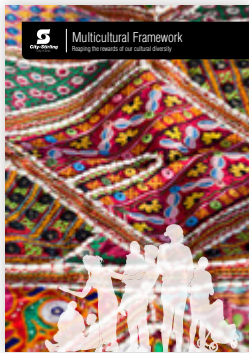
**Objective:**

**Connect communities with their local areas**

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

To achieve this objective, the City will:

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



## What has happened during 2023/24?

### Our social plans

Engagement and connection with our diverse community is underpinned by a series of social plans, developed to guide us when working with specific target groups to achieve positive outcomes. These are our Access and Inclusion Plan (AIP), Age-Friendly Plan, Multicultural Framework, Reconciliation Action Plan (RAP), Youth Framework and Homelessness Strategy.

### Access and Inclusion Plan

The City remains committed to achieving the vision of an inclusive community where all people are engaged and connected through the delivery of our Access and Inclusion Plan. Key actions delivered across the year include:

- We improved the access to Scarborough Beach through the installation of a locker which houses a beach wheelchair that is free for the public to hire. Introduction of a second beach wheelchair and locker, as well as 60 m of Mobi matting is also being planned. The Access and Inclusion Advisory group is currently working to determine the most suitable location(s) for this equipment.
- A review of our writing style guidelines was completed resulting in updated guidelines that include a focus on 'plain English' with a dedicated section on inclusive and accessible terminology.
- We improved our community's access to services and programs through employee education. In February 2024, the City became a corporate member of the Hidden Disabilities Sunflower initiative. This initiative aims to encourage inclusivity, acceptance and understanding. The City is currently training all community-facing employees on being a 'Sunflower-friendly' organisation.
- We affirmed our commitment to access infrastructure within our Community Infrastructure Plan, published July 2023. A key principle in the plan is 'accessibility, availability and equity'. Community infrastructure will be designed 'for all' to foster social equity and celebrate the social, cultural and gender diversity of our communities.

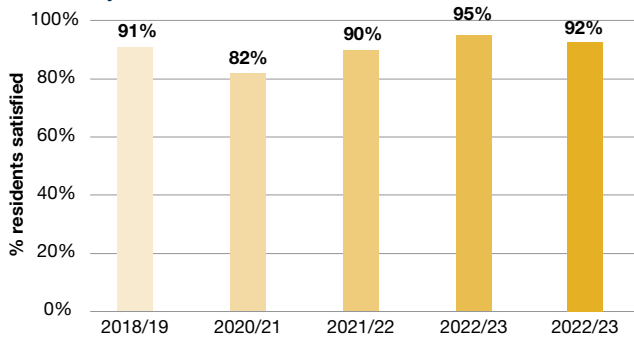
### Age-Friendly Plan

The City's Age-Friendly Plan 2023-2027 outlines our commitment to creating communities that are inclusive and harmonious and to ensuring the contributions of older people are valued and celebrated. Achievements for the first year of implementation of the plan are detailed below.

- The launch of a '50+ Guide' contributed to increased access to information on City of Stirling services, community clubs, activities and support services.
- The delivery of the Compassionate Communities project (funded by the Department of Health) saw the City partner with multiple service providers to facilitate 41 information sessions reaching over 630 community members. Advanced Care Planning, Dementia without Loneliness and Will Creation were some of the topics covered.
- Assistance was provided to nine seniors, autumn, pensioner and retiree clubs' executive teams operating in the City of Stirling in their club development and promotion.
- Support was provided for a range of community activities such as walking groups; five 'crafternoons' groups across different suburbs (average combined weekly attendance of 60 people); movie matinee events and community board game sessions.
- The City provided a range of opportunities for seniors to participate in physical activities across recreational and leisure facilities such as aqua fitness, tai chi and exercise classes.
- The City continued to provide Stirling Senior services to support people over 65 years to remain independent in their own homes and connect with their community. These services include transport services, in-home meal delivery and community day-club activities.

The City is proud of the way in which it recognises and supports its ageing community and it is pleasing to know that the community remains highly satisfied with our service provision. Figure 9 provides the five-year trend for resident satisfaction with the City's services for the elderly. While there has been a three-percentage-point reduction when compared to 2022/23, it is notable to see that the past three years have all recorded satisfaction rates above 90 per cent.

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



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

### Multicultural Framework

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

- Over the year, 171 City employees participated in a series of cultural competency workshops to enhance capacity to support our diverse communities.
- The City maintained shared operation of the Northern Suburbs Multicultural Network (NOMUC) with neighbouring local government authorities to strengthen information sharing and partnership opportunities between stakeholders working in the multicultural sector.

- We continued to build on relationships with community leaders to ensure that culturally and linguistically diverse residents have access to appropriate services that support their participation in the greater City of Stirling community.

Other key activities delivered during the year are detailed below.

- Harmony Week celebrations: Various small community events were led by the Mirrabooka Harmony committee, along with activities for employees at our Administration and Operations Centres.
- The City offered an intercultural tour which attracted 26 participants including local seniors, new migrants, students and overseas visitors from China. The tour coincided with Welcoming Week and was a huge success, visiting the Wadjak Aboriginal Resource Centre, Mount Flora Museum and the Buddhist Society of Western Australia in Nollamara.
- A road trip took multicultural seniors and Aboriginal Elders to Northam. This half-day trip led to an increased cultural understanding and respect for each other's beliefs, providing an opportunity for both cultural groups to connect and tell stories.
- Support was provided for the Rwandan Community Abroad Perth Inc to install a Kwibuka Memorial Plaque in Stirling Civic Gardens and host an unveiling event.





## Reconciliation Action Plan

The City's two-year Innovate Reconciliation Action Plan (RAP) expired in June 2023. Our most ambitious RAP to date, the City is incredibly proud of how much was achieved throughout its lifespan.

Over the years, the City has worked on many exciting projects which have supported the building of relationships and respect, as well as providing improved opportunities for our Aboriginal and Torres Strait Islander community. Highlights from our most recent RAP include:

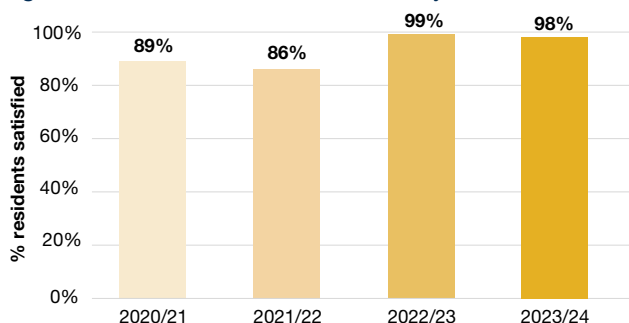
- Incorporating localised Nyoongar designs into the City's new entry statements
- Capturing the stories of our local Aboriginal and Torres Strait Islander Elders and community leaders through the Elders Portrait Project, launched during Reconciliation Week and exhibited at three of the City's libraries
- Maintaining an ongoing partnership agreement with Wadjak Northside Aboriginal Community Corporation
- Establishing the Ngalang Maya Wangkiny (Talking Our Place – Nyoongar Knowledge Holders Group)
- Delivering Nyoongar language lessons and rhyme-time sessions
- Commissioning Nyoongar public artworks
- Coordinating and delivering funding support for the Mirrabooka NAIDOC Week event.

The City will soon be engaging with community members, employees and other stakeholders to guide the development of our next RAP. We look forward to having conversations about how we can continue our reconciliation journey – we recognise there is still much for us to do.

## Youth Framework

Across the year, the City continued to deliver a series of programs and activities in alignment with its Youth Framework. Activities delivered to our young people included culturally sensitive programs, youth outreach, alcohol and drug support, mental health and wellbeing, and sporting programs with social inclusion outcomes. The City has a strong history of collaborating with local stakeholders to deliver meaningful and beneficial programs. Community satisfaction with our services for youth and children has been extremely high in recent years as can be seen in Figure 10. The City will continue to work hard to support its youth in line with its dedicated framework.

Figure 10: Satisfaction with services for youth and children



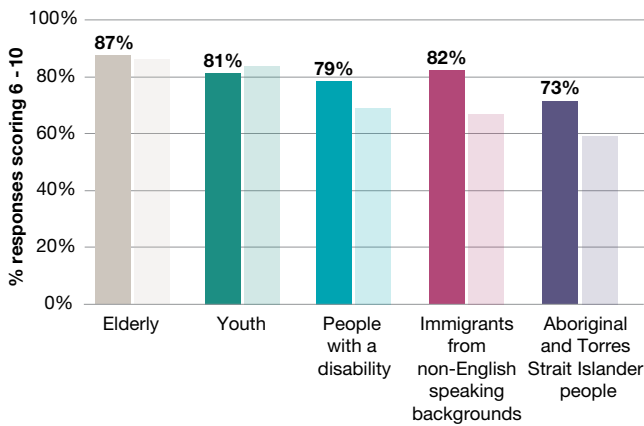
Note: Survey not undertaken prior to 2020

A summary of youth-focused programs and activities is provided below.

- **YARN Youth Week Event:** The City supported the YARN (Youth At Risk Network) Youth Week event. Youth Week WA is the biggest celebration of young people on the Western Australian youth calendar. The event not only showcased the talent of young people but also connected young people to numerous support services including alcohol, drug, mental health and wellbeing supports.
- **Stirling LEADS:** Following a rebranding from Stirling Youth Advocates (SYA), the Stirling Youth Leadership Program is a youth-led advisory group, focusing on improving service delivery of youth activities, programs and events in the City. The Stirling Leads program represents the needs of young people who are active within the City of Stirling.
- **Scarborough Drop-in:** This weekly youth outreach program is funded by the Alcohol and Drug Foundation and in partnership with Kids First (Whitelion Youth), Edmund Rice Centre WA and Football Futures. A total of 20 sessions were hosted, reaching over 460 young people.
- **Barista Brews:** This year, 87 young people participated in 26 workshops designed to develop valuable skills, knowledge and training in the hospitality industry, with a focus on barista expertise. Tourism WA provided \$20,000 of funding.
- **Whirling in Stirling:** A series of skate, scooter and BMX events were held, with over 54 young people attending.
- **Cultural Connections:** This school-based program provides young Aboriginal students an enriching experience to connect to their culture, dance and Country.
- **Perth African Nations Football and Sports (PANSA) Youth Hub:** The Youth Hub weekly drop-in is delivered as an extension of PANSA's basketball program, designed to engage young people in activities that enhance social, emotional, recreational and educational wellbeing.
- **WACOSS:** The City collaborated with the Western Australian Council of Social Service (WACOSS) to deliver a child safeguarding workshop which was attended by 28 participants. The training provided a holistic approach to creating and developing child-safe organisations, covering the National Principles and what it truly means to be a child-safe organisation.

To help us gauge the benefits of our social plans and the services we offer, we use our annual residents' survey to ask respondents to rate the City's performance (with a score out of 10) in encouraging diverse groups to be part of the community. Figure 11 displays the percentage of respondents that provided a positive score (6-10 inclusive) for each focus area. The 2023/24 year shows some encouraging improvements when compared to the previous year (shaded grey in the chart). While we are seeing some positive results, we recognise that there is always more we can do and this information will feed into future development of the relevant social plans.

**Figure 11: The City's performance in encouraging diverse groups to be part of the community (previous year's result shown in lighter colour)**



While our social plans provide strong foundations for the City's strategic objective to 'connect communities with their local areas', we realise that there are many ways in which we can contribute to creating an inclusive and harmonious community with a sense of belonging. A summary of some of our key focus areas follows.

### Mirrabooka NAIDOC event 2023

The Mirrabooka NAIDOC event was held on 6 July 2023 at Stirling Leisure - Mirrabooka. Over 2,700 community members attended this free event to enjoy a jam-packed program including a Welcome to Country and smoking ceremony, live entertainment, music, cultural dancing, awards, rides, activities, sausage sizzles and more.

The event is organised by the Mirrabooka NAIDOC Committee, of which the City's Strengthening Communities team was a key partner. The event is a flagship event on the City's calendar and provides an opportunity to bring the community together in celebration, with the impact of the City's involvement extending beyond the event to our broader relationships within community. The Mirrabooka NAIDOC event is a source of pride for the Aboriginal and Torres Strait Islander community and in turn the City is proud to play a key role in its delivery.

### Community Sheds

The Stirling Community Men's Shed saw the continuation and growth of health and wellbeing initiatives for men aged 55 and over. This included presentations from health specialists, referrals for services and social programs and outings. The shed had over 5,000 visits during the year, consisting of members and other user groups.

The Men's Shed undertook a range of community projects, including street libraries for community members, picture frames for the Westminster Primary School and steps for the Autism Society. The Bond Cottage refurbishment continued to be a key project to restore a rare piece of local history to become the shop front for the Men's Shed. Built in the 1920s, Bond Cottage will become the home for the many hand-crafted woodwork items created by members of the Stirling Men's Shed.

In July 2023, Stirling Women's Shed (SWS) entered into a Memorandum of Understanding with the Joy of Wood to provide greater opportunities for women to join SWS as members, attend workshops and expand woodwork offerings, focusing on hand tools. The SWS now offers a range of workshops, open sessions and private tuition sessions across weekdays and weekends which cater for beginner to intermediate abilities.

### Stirling Senior Services

The City remains committed to meeting the needs of our older residents. Stirling Senior Services, through funding from the Department of Health, delivers support and programs to improve social participation, independence, wellbeing and community connectedness to eligible older residents. The City of Stirling has been supporting older residents in the community for more than 38 years.

Key achievements across the year are outlined below.

- Over 68,000 meals were delivered
- The City delivered 1,000 hours of assertive outreach to enable, encourage and connect people and organisations to information to facilitate referrals to services
- The City provided 34,640 transport trips to help 740 older residents access essential medical and community support services
- We took 4,700 bookings for our ever-expanding community social support programs
- Stirling Senior Services also partnered with over 50 aged care providers to deliver high-quality flexible services to the most vulnerable older people in our community.

## Settlement Engagement and Transition Support (SETS)

The Welcome Hub has provided Settlement Engagement and Transition Support (SETS) services to humanitarian entrants and people from refugee backgrounds for the last six years.

Case workers provide settlement support and capacity-building programs designed to equip and empower humanitarian entrants and other eligible clients to improve social participation, economic wellbeing, independence, personal wellbeing and community connectedness to ease settlement in Australia.

In the past year, the program facilitated 311 workshops for 3,279 clients with 1,903 sessions run across the Community Capacity Building, Client Services and Domestic and Family Violence programs.

On 30 June 2024, the delivery model for SETS changed. The Welcome Hub will no longer provide SETS services, with MercyCare and Multicultural Services Centre providing services for the north metropolitan region.

## Homelessness support

The causes of homelessness in the community are numerous and complex and the City has given careful consideration to its response to homelessness, as outlined in our Homelessness Action Plan. A summary of key achievements across the 2023/24 financial year are detailed below.

- The City continued to implement the Stirling Homelessness Support Project in partnership with Uniting WA through funding support from Department of Communities. In this two-year project, assertive outreach services are provided for people at risk of or experiencing homelessness. Support provided includes assistance with housing applications and personal documents as well as referrals to support services such as mental health, drug and alcohol services.
- We maintained our valuable internal partnership with our Community Safety team, who support and triage rough sleepers and vulnerable community members.
- The City created a map of support services available to people located within the City of Stirling. This map is available on the City's website and used by our Customer Experience team to refer residents to appropriate supports.
- Internal homelessness awareness training for City employees was developed and subsequently introduced in September 2023.
- A module was developed on homelessness awareness raising for the City's Executive team.
- The City conducted a pilot of the Street Doctor van at the Mirrabooka Hub to provide free medical support to people on Wednesdays (commenced March 2024).

## Stirling Women's Centre

Operated by the City for 45 years, Stirling Women's Centre provides crisis accommodation and support for women and children survivors of family and domestic violence (FDV). Across the year, Stirling Women's Centre worked alongside 102 residents (37 women and 65 children) on their journey of healing, safety planning and securing long-term accommodation. The Department of Communities provides funding support for the centre.

In November 2023, an announcement by the Premier of Western Australia, Hon Roger Cook MLA, outlined the WA Government's commitment to invest \$22.6 million in rebuilding Stirling Women's Centre. Capacity will triple in the new centre, with the number of rooms expanding from five rooms and a communal facility to 16 new independent units.

## Safe at Home

The Safe at Home program operating out of Stirling Women's Centre provides collaborative and comprehensive support to clients as they secure their home from perpetrators of FDV. Various security measures such as the installation of window locks, CCTV and repairs to broken/damaged windows and doors, are covered by the program, which is funded by the Department of Communities. During the year, Stirling Safe at Home worked alongside 92 clients, 88 women and four children.

## Naala Djookan Healing Centre

The Department of Communities funds the establishment and ongoing implementation of Naala Djookan Healing Centre, located in Mirrabooka. The centre delivers an inclusive support service that provides information and guidance for women, children and families at risk of or involved with family domestic violence. The centre's services aim to help them receive the support and assistance needed to encourage safe, healthy relationships and overall wellbeing. While Naala Djookan Healing Centre is accessible for all women, a priority focus for the centre involves engaging with and providing support for Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse (CaLD) women, children and families.

Over the 2023/24 financial year, the centre has:

- Held 278 workshops/sessions that were attended by over 1,500 participants
- Received 494 referrals, all of which were supported through a range of case management, workshops, or one-off practical support.

## Child Development

The City of Stirling continues to explore how improvements can be made to protect children in our community, particularly when they are accessing City programs, services and facilities. The Royal Commission into Institutional Responses to Child Sexual Abuse recommended that local governments play an important role in promoting a child-safe culture, and the City is currently reviewing its policies and processes in alignment with these recommendations. The City will complete the online Child Safety Self-Assessment developed by the Department of Local Government, Sport and Cultural Industries, which will inform how the City should increase and strengthen its safeguarding processes.

The City is also focusing on tailoring the Child-Safe Awareness policy template, developed in collaboration with local governments, to commit to several policy principles with clear child-safe messages to support our community and stakeholders. City employees have been participating throughout the year in external workshops, meetings and communities of practice. This will help the City to keep informed about developments in this space and guide our own processes, as well as developing a network of internal stakeholders from relevant City services.

## Libraries and Community History

The City's libraries continue to be social meeting places and community hubs. They offer contemporary library programs, services and resources that connect our community to information, entertainment and opportunities for lifelong learning. Library and information services are provided via six libraries that are strategically co-located with community and adjacent commercial facilities. In addition to our libraries, Community History services are delivered via the Stirling History Collection and the Mount Flora Regional Museum.

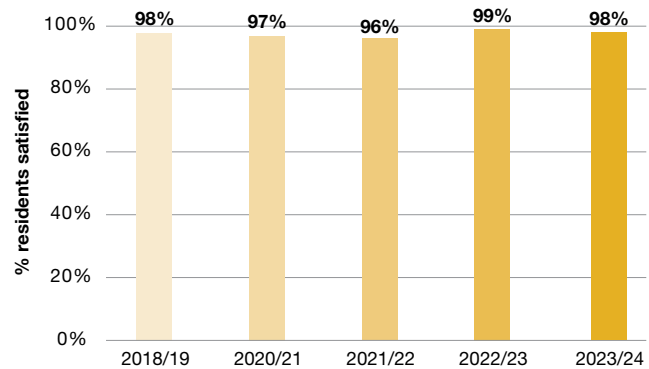
The Stirling Libraries Strategy 2022-2027 established the vision and strategic direction for our Libraries & Community History service delivery models and workforce planning as well as critical decision making on the future of library infrastructure development. The strategy centres on three strategic community-focused areas: connecting communities, contemporary places and community history.

Patronage of our libraries remains strong, with demand for and use of digital resources and technologies in particular continuing to grow. Across the financial year, Stirling libraries recorded the following:

- 593,770 visitors
- 1.44 million loans of physical and e-resources
- 148,832 community users of library spaces and services
- 16,800 items delivered through Books on Wheels.

Community satisfaction with the City's libraries also remains very high. The 2023/24 annual residents' survey found that 98 per cent of residents were satisfied with our libraries. The City is extremely proud that the five-year trend presented in Figure 12 records satisfaction levels greater than 95 per cent for all years.

Figure 12: Satisfaction with the City's libraries



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

## Activities, programs and initiatives

As a community space, libraries naturally offer a fantastic place for dissemination of important information to our patrons. This year, our libraries have played host to several support organisations, as outlined below.

- Helping Minds have run several mental health information tables at various libraries throughout the year.
- The Meningitis Centre Australia gave talks after our storytime sessions, raising awareness and providing essential information for parents about avoiding and looking out for this dangerous illness.
- Family support organisation Ngala gave three talks on women's health. Subjects covered were eating for wellbeing, pelvic pain and reproductive cancers.
- Palliative Care WA ran an Advanced Care Planning Workshop in October 2023 at Stirling Libraries – Karrinyup.
- MacKillop Family Services gave a number of talks about becoming a foster carer.

Additionally, the City's Community Services team held a series of weekly 'My Aged Care' information sessions throughout the year at our libraries, helping older Australians and their families navigate through the My Aged Care portal, to find support, information and quality-of-life services.

### Programming framework and evaluation

To ensure we are meeting our community's expectations, we have focused on developing better methods of evaluation and prioritising programs and events by developing a programming framework. This has allowed the City to streamline its events/programs planning, codifying nine streams of delivery for events and programs which are informative and entertaining for our patrons.

Additionally, we have implemented 'culture counts' as the main feedback tool for patrons attending events. This allows us to measure our performance compared to other WA public libraries and provides us with feedback on events that customers would like to see in the future.

### Roving Librarian

To further enhance our visitor experience, we have implemented a 'Roving Librarian' customer service model to enable our employees to complete tasks and assist customers *in situ* as the opportunity arises. Library officers trialled a variety of mobile technologies and several customer service models to establish what worked best for both them and the customers they serve. The Roving Librarian carries a handheld tablet that enables them to respond to customer queries without the need to return to the desk. Operational tasks that once involved printing out reports are also now completed using the tablet, contributing to our sustainability commitment. A flexible approach to implementation has allowed library officers to adapt the model dependent on each library's layout and customer needs. This innovative project has increased employee visibility, responsiveness and approachability through the library.

### Community History

The City of Stirling has a culturally diverse and thought-provoking history and we are dedicated to preserving and presenting historical artefacts, documents and stories for public viewing. In addition to our libraries, community local history services are delivered via the Stirling History Collection and the Mount Flora Regional Museum, providing a living link to the past. To support our commitment to preserving our rich history, the Community History team was formed in March 2024. This team consists of a full-time coordinator, two part-time project librarians, a part-time research librarian and a part-time administration assistant. Stirling Libraries – Karrinyup had a refit to accommodate new office space for the Community History team, who continue to split their time among sites across the City.

### Looking forward

In 2024/25 we will be working in partnership with a collective of local agencies including North Metropolitan Health Service to develop a Local Drug Action Team program. The City will take responsibility of a number of actions to support the implementation of the program through our partnership networks and advocate where appropriate.

We will work with our community to deliver a new Reconciliation Action Plan and Access and Inclusion Plan.





### Objective:

## Promote active and healthy lifestyle choices

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

To achieve this objective, the City will:

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



## What has happened during 2023/24?

The City of Stirling boasts an impressive 131 sporting clubs with over 38,000 combined playing and social members, utilising 59 active reserves and playing 28 different sporting codes.

Our Active Communities team provides these clubs and community organisations with ongoing support to ensure current and incoming members and volunteers have the tools to develop efficient, self-managed and sustainable entities. During the 2023/24 financial year, the primary focus of the team has been to:

- Improve communication between the City, sporting clubs and community groups
- Increase awareness of assistance the City can provide to clubs through its grants program
- Ensure the benefits of sport and recreation in a club environment are supported by comprehensive strategic club planning
- Assist with shared-use arrangements or facilitation between clubs at City facilities and/or on reserves to maximise the potential sporting and recreation activities.

In support of sporting club sustainability, the City has worked closely with clubs to assist with their strategic direction and governance, including financial planning, database and online presence management, sponsorship opportunities, membership base management and development of club committees. Notably during the year, the City has supported 106 clubs to complete 'health checks' which form the basis for sound strategic planning and club engagement as we move into 2024/25.

Our Sustainable Sporting Clubs initiative has also provided clubs with direct contact to specialised partners that provide tailored assistance and advice across a range of development areas. The initiative will continue into 2024/25 with an extensive range of support available to clubs. This will include access to the CLUBMAP application in order to assist clubs with sound strategic club planning support and guidance.

In addition to club support, the City commenced the installation of the eSwitch floodlighting system at its sporting reserves during 2023/24. This will deliver a significant enhancement to the management of sports floodlighting at the City's sporting reserves, through the installation of eSwitch sports lighting controllers. The

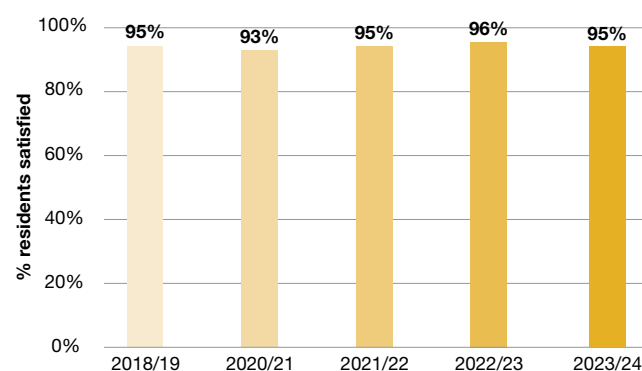
eSwitch system will allow the City and user groups, predominantly sports clubs, to access a smartphone-secure web login to operate the floodlights at sporting reserves. This innovation will allow club volunteers autonomy to turn the floodlights on and off, providing flexibility and administration efficiencies. The City of Stirling is the first local government in Western Australia to use the eSwitch controller and this initiative represents an excellent example of our objective to promote active and healthy lifestyle choices.

### Our recreation facilities

With six leisure centres, including three aquatic centres, and 24 recreation facilities comprising gyms and sports facilities, the City aims to enrich and extend the personal wellbeing and lifestyle of people within the community in a social, leisure and educational sense through the provision of a broad range of high-quality facilities and services.

Once again, our recreation facilities saw sustained high use across the year, with over 3 million customers recorded. With the inclusion of the Hamersley Public Golf Course, this was our highest recorded annual number of visits, representing a 63 per cent increase on the previous year. Attendance numbers such as these are a testament to the high-quality facilities and services we provide. As can be seen from Figure 13, the City of Stirling community remains highly satisfied with the City's sports, recreation and leisure facilities, with a 95 per cent satisfaction rating for 2023/24.

Figure 13: Satisfaction with the City's sports, recreation and leisure facilities



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

A summary of key results and achievements across our recreation and leisure facilities is provided below.

### Sporting and leisure programs

- 46,000 participants in organised sports programs
- 21,000 children enrolled in junior programs
- School holiday programs reached maximum occupancy
- Increase in leisure programs to cater for demand.

### Facility hire

- 38,788 total bookings, representing over 3,200 bookings per month
- Significant safety and maintenance improvements at unstaffed facilities.

### Learn to Swim program

- 3,927 average members per month, a 13 per cent increase on the previous year
- Record number of enrolments at all three of our facilities
- Pool to Beach program at Scarborough re-launched with high uptake rates.

### Health and fitness facilities

- 6,295 customers per month on average
- High level of customer retention at 96 per cent combined across facilities.

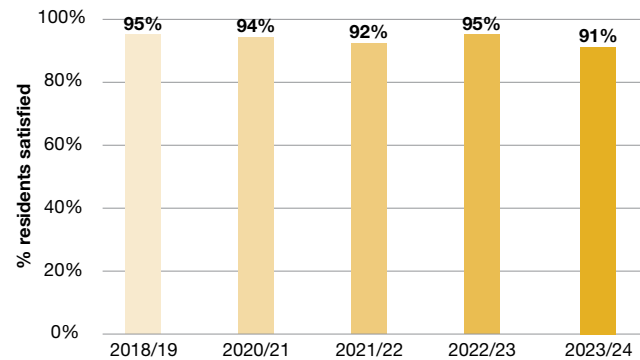
### Hamersley Public Golf Course

- 103,702 total rounds played
- Construction work on the driving range and club house in progress.

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

In addition to the provision of excellent facilities, the City is proud to undertake projects and initiatives aimed at ensuring we plan and build for current and future active leisure and health community needs. Our Community Infrastructure Plan 2023-2033 aligns with our vision to be a 'sustainable City with a local focus' by establishing a baseline of current infrastructure and anticipating future needs over the next five years and beyond. The plan considers our urban environment and potential social changes, outlining standards and delivery principles to help prioritise and deliver community infrastructure effectively.

Figure 14: Satisfaction with the City's provision and maintenance of ovals, playgrounds and parklands



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

The City takes pride in its community infrastructure, including parks, reserves, and green spaces, and strives to provide beautiful, clean and safe amenities sustainably. With the growing importance of open spaces for recreation and exercise, our parks and landscapes have needed to adapt to increased usage. Contributing to an active and healthy lifestyle, the City is pleased that its ovals, playgrounds, and parklands consistently receive high levels of community satisfaction, as can be seen in Figure 14.

### Dianella Dirt BMX Jump Lines

The Dianella BMX and mountain bike facility's final phase was successfully completed in December 2023, just in time for the summer school holidays. The City had initially unveiled a plan in 2020 for the phased development of this facility. The first stage, completed in August 2021, featured an asphalt pump track along with a trail head and gathering area. The second stage saw the creation of a perimeter skills trail. The third and final stage, which is now complete, includes a variety of jump lines catering to beginners, intermediates, and advanced riders.

### Jackadder Lake Reserve Playspace – Stage 2

The second of three upgrade and renewal stages took place at Jackadder Lake Reserve across the year. Works included constructing exciting new swings in the children's play area, pedestrian path improvements, renewal of barbecues and picnic tables, associated landscape works and an upgrade to the existing large shelter. Stage 3 of the project will be undertaken across the 2024/25 financial year and the City will implement a booking system to enable the public to book the shelter for functions.



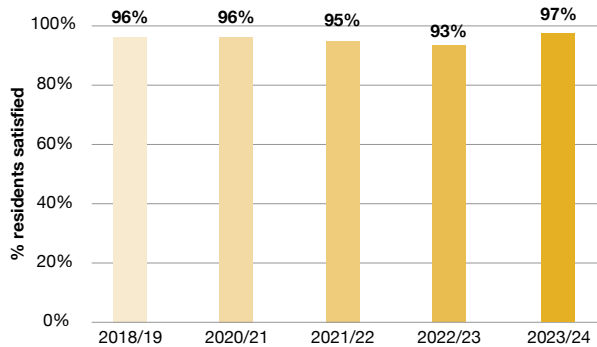
### Macaulay Park Inglewood – Recreational Upgrades

Based on resident feedback for better recreational amenities and safety at Macaulay Park, the project aims to enhance passive surveillance and upgrade recreational and play facilities, creating a more vibrant community park. Delays have occurred due to necessary engagement and consultation, with the City collaborating with ward Councillors on design suggestions. The project will extend into the 2024/25 financial year, with stage 1 construction set to begin in September 2024.

### Beaches

The City’s Beach Services team works every day of the year to provide a safe swimming environment for all visitors to the City’s beaches. This commitment spans a 7 km stretch of the metropolitan coastline, from Peasholm Dog Beach in the south to Watermans Beach in the north. Within this coastal stretch lies Scarborough Beach, the most frequented beach in Perth, welcoming over a million visitors annually. Our beaches are loved by both our local community and residents alike, as demonstrated in Figure 15, which shows consistently high levels of satisfaction across the years.

Figure 15: Satisfaction with the City’s beaches



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

The City employs a team of four full-time beach inspectors, supported by up to 16 additional casual lifeguards during the summer peak. These lifeguards are on duty from Monday to Friday from September end to March end, and every day in April, ensuring that a flagged swimming area is provided at Scarborough, Trigg and Brighton Beaches during this period. Volunteer surf lifesavers from the Scarboro and Trigg Island Surf Life Saving Clubs supplement these patrols on weekends and public holidays during the summer. The City’s beaches, particularly Scarborough, Trigg and Brighton Beaches, accounted for over 66 per cent of all rescues in Western Australia recorded from July 2023 to June 2024. During this period, the Beach Services team carried out 442 rescues, implemented over 32,000 preventative actions and treated 463 first aid cases.



## Environmental Health

The City's Environmental Health team is responsible for protecting, promoting and maintaining public health to improve health and wellbeing within the community. This is achieved through a range of preventative health measures, including:

- Statutory premises inspection program (for example, food premises, public buildings)
- Targeted monitoring and surveillance program (for example, water and food sampling)
- Assessment and review functions (for example, events and development applications)
- Risk-based investigation and complaint response function
- Public health planning and response.

### Statutory Inspection Program

The Environmental Health team's most significant function is the effective management of the City's routine inspection and surveillance program for statutory premises. The City has a legislated responsibility to routinely inspect statutory premises at set frequencies. This includes food premises, public buildings, skin penetration premises and aquatic facilities. These span a wide range of the City's community, ranging from large commercial businesses to community-operated facilities and small businesses.

Food premises inspections are undertaken to assist in preventing serious food poisoning incidents and to ensure food safety standards are maintained within the community. In the 2023/24 financial year, Environmental Health undertook 1,714 food premises inspections of food businesses within the City (achieving 70 per cent of target).

Public buildings, such as cinemas, licensed venues, function centres, community halls, churches and sporting venues are inspected to ensure that emergency exits, maximum capacities and evacuation procedures meet public safety standards. During the year, we undertook 173 public building inspections (achieving 72 per cent of target).

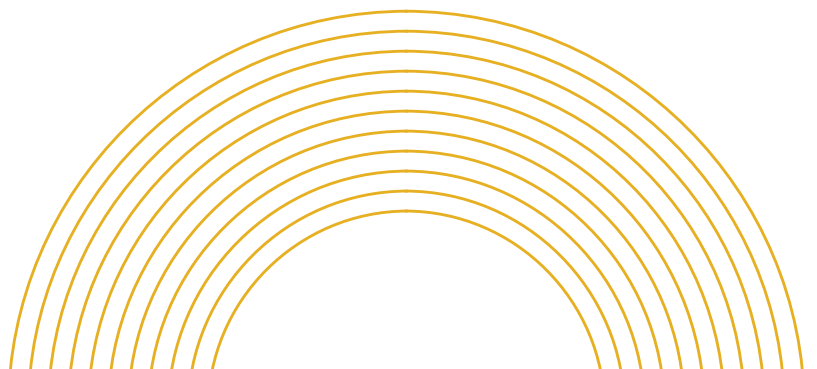
Skin penetration businesses offer services catering to personal appearance. These include tattoo and piercing studios, beauty therapy and other cosmetic procedures. Environmental Health inspects these premises to prevent the transmission of infectious diseases within the community. In 2023/24, 90 skin penetration premises inspections were undertaken (achieving 58 per cent of target).

Across the year, the team also undertook 86 aquatic facility audits of public and community swimming pools (achieving 87 per cent of target). Environmental Health is responsible for inspecting public aquatic facilities to ensure that their operation, maintenance and chemical safety processes meet public safety standards.

### Sampling and surveillance

In support of the statutory inspection program, the team undertakes targeted and strategic surveillance to inform of health risks and prevent significant health issues. Across the year, Environmental Health collected 1,040 water samples from community aquatic facilities to ensure that appropriate water quality standards are maintained (101 per cent of target).

The year also saw the continuation of our targeted and proactive sampling program of food businesses located within the City. The team collected 344 different food samples for laboratory analysis to ensure that the public is not exposed to harmful bacteria which can cause food poisoning. The program has successfully identified and subsequently prevented serious food poisoning outbreaks. As a result of this program, the City was recognised by the WA Department of Health for isolating the source of a significant salmonella food poisoning outbreak. The department highlighted the City's proactive and thorough approach to food safety as having been critical in reducing the impact of the outbreak.



## Assessment and review

The Environmental Health team supports other City business through a specialised assessment and approval function to protect public health in the community. In the 2023/24 financial year, the team conducted review, assessment or approval activities as outlined in Table 9:

**Table 9: Specialist assessments undertaken in 2023/24**

Development applications – health conditioned	130
Demolition licences – assessed	280
Out-of-hours noise management plans – approved	205
Public events – assessed	147
Building licences – reviewed	150
Food stall permits – issued	360
Food safety program audit reports – reviewed	171

## Investigation and response

The team is also responsible for investigating and responding to public health concerns raised by the community and other government agencies. Officers regularly investigate infectious disease outbreaks, serious food poisoning cases and hazardous incidents to minimise the impact on the community. The City works with the Department of Health, Oz Foodnet and other state agencies to play a local investigative role in support of a coordinated approach to disease prevention (for example, salmonellosis, Ross River virus and legionellosis). Further, we work with the Department of Energy, Mines, Industry Regulation and Safety (WorkSafe) and the Department of Water and Environmental Regulation with respect to asbestos-related and other hazardous incidents.

Environmental Health receives a considerable variety of service requests directly from the community. These cover a range of issues including asbestos, noise, pest control, rodent and property condition. In the 2023/24 financial year, the team received 4,628 service requests, which was an increase of 1,886 requests from the previous financial year. The significant volume of service requests received means that the team must prioritise based on risk to public health. Through the year, the team resolved 83 per cent of all service requests received.

## Public health planning

Stage 5a of the *Public Health Act 2016* was enacted on 4 June 2024, and requires the City to develop and implement a Public Health Plan to inform its strategic approach to public health within the community. Planning is currently underway, and the City's Public Health Plan will be endorsed and implemented by Council prior to 4 June 2026.

The 2023/24 financial year also saw the introduction of Food Safety Standard 3.2.2A – Food Safety Management Tools, which impacted food businesses operating within the City. The new standard introduces three food safety management tools for food businesses: training requirements for food handlers, requirement to appoint food safety supervisors and the requirement to demonstrate that food is safe through record keeping and other evidence. Standard 3.2.2A currently applies to all food businesses in Australia, though it has impacted WA food businesses the most as similar requirements had already been in place in other jurisdictions in Australia for several years. To assist food businesses in the implementation of this standard, the City provided subsidised Food Safety Supervisor training to ensure they were equipped to meet the standard.

## Looking forward

We are excited to see the opening of the redeveloped Hamersley Public Golf Course and the outdoor pool at Stirling Leisure – Inglewood, the largest swimming pool in the southern hemisphere – both incredibly important facilities for our community.

Additionally, works will continue at Macauley Park, Inglewood, with the installation of new recreational and play amenities and lighting to improve public safety.



## Work with the community to create a safer City

We understand that feeling safe is a high priority for our community. We will play a key role in creating a safer community through our dedicated, visible and responsive ranger and community patrol services. We will also proactively engage, educate and encourage members of our community and other agencies to help to prevent crime and antisocial behaviour to create a safer City.

To achieve this objective, the City will:

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

## What has happened during 2023/24?

The City of Stirling recognises that engagement with our community is a vital means of raising awareness of safety-related matters. It also allows us to demonstrate the contributions we make as a local government towards creating a safer City. The Community Safety engagement team undertakes a series of initiatives aimed at creating partnerships with our community and some of these are outlined below.

### Community Safety engagement

Paw-some Day Out is a highly successful annual event that brings together local businesses, charities and animal welfare organisations, fostering a vibrant and inclusive atmosphere. Boasting a 98 per cent attendee satisfaction rate (Paw-some Day Out 2023 Culture Counts Survey), this event not only promotes responsible animal ownership and education but also provides a valuable platform for rescue groups and animal-related businesses to connect with a targeted audience. This year we introduced a dedicated cat display to provide owners with creative options for stimulation and containment of cats. Hosting over 40 stallholders, approximately 3,000 people and their pets attended the 2023 Paw-some Day Out that was held at Dianella Regional Open Space.

During 2023, we experienced increased community awareness with respect to the management of cats. In response, the City arranged a variety of engagement methods through a 'Local Laws in Focus' campaign. This involved online surveys and a briefing session to inform the community about current legislation, gather feedback and provide an opportunity for residents to share their views. With such strong community interest, this process has helped inform the formal local law review process for the City's Keeping and Control of Cats Local Law 1999, which will be finalised by December 2024.

In addition to our focus on responsible animal management, the Adopt-A-Park supporters program actively involves residents in the care and maintenance of local parks, encouraging them to report issues such as graffiti, overfull bins, illegal dumping and antisocial behaviour. This inclusive program welcomes participants of all ages and abilities, fostering a sense of active citizenship and empowering residents to contribute to the upkeep and improvement of our natural and built environments. Our supporters are showing more

enthusiasm and involvement each year. On average, we welcome 38 new supporters annually, all dedicated to maintaining cleaner and safer parks. Through this program, 474 residents have a direct line to the team, helping them feel more connected to the City.

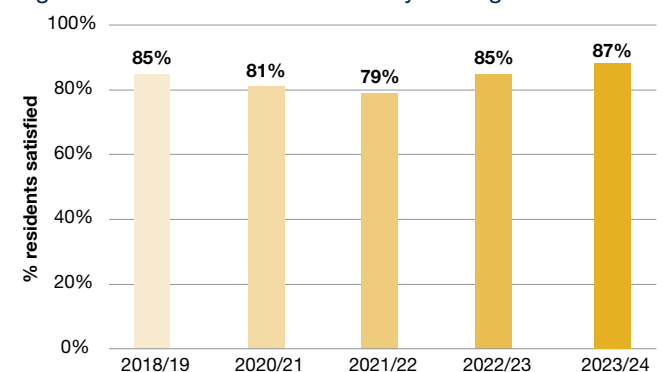
We also introduced safety checks throughout the year as a method to engage the community and listen to local concerns about crime and antisocial behaviour. This allowed us to focus our activities and develop effective solutions based on resident input. From August 2023 to June 2024, safety checks were conducted across Osborne Park, Westminster and Nollamara, generating over 50 conversations with residents and community members about neighbourhood safety in their area.

The City's Community Safety team partners with organisations such as the Constable Care Foundation, RSPCA WA and the WA Police Force to play a crucial role in promoting community safety, animal welfare and crime prevention. Through collaborative initiatives such as the RSCPA's Community Action Day, Safety School excursions and interactive performances and presentations at schools and other education facilities, we feel we are making a positive contribution towards making a safer City.

### Ranger Services

The City's Ranger Services team is responsible for educating and enforcing statutory requirements in order to achieve compliance with various forms of state and local legislation relevant to the City of Stirling. Rangers actively patrol the City and deal with a wide range of issues. In the 2023/24 financial year, Ranger Services responded to and completed 15,193 cases (a 52 per cent increase from the previous year). Some examples of activities undertaken by our rangers follow.

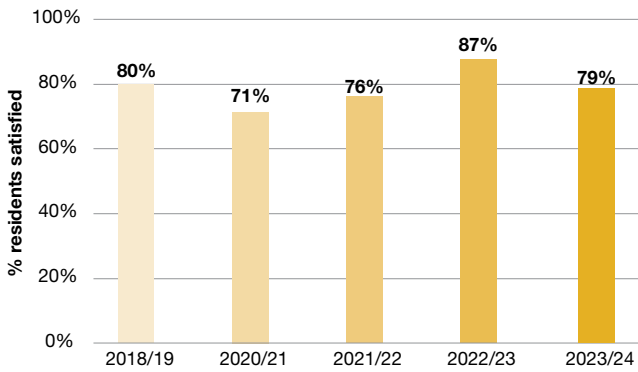
Figure 16: Satisfaction with the City's Ranger Services



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

The use of licence plate recognition technology has become an efficient parking management technology for rangers when pro-actively patrolling high-traffic areas. These include the Scarborough Precinct, the Mount Lawley Precinct, Osborne Park Business Centre and areas around all schools during drop-off and pick-up times. To support local businesses with their parking management needs, the City continues 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. In 2022/23, we saw a welcome improvement in community satisfaction with the City's management of public parking. The result for 2023/24 shows an eight-percentage-point reduction when compared to the previous year, as can be seen in Figure 17. The City will work to understand this result and consider improvement opportunities where appropriate.

**Figure 17: Satisfaction with the City's management of public parking**



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

A combined approach by the Ranger Services and community patrol teams has seen an increased focus on the management of abandoned shopping trolleys. There were 92 cases created and six trolleys impounded in in the 2022/23 financial year compared to 284 cases created and 68 trolleys impounded in the 2023/24 financial year. Officers have been actively working with retailers to ensure shopping trolleys are collected in a timely manner. Where compliance is not achieved, shopping trolleys have been impounded and retailers have been cautioned for first offences and issued modified penalties for offences committed thereafter. The drafting of a new shopping trolleys local law has commenced with an aim to increase the accountability for retailers to more effectively manage abandoned shopping trolleys.

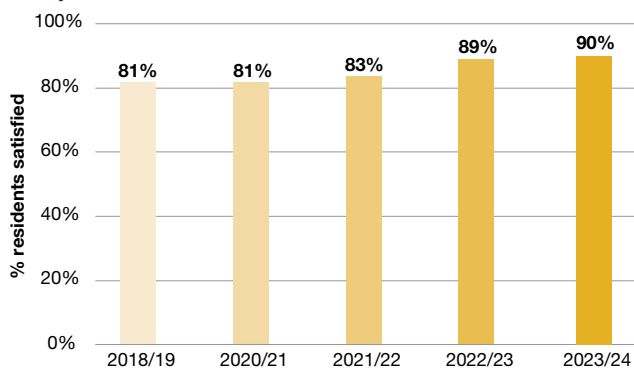
Additionally, our rangers have worked to reduce the number of wandering and unidentifiable dogs and cats in the district. This proactive approach saw 452 animals impounded in during the year. The City has seen a rise in dog attacks over the past 12 months and our rangers investigated 385 dog attack complaints across 2023/24. Despite this figure, rangers ensured that at least 98 per cent of urgent dog attacks and dog wandering reports were attended within 60 minutes. To ensure the highest level of service is provided to cat owners residing in the City, the team also installed a cat management facility to impound unidentifiable cats found in the area.



## Safer Stirling

The City is committed to providing a strong sense of safety in our community by operating 24-hour-per-day, year-round patrols. Our officers monitor and report suspicious activity and antisocial behaviour, often working closely with WA Police to build a safer City of Stirling. Across the 2023/24 financial year, community patrols responded to and completed 12,949 cases (a 28 per cent increase over the previous year), with the average response time for high-priority jobs being 10.3 minutes. Our visibility and proactive approach have contributed to an increase in resident satisfaction with these services, with a result of 90 per cent achieved in the most recent survey. Examples of some of the initiatives that took place across the year follow.

**Figure 18: Satisfaction with the City's community safety services**



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

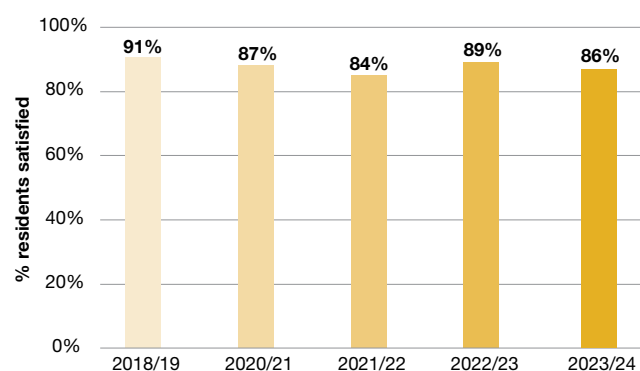
In July 2023, Council endorsed the commencement of a Neighbourhood Safety Initiative Trial to be undertaken in Nollamara and Westminster between August 2023 and January 2024. The trial consisted of a multifaceted, locally led initiative focused on this neighbourhood to respond to community safety concerns. The strength of this approach is that it enables the City to rethink how it delivers community safety initiatives, partner with local residents to better understand key issues, and then co-create responses to make the neighbourhood safer. Key partners in this trial were the WA Police Force, the Department of Communities, the Member for Morley and the Member for Balcatta. A report on the effectiveness of this initiative will be presented to Council in August 2024.

In addition to this initiative, community patrol officers proactively patrolled the City's coastal carparks and identified a large number of illegal campers. During the year, authorised officers commenced issuing notices to leave to any person where it was evident they were camping on local government property without a permit. Over 220 cautions and 31 infringements were issued to offenders who chose not to comply.

Throughout this process, it became evident that several of these people were in fact homeless. These identified people were referred onto our Community Services team who liaised with the Uniting WA outreach team. The community patrols team continues to support the City's homelessness strategy by providing first response to those affected by homelessness.

Graffiti continues to be prevalent in numerous suburbs within the City of Stirling. As well as our community members, our community patrols regularly identify graffiti in public areas, reporting to police for investigation and arranging for prompt removal. Graffiti represents an ongoing challenge for the City and we are striving to ensure our management of the issue meets the needs of our community. Figure 19 illustrates that while our residents have stated a high level of satisfaction with our performance in recent years, there is still more to be done.

**Figure 19: Satisfaction with the City's graffiti management**



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

The City continues to provide a CCTV monitoring service in collaboration with WA Police Force at the Scarborough Beach Entertainment Precinct during Friday, Saturday and Sunday nights. With the increased popularity of the Summer Markets, City officers are also stationed in the monitoring room on Thursday nights for the duration of the event. This service targets criminal and antisocial behaviour in the area and results in an improved response through the coordination of WA Police Force resources.

To further support the service and as part of the City's mid-year budget review, Council endorsed an increase to the number of full-time employees engaged in Safer Stirling, resulting in five new roles being added to the community patrols team. These positions were created to reduce external contractor costs and overtime expenditure. At the same time, they allow the community patrol team to scale up operations during peak times and undertake CCTV monitoring and dispatch room functions. Other dedicated projects undertaken across the year are summarised below.

### CCTV Equipment Fund

Over the past year, the CCTV fund has been utilised to achieve several CCTV installations and upgrades across the City, including:

- Stirling Leisure Centres – Mirrabooka outdoor basketball court CCTV installation
- Replacement of Scarborough Beach security camera
- Replacement of two CCTV tower cameras, adding analytics
- Trial of Vivotek vehicle-mounted CCTV equipment
- Vehicle-mounted CCTV equipment delivery.

Overall, the establishment of a CCTV fund for the implementation of new equipment and upgrades to existing equipment has proven successful. Officers have been able to drive innovation while rapidly improving technology and efficiencies. Some challenges associated with the project were related to competing priorities due to the ad hoc nature of the initiation and delivery.

### CCTV Rebate Program

The City of Stirling's CCTV Rebate Program is a strategic initiative to strengthen community safety that offers a 30 per cent rebate, capped at \$500, for new CCTV installations within the City of Stirling. The CCTV Rebate Program's success has seen its continuation into the 2023/24 financial year, underscoring the City's ongoing dedication to community safety. This commitment is further highlighted by the extension of items that can be claimed under this rebate, including security enhancements such as screens/locks, home alarm systems, and security and sensor lighting.

For the period 11 September 2023 to 30 June 2024, the CCTV Rebate Program supported:

- 639 approved rebate applications out of a total of 718 received
- Distribution of \$233,767 in rebate funding
- Average rebate amount for applicants of \$366.

### WAPOL CCTV Access Project

This initiative has enabled WA Police Force access to two CCTV sites – Nollamara Shopping Centre and Community Centre, and Bina Parkland and Stirling Leisure – Balga. This network access allows the WA Police Force to view both live and historical footage direct from WA Police stations to improve WA Police response and improve access to evidence for investigations.

Remote network access has also been installed and configured at the Morris Place Shopping Centre in Innaloo.

### Operational CCTV Monitoring Room

The project successfully delivered a fully functional CCTV monitoring room. Following completion of the project the room commenced its use by operational staff to monitor CCTV, dispatch officers and coordinate resources during peak periods. The room has resulted in improved team effectiveness and service delivery, including response to incidents.

Additional CCTV-related projects include the acquisition of a CCTV trailer through grant funding, as well as improvements to record keeping with the introduction of a dedicated solution.

### Additional Security Vehicles

The City also commissioned two new vehicles during the year, aimed at increasing the City's presence and visibility in the community during peak periods to deter antisocial behaviour. One of the vehicles acquired was a Peugeot E Partner Electric van. This vehicle has a dual purpose. It can be utilised as a fully operational patrol vehicle in high-demand time, while also assisting the Community Safety engagement team to undertake pop-up activations at events.

### Crowded Place Assessment

The City commenced a Crowded Place Assessment project for the Scarborough Beach area aimed at addressing safety-related gaps. After seeking market quotations for consultancy, it was found that initial timeframes for conducting such an assessment were insufficient. Despite delays in achieving some key milestones, the project was successfully completed in June 2024. Notably, there were many successful components associated with the project, particularly the multitude of stakeholder engagements that were undertaken. Several additional related initiatives based on the consultants' final report will continue to be progressed over the forthcoming years.



## Responsible Cat Ownership

This program aimed to promote responsible pet ownership by subsidising cat sterilisation, microchipping and lifetime registration. For a \$150 contribution, residents could utilise these services, provided they submitted a completed registration form to their vet.

To enhance accessibility, we invited all veterinary surgeries within and on the City's border to participate. Seven practices agreed, including Karrinyup Small Animal Hospital, St Francis Vets, Bedford-Dianella Vets, Doubleview Vet, Innaloo Vet, Mirrabooka Vet and Duncraig Veterinary Hospital.

Throughout the year, the City processed 104 applications across the participating clinics, with Karrinyup Vet leading with 60 applications. The breakdown is as follows:

- Karrinyup Vet - 60 applications
- Mirrabooka Vet - 17 applications
- Doubleview Vet - 16 applications
- Innaloo Vet - 11 applications.

Out of the \$100,000 that was allocated to the program, \$11,792.19 was utilised.

Feedback was sought from all participating vets. Karrinyup Vet highlighted the program's positive impact, noting the increased willingness of cat owners to register and microchip their pets due to the subsidy. Suggested improvements included streamlining the application process and providing additional marketing resources to clinics.

## Bushfire Risk Mitigation

The City developed a Bushfire Risk Management Plan in 2023 as recommended by the Department of Fire and Emergency Services (DFES). To support this, the City successfully applied for approximately \$195,000 in grant funding to undertake works in Star Swamp Reserve, with a Bushfire Management Officer commencing works there during the year.

Response to bushfire incidents has dramatically improved and the City has received commendations from the Department of Fire and Emergency Services. The ongoing mitigation program will see continued works in Star Swamp, where fire mitigation has occurred, as well as installation of a small number of local native plants, which will further contribute to reduced bushfire risk. The City will be actively restoring burned areas of Star Swamp Reserve, as without active recovery and restoration, there is a high likelihood these areas will become increasingly weedy, further exacerbating bushfire risk. In addition to the project works in Star Swamp, the City will commence intensive fire mitigation works at Trigg Bushland to clear out especially flammable weed species, similar to the works undertaken in Star Swamp during 2023/24.

## Emergency management in the City

Fortunately, the City did not experience any catastrophic incidents during the year. However, our Emergency Management team did provide support to response agencies for five significant emergencies:

- September 2023 – hazardous materials incident in Dianella
- November 2023 – heatwave affecting multiple suburbs
- February 2024 – bushfire in Gwelup/Karrinyup
- March 2024 – structure fire in Gwelup
- June 2024 – structure fire in Dianella.

## State Emergency Service (SES)

The City continues to work with the Department of Fire and Emergency Services towards relocating the Stirling SES into the recently purchased Osborne Park premises, as they have been operating out of two separate buildings in Nollamara since the early 1990s. The new headquarters will provide our SES volunteers with improved resources for emergency response and help them better serve our community.





### Local Emergency Management Committee

The Local Emergency Management Committee (LEMC) is the collaboration of local support organisations, hazard management agencies and industry representatives to advise and assist the City to meet its obligations under the *Emergency Management Act 2005*. In November 2023, the City's Mayor, Mark Irwin, was formally appointed as chairperson to the committee. Following the appointment, the LEMC planned and facilitated a multi-agency exercise to test responsiveness and coordination. The exercise simulated a severe weather event, testing the City's local emergency management arrangements and preparedness.

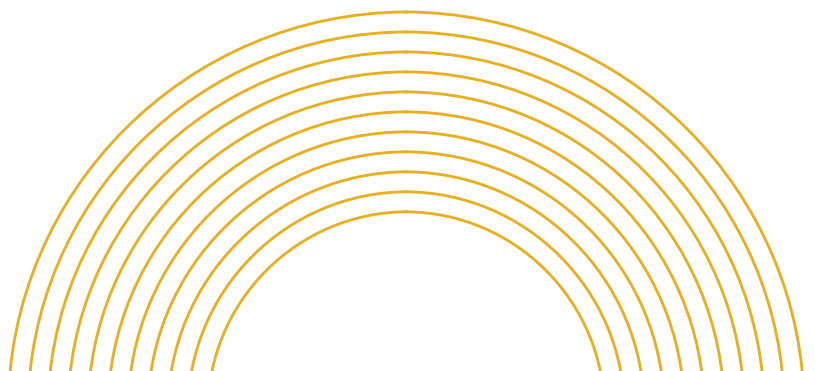
### Skills training

The Community Safety team secured grant funding during the year to provide emergency management training to all City employees. The program was delivered in conjunction with the Western Australian Local Government Association (WALGA) and funded through the All West Australians Reducing Emergencies (AWARE) program. The State Government provides the AWARE program to assist local governments to invest in preparedness activities at the local level. The training complements existing skills and knowledge among staff, increasing the City's capacity to support the community before, during and after emergencies.

### Looking forward

Public safety is of vital importance to the City and our community. We will continue to progress with various CCTV initiatives, including the rebate program and installation of new CCTV networks. The 2024/25 financial year will also see the implementation of 'quick win' recommendations from the Crowded Place Assessment of the Scarborough Beach precinct, as well as detailed scoping and costing of key recommendations to inform the 2025/26 budget.

The City will also continue to progress its Bushfire Risk Management Plan, upgrading fire access tracks and reducing fuel load in Star Swamp and Lake Gwelup.





## Case study: Engaging Mirrabooka's youth through basketball

Over the past 18 months, the City of Stirling has undertaken several initiatives to engage young people in the sport of basketball in the suburb of Mirrabooka. With a focus on creating strong and resilient youth, the City has built partnerships and improved facilities to create additional recreational opportunities within the local community.

In collaboration with the Perth Wildcats professional basketball team, the City of Stirling has assisted with the development of the Perth Wildcats Academy at the Stirling Leisure - Mirrabooka. This program supports emerging athletes from 14 to 19 years of age, with an emphasis on local Aboriginal and African youth, providing opportunities to develop under Wildcats coaching and performance staff. Since its inception in 2023, the academy has seen participation from over 200 young people, with a notable increase in engagement from diverse cultural backgrounds.

To address the financial barriers that often prevent young people from participating in sports, the City also partnered with the Perth Rhinos Basketball Club in 2023/24. This partnership has enabled the provision of subsidised memberships and free access to basketball programs for underprivileged youth. As a result, more than 150 young people have been able to join basketball programs without financial strain, ensuring inclusivity and equal opportunity for all.

The redevelopment of the outdoor basketball courts at Stirling Leisure - Mirrabooka has been a cornerstone of the City's efforts. The project, which cost approximately \$500,000, included the installation of state-of-the-art courts that cater to players of all abilities. The upgraded facilities now serve over 300 young people weekly, providing a safe and modern space for them to play basketball and connect with peers from diverse backgrounds, cultures and languages.

These initiatives culminated in a celebration of basketball on 11 November, with the City hosting the National Basketball League 3x3 Hustle event at Stirling Leisure - Mirrabooka. This event saw a mix of NBL and local talent compete for the Rhinos Spring Classic championship and 3x3Hustle played on the new outdoor courts. The family-friendly event also included games, a dribble station, and a sausage sizzle.

The City of Stirling's strategic partnerships and infrastructure investments in Mirrabooka have successfully engaged local young people in basketball. These initiatives reflect the City's commitment to ensuring that all young people, regardless of their abilities, backgrounds, cultures and languages, have the opportunity to participate in sports, stay active and be part of a vibrant community. Through these efforts, the City continues to uphold the priorities set out in Sustainable Stirling 2022-2032, driving positive outcomes for its residents.

# Key result area



## Our Economy



### SUSTAINABLE DEVELOPMENT GOALS





## Our Economy

The City is home to an estimated 23,667 businesses, with small businesses (those employing fewer than 20 people) making up around 98 per cent of all local businesses. The City of Stirling's gross regional product (GRP) is approximately \$19.3 billion, representing the net value of final goods and services produced annually.

Key employment areas include the Stirling City Centre and Herdsman precinct, with secondary hubs in Karrinyup and Mirrabooka. Balcatta and Osborne Park serve as major trade and service hubs, while Scarborough is the main tourist destination.

The 2021 Census tells us that the largest contributors to the City of Stirling's gross revenue are the construction, manufacturing, rental, hiring and real estate services industries. The construction industry alone accounts for nearly 23 per cent of the \$35 billion generated annually and 30 per cent of all regional exports, both domestic and international.

The City of Stirling has the second-largest concentration of jobs outside the Perth CBD, totalling more than 88,000. The primary job-generating sectors are health care and social assistance (15.4 per cent); construction (13.6 per cent); retail trade (12.9 per cent); and education and training (10.5 per cent).

Tourism, though a smaller sector, is an important and growing contributor to the City of Stirling's economy. The City's beaches, bushlands, high-quality retail

services, restaurants, cinemas, tourist accommodation and transport links foster tourism growth. Currently, tourism-related revenue in the City of Stirling amounts to around \$465 million, with significant contributions from retail trade, food and accommodation services, transport, and arts and recreational services. Tourism also provides more than 2,000 jobs in the City.

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

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

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



# Highlights – Our economy

The City issued commercial building permits valued at

**\$174M** 

## Land Asset Action Plan 2023-2028

endorsed by Council



**400+**   
events held in the City,  
entertaining more than  
**600,000 people**

**96%** community satisfaction  
 with events and  
cultural activities



**\$495K**  
provided by the City  
for event sponsorship



**Economic and Tourism  
Development Strategy  
2021-2025 drove many  
key activities and events**



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



**1,200+**  
residents, visitors and  
transport experts at  
the Trackless Tram  
community open day

**Net Zero Transit  
Symposium  
hosted in  
partnership with  
Curtin University**

Estimated **2.5 million** overnight visitor stays



**Continued work with Curtin University, local businesses and  
State Government to progress the Trackless Tram Business Case**

## Service performance

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

### Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Arts & Events	\$1,769,914	✓	✱	✓	✓
Economic Development	\$827,721	✓	✓	✓	✓

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

✱ Financial - performance outside City thresholds in relation to budget variances for net cost.

## Strategic project performance

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

<b>Bennett Park Public Art (introduced through budget review)</b>	<b>2023/24 expenditure \$33,800</b>	<b>Complete</b>
<b>Design, commission and installation of public art and wayfinding signage at Bennett Park, Doubleview</b>		
Progress in 2023/24	Project complete	
<b>Christmas Lights (introduced through budget review)</b>	<b>2023/24 expenditure \$0</b>	<b>On track</b>
<b>Planning and procurement phase for the installation of Christmas lights at key precincts and/or parks and reserves to add vibrancy, attract visitors and boost the local economy</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>City Entry Statements</b>	<b>2023/24 expenditure \$322,135</b>	<b>On track</b>
<b>Upgrade the City of Stirling entry statements with Nyoongar elements, Aboriginal connection to Country and community art components</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Event Sponsorship</b>	<b>2023/24 expenditure \$575,208</b>	<b>On track</b>
<b>Sponsor events in the City to attract tourists and stimulate the local economy</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Investment Attraction Profile</b>	<b>2023/24 expenditure \$3,410</b>	<b>On track</b>
<b>Develop and create an investment profile to promote local opportunities to highlight the competitive advantages of investing in the City of Stirling</b>		
Progress in 2023/24	The project changed scope and progressed according to revised schedule, achieving anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	

<b>Lake Gwelup Community Learning Trails</b>	<b>2023/24 expenditure \$33,446</b>	<b>Behind schedule</b>
<b>Build an interpretative trail and installation of public artworks in Lake Gwelup Reserve</b>		
Progress in 2023/24	Majority of milestones met though some delays incurred to ensure agreement with designs	
Plans for 2024/25	Completion scheduled for late 2024	
<b>Local Street Furniture and Mobile Parklets</b>	<b>2023/24 expenditure \$59,668</b>	<b>Complete</b>
<b>Install street furniture and/or mobile parklets to activate local centres, improve connection and stimulate economic activity</b>		
Progress in 2023/24	Project complete	
<b>Stirling Fast-Track Phase 2</b>	<b>2023/24 expenditure \$0</b>	<b>Behind schedule</b>
<b>Increase the functionality of the fast-track process by developing digital assessment forms and processes for medium-density development applications</b>		
Progress in 2023/24	Delays incurred due to revised technological requirements, awaiting system upgrades	
Plans for 2024/25	Project will be reviewed following system upgrades	







Objective:

## Encourage economic investment

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

To achieve this objective, the City will:

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

## What has happened during 2023/24?

Advocacy remained a top priority in 2023/24 as we continued our close working relationships with the State and Federal Governments and the private sector to support investment and development throughout the City and facilitate progress on our major strategic projects.

The City's Trackless Tram project reached exciting milestones, with Australia's first trackless tram trial conducted in November 2023. This project is part of the City's broader vision to revitalise the Scarborough Beach Road Activity Corridor and transform it into a vibrant, urban area with increased jobs and housing. We remain focused in our advocacy for this innovative solution to unlock the economic, business, transport and sustainability outcomes it will deliver. For more information on the Trackless Tram Trial see our case study on page 139.

Advocacy is a tool that the City of Stirling uses to support change in the Western Australian and Australian Government policy and investment for the benefit of our community. Identifying new strategic partnerships and supporting our existing networks enables the City to meet its future challenges and opportunities. The City develops mutually beneficial relationships with decision makers and key influencers to promote opportunities for project delivery and investment opportunities. Regular meetings are conducted with state and federal members of parliament to discuss matters affecting the local community and future planning.

The City of Stirling has a long and proud history of delivering major projects in collaboration with the State and Federal Governments. These successful projects have showcased the City's excellence in project delivery. In 2023/24 we upgraded several facilities for our community as a result of the funding provided by government authorities.

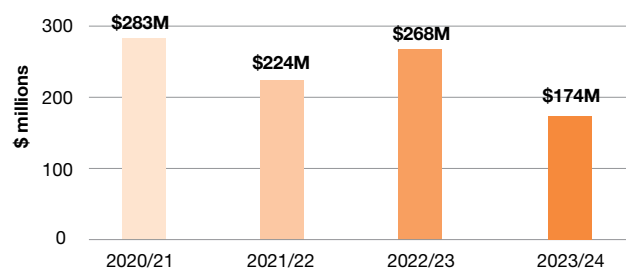
In February 2024, the City opened Princess Wallington Reserve Cricket Clubrooms. Implemented over two stages, the upgrades have delivered a range of much-needed improvements that will support both current and future needs through more modern and functional facilities. The upgrades were made possible by a \$625,000 Federal Government contribution from the Local Roads and Community Infrastructure Program (LRCI).

On Monday, 27 November 2023, the City hosted the Premier of Western Australia the Hon Roger Cook MLA and the WA Cabinet for a series of meetings and visits to City facilities and community organisations. On Sunday, 26 November 2023, a 'Community Cabinet' meeting was held at the Scarborough Community Centre, giving locals an opportunity to speak with the Premier and ministers about local issues and priorities.

As the largest local government in Western Australia by population, our infrastructure and service delivery needs are diverse and complex. There are many opportunities to support the City of Stirling community and improve our local neighbourhoods.

To assess the value of commercial investment in the City of Stirling, the City monitors the dollar value of commercial building permits issued annually. Recognising the strategic importance of such investments, the City understands that this measure is influenced by various factors, including the economic climate, investor confidence and other market forces. Despite these variables, tracking this data provides valuable insights into the City's attractiveness for commercial investment. In the 2023/24 financial year, the City issued commercial building permits worth \$174 million. While this represents a reduction when compared to recent years, it demonstrates that the City of Stirling continues to be a desirable location for commercial investment.

Figure 20: Value of commercial building permits issued



## Investment Attraction Profile

A major objective of the City's Economic and Tourism Development Strategy is to encourage investment in the region by supporting existing industries and businesses to expand and attracting new industry and businesses to locate here. Investment contributes to the realisation of new jobs, residences, hotel rooms, commercial offices and urban regeneration, and encourages innovative practices. The development of a City investment profile will provide investment influencers and decision makers with appropriate information relating to opportunities in the City worthy of their attention.

During the year, the City embarked on the research and development phase of the Investment Attraction Profile project, a process which recognised the need for an applied framework to be developed. A dedicated framework aims to align all relevant City activities towards realising transformative investments by both public and private stakeholders. It emphasises supporting and promoting local opportunities and effective planning to unlock investment potential, as well as advocating for state and federal investment.

This project aligns with the ambitious goals of the Economic and Tourism Development Strategy 2021-2025, which are to attract over \$200 million in investment, creating 10,000 jobs and substantially boosting regional visitation by 2041.

## Commercial property portfolio

The City's Property Services team has delivered a number of achievements during the 2023/24 financial year, including the successful Hamersley Park Golf Club leasing tender proposal, strategic analysis of a significant number of properties to include in future opportunities, land administration service delivery, and commercial and community property management services.

The financial year also included the divestment of 36 Odin Drive, Balcatta, being a single residential lot without a strategic City requirement moving forward. This has allowed alternative revenue to be generated to assist in sustainable long-term financial management for the City. The business unit also continued to grow the City's property-generated revenue through a range of initiatives and actions.

During the 2023/24 financial year, the Land Asset Action Plan 2023-2028 was endorsed by Council. This action plan will help guide Council to consider opportunities on City-owned and City-controlled land. It has been developed with the intention of community and commercial outcomes aiming to assist in the financial sustainability of the City of Stirling.

## Looking forward

In the 2024/25 financial year, the Investment Attraction Framework will be designed, with the launch of the profile proposed in 2025/26. This will include an investment attraction prospectus and establishment of an online investment attraction presence that is commercially focused, lists regional opportunities, and that promotes and markets the City as a premier investment destination.



A local  
business City

**Objective:**

**Facilitate local business and employment growth**

With over 88,000 jobs across more than 23,600 businesses supporting the local economy, the City is the second-largest employment district in WA after the Perth central business district. To help our local industry grow and thrive, we will foster a business-friendly environment, encouraging competition and productivity. We will support an environment that allows our business community to flourish, embracing technology and creating job growth, so that it can propel our economy forward into the future.

To achieve this objective, the City will:

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

## What has happened during 2023/24?

In line with its Economic and Tourism Development Strategy 2021-2025, the City has supported the delivery of a variety of targeted initiatives across the 2023/24 financial year. Some examples are provided below.

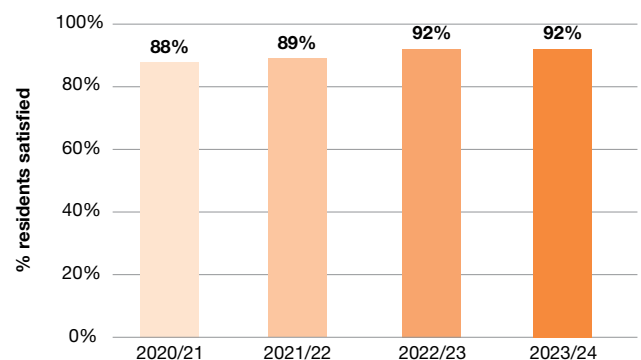


- The City supported the Accelerate-Pro Growth Program, organised by the Stirling Business Association. This program, tailored to local small businesses, offers group training led by experienced experts in various fields.
- The City sponsored the Small Business Awards, which celebrated the efforts and successes of local small businesses. This included the Mayor's Visionary Award, which recognised the impact and contribution of City businesses to the local community and economy.
- The City supported and subsidised a Digital Solutions program, designed to equip business owners with the skills and knowledge necessary to enhance their business performance in the ever-evolving digital economy.
- As part of the Stirling Supplier Development Program, the City hosted two procurement workshops to help local businesses connect with the City and other government organisations. The workshops were attended by 27 business owners, with an overall satisfaction rate of 92.3 per cent in post-event surveys.
- The City continued its support for Just Start IT. This high-school-based program aimed at helping students realise their potential as future IT innovators and entrepreneurs. It encourages them to learn skills such as marketing, business planning and effective communication. The program was launched at Balcatta Senior High School and Balga Senior High School in February 2024.
- The City supported the 'She Brews Success' workshop. Hosted by Business Station, the workshop offered attendees valuable insights to enhance their businesses and foster connections with like-minded individuals in a family-friendly environment. The workshops achieved an overall satisfaction rate of 95.6 per cent in post-event surveys.

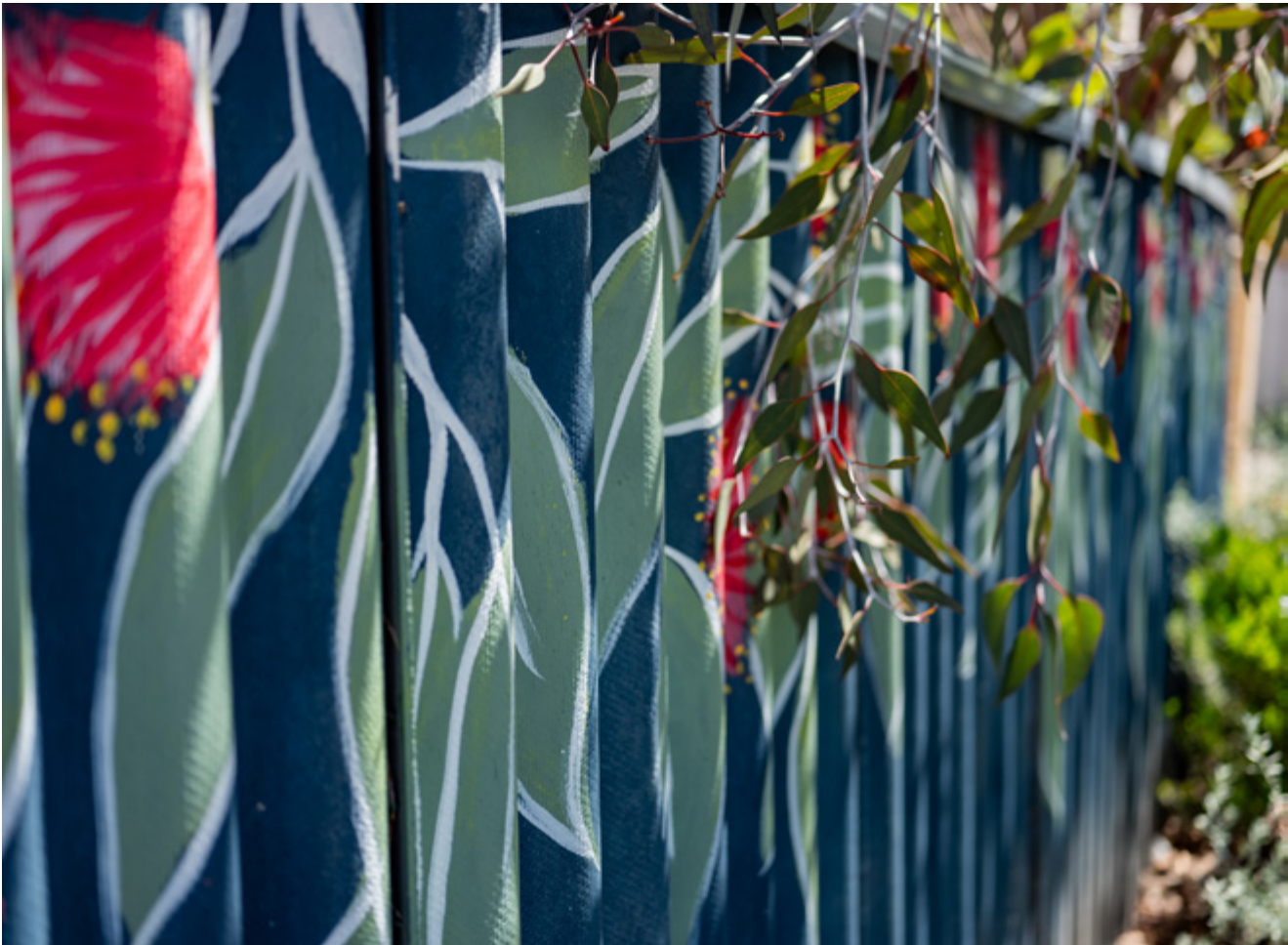
- The City introduced the REMPLAN Economy Dashboard, which offers user-friendly access to key economic indicators. These infographics, available on the City's business support pages, simplify complex data and serve as a valuable resource for business owners and potential investors, aiding in market research and business planning.
- The City supported the 5-Week Jump Start Business Coaching Program, which was hosted by Business Station and provided small businesses with access to expert advice and support. Coaching focused on enhancing market presence, lead generation, cash flow management, content marketing and overall revenue growth.
- The City supported the Future Female Leaders Change Maker Program 2024. A career kick-starter for year 11 high-school students, this program brings together education and industry to change the game for our future female visionaries.

The City's support for local businesses and assistance to potential investors, such as the examples provided above, makes a significant contribution to our objective to 'facilitate local business and employment growth'. The City's efforts have been recognised by the community. Figure 21 provides results from our annual survey of residents in gauging the satisfaction rate for our support for local businesses. As shown, the City has enjoyed very high levels of satisfaction across all measured years and will continue to offer a professional and effective support function.

Figure 21: Satisfaction with support for local businesses



Note: Survey not undertaken prior to 2020



## **Stirling Fast-Track Phase 2**

A key objective of the City is to ensure our processes and procedures are streamlined so that our customers, whether residents or local businesses, feel it is easy to work with us. This can have numerous benefits, particularly when it comes to planning and building in the City, as faster response times and simpler processes can lead to faster start-up times for building and development projects.

Stirling Fast-Track (development applications) continues to operate, enabling the City's residents to obtain development approval for small-scale residential developments in 28 days. The service provides a first-of-its-kind development application assessment tool for applicants to utilise when lodging their application. This assessment speeds up the process and provides the City with the ability to provide a streamlined process for applicants.

In the last year, more than 20 per cent of the 144 approvals issued under the Fast-Track Development Applications route have been for new dwellings. The City is pleased to be able to facilitate faster approval pathways during the challenges of a housing shortage.

With the gazettal of amended Residential Design Codes for medium-density housing, the City is seeking to cater for medium-density development applications through the fast-track development applications pathway. This will broaden the range of developments that can benefit from the faster approval pathway.

The Stirling Fast-Track Phase 2 project, aimed at developing digital assessment forms and processes for medium-density development applications, has incurred some delays in 2023/24 due to the technological complexity of its requirements and a need to review its scope. Significant corporate system developments and upgrades are scheduled for the coming financial years and the project will be reviewed to ensure it aligns with these developments to optimise results.

## **Looking forward**

The City will continue to work with small businesses to ensure our program of works addresses needs identified by the business community. We will continue working on the Stirling Fast-Track Phase 2 project to improve processes for medium-density development applications, aimed at increasing functionality and a more seamless experience for applicants.



### Objective:

## Attract visitors to our City

Local neighbourhood centres provide many opportunities for people to meet, shop, create, learn and work that help sustain the wellbeing of our residents and visitors. It is important that the City supports activity and events in these centres so that people can come together to take part in our vibrant community, civic and cultural life. The City of Stirling will showcase our unique tourist attractions and encourage tourism infrastructure development to generate activity and growth to support our economy.

To achieve this objective, the City will:

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

## What has happened during 2023/24?

The City of Stirling acknowledges the crucial role that events and place activation play in fostering an attractive, vibrant and prosperous environment. The City is dedicated to promoting a thriving arts and events scene, alongside a robust and sustainable creative community and local economy.

To achieve this, the City focuses on enabling and supporting community and commercial organisations through arts projects and events, while showcasing its venues, facilities and public spaces. Events and arts organisers receive support through event planning, the approvals process and delivery, as well as funding and sponsorship programs. Additionally, the City provides advice on the purposeful use of its venues and spaces, along with marketing and promotion assistance.

### Community events

The City plays host to an array of events that range from markets to multicultural festivals, international and local sporting events, music performances, movie nights and community events. There has been an increase in the number of cultural events and major sporting events attracting interstate and intrastate visitors. In the 2023/24 season, the City was home to 414 events across multiple suburbs, attracting over 619,000 visitors to our region. As shown in Figure 22, our community remains extremely satisfied with the events and cultural activities held within the City. A result of 96 per cent satisfaction for 2023/24 follows four consecutive years where the satisfaction levels have been higher than 90 per cent.

We are proud that our beaches continue to be a magnet for world-class events. In December 2023, Scarborough Beach hosted the 2023 ICF Canoe Ocean Racing World Championships, drawing top ocean paddlers from around the world. In April 2024, the Perth Beach Obstacle Course Race was held at Scarborough Beach, attracting over 1,000 participants. This event marked a first for Western Australia. Trigg Beach hosted the metropolitan area's most prestigious surfboard riding competition, the King of the Point, in March 2024. Additionally, Surf Life Saving WA held the Western Australian Junior State Championships at Trigg Beach and the Western Australian Open and Youth Championships at Scarborough Beach.

### Event sponsorship

In line with our objective to attract visitors to the City, our sponsorship program enabled the financial support and delivery of nine major events during year, increasing economic activity and supporting local businesses in the City. The following significant events were sponsored in 2023/24.

The International Canoe Federation (ICF) Ocean Racing World Championships took place in Australia for the first time in November and December 2023. With the

event's finish line at Scarborough Beach, this event attracted over 400 participants and 500 visitors from around the world. Activities at the finish line included face painting, roving entertainers, markets and more. Overall, the event was a significant success, marking Australia's debut as the host country for this prestigious championship.

- Sponsorship funding component: \$70,000

The WA Open International Squash Tournament took place in June 2024 at Squash World Mirrabooka. The tournament featured 48 international and national competitors and their many supporters. The event was nationally televised, providing excellent exposure for the City as a visitor destination.

- Sponsorship funding component: \$20,000

The Barclay Cup was held in October 2023 at the Carine Regional Open Space. This national baseball competition celebrates female players aged 13 to 16 and pays tribute to Jacinda Barclay, a local Australian athlete who represented the country internationally from 2008 to 2016. The event marked the inaugural year of the Barclay Cup, drawing 106 national competitors, 35 state participants, 124 officials and many enthusiastic spectators.

- Sponsorship funding component: \$5,000

The Red Dust Kinetic is a family-friendly obstacle course fun run that took place in November 2023 at Carine Regional Open Space. The event attracted 652 participants of all ages, including kids and adults, who tackled a 3 km obstacle course together. The event features challenging obstacles such as walls, crawls, monkey bars and sandbag carrying with 100 per cent of the profits from this exciting race going to Lifeline WA.

- Sponsorship funding component: \$5,000

The National Bocce Championships took place in June 2024 at the Tuscany Club in Stirling. Over 150 athletes from 54 teams travelled from cities such as Melbourne, Sydney, Brisbane, Canberra and Adelaide to participate in the championships. The competition featured various bocce disciplines, fostering camaraderie and celebrating the sport.

- Sponsorship funding component: \$5,000

Groundswell Festival is Western Australia's largest multi-sport youth event, celebrating positive youth culture and showcasing Scarborough's world-class destinations and facilities to over 18,000 visitors. The two-day event features amateur surf, skate and 3x3 basketball competitions, along with a nationally sanctioned skate bowl and surfing competition. The City has supported Groundswell since its inception in 2015.

- Sponsorship funding component: \$80,000



The NBL 3x3 Big Hustle National Championships and Scarborough Slam is a festival of 3x3 street basketball. It features three days of 3x3 tournaments for opens and juniors, dunk competitions, food trucks, entertainment and various basketball activations held in Scarborough for the community to enjoy. The festival caters for all ages and both male and female players, with appearances from Perth Wildcats and Perth Lynx players adding to the atmosphere.

- Sponsorship funding component: \$70,000

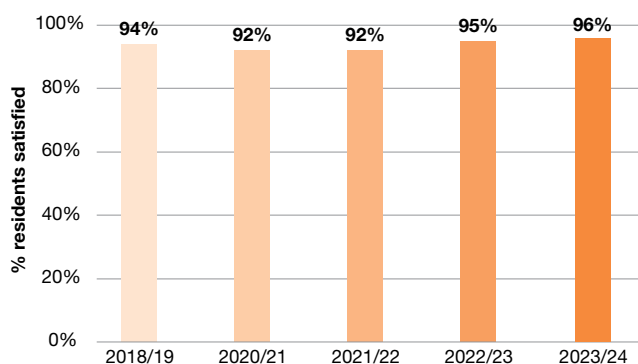
The Perth Beach Obstacle Course Race (OCR) was Perth's first ever beach obstacle course event and took place along the Scarborough shoreline and Trigg bushland in April 2024. Supported by the City, the Perth Beach OCR was a 5 km race suitably designed to attract community members to take part in a fun, active race while enjoying a beach festival and iconic natural surrounds.

- Sponsorship funding component: \$20,000

The City's sponsorship of Perth Festival 2024 included events in both Scarborough and Mirrabooka. The Invisible Opera at Scarborough Beach involved audience members using a set of headphones to hear a live libretto sung by a security camera, describing what was happening in front of the audience in real time. Nightwalks with Teenagers led participants through the streets of Mirrabooka with local young people as the guide, creating an experience that brought adult audiences and teenagers together for fun, adventure, contemplation and connection. The City was also proud to support dance workshops for local community groups as part of the Wayfinder performance.

- Sponsorship funding component: \$122,000

Figure 22: Satisfaction with the City's community events and cultural activities



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

## Public art projects

The City recognises the potential for public art to highlight the heritage and cultural identity of an area, enhance streetscapes, activate public places and increase amenity. It can contribute greatly to a sense of identity and wellbeing by reflecting a place's unique character. Public art can also have economic benefits by attracting visitors and increasing the potential for business investment due to the local sense of pride residents may have in a particular area.

### Bennett Park Public Art

The Bennett Park clubrooms in Doubleview received a welcome splash of colour this year with local artist Vick Skivinis completing a bright and dynamic mural in June 2024. The mural depicts cricket and rugby players in action, reflecting the sports clubs that use the facility, along with colourful geometric patterns in yellow, blue, green and red. The colours represent sand and sun, surf and sky; the lush park grounds and the view of the Darling Ranges, encapsulating the unique landscape of Doubleview.

The mural responds to the City's Public Art Masterplan curatorial theme 'our identity'. Artworks commissioned under this theme explore ideas of what it means to be in the City of Stirling at this moment in time. Commissioned artworks can offer an exploration of local histories, reflection and representation of current communities, or contemplation of contemporary issues and events. The Bennett Park Clubroom Upgrades will be completed later in 2024 with the addition of new signage to assist with wayfinding.

### Lake Gwelup Community Learning Trails

The City of Stirling has over 700 ha of natural bushland, 26 wetland sites and 7 km of coastal dunes and beaches, attracting both locals and visitors from outside the region. With such stunning natural areas, our community has expressed a demand for increased interpretation, connection to and knowledge of these sites through the development of interpretive trails and signage at locations throughout the City.

In partnership with the Rotary Club of Karrinyup, the City has commenced a project to introduce an interpretive trail for use by locals and visitors. Key achievements during the year include:

- Development of a holistic model for a community trail to include elements of the local environment, Indigenous culture and history, and recent local history
- Achievement of meaningful engagement and input from Elders and knowledge holders to inform the project
- Development of the trail content with input from a diverse range of stakeholders, including the Rotary Club, conservation groups, Aboriginal Elders/knowledge holders and the general community.

Two emerging Nyoongar artists, Emily Rose and David Jones, have been commissioned for this project, along with a technical artist and mentor, Jahne Rees from Scape-ism.

The Public Art Masterplan curatorial theme 'Ngalang Bardip' (our stories) celebrates Nyoongar culture and stories. As a significant Aboriginal site, Lake Gwelup is well suited to this curatorial theme and provides an opportunity to promote the City's local Indigenous culture. This project has included a Cultural Knowledge Holder, Preston Culbong, to share Indigenous knowledge specific to the Lake Gwelup site for the artists to reference in their designs. While there have been some delays with the project, the City is delighted that installation is planned for completion later in 2024.

### City Entry Statements

Entry statements define geographical boundaries and provide identifiable markers for motorists and pedestrians as they enter a local government area. The City's previous entry statements were built in 2004 as signage structures. These were strategically located at entry points on five main roads as a welcome sign into the City of Stirling. Council identified that replacement of the previous structures, which had reached end-of-life, and the addition of new entry statements presented an opportunity to create a stronger sense of place. This led to the design of modern entry statements in nine high-profile City locations.

During 2023/24, the five ageing structures were replaced and four new entry statements installed, featuring contemporary designs. Each entry statement features a different colour palette and iconography based on designs from local Nyoongar artist, Seantelle Walsh, to reflect native flora and fauna from the local area.

While purposefully positioned at prominent entry points to our City, the entry statements are also located near key attractions and destinations such as Scarborough Beach, Beaufort Street, Star Swamp Bushland Reserve and Herdsman Lake.

### Local Street Furniture and Mobile Parklets

The Local Street Furniture and Mobile Parklets project supports the activation of local centres to improve the connection, quality, liveability and identity of local areas.

The City's Community Engagement team supported the delivery of the \$60,000 project to create liveable public spaces that reflect the unique character of the local area.

The eight street furniture locations were selected in response to the community's local focus priorities. A seat is a welcoming invitation and adds a point of interest to the public space. Built by a local supplier, the furniture is fresh and cheerful and adds comfort to the local environment.

### Destination marketing

Building further on our objective to attract visitors to the region, the City has broadened its marketing efforts to an international audience. In October 2023 and April 2024, advertisements were featured in the *Australia & New Zealand* magazine, a publication tailored to the United Kingdom market that reaches over 10,000 subscribers. The October issue was designed to appeal to both UK and European readers, while the April edition was produced to entice UK backpackers specifically. Over the course of the financial year, the City, in partnership with the City of Wanneroo and the City of Joondalup, led the Sunset Coast Marketing Campaign with Destination Perth. This initiative was focused on highlighting the allure of the Sunset Coast. The campaign began by offering ideas for winter staycations along the coast and included an exclusive feature on 'A Day in Scarborough'.

Additionally, in February 2024, the City joined forces with Destination WA to launch 'An Afternoon in Scarborough' on Channel Nine, presented by local comedian Matt Hale. This feature highlighted the best of Scarborough, including WA's only beachside pool, the skate park, adventure playground, Sunset Hill, and the lively Scarborough Sunset Markets. The City continues to promote its tourist attractions through a variety of print and online media, including the Perth Holiday Planner, Hello Perth Visitor Guide, and the Sunset Coast Map, which gives local businesses the opportunity to reach visitors to our region.

The Tourism Council Western Australia conducts regional assessments to track visitor numbers and economic impacts. It estimated that there were around 2.5 million\* overnight visitor stays in the City of Stirling area during the 2023 calendar year. Based on assumptions relating to average spend of various visitor types (for example, day-trippers, intrastate, interstate and international) an estimated \$366 million\* was injected into the local economy over the same period. While these are estimates and subject to various assumptions and caveats, there is no doubt that the City of Stirling remains a popular destination for visitors from all over the world and such visitors are contributing considerably to our economy, particularly the accommodation, hospitality and retail sectors.

\*Source: Tourism Council Western Australia, Economic Impact Assessment 2023

### Looking forward

The City will continue to focus on partnership development and attracting world-class events to encourage tourism and economic growth in our local areas.

In 2024/25, we will commence environmental and economic feasibility studies for a coastal boardwalk between Trigg and Scarborough, engaging with the community to gather their feedback and shape the future of this project within the City.



## Case study: Trackless Tram Trial

Over the past 10 years, the City of Stirling has been working on one of the largest urban regeneration projects in Australia to drive change in the Scarborough Beach Road Activity Corridor. The aim is to create a vibrant urban centre with increased housing, additional jobs and better connectivity for our community. Aligning with our vision of a sustainable City with a local focus, this project will link the Perth CBD, Stirling City Centre and Scarborough Beach by implementing a trackless tram system.

In 2021, the City of Stirling received \$2 million from the Australian Federal Government to conduct a business case to examine the feasibility of introducing a trackless tram system. Results from independent and comprehensive research identified that the implementation of a trackless tram system would trigger a nationally significant revitalisation of the Scarborough Beach Road Activity Corridor, delivering transformational and sustainable benefits for the City of Stirling.

As trackless trams are relatively unknown in Australia, and to inform the business case, the City was required to conduct extensive research to better understand this innovative transport technology. Together with project partners Curtin University, CRRC, Shanghai Electric and ITSG, the City of Stirling conducted an Australian first Trackless Tram Trial in November 2023.

For the trial, a trackless tram was shipped over 7,000 km from Shanghai, China, and upon arrival, it underwent three weeks of extensive configuration and testing at the City's Administration Centre prior to the commencement of the trial.

Two major events were held in conjunction with the Trial. A Net Zero Transit Symposium on 21 and 22 November brought together national and international experts to discuss the latest in mid-tier net zero transit options.

More than 130 people attended the Net Zero Symposium with attendees from Perth/Western Australia, Queensland, New South Wales and Victoria, as well as international visitors. Attendees provided overwhelmingly positive feedback for the trackless tram option with the majority of attendees advising that a trackless tram service would be a catalyst for urban uplift and development.

Throughout the business case process, the City has actively engaged with technical experts, government representatives and local businesses. To build a compelling case for change, the City of Stirling took a bold and innovative approach by involving the community in the journey. Aiming to foster local understanding of the project and ensure best-practice engagement, the City held a Trackless Tram Community Showcase on November 26, 2023.

Typically, trials of modern technologies are conducted in controlled environments by experts, with minimal public involvement. However, the City of Stirling placed the community at the heart of its decision-making process, setting a new standard for public sector initiatives. The event was attended by more than 1,200 people enabling the City to understand community interest and feedback in response to the trackless tram.

The trial events, including a Net Zero Transit Symposium and a community showcase, were a resounding success, providing unique insights into this innovative technology and overwhelmingly positive support from the community to drive this project forward. The results will be used to inform the City's Trackless Tram Business Case and advocacy for the project into the future.

# Key result area



## Our Built Environment



### SUSTAINABLE DEVELOPMENT GOALS





### Our Built Environment

In response to demographic changes, urbanisation and increasing community expectations for facilities and services, the City manages and maintains a significant and diverse range of infrastructure, including buildings, drainage systems, parks and transport-related assets.

To ensure safe and efficient transport links, the City provides and maintains a network of roads, pathways, pedestrian ways, car parks and pedestrian bridges in partnership with Main Roads WA, adjoining local authorities and other stakeholders. The City currently oversees 1,095 km of roads, 1,129 km of footpaths and cycleways, 323 public access ways, 378 rights of way and 315 car parks. Major transport corridors include the Mitchell Freeway, Reid Highway, Wanneroo Road, Karrinyup Road/Morley Drive and West Coast Highway.

For community and recreational purposes, the City manages 47 buildings, including three aquatic centres, four leisure centres and six libraries. Additionally, there are around 120 community-leased or licensed buildings in the City, including 75 clubrooms. The City operates from 14 buildings, including the main Administration Centre in Stirling and the Operations Centre in Balcatta, and leases out other buildings for commercial purposes. The City also provides and maintains barbecues, beach showers, seats and table settings, drink fountains, cricket wickets and nets, and other playground equipment.

To ensure efficient stormwater disposal, the City maintains over 700 km of drainage pipes, 281 sumps and underground tanks and approximately 30,500 drainage nodes, structures and gross pollutant traps.

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

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

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



# Highlights – Our built environment



**90%** community satisfaction with services and facilities in local neighbourhoods 

**90%** satisfaction with the local neighbourhood overall




**\$2.3M** in federal and state grants secured through Roads 2 Recovery program

Community satisfaction with infrastructure 



**\$2M** drainage upgrades completed 

**90%** roads 

**80%** traffic calming and road safety

 24 road sections resurfaced

 5 km of new footpaths constructed

**85%** cycle ways 

**88%** buildings, halls and toilets

 **6,400** engineering maintenance requests completed

**87%** pedestrian ways 

**80%** provision of public parking



 **2,327** building permits processed

**1,434** 

**\$609M** estimated value of building permits

development applications processed



**Irrigation system upgrades**  at four major sports fields to improve water management practices

 Energy-efficient street lighting installed in **11** rights of way

Condition audits undertaken on over **1,000 km** of sealed roads and **194** off-street car parks



## Service performance

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

### Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Asset Management	\$1,524,312	✓	✓	✓	✓
Building Services	\$1,454,418	✓	✓	✓	✓
City Future Projects	\$1,665,730	✱	✓	✓	✓
Construction Services	\$2,032,639	✓	✓	✱	✓
Design Services	(\$61,404)	✓	✓	✓	✓
Facility Management	\$8,973,212	✓	✱	✓	✓
Maintenance Services	\$44,168,281	✓	✓	✓	✓
Planning Services	\$3,793,400	✓	✓	✓	✓
Project Management	\$1,120,849	✓	✱	✓	✱
Schemes, Policies & Heritage	\$796,347	✓	✓	✓	✓
Swimming Pool Inspections	\$262,805	✓	✱	✓	✱
Transport Services	\$6,465,187	✱	✓	✱	✓
Verge and Crossover Services	\$1,189,236	✓	✓	✓	✓

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 net cost.
- ✱ People - performance outside City targets for management of annual leave liability, performance appraisals and/or employee turnover.
- ✱ Quality - performance outside targets for key performance indicators specific to service provision.

## Strategic project performance

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

<b>Beaufort Street Town Plaza</b>	<b>2023/24 expenditure \$454,016</b>	<b>Complete</b>
<b>Upgrade landscaping at the entries to the Beaufort Street car parks, including toilet block relocation, installation of additional seating, feature lighting, new paving and new and upgraded planting areas</b>		
Progress in 2023/24	Project complete	
<b>Hamersley Community Hub</b>	<b>2023/24 expenditure \$38,236</b>	<b>On track</b>
<b>Staged delivery of a new community hub at Stirling Leisure – Hamersley to improve access to activities, events, programs and services</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2023/24	Construction of new self-service library currently underway, anticipated completion date October 2024	
<b>Hamersley Public Golf Course Redevelopment</b>	<b>2023/24 expenditure \$12,838,159</b>	<b>On track</b>
<b>To develop a 2-level automated driving range and a modern facility that will cater for a range of golf activities</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Hutton Street Extension</b>	<b>2023/24 expenditure \$50,700</b>	<b>Behind schedule</b>
<b>Construct a road extension from Hutton Street to Walters Drive as part of the Herdsman Glendalough Structure Plan</b>		
Progress in 2023/24	Project incurred some delays though majority of milestones were met	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Local Planning Scheme - Local Planning Scheme 4</b>	<b>2023/24 expenditure \$152,901</b>	<b>On track</b>
<b>Develop Local Planning Scheme No. 4 (LPS4), associated planning policies, local development plans and structure manuals</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Mirrabooka Town Centre Improvements</b>	<b>2023/24 expenditure \$73,818</b>	<b>On track</b>
<b>Develop a plan to resolve parking issues, release additional City land, upgrade the streetscape and create a community garden at Mirrabooka Community Hub</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Parking Ticket Machine Replacement</b>	<b>2023/24 expenditure \$0</b>	<b>Behind schedule</b>
<b>Renewal of parking ticket machines which are nearing end of life</b>		
Progress in 2023/24	Project incurred some delays due to system integration complexities	
Plans for 2024/25	Project included in 2024/25 budget	



<b>Parking Wayfinding Technology</b>	<b>2023/24 expenditure \$0</b>	<b>Complete</b>
<b>Identify parking wayfinding technology and install signage at City locations to improve availability of parking</b>		
Progress in 2023/24	Project complete	
<b>Redevelopment of Stirling Leisure – Inglewood</b>	<b>2023/24 expenditure \$4,813,438</b>	<b>Behind schedule</b>
<b>Redevelopment to include a new outdoor changeroom facility, design of geothermal heating and centralised administration and reception area</b>		
Progress in 2023/24	Project incurred some delays, but practical completion of this phase is scheduled for August 2024	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Scarborough Beach Clock Tower</b>	<b>2023/24 expenditure \$0</b>	<b>Behind schedule</b>
<b>(Introduced through budget review) Installation of colour-changing lighting to the Scarborough Clock Tower</b>		
Progress in 2023/24	Project incurred some delays due to investigations required to determine appropriate lighting structures	
Plans for 2024/25	Included in 2024/25 capital program	
<b>Scarborough Beach Development Contribution</b>	<b>2023/24 expenditure \$0</b>	<b>On track</b>
<b>Prepare a report on development infrastructure contribution options</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
<b>Sportsfields Sustainability Renovation</b>	<b>2023/24 expenditure \$684,490</b>	<b>On track</b>
<b>Improve the standard of turf surfaces for the City's high-use sports fields and playing surfaces</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Stirling City Centre</b>	<b>2023/24 expenditure \$61,458</b>	<b>On track</b>
<b>Develop a Land Staging Plan for Stirling City Centre</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Subdivision Development Works</b>	<b>2023/24 expenditure \$9,165</b>	<b>On track</b>
<b>Subdivide City's landholdings in Scarborough, Westminster and Yokine into individual residential lots for disposal</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	



**Objective:**

## **Create unique and liveable neighbourhoods and places**

In the future, the City of Stirling will be known for its tree-lined streets, well-planned neighbourhoods and a network of vibrant local centres. It will be important to balance new development and accommodate growth while maintaining the character and heritage of our local areas. We will plan to maintain the amenity of these local areas, ensuring that they are thriving and liveable with a diverse range of housing. We will strategically plan for growth in activity centres and corridors to ensure our community has access to their daily needs close by.

To achieve this objective, the City will:

- Prioritise growth in local activity centres and corridors
- Improve the quality, liveability and identity of local areas
- Facilitate diverse housing choice for our community.

## What has happened during 2023/24?

### Planning reform

The 2023/24 financial year has seen significant progress in the realm of planning reform for Western Australia. This has come as a result of numerous workshops with the Department of Planning, Lands and Heritage (DPLH), with the City of Stirling continuing to be a key stakeholder as the largest metropolitan local government by population in the state.

Over the last year, the state has introduced reform initiatives including the gazettal of the medium-density code (which became active on 10 April 2024); the launch of the planning online portal; reforms to the Development Assessment Panel (DAP) system; and creation of the state's significant development pathway, which became operational on 1 March 2024.

The City has processed 12 development applications through the DAP system, providing detailed recommendations on varied and complex developments across the City.

We have also provided submissions on items out for consultation by the state related to planning processes and system improvements such as:

- DPLH - Draft State Design Review Panel Manual
- DPLH - State Planning Policy 3.7 – Bushfire
- DPLH - Draft Operational Policy 2.3 – Planning for Public Open Space
- DPLH - Consistent Local Planning Schemes
- DPLH - Significant Development Pathway – Applicant's Guide
- DPLH - Inform the Preparation of Perth and Peel Urban Greening Strategy
- DPLH - Draft Operational Policy 1.13 – Significant Development Pathway – Public Interest Considerations
- Department of Mining, Industry Regulation and Safety – Short-Term Rental Accommodation
- Main Roads WA - Western Australia Crossover Policy
- Main Roads WA - Roadside Advertising Policy.

### Planning and building within the City

To meet our statutory duties, the City operates a planning and building assessment team to assess and determine development applications and to issue permits and certificates.

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.

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

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

The City continues to receive a range of development applications for residential, commercial, mixed-use, change-of-use and industrial applications. A total of 1,434 development applications and 2,327 building permits were lodged with the City during the 2023/24 financial year. The estimated value of building works for permits issued within the City was \$609,327,794.

Applications for building permits, occupancy permits and building approval certificates were consistent throughout the 2023/24 financial year. Online lodgement of applications for occupancy permits and building approval certificates was introduced by Building Services in late 2023. This digitisation of the application process has provided efficiencies for our customers when lodging and tracking these applications.

In June 2024, the City's website underwent some improvements to enhance our customers' experience. Our Building Services team continues to offer a high level of customer service, including responding to a high volume of customer enquiries in person, via telephone and online.

Focusing on the 2024/25 financial year, the Building Services team propose to review the 'copy of plans' service, with an aim to implement a more efficient process that benefits both staff and our customers.

Since 2019, the City has seen applications for copies of plans almost double in number.

Major applications approved during the 2023/24 year included:

- A mixed-use development including 33 multiple dwellings and five commercial tenancies in Coolbinia
- A residential development including 35 multiple dwellings in Dianella
- A residential development including 21 multiple dwellings in Scarborough
- Residential developments including 18 and 22 multiple dwellings in Innaloo
- Childcare premises developments in Balga, Innaloo, Joondanna and Osborne Park.

Building permits were granted for the following significant proposals:

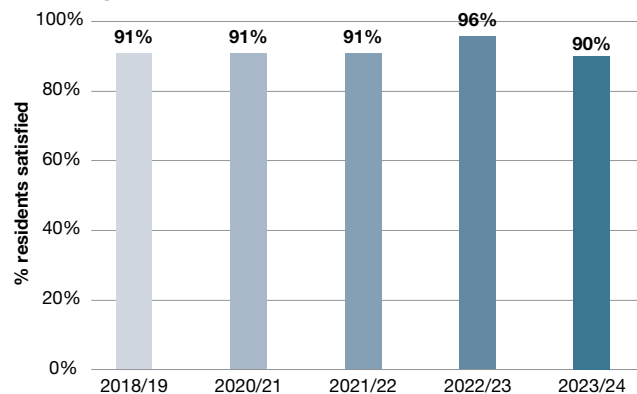
- A four-storey residential development for 18 grouped dwellings in Scarborough
- Redevelopment of the Hamersley Public Golf Course
- Additions to and refurbishment of Newman College.

The following significant developments were completed:

- A seven-storey mixed-use development including commercial tenancies and 39 multiple dwellings in Scarborough
- A seven-storey mixed-use development including commercial tenancies and 92 multiple dwellings in Karrinyup
- A seven-storey aged persons accommodation development in Scarborough
- Additions to and refurbishment of Hale School
- A childcare premises in Woodlands.

The City works hard to meet the needs of its community through considered planning approaches, aiming to ensure the most appropriate balance of services and facilities are available across our suburbs. As can be seen from Figure 23, the 2023/24 annual residents' survey found that 90 per cent of respondents were satisfied with the services and facilities in their neighbourhoods. While this reflects a six-percentage-point reduction when compared to the previous year, it still represents a very high level of satisfaction within our community.

**Figure 23: Satisfaction with services and facilities in local neighbourhoods**



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

### Land subdivision

Over the last year, the City processed a total of 347 applications, consisting of 209 Western Australian Planning Commission referrals and 138 clearance requests from customers. The large number of subdivision applications, including complex large-scale subdivisions, were dealt with by officers in a timely and efficient manner. A high level of customer service was provided throughout all stages of these applications.



### Preliminary planning and design advice

The City processed over 90 pre-lodgement applications during the 2023/24 financial year, several 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 relating to land subdivision, residential additions, residential dwellings, mixed-use developments, commercial developments, local structure plans and Department of Communities proposals.

### Local Planning Scheme No. 4

In December 2023, Council resolved to advertise Local Planning Scheme No. 4 (LPS4) to guide development of the City’s growing and diverse community. LPS4 will replace the City’s existing Local Planning Scheme No. 3 (LPS3) to become the primary statutory document of the City’s planning framework to guide how land within the City is developed.

The proposed new scheme is based on the recommendations of the City’s Local Planning Strategy and the requirements of the State Government’s statutory and strategic planning framework.

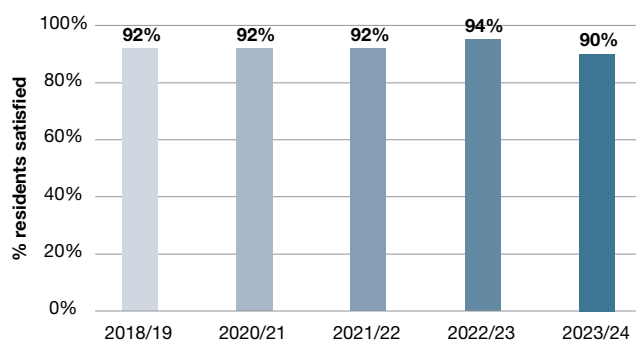
The preparation of LPS4 and associated planning instruments has been guided by the following fundamental principles:

- A reduction in complexity of the scheme and broader planning framework
- Consistency with the state planning framework
- Provision of a planning framework that is easier to navigate and understand in order to deliver the objectives and actions of the City’s Local Planning Strategy.

It is anticipated that advertising of LPS 4 will commence in late 2024.

A review of the City’s collective planning framework is underway, with any changes to these documents to be advertised and considered by Council at a future council meeting in 2024/25.

Figure 24: Satisfaction with the local neighbourhood overall



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

### Report of Review

A Report of Review (RoR) is required to be undertaken every five years and acts as a ‘health check’ of a local government’s local planning framework. It aims to determine if the framework is fit for purpose, if it should be modified and if so, in what way. The RoR recommended the preparation of a new Local Planning Strategy. The ROR was presented to Council on 11 June 2024 and was subsequently sent to the Western Australian Planning Commission (WAPC).

Should the WAPC advise the City it agrees with the recommendations of the RoR, the City intends to commence the preparation of the new Local Planning Strategy in the 2024/25 financial year.

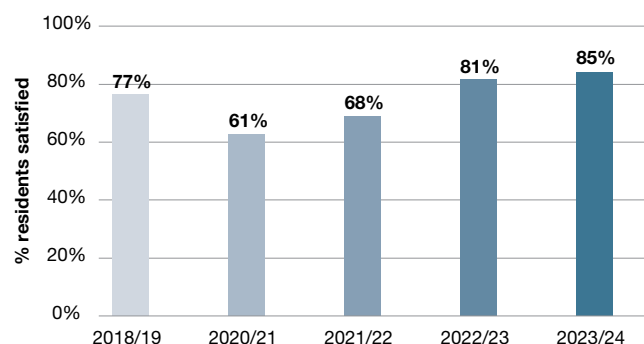
### Heritage planning

The biannual Heritage Awards were held in June 2024 and celebrated the work of the community in preserving the City’s built heritage. Award categories included conservation and restoration, excellence in design and construction, and the Barrie Baker Special Recognition Award.

The City administered the Heritage Grants Program across the year, providing a record amount of \$62,747 in grant funding, which has contributed to preserving the character of heritage places in the City.

We have also finalised an update to the Local Heritage Survey and Heritage List which included a number of places being added to the survey, ensuring the City’s heritage records are comprehensive. Through the annual residents’ survey, we gauge our community’s satisfaction with the City’s heritage management. The City is delighted to see increasingly positive results as presented in Figure 25.

Figure 25: Satisfaction with the City’s heritage management



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

## Mirrabooka Town Centre Improvements

Mirrabooka Town Centre has undergone significant redevelopment over the past decade, supported by funding from the City, along with the State Government and Federal Government. Initial upgrades and land releases have resulted in some development pressures in the centre, including parking on verges and a town square that is not large enough to accommodate activities. The project aims to see the release of additional City land to resolve issues with parking, the size of the town square and the City's library car park.

In October 2023, the City commenced the design of upgrades to the town square. Two community and stakeholder vision workshops were held in November 2023 to inform the design. The designs have progressed, with construction anticipated to commence in the 2024/25 financial year.

## Beaufort Street Town Plaza

As part of the ongoing beautification and greening works on Beaufort Street, Mount Lawley, the City has created a vibrant meeting point at the entry to the carpark between Beaufort Street and Astor Lane. The works include the realignment of the public toilet, the creation of bespoke seating areas, shrub and shade-tree planting, and updating the paving to create a contemporary urban space. As part of these works, the entrance to the carpark between Beaufort Street and Beaufort Lane has also been upgraded.

This project has provided a much-needed meeting space and a centre point for Beaufort Street festivals and celebrations.

## Scarborough Beach Development Contribution Plan

In August 2023, planning control for the Scarborough Redevelopment Area was returned to the City from the State Government. Since the return of the Scarborough Redevelopment Area to the City, we have determined 30 development applications, including the Form 1 DAP application for a 12-storey residential development comprising 21 multiple dwellings.

As part of this, the Scarborough Development Contribution Plan (DCP) was transferred to the City under Local Planning Scheme No.3 to continue its implementation. DCP costings for future works were reviewed, which was an important first step as the City continues to adequately plan for the future of the Scarborough Redevelopment Area and meet its statutory obligations. The outcomes of this review will be presented to Council in late 2024.

## Private swimming pools

The City currently has 13,389 private swimming pools, all of which we are required to inspect at least once every four years. During the 2023/24 financial year, 3,473 swimming pool inspections were completed as we continue to contribute towards a reduction in accidental drowning around swimming pools and spas.

While there have been some resourcing challenges through the year, the team has continued to focus on other services rather than just statutory inspections. One of these services is free consultations for future swimming pool or spa owners. By meeting residents and discussing swimming pool and spa barrier requirements before construction, potential issues can be identified in advance. This assists residents to be informed and feel more at ease regarding the process. Our inspection results indicate this service has facilitated a reduction in the number of non-compliant swimming pools and spas at the first inspection.

On 21 June 2024, significant amendments to the Building Regulations 2012 came into effect for swimming pool isolation barriers. These included the exemption of pool isolation barriers from requiring a building permit, in addition to new statutory timeframes by which the City is required to inspect a barrier.

Under the amendment regulations, the City must inspect a pool barrier within 30 days of installation to ensure it is compliant with the applicable building standards. If safety barriers are found to be non-compliant, the City is required to re-inspect the barrier within a maximum period of 60 days.

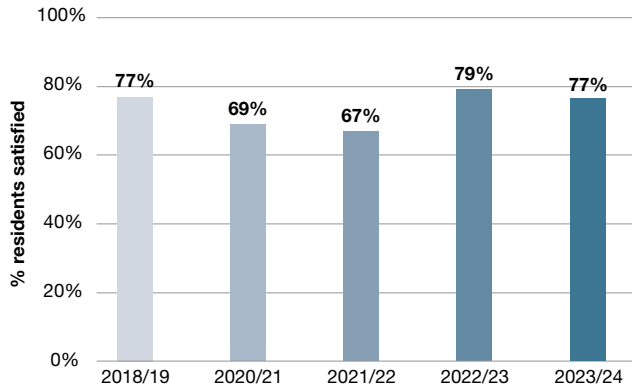
Along with the introduction of a new fee for initial pool barrier inspections, this represents a significant change for both industry and the City. We have introduced new processes to effectively identify new pool barriers, to track the statutory inspection times and to streamline the raising of the initial barrier inspection fee.

## Verges and crossovers

The City's Verge Control team continues to assess and determine crossover applications concurrently with development applications, rather than via the submission of a separate application. This has meant that any crossover issues can be addressed before the development application is determined, removing the need for a separate application and streamlining the customer's experience with the City for development proposals. This change has continued to benefit our customers with a simpler, faster and more streamlined determination.

The continued engagement with key representatives from peak industry bodies such as the Master Builders Association and Housing Industry Australia WA allows the City to remain connected to the industry and identify further opportunities to build relationships and deliver service improvements.

Figure 26: Satisfaction with the appearance of verges during building construction



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

We continue to monitor the community's satisfaction with the appearance of verges where building works are being conducted. As can be seen from Figure 26, this remains a challenging area for the City, though improvements have been seen across the past two financial years. The City will continue to focus on this area of its operations to ensure residents and builders are aware of their responsibilities when building works are occurring.

Table 10: Performance in processing applications and inspections

	2023/24
Development applications processed within regulatory timeframes	96%
Building permit applications processed within regulatory timeframes	Certified 99.2%
	Uncertified 98.3%
Swimming pools and spas inspected for barrier compliance under legislated requirements	99.7%
Crossovers, verge permit and verge treatment applications determined within 10 working days	100%

### Looking forward

Teams across the City's Community Development and Planning & Development directorates will review the current planning framework and management of the Scarborough Beach Precinct to identify a new approach and future activation opportunities. The review will ensure the management of the area meets community expectations and is able to deliver investment opportunities.

In line with the development of Local Planning Scheme No.4, City Future teams will review and update the City's Local Planning Strategy and associated documents, ensuring they are fit for purpose.





**Objective:**

## **Connect the community through sustainable and integrated transport networks**

A well-connected City is a successful City – socially, environmentally and economically. As well as providing safe and accessible roads and parking, the City will have a network of cycleways and pathways to encourage residents and visitors to travel in more active and healthy ways. There will be a range of options for mobility, with improved public transport and integrated networks to enhance amenity and activity in local centres.

To achieve this objective, the City will:

- Provide and maintain safe, accessible roads and parking
- Provide a safe network of cycleways and pathways to link people and places
- Advocate for improved public transport options to enhance activity and reduce reliance on vehicle use.



## What has happened during 2023/24?

### Key achievements in design and construction

The City secured \$2.3 million in federal and state grants through the Department of Infrastructure and Regional Development's Roads 2 Recovery program, Main Roads WA's Metropolitan Regional Road Group program, and the state and federal Black Spot Programs. Key projects undertaken include road rehabilitation for sections of Grand Promenade, Northwood Drive, Arkana Road, Williamstown Road, Ellen Stirling Boulevard and Dundas Road, as well as road safety treatments at Banksia Street/McDonald Street, Stewart Street/Corbett Street, Stanley Street and Sackville Terrace.

Additionally, the City completed over \$2 million in drainage upgrades. These works included laying over 500 m of concrete drainage pipes and installing more than 80 drainage capture pits and access chambers. Part of these works included constructing 2,000 m<sup>2</sup> of grass drainage swale in the City's reserves. Micro-tunnelling was also used as a cost-effective method for installing concrete drainage pipes under existing services. Other associated works included constructing limestone retaining walls around various drainage sumps throughout the City to improve stormwater capture capacity.

The City and Main Roads WA have continued collaborating on the Urban Road Safety Program (URSP) to implement low-cost road safety treatments in Balga. Fully funded by the State Government, the City is delivering works along five different streets: Culloton Crescent, Mentone Road, Camberwell Road, Wallington Road and Maitland Road. This project aims to reduce the frequency and severity of crashes, significantly improving safety for the community.

The City also undertook a series of activities in response to coastal erosion. Further information can be found within the 'Our natural environment' key result area on page 180.

### Key achievements in transport

Following engagement with over 700 residents, Council endorsed the installation of raised pedestrian crossings at three locations along West Coast Drive and the reduction of the speed limit to 40 km/h. This initiative aims to enhance safety for pedestrians, cyclists and motorists on this vital coastal route. The project is scheduled for implementation in the 2024/25 financial year.

The City has extended its e-scooter hire program in a new partnership with Beam, following a successful two-year trial in Scarborough, Trigg, North Beach, Watermans Bay, Karrinyup, Innaloo and Stirling. The new partnership began in January 2024 and has received positive feedback, especially with the introduction of new seated e-scooters.

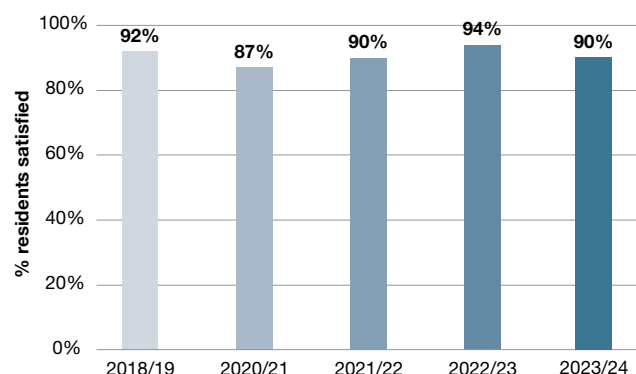
### Capital works

As part of its annual capital works program, the City undertook the following activities across the 2023/24 financial year.

#### Road Renewal Program

The City resurfaced 24 road sections. Benefits include maintaining the service life of the roads, improved stormwater runoff, increased stopping/braking capability and reduced road noise. The City works diligently to ensure it maintains high-quality road infrastructure and this is evident in our community's consistently high satisfaction ratings, as displayed in Figure 27.

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



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

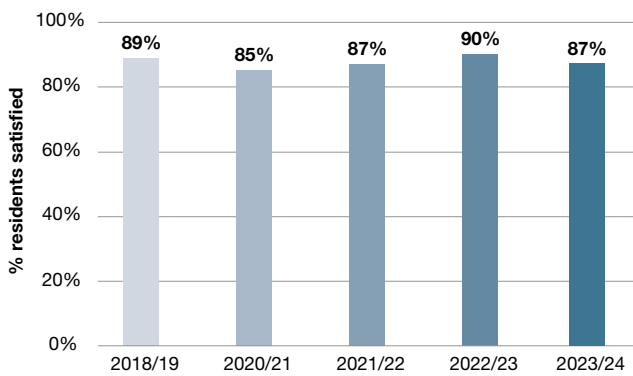
#### Rights of Way Program

We completed upgrade works for five Rights of Way (ROW), including pavement reconstruction, installation of new drainage structures, and street lighting. These improvements provide easier access and enhance safety for all abutting residents. Additionally, the City installed energy-efficient street lighting in 11 ROWs to improve the amenity and safety of the laneways for all abutting residents and businesses.

## Footpath Program

Our Footpath Program continued throughout the year, constructing approximately 5 km of new footpaths throughout the City. These footpaths play an essential role in providing accessibility to all users within local neighbourhoods and encouraging greener modes of transport such as walking, cycling and public transport. Figure 28 provides results from our annual residents' survey for our community's satisfaction with the City's provision and maintenance of pedestrian ways. The result for 2023/24 shows a three-percentage-point reduction when compared to the previous year. The City will work to understand this reduction to ensure its footpaths meet the needs of our community.

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



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

Across the year, the City's survey team completed 74 feature surveys and 41 service location surveys for both engineering and parks-related projects. These surveys provide the basis for developing the design of improvements to City infrastructure. This represents a considerable increase over the previous financial year as our design team catches up on work following completion of several large design jobs. The team also set out 64 construction tasks to ensure that the works are completed as intended. These ranged from a single visit to position relocated football goals to the set-out of major drainage works lasting several months and numerous visits. The City's licensed surveyor completed 34 cadastral surveys, ranging from determining where the road boundary lies in relation to a tree for responsibility purposes, to lodging deposited plans with Landgate to dedicate an ROW as a road.

Our roadworks traffic management team also reviewed and approved over 1,200 traffic management plans, including issuing site access authority permits to all parties involved in working on City roads. Furthermore, the team audited over 60 site-specific roadworks traffic management plans and their implementation. The team continues to supply services to all business units across the City and other parties affecting our roads infrastructure and safety, ensuring outcomes are driven in a timely manner.

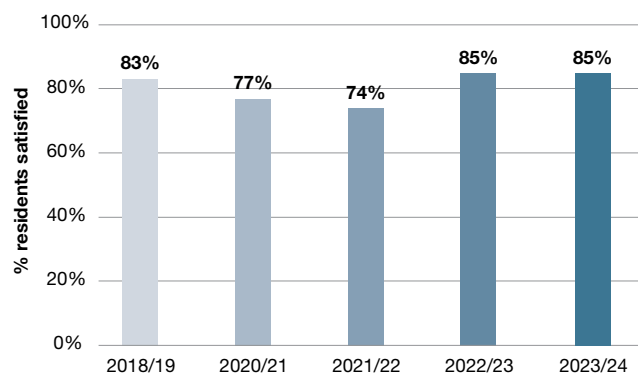
## Maintenance

As part of the City's ongoing maintenance works and programs, the following actions have been undertaken.

- Road sweepers have been employed to clean 1,091 km of roads at least three times across the year
- A total of 30 km of the City's drainage network has been inspected using CCTV technology
- Regular inspections and maintenance have been carried out on the City's 1,124 km of footpaths and cycleways (Figure 29 provides the community's satisfaction rating for cycle ways)
- Inspections and maintenance were carried out on 178 drainage sumps twice during the year
- Inspections and maintenance were carried out on 315 car parks twice during the year
- The City's 323 Public Access Ways (PAWs) and 378 Rights of Way (ROW) have been inspected and maintained across the year
- A total of 6,406 maintenance requests have been completed, including 1,488 path requests, 527 drainage requests, 479 street sweeping requests and 183 City street lighting requests.

The City has also accomplished the third phase of glyphosate usage reduction in road reserves. Currently, weed control in 90 per cent of road reserves is managed by deploying hot steam spray. This method is now applied to all sensitive areas, including schools, aged care centres, hospitals, shopping centres and childcare centres, as well as precincts, all footpaths, Public Access Ways (PAWs), Rights of Way (ROWs), and kerbing on local roads. For the coming year, glyphosate will only be used on road traffic islands that are not located in sensitive areas. The introduction of steam spraying to all kerbing on district distributor roads will result in an additional five per cent of the road reserve being free from glyphosate spraying.

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



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

## Transport

Unfortunately, 2023 saw a 10 per cent increase in the number of reported crashes on all roads in the City of Stirling when compared to the previous year. The number of serious injury crashes (involving fatalities, hospitalisation and medical treatment) remained relatively consistent. The City is working collaboratively with Main Roads WA under the Urban Road Safety Program to implement treatments in areas and precincts where there are clusters of crashes occurring on local roads. As presented in Figure 30, community satisfaction with the City's provision of traffic calming and road safety showed an eight-percentage-point reduction when compared to 2022/23. This is a significant decrease in satisfaction following a positive upward trend beginning in 2020/21. The City considers the safety of its community to be of paramount importance and will review its performance in this area.

Table 11: Road traffic accidents

Number of reported road traffic accidents in the City					
Year	2019	2020	2021	2022	2023
	2,823	2,479	2,870	2,679	2,946

There has been a marginal increase in the (eighty-fifth percentile) travel speed recorded on local access roads in the City of Stirling. However, the increase was by less than one per cent and the average value remains well below the default speed limit for built-up areas.

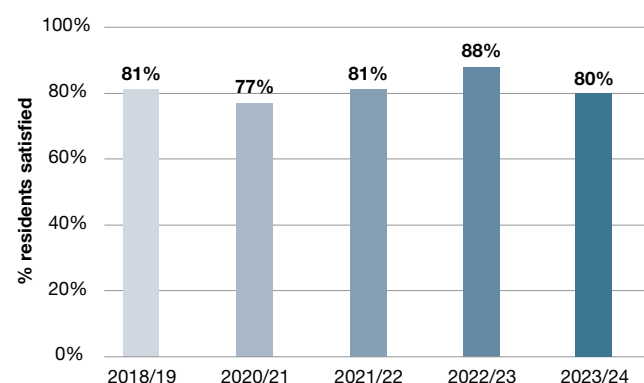
Table 12: Travel speed on local access roads

85th percentile speeds on 50 km/h local access roads in the City					
Year	2019	2020	2021	2022	2023
	48.7	48.3	47.2	47.6	47.7

The City successfully secured a road safety grant of \$1,570 to conduct two Bicycle Ready Workshops as part of WA Bike Month 2023. Additionally, a Road Safety Commission project road safety grant of \$6,663 was obtained to re-establish the City of Stirling Child Car Restraint Program. Throughout the year, various road safety workshops were organised, including two Tuned Up road safety workshops, Ride Right motorcycle masterclasses, and three Bicycle Ready cycling workshops.

In partnership with RAC, the City held an additional caravan and trailer safety workshop, Tow Safe, in September 2023, which was attended by 80 participants. A pilot Learn to Ride program was also initiated in collaboration with RAC in August and September 2023, which was then established and conducted in the City in May 2024 for both children and adults.

Figure 30: Satisfaction with the City's provision of traffic calming and road safety



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

While the focus shifted towards active engagement workshops, educational presentations on road safety were still conducted at several community events, including the large-scale Wembley Downs Fair, Carine Fair, Paw-some Day Out and the Stirling Farmers Market. These events resulted in approximately 520 direct educational interactions with community members throughout the year.

## Hutton Street Extension

The project to extend Hutton Street from the current termination south of Scarborough Beach Road through to Jon Sanders Drive is part of the long-term movement network for the broader area. It will provide a direct connection between the precinct and the Mitchell Freeway interchange, reducing the burden on other roads including Liege Street, Stephenson Avenue, Selby Street/King Edward Road and Harborne Street/Frobisher Street.

The City undertook traffic modelling which identified additional work to be completed, including detailed surveys and geotechnical investigation and reporting to inform the design. The modelling also recommended that the project be completed in two stages rather than one, these being Stage 1 to Walters Drive and Stage 2 to Jon Sanders Drive.

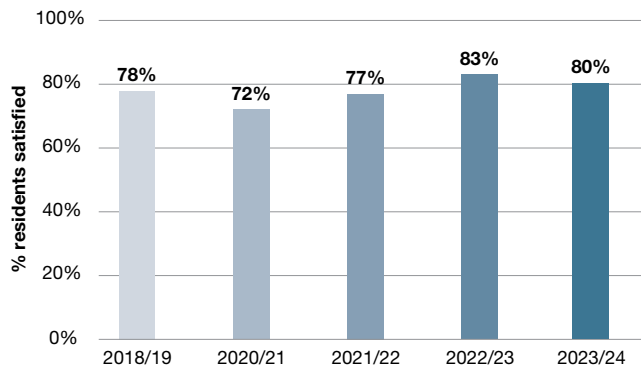
The surveys and geotechnical investigations are currently being undertaken, with the final design for Stage 1 (extension to Walter Drive) due for completion in 2025. The construction date, which is still to be confirmed, is dependent on funding of the project. Stage 2 is dependent on the acquisition of land by the WAPC.

## Parking Ticket Machine Replacement

The City's Parking Ticket Machine Replacement program is a part of its transition to ticketless and cashless parking, aligning with our vision to be a sustainable City with a local focus. The program has seen an increased adoption of the pay-by-phone option, leading to a decrease in the use of parking ticket machines. Over 18 months, the use of these machines was progressively reduced, and the pay-by-phone app was promoted. Since its introduction in 2019, the app's usage has grown from 2.1 per cent to over 80 per cent in 2024, allowing the City to significantly cut down its fleet of parking ticket machines. Coin-operated machines have also been reduced, as coin usage now represents only 6.5 per cent of paid parking payments

The program has had some challenges with the acquisition and commissioning of new parking meters facing several delays, pushing its completion into the 2024/25 financial year. These delays were initially due to the acquisition process, but later it was found that the appointed contractor was unable to meet the timeline due to internal resourcing issues and technical matters related to integration and merchant account setup. These challenges have now been overcome and the new machines are expected to be operational by August 2024.

Figure 31: Satisfaction with the City's provision of public parking



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

## Parking Wayfinding Technology

During the year, the City initiated a tender process to find a parking wayfinding solution for the Scarborough and Trigg beach areas, and a contractor was successfully appointed. The contractor's initial concept plans underwent several rounds of review and revision by City officers and it became clear throughout the project that the local knowledge of our employees was crucial in developing a wayfinding solution that would effectively manage traffic flow and reduce congestion during peak times.

To measure the impact of the initiative, officers undertook traffic counts in the Scarborough and Trigg Beach areas before the project began. The project has been well received and supported by stakeholders, leading to a commitment of funds for its implementation. The installation of the necessary hardware and system software is scheduled for the 2024/25 financial year, followed by subsequent traffic counts to assess the project's effectiveness.

## Looking forward

In response to safety concerns raised by residents, the City will construct a raised platform at the intersection of Central Avenue and Clifton Crescent. This project was endorsed by Council following a significant community engagement process in which more than 1,000 submissions were received by community members in Mount Lawley and Inglewood. The works will be funded by a National Black Spot funding grant provided by the Federal Government

Future works along the coast are being considered through the City's Coastal Hazard Risk Management and Adaptation Plan (CHRMAP). Designs have been completed for defensive and remedial works at the Trigg Island zig-zag beach access and the North Beach Jetty access ramp. Revetment works are also scheduled at Hamersley Beach using Kyowa rock bags.

Additionally, the City will commence Stage 4 of its Glyphosate Reduction Program, aiming to reduce glyphosate usage by at least 95 per cent by 2026. The control of weeds within the road reserve (along roads and footpaths) using glyphosate has been significantly reduced by increasing the use of steam spraying across larger areas to achieve the target.



Objective:

## Ensure City assets meet current and future community needs

With people choosing to spend more time close to home, our public open spaces and facilities are under increasing pressure as our community looks for local places to relax, connect and socialise. The City is proud to have a reputation for delivering exemplary open spaces and facilities for its community. To ensure that this continues, the City will deliver a comprehensive asset management process to provide quality, well-maintained facilities and open spaces that meet the needs of our current and future community.

To achieve this objective, the City will:

- Provide quality, well-maintained facilities for the benefit of the community
- Provide quality, well-maintained sporting reserves, parks and open spaces for the community.



## What has happened during 2023/24?

### Asset Management

The City of Stirling remains dedicated to maintaining and improving its infrastructure to meet the long-term needs of the community. Regular reviews of asset management plans ensure alignment with community requirements and sustainability goals. These plans guide the sustainable management of City infrastructure, including roads, drainage, pathways, buildings and parks.

A primary focus of the Asset Management Strategy and its improvement plan is the completion of the corporate Asset Management system upgrade. Ongoing progress includes the consolidation and reconciliation of asset registers and the componentisation of assets, which will enhance asset reporting and future work planning. These initiatives will continue throughout the 2024/25 financial year.

To manage assets proactively, the City performs condition audits and defect inspections. Over the past year, a thorough condition audit was undertaken, covering 1,088 km of sealed roads and 194 off-street car parks. Additionally, defect inspections were conducted across 1,000 km of road reserve and 34 bridges, leading to approximately 3,111 work requests being raised.

In compliance with financial regulations, the City values infrastructure assets on a rolling year cycle. For the 2023/24 financial year, management valuations were finalised for the drainage infrastructure class.

At present, the City is in the process of reviewing its Buildings Asset Management Plan in a digital format. This includes the development of a building service-level framework which will steer decision making and prioritise future capital investments for the City's buildings and facilities.

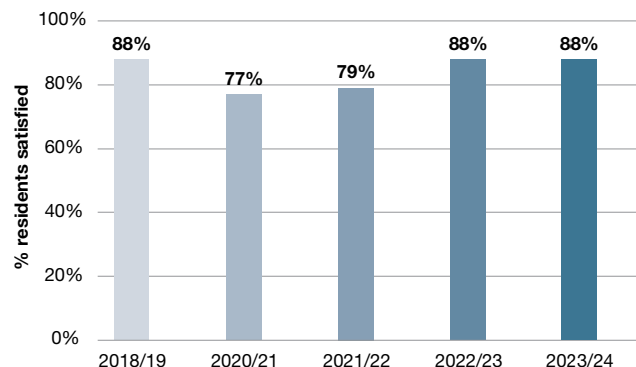
### Building renewal projects

The City undertook several building renewal projects across the year, improving the functionality and condition of our community facilities, including:

- Refurbishment of North Beach Soccer Club
- Refurbishment of Balga Cricket Club
- Re-roofing of Trigg Surf Club Storage Shed
- Toilet Refurbishment of Greek Macedonian Association Club
- Substantial completion of Stirling Leisure – Inglewood outdoor pool
- Completion of Bond Cottage renewal.

Through its annual residents' satisfaction survey, the City is able to determine community satisfaction with its buildings, halls and toilets. As was the case in 2022/23, Figure 32 illustrates that almost eight out of 10 respondents stated that they are satisfied. The City will continue to strive to provide high-quality facilities in line with community expectations, supported by sound asset management approaches.

Figure 32: Satisfaction with the City's community buildings, halls and toilets



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

## Redevelopment of Stirling Leisure – Inglewood

The City has committed to refurbishing Stirling Leisure – Inglewood, with Stage 2 of the works to revitalise the outdoor pool and plant. Due for completion in August 2024, the Stage 2 works will significantly reinvigorate and modernise the outdoor area at the centre.

Key deliverables of the project include:

- A new state-of-the-art L-shaped 50 m pool with four additional lanes (14 total) providing dual use of the pool, so that lane swimmers and water polo teams can use the pool simultaneously
- New LED lighting
- A submersible swim wall
- Accessible pool ramps
- A complete plant room upgrade, utilising digital monitoring systems
- Additional funding approved to provide part shade to the 50 m pool and full shade to the learn-to-swim pool
- Additional \$550,000 approved for completion of external landscaping, including new barbecues, a children’s play area and shade structures.

The project received \$1 million of funding from the State Government through a Community Sporting and Recreation Facilities Fund (CSRFF) grant.

## Hamersley Public Golf Course Redevelopment

Hamersley Public Golf Course is undergoing a transformation into a dynamic, modern facility that includes a new golf pavilion housing a golf shop, hospitality facility, multipurpose room and areas for storage and administration. Additionally, a separate two-tier automated driving range is being constructed, along with upgrades to the existing parking lot and improved wayfinding and connectivity.

Cooper & Oxley have been contracted by the City to carry out the construction work for the golf pavilion and driving range redevelopment at the Hamersley Public Golf Course. The objective of this project is to enhance the overall golfing experience. Some key milestones are outlined below.

- Council approved redevelopment of the Hamersley Public Golf Course in April 2023.
- The redevelopment plan includes a contemporary pavilion; a new restaurant; a versatile function room; a cutting-edge 30-bay, two-tier, automated driving range; and a virtual reality golf simulator room.
- In August 2023, Council approved the construction contract for the redevelopment of the Hamersley Public Golf Course.
- Construction on the project began in October 2023 and is projected to be completed by early 2025.
- A food and beverage operator has been secured and a lease agreement is anticipated to be signed in July 2024.
- Through the use of solar panels and LED light fixtures, a 25 per cent reduction in carbon emissions is expected, aligning with the City’s ongoing commitment to achieving net zero by 2050 and sourcing 100 per cent of electricity from renewable sources by 2030.
- The project received \$300,000 as part of the Local Roads and Community Infrastructure (LRCI) program funding for minor course improvements.



## Stirling City Centre

As part of this project, the City has commenced working with the State Government to explore optimal ways to complement and connect its heavy rail network with the wider community. This can be achieved through the improvement of bus services and the implementation of mid-tier transit solutions. The project entails a design plan to transform two traffic lanes into exclusive transit lanes for buses. These lanes will connect three key areas along Scarborough Beach Road and accommodate future transit options such as trackless trams or light rail. The design phase is proposed for completion in the 2024/25 period.

As an integral part of this project, a scoping study for the Hertha Reserve landfill site was concluded in early 2024. Following this, the City has contracted an environmental consultant to conduct initial site investigations. In 2024/25, an auditor and an external project manager will be appointed to begin comprehensive site investigations.

To maximise the redevelopment potential of the Hertha Reserve site, concept designs for various possible development scenarios have been drafted, with a focus on community needs. These designs will guide future planning for the site.

The extension of Stephenson Avenue will provide opportunities for the creation of parcels of land ready for future development. The land ownership in this area is complex, with approximately 96 ha primarily owned by the State Government. The City is continuously collaborating with various State Government agencies, emphasising the creation of 'green and blue corridors'. These corridors will provide much-needed amenity through the heart of the Stirling City Precinct and facilitate the creation of parcels for future land development.

## Subdivision Development Works

A project has been initiated to subdivide the City's landholdings in Scarborough (Bazaar Terrace), Westminster (Edale Way) and Yokine (Virgil Avenue) into individual residential lots for disposal. Across the year, design work and cost estimates were undertaken and subdivision applications lodged, and quotes to deliver titles are being received. Titles are expected to be achieved for 2024/25 to allow the divestment of the resulting lots to the market. This project will generate alternative revenue for the City and deliver residential land into a supply-constrained property market.

## Hamersley Community Hub

In December 2021, Council endorsed the establishment of the various community and recreation buildings on Belvedere Road, Hamersley, as the 'Hamersley Community Hub'. Since then, staged facility planning and improvements have been underway.

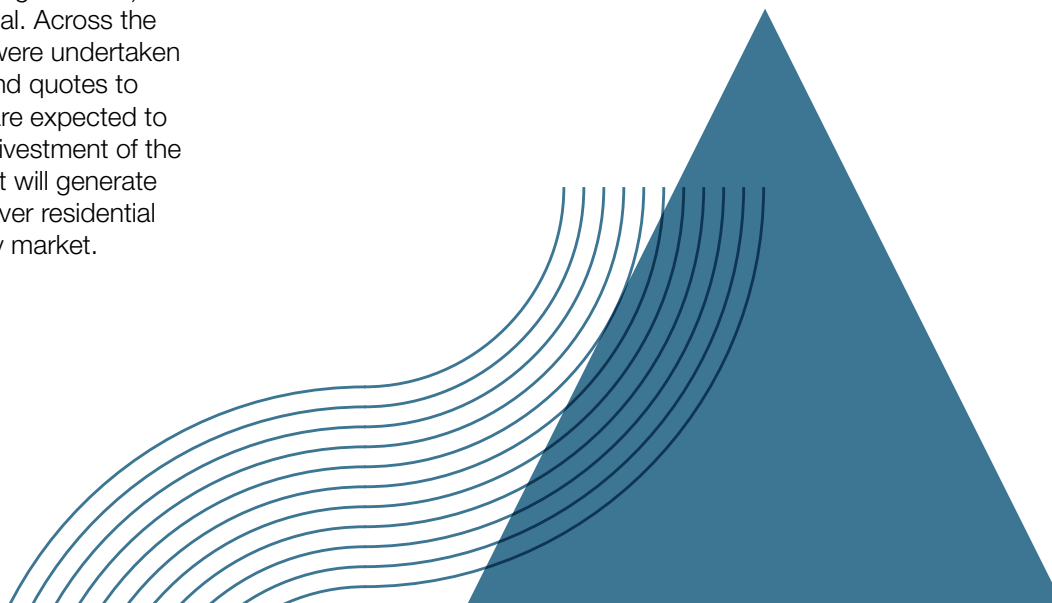
During the financial year, the City has advanced the planning and development of a new self-service library at the hub. Construction began in June 2024, with the facility expected to be available to the community by October 2024. Additionally, planning for a new local urban mountain bike trail within the Hamersley area has progressed, along with the provision of new sports floodlighting for the adjacent oval at Aintree Eglinton Reserve. The City successfully secured \$94,649 in grant funding from the State Government's Community Sporting and Recreation Facilities Fund (CSRFF) program to support the sports lighting project. The City is enthusiastic about the Hamersley Hub becoming a vibrant place of connection for locals and visitors alike.

## Scarborough Beach Clock Tower

The Scarborough Beach Clock Tower project was approved during the budget review in March 2024. The City is in the early stages of scoping the project ready for procurement. The project will provide the capacity for the clock tower to be lit in a range of colours, bringing additional vibrancy to the precinct.

## Sportsfields Sustainability Renovation

This project was initiated to improve the standard of turf service for the City's high-use sports fields and playing surfaces. Activities conducted across the year have brought a number of benefits to these high-use sports fields. These have included improved drainage, greater turf coverage and increased club awareness in relation to helping maintain sports fields. Additionally, a new turf maintenance team was established and specialist equipment purchased to help the City lift the 'base' quality levels of nominated fields of play.



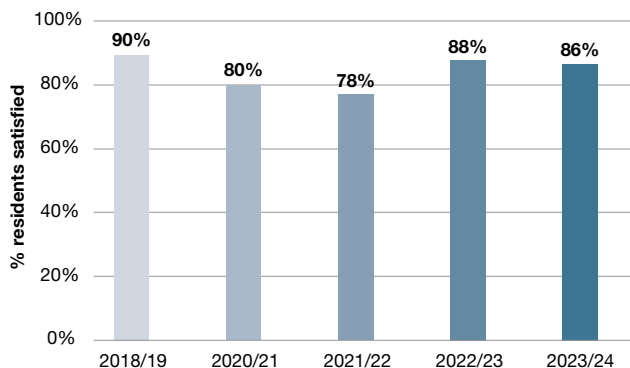


## Drainage Program

During the 2023/24 financial year, the City accomplished drainage improvement projects valued at over \$2 million. These projects encompassed the installation of more than 500 m of concrete drainage pipes and the installation of over 80 drainage capture pits and access chambers, as part of the capital drainage upgrade works. A component of these works involved the creation of a 2,000 m<sup>2</sup> grass drainage swale in the City's reserves. Micro-tunnelling was utilised as a cost-efficient technique for installing concrete drainage pipes beneath existing services. Additional related tasks included the construction of limestone retaining walls around various drainage sumps across the City, which contributed to improving their stormwater capture capacity.

Through our Annual Residents' Survey, we gauge our community's satisfaction with the City's stormwater management. The annual trend is susceptible to fluctuation due to differing weather events, but as can be seen from Figure 33, 86 per cent of our community indicated they were satisfied with the City's stormwater management during 2023/24.

Figure 33: Satisfaction with the City's stormwater management



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

## Citywide Park Asset Refurbishment Program

Under the Citywide Park Asset Refurbishment Program, the City undertakes a range of refurbishments of existing assets to ensure they remain fit for purpose. The assets upgraded via this program include:

- Local reserves
- Playgrounds
- Fencing
- Bushland limestone tracks
- Park furniture upgrades including drinking fountains, park benches, signage and shelters
- Coastal and wetland revegetation works.

This important program of works ensures the City's parks, reserves and conservation areas meet the community's expectations and remain safe spaces to recreate in.

## Community Parklands Upgrade Program

This program sees improvements made to community parklands and reserves to ensure they remain attractive and functional for the City's residents. Works undertaken via this program are detailed below.

- Upgrade to the Charles Riley ANZAC Memorial - Specifically, this work included the extension of the concrete hardstand adjacent to the War Memorial to improve access and viewing opportunities for people with mobility issues.
- Joondanna Community Park Upgrade Stage 1 - This project has seen a significant upgrade to the play and recreational facilities at this location. Stage 2, budgeted for 2024/25, will include improvements to the pedestrian lighting network and the installation of a universally accessible toilet.



## Irrigation Program

As part of its Irrigation Program, the City successfully completed comprehensive irrigation system upgrades at four major sports fields. The newly installed systems met all benchmark quality standards, ensuring improved water management practices in preparation for the anticipated water reductions in 2028, as mandated by the Department of Water and Environment.

The program also saw the replacement of 14 outdated irrigation electrical switchboards. The new switchboards feature advanced, reliable components designed to safeguard pumps, controllers and irrigation cabling from power surges and electrical storms.

Other works include the implementation of seven additional dosing units to deliver wetting agents during irrigation operations; replacement of inefficient, outdated pumps with models that are more energy-efficient; and installation of four novel iron filtration systems. These non-chemical filtration systems eliminate iron from the water prior to its distribution through the irrigation network, thereby extending the lifespan of the irrigation equipment and enhancing the water quality for the grass and plants.

## Looking forward

The Hamersley Public Golf Course redevelopment will be completed with a two-level automated driving range and state-of-the-art hospitality space, providing a modern facility for the local community and visitors to enjoy.

We will redevelop two City-owned properties in Osborne Park and Mount Lawley, ensuring the assets are market ready for long-term commercial tenancies, increasing the City's commercial portfolio revenue and reducing reliance on rates as an income source.

The 2024/25 financial year will also see remediation investigation works for Hertha Reserve landfill site undertaken. This will allow us to prepare a detailed design to deliver mid-tier transit lanes for Scarborough Beach Road and collaborate with state agencies to prepare land staging and subdivision plans.





## Case study: Stirling Leisure - Scarborough Beach: a strategic community asset

Located within the City of Stirling and just a 20-minute drive from the Perth CBD is Scarborough Beach, a vibrant stretch of coastline with bustling pedestrian promenades and a variety of activities. It is home to the iconic Scarborough Beach Pool, which opened in 2018, marking a significant development in local government community infrastructure.

The development of the Stirling Leisure – Scarborough Beach was driven by the local community's need for an accessible, high-quality public swimming facility. Following the closure of the Scarborough Senior High School, the area was left with limited aquatic facilities. Stirling Leisure – Scarborough aimed to fill this gap, promoting health and wellness, enhancing local amenities, and boosting visitation as part of the broader Scarborough Redevelopment Project.

The \$26 million aquatic centre, funded entirely by the City of Stirling, commenced construction in 2016 and was completed in early 2018. The facility includes two heated pools, a 200-seat undercover grandstand, a sun lounge deck and two restaurants. It hosts Learn to Swim, aqua fitness and outdoor fitness classes.

Since its official opening in January 2018, Stirling Leisure – Scarborough Beach has welcomed over 1.8 million visitors, significantly exceeding initial attendance and membership projections by almost 90%. The facility has become a central hub for community activities, providing substantial benefits:

- **Health and wellness:** The pool serves as a venue for swimming lessons, fitness classes, and recreational swimming, contributing to the community's overall health.

- **Economic boost:** Attracting both tourists and locals, the pool has positively impacted local businesses and the economy.
- **Community engagement:** Acting as a gathering place for social events, the pool fosters a sense of community and belonging.

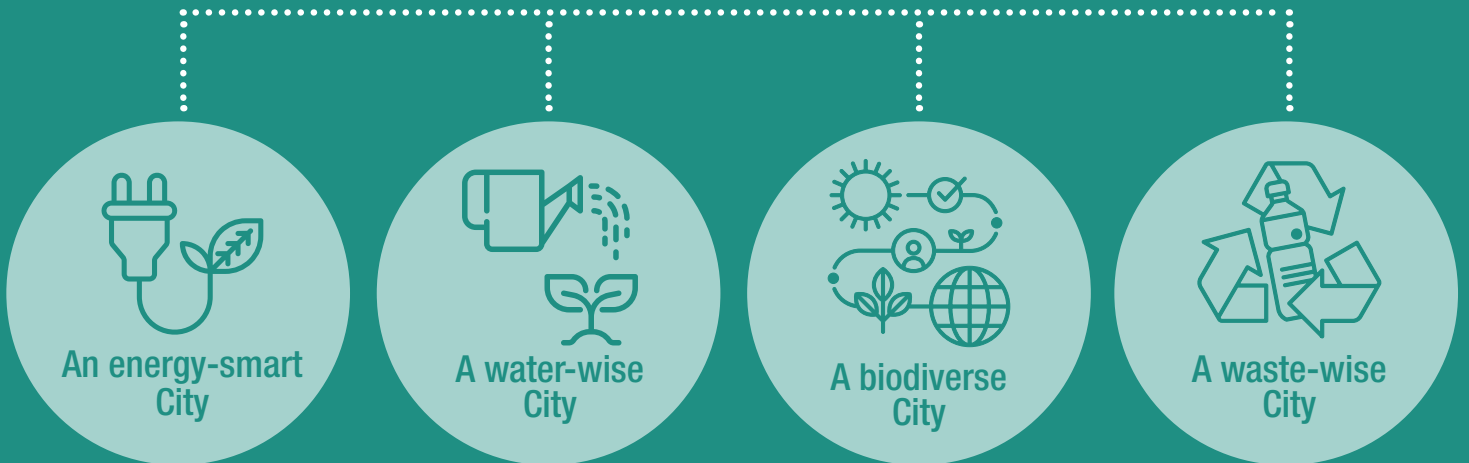
While largely successful, the pool has faced challenges, particularly regarding ongoing maintenance and operational costs. Regular cleaning and repairs of the pool filtration systems are necessary due to debris from the beach environment. Despite achieving a six-star green rating from the Green Building Council of Australia, ongoing maintenance requirements have impacted the effectiveness of the geothermal heating system. In 2023/24, significant maintenance was required, leading to a temporary switch to less sustainable heating methods, which increased the City's overall carbon emissions and operational costs.

Stirling Leisure – Scarborough Beach stands as a testament to the City of Stirling's commitment to enhancing community infrastructure, significantly revitalising the Scarborough foreshore and attracting visitors. Despite facing maintenance challenges, the benefits, including improved health and wellness, economic growth, and community engagement, underscore its success. Loved by locals and visitors alike, the pool has not only become a valuable community asset but also an international tourist attraction contributing to the area's vibrancy and sustainability. Stirling Leisure – Scarborough Beach exemplifies the positive impact of strategic urban development on community wellbeing and economic development.

# Key result area



## Our Natural Environment



## SUSTAINABLE DEVELOPMENT GOALS





The City of Stirling continues to work hard to mitigate the adverse effects of climate change and improve outcomes for our natural environment. We remain committed to reducing carbon emissions; increasing energy efficiency in our fleet, facilities and parks; investing in renewable energy; managing water sustainably; reducing waste generation; increasing material recovery from waste; and responsibly disposing of waste. Additionally, to promote biodiversity, the City aims to expand the urban tree canopy within its district.

The City employs a suite of strategies, policies, initiatives, community educational programs and incentives to protect and sustain the natural environment. Aligning with Australia's Climate Change Bill 2022 and the Paris Agreement target of net zero emissions by 2050, the City has set an ambitious target of reducing its carbon emissions by 70 per cent and fully powering all its buildings with renewable energy by 2030.

The City's Waterwise Council Action Plan 2021-2026 guides us in protecting our water sources so that our community and ecosystems can prosper in a drying climate. This is achieved across city operations via efficiency measures, water reuse, monitoring, water quality protection and stormwater management. We also support our community to be waterwise via workshops, incentive programs and giveaways.

The City recognises that promoting urban forests and extending the current tree canopy cover are critical to maintaining biodiversity for wildlife habitat and reducing the effect of urban heat islands. Supporting the urban forest is also critical to creating leafy suburbs and aesthetically pleasing urban settings, which in turn will positively affect the physical and mental wellbeing of the City's residents.

The Western Australian Government's Waste Avoidance and Resource Recovery Strategy 2030 has set targets to encourage waste avoidance, to increase recovery of materials from waste, and to protect the environment and human health from the harmful effects of waste. The City is striving to meet these challenging targets.

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

- An energy-smart City
- A water-wise City
- A biodiverse City
- A waste-wise City.

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



# Highlights – Our natural environment



Active Sustainable Energy Action Plan 2020-2030 in place

**\$1.2M** 

grant from ARENA Future Fuels Fund for EV charging infrastructure



Energy conservation and efficiency program underway



Community satisfaction with services for



**95%**  
waste collection

**94%**  
recycling



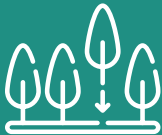
Gold Waterwise Aquatic Centre status maintained at all three of the City's aquatic centres

**\$600,000**

Gnangara Waterwise Councils Grant



**194** residents supported to create waterwise native verge gardens to reduce water use and increase biodiversity through our Sustainable Verge Program



**7,632**  
new trees planted

**4,755**  
free trees to residents

**21,869**  
waterwise plants to residents

**1,027,482** trees and shrubs planted by the City since 2008, achieving the target to plant 1 million trees and shrubs by 2025



The City's WA Tree Festival won the **Community-Based Initiative of the Year Award** at the Parks & Leisure Australia Regional Awards



**6,000**  
participants in community sustainability initiatives and events

**14,000+**  
estimated attendees

**200+**  
events delivered

**100%**  
positive experience at a WA Tree Festival event



Water quality monitoring program of City wetlands continued



Removal of pest fish species occurred at numerous lakes and wetlands to mitigate their detrimental effect on water quality



## Service performance

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

### Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
City Trees	\$7,555,891	✓	✱	✓	✓
Conservation & Wildlife	\$3,823,739	✓	✱	✓	✓
Open Space & Parks Development	\$618,808	✓	✓	✓	✓
Parks & Streetscapes	\$39,155,307	✱	✓	✓	✓
Resource Recovery	(\$1,784,236)	✱	✱	✓	✱
Sustainability	\$1,192,586	✓	✱	✓	✓
Waste Operations	(\$2,877,437)	✱	✱	✓	✱

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

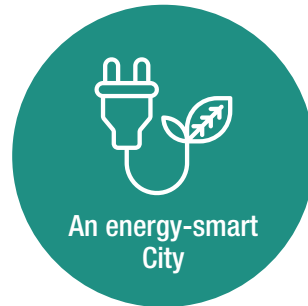
- ✱ Customer service - performance outside City targets in relation to response times to customer and/or Elected Member enquiries.
- ✱ Financial - performance outside City thresholds in relation to budget variances for net cost.
- ✱ People - performance outside City targets for management of annual leave liability, performance appraisals and/or employee turnover.
- ✱ Quality - performance outside targets for key performance indicators specific to service provision.

## Strategic project performance

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

<b>City Greening Initiative (previously Million Trees Initiative)</b>	<b>2023/24 expenditure \$893,210</b>	<b>On track</b>
<b>Plant trees and shrubs within the City's parks, reserves, natural areas and streetscapes to increase urban tree canopy to meet City targets by 2025</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Coastal Erosion Rectification</b>	<b>2023/24 expenditure \$0</b>	<b>On track</b>
<b>Undertake reactive maintenance and long-term coastal management works as identified in the City's Coastal Hazardous Risk Management and Adaptation Plan (CHRMAP)</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Forms part of 2024/25 capital works program	
<b>Energy-Smart City Support</b>	<b>2023/24 expenditure \$84,574</b>	<b>On track</b>
<b>Provide sustainable energy planning and education to the community</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>EV Public Charging Network</b>	<b>2023/24 expenditure \$89,004</b>	<b>Complete</b>
<b>Investigate EV Public Charging Network opportunities, including EV charging locations, public demand and the infrastructure required</b>		
Progress in 2023/24	Project complete	
<b>Food Organics Garden Organics (FOGO) Implementation</b>	<b>2023/24 expenditure \$0</b>	<b>Deferred</b>
<b>Staged implementation of FOGO to meet the State Government's resource recovery targets</b>		
Progress in 2023/24	A business case for the adoption of a three-bin food Organics, garden organics (FOGO) system was considered by Council in April 2024 and it was decided not to implement at the current time	
<b>Recycling Centre Balcatta Redevelopment</b>	<b>2023/24 expenditure \$473,277</b>	<b>Deferred</b>
<b>Redevelop the City of Stirling's waste facility to ensure compliance with all environmental regulations and best-practice principles in relation to waste reduction and separation</b>		
Progress in 2023/24	Delays incurred in developing concept plan	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Urban Forest Plan</b>	<b>2023/24 expenditure \$186,949</b>	<b>Complete</b>
<b>Implement the Urban Forest Plan to increase tree retention, tree planting and canopy maximisation</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
<b>Waterwise City</b>	<b>2023/24 expenditure \$71,034</b>	<b>On track</b>
<b>Undertake sustainable corporate water management and provide community incentives and educational opportunities for water efficiency and conservation</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Activities will form part of service delivery	





### Objective:

## Transition to net zero emissions

Local government has a key role to play in contributing to national and international emissions reduction targets. In recognition of this, the City has set targets and a clear direction to reduce carbon emissions. We all have our part to play and the City will support our community and work with other levels of government to take action to reduce emissions and create a more sustainable future.

To achieve this objective, the City will:

- Improve the City's energy management and maximise energy efficiency
- Increase the City's generation, storage and use of renewable energy supplies
- Support, engage and guide our community to transition to net zero emissions.

## What has happened during 2023/24?

To contribute to global climate change action and show environmental leadership in the sector, Council endorsed the City's Sustainable Energy Action Plan (SEAP) 2020-2030 in 2021.

The SEAP has a corporate focus on the City's operations and has two main targets:

- **100 per cent renewable electricity supply by 2030**
- **70 per cent carbon emissions reduction by 2030.**

The City is aiming to increase the generation and utilisation of renewable energy with a key focus on solar installations, going gas-free, transitioning fleet to electric, exploring battery storage technologies and procuring power purchase agreements.

### Energy Improvement Program

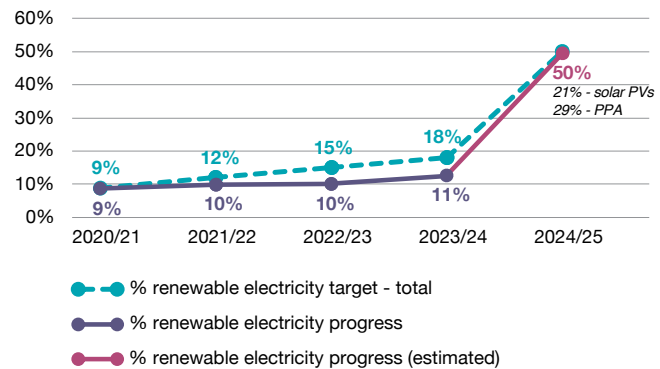
Under the City's Energy Improvement Program and Sustainable Energy Action Plan initiatives, the City implemented the following measures.

- The City implemented 330 kW of solar installation at the Administration Centre and at Scarborough Civic Centre (70 kW) in May 2024. These systems are predicted to reduce greenhouse gas emissions by 23 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>-e) per year and save \$183,481 in energy costs annually.
- We undertook a battery feasibility study for four City-managed community centres as a part of the SEAP battery trials program.
- The City now has a total of 1,334 kW of solar PV panels, which is equivalent to approximately 260 medium-sized home solar PV systems. The City's combined solar PV systems reduced greenhouse gas emissions by 848 tCO<sub>2</sub>-e and saved \$390,810 in annual energy costs in 2023/24.

Despite the ongoing installations of solar PV systems, the City is underperforming in relation to its renewable electricity provision measure indicator to reach 50 per cent by 2025. In 2023/24, the City's solar PV system produced 11 per cent of its total electricity demand, falling short of the 18 per cent indicator. This is due

to delays with solar installations caused by supply issues and Western Power approvals. The City plans to purchase renewable energy certificates (RECs) through its power purchase agreement (PPA) to bridge the solar generation gap. This will enable the City to meet its 50 per cent renewable electricity provision target by 2025.

Figure 34: Renewable electricity provision (% of total electricity demand)



Source: Azility 2024

### Electric vehicles

The City is transitioning its fleet to electric so it can be powered by renewable electricity. We undertook the below initiatives in 2023/24.

- The City procured 37 electric vehicles (28 EV passenger cars, eight utes and one EV light truck) and installed 32 electrical vehicle chargers at the Administration Centre, Operations Centre, Stirling Community Centres – Inglewood and Stirling Leisure – Scarborough. This reduced corporate vehicle greenhouse gas emissions by 47 tCO<sub>2</sub>-e in 2023/24.
- The City submitted a joint application with WALGA and other local governments and was successful in receiving \$1.2 million of funding from the ARENA Future Fuels Fund for corporate EV charging infrastructure.

Table 13: Sustainable Energy Action Plan 2020-2030 targets and performance

	Performance 2023/24	KPI 2023/24	Progress	KPI 2025	Target 2030
Renewable electricity provision (% of total electricity demand)	11%	18%	Off track	50%	100%
Operational emissions	13,446 t	12,070 t	Off track	8,915 t (35% reduction)	5,030 t (70% reduction)

### Energy conservation and efficiency program

The City aims to improve its energy management and maximise energy efficiency, with a key focus on high-efficiency HVAC (heating, ventilation and air conditioning), irrigation and LED (light-emitting diode) lighting systems. The below initiatives were undertaken in line with the City’s Energy Improvement Program and Sustainable Energy Action Plan in 2023/24.

- The City completed a boiler and heat exchangers upgrade at Stirling Leisure – Balga, which saved \$50,380 and reduced greenhouse gas emissions by 315 tCO<sub>2</sub>-e.
- Annual irrigation pumps upgrades were completed for 2023/24. Pump models that have been superseded have been replaced with more efficient models depending on the duty requirements.
- We completed the annual upgrade program for energy-efficient LED floodlighting at AS Luketina Reserve, Millington Reserve, Inglewood batting cages and Richard Guelfi batting cages.
- An Environmentally Sustainable Design (ESD) management practice was endorsed for buildings and capital projects in order to implement energy-efficient best practice for major refurbishments and new builds.
- The City contributed to the gradual decarbonisation of the electricity grid (South West Interconnected System [SWIS]) through the City’s renewable electricity power purchase agreement (PPA) and solar installations.
- The City upgraded the external lights that needed replacement to new LED lights at Empire Avenue public toilet and changerooms (external); Hamersley Sports – LED; Stirling Community Centres – Nollamara; Stirling Community Centres – Tuart Hill; Stirling Community Centres – Dianella; Adult Day Club Nollamara – external lights LED; and the Administration Centre and Civic Centre.

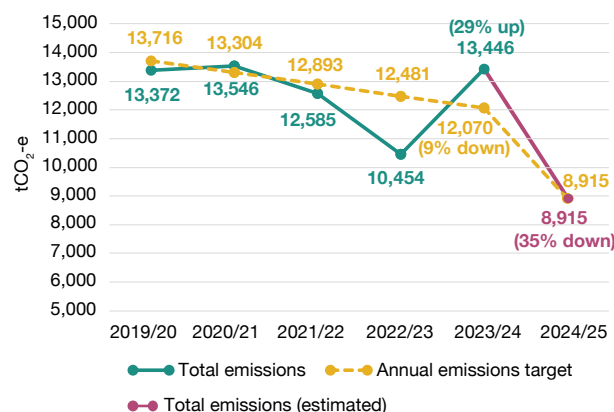
### Operational emissions

Despite delivering ongoing emissions reduction initiatives, the City is behind in meeting its carbon emissions reduction target of 35 per cent by 2025, as outlined in the Sustainable Energy Action Plan 2020-2030.

In 2023/24, the City’s emissions increased by 29 per cent, emitting 13,446 tCO<sub>2</sub>-e, which exceeded the 12,070 tCO<sub>2</sub>-e key performance indicator for 2023/24. The emissions increase is attributed to the unexpected maintenance shutdown of the geothermal heating system at Stirling Leisure – Scarborough, the high carbon footprint of diesel fuel, and increased cooling demands resulting from the exceptionally hot summer and warm autumn experienced in 2023/24.

To bridge the gap in carbon emission reductions, the City is planning to acquire renewable energy certificates (RECs) via its power purchase agreement (PPA) and the carbon credit markets, ensuring it reaches the 35 per cent reduction target by 2025.

Figure 35: Operational emissions



Source: Azility 2024

### Data and monitoring program

The City aims to improve its data management for strategic decision making and reporting, with a key focus on energy data quality, monitoring systems and emissions reporting systems. In 2023/24, the City:

- Evaluated all energy and greenhouse gas and billing data to enhance the online energy and greenhouse reporting portal accuracy
- Developed an automated billing system using the Building Management System (BMS) for tenants at the Administration Centre and Civic Centre
- Developed a concept design on the BMS system at the Administration Centre
- Installed a monitoring system for all electric vehicle chargers
- Installed solar monitoring systems and undertook monthly quality checks.

### Energy-smart City community support

A key objective of the City’s Strategic Community Plan is to support, engage and guide our community to net zero emissions. Households, businesses and community groups can achieve significant combined energy savings which translate into greenhouse gas emissions reductions. To support our community to reduce their greenhouse gas emissions and thus the severity of global warming, we provide education, resources and tools to take action. This year, the City has delivered a number of energy initiatives to support our community.

## Home sustainability support

The City provided 141 households with audits and advice via the Home Sustainability Support (HSS) program. The program provided in-home support to assist residents to save energy in their homes. Energy was a key motivator for 38 per cent of participants to register for the HSS. Almost all participating households (95 per cent) received advice to improve their energy use. Feedback from the program indicated 98 per cent of participants were satisfied with the service and 96 per cent planned to take action after their session (56 per cent of participants completed the feedback survey).

## Electric vehicle (EV) public charging network

The City has expanded the public electric vehicle charging network this year. In addition to the existing charger located outside Stirling Leisure – Scarborough, our community now has access to chargers at the Administration Centre on Cedric Street and Inglewood Town Square on Beaufort Street.

Chargers have been provided to support our community to transition to this more efficient technology, which can be run on 100 per cent renewable electricity. The City was awarded \$31,893 from the State Government's Charge Up Workplace EV Charging Scheme grant to install the new charging infrastructure. In addition, the City is exploring other opportunities to contribute to the expansion of a local electric vehicle charging network.

## Energy-smart education and engagement

The City continued its annual Living Green education program to support residents to reduce energy use at home. Initiatives are detailed below.

- A Community Energy Forum provided participants with access to industry experts who shared information about the latest energy products and how to transition your home to electrification and energy efficiency. Feedback indicated 100 per cent satisfaction with the event and 100 per cent motivation to take action (25 per cent of participants completed the feedback survey).
- Educational workshops were conducted, including transitioning towards electrification, as part of the Living Green education series.
- 73 home energy toolkits were loaned from Stirling Libraries for residents to save money and energy in their homes. For more information, visit [www.stirling.wa.gov.au/energy](http://www.stirling.wa.gov.au/energy)





### Objective:

## Ensure a sustainably managed water supply and a healthy and balanced urban water system

Water is a valued and precious natural resource and it is essential that the City finds ways to conserve and protect our water sources into the future. A drying climate and increased water demands continue to place pressure on our water sources. The City must find innovative ways to ensure our green areas and spaces continue to thrive without impacting our natural environment. We will ensure that water across the City is managed in a sustainable, equitable and resilient way so that our community and ecosystems can prosper into the future.

To achieve this objective, the City will:

- Maximise the City's water efficiency and increase use of alternative water supplies
- Improve water quality monitoring, stormwater management and reduction of water pollutants
- Support, engage and guide our community to conserve and protect water resources.

These objectives will be achieved through the City's Waterwise Council Action Plan 2021-2026, which lays out a holistic set of actions across City operations, buildings/ facilities, and policies and guidelines.

## What has happened during 2023/24?

### Gold Waterwise Council accreditation

The City successfully implemented our Waterwise City project for 2023/24 and maintained Gold Waterwise Council accreditation for demonstrating commitment and innovation in sustainable water management. This included providing waterwise education and support to our community in the form of workshops and a pop-up garden, waterwise verge rebates, and waterwise plant giveaways. Improvements to corporate water use were made through water audits of facilities/buildings, inclusion of strengthened water requirements in City projects, strategic review of water quality data/sampling and professional development in water-sensitive urban design.

### Gnangara Waterwise Councils Grant

The first year of our Gnangara Waterwise Councils Grant program was implemented successfully, with all three projects initiated. This Department of Water and Environmental Regulation grant is to support new City groundwater efficiency projects in preparation for 10 per cent reductions to our groundwater allocations in 2028. The first of nine co-funded waterwise park upgrades was successfully implemented. The designs commenced for the others to achieve at least a 10 per cent water saving at each, through new irrigation systems, hydrozoning and ecozoning, while providing amenity upgrades for local residents and new tree and shrub plantings. Alternative water sources (stormwater, wastewater and greywater) were identified for the irrigation of public open space under this grant program and concept designs were also developed.

The results show these projects could offset our groundwater use enough to achieve our 2028 groundwater target, protecting Perth's main water source and securing climate-independent water supplies for the green spaces relied on by our community.

### Water demands and trends

	2023/24 vs 5-year average	Comments regarding water consumption in 2023/24
City scheme water demand	↑ +5%	172 ML scheme water used across all facilities and operations. This was 1% less than last year.
City groundwater demand	↑ +19%	The City consumed 111% of its total groundwater allocation. This was 5,895 ML for irrigation of public open space.
Community scheme water demand	↑ +8%	Of the 38,390 ML water consumed by the community, 69% was scheme water.
Community groundwater demand	↓ -8% (estimate only)	Community groundwater use reduced to 31% of total community water use.

Source: Water Corporation, City GIMS, DWER



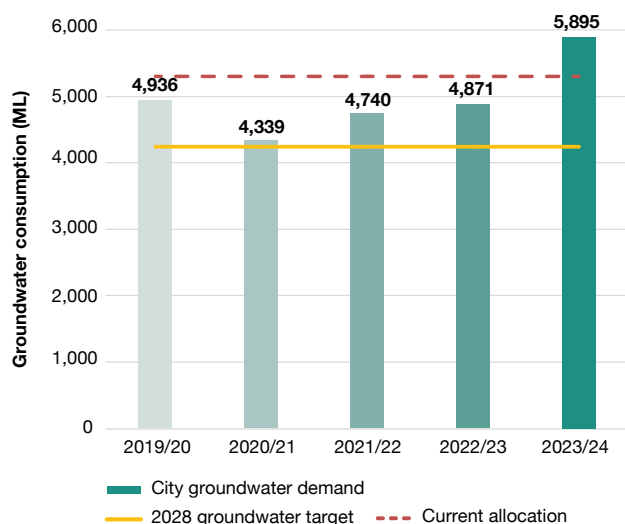
Resident household (home and garden) daily water use is estimated to be

345 L/day

Climate change is having a noticeable impact on the City of Stirling, with increased water usage seen across most users in 2023/24, mainly due to the longest dry period on record occurring from October to April. While community groundwater demand is estimated by DWER to have reduced by eight per cent in 2023/24 due to changes to the garden bore sprinkler roster, scheme water demand rose by nine per cent. An increase in scheme water usage of around 10-20 per cent was seen across nearly all sectors within our community.

The City’s overall groundwater demand for irrigation was higher than usual. This was due to decreased rainfall and increased temperatures, increased community demand for sports fields, and a growing City greening program. For the first time in 14 years, some of our groundwater licence allocations were exceeded. This highlights the importance of furthering our extensive groundwater efficiency projects in parks and securing climate-independent alternative water sources for irrigation if we are to balance quality public open space and urban greening objectives with sustainable management of Perth’s main water resource.

Figure 36: City groundwater demand vs current allocation and 2028 groundwater target



Source: City CIMS

### Total City water demand

**97%** is groundwater, used for watering trees and irrigating public open space

**3%** is scheme water, mostly used in City buildings/facilities

Data sources: Water Corporation, City CIMS

### Key achievements

#### Groundwater efficiency

Our main focus was improving groundwater use efficiency, considering the future reduction to our supply due to upcoming allocation cuts by the Department of Water and Environmental Regulation (in 2028) and the drying climate.

#### Gnangara Waterwise Council Grant

Our groundwater efficiency projects co-funded by our Gnangara Waterwise Council Grant (DWER) kicked off, with the aim of maintaining quality public open spaces and green assets for our community under a drying climate.

- We identified and prepared concept designs for stormwater and greywater harvesting projects for irrigation to offset our groundwater use and help achieve our groundwater target.
- The City installed a new efficient irrigation system at Karrinyup Reserve.
- We planned further waterwise park upgrades towards 2028 to achieve groundwater savings and improve amenity for the community.

#### Waterwise park upgrades

We continued implementing our long-standing program of annual waterwise park upgrades to reduce groundwater use, as detailed below.

- Park upgrades include installation of new efficient irrigation systems, dosing injection units and flowmeters, combined with hydrozoning to make smarter use of limited water while improving greening and park quality.
- One passive park and four sports fields were upgraded.
- The City installed 12 dosing injection units to allow application of soil wetter.
- We installed 40 groundwater draw-point flowmeters to improve monitoring.

#### Scheme water efficiency and monitoring

Scheme water use in City buildings and facilities continued to be monitored and improved on.

- Waterwise audits of two City buildings/facilities were conducted to identify efficiency and water reuse opportunities and the recommendations were implemented where possible
- We conducted regular investigation of water use anomalies, leaks and high water-use alerts
- Strengthened water requirements were introduced in the new Environmentally Sustainable Design Management Practice for City projects.

**All three of the City’s aquatic centres maintained Gold Waterwise Aquatic Centre status through our ongoing water efficiency and monitoring initiatives. These enable live data analysis, detailed understanding of consumption via submetering, fast leak detection and reduced water use through efficient fittings and fixtures.**



### Water quality management

We continued improving our overall score in the LGA (Local Government Authority) Annual Nutrient Survey, with a result of '88 per cent excelling'. Nutrient best management practices were again incorporated into our work to help protect the health of waterways and waterbodies across the six hydrological catchments which fall within the City's boundaries. These practices included soil testing and leaf tissue analysis before application of fertiliser; water quality monitoring; development controls to prevent nutrient pollution; provision of nutrient education to the community; and action to prevent nutrients (from organic material and sediments) entering waterbodies and drains.

We continued to protect wetland water quality as follows.

- The City continued wetland water quality sampling and work was initiated to strategically review and improve our sampling program. This will provide better understanding of contaminant issues and pollution pathways across the City and enable us to develop better-informed responsive actions.
- The City designed a new gross pollutant and silt trap for Grindleford Reserve connecting into the Albert Street branch drain. This will improve water quality issues in downstream lakes Roselea and Princeton by removing hydrocarbons, gross pollutants and silts.
- Bioremediation plantings (to detoxify contaminants) were implemented at Waverley Pola Reserve, Shearwater/Spoonbill Reserve, Careniup Wetland, Star Swamp Wetland, Wrigley Seabrook and Carine ROS.
- Removal of pest fish species took place at Lake Gwelup, Careniup Wetland, Princeton Estate and Jackadder Lake to mitigate their detrimental effect on water quality (which occurs through disruption of the silt bed) and their contribution to algae blooms.

### Improved stormwater management

Stormwater systems were improved to increase capture capacity, to reduce flooding, increase onsite infiltration to replenish the groundwater aquifer and reduce pressure on the drainage network, and to improve stormwater quality by capturing pollutants to protect the environment.

- New detention and infiltration tanks were installed on Calais Road, Scarborough; and Guildercliffe Street, Doubleview, to reduce road ponding and property flooding during major storm events.
- Soak-wells and leaky pits were installed, and swale and sump capacity increased, to improve onsite infiltration across the City. All capital works drainage projects since 2023/24 have also included leaky pits for all stormwater junction pits with 300 mm deep bases, to enable on-site infiltration during low-flow rain events.
- Filter aggregate was incorporated into underground retention tanks and geotextile/small stone filtration material was incorporated into manhole bases to capture pollutants from run-off. Since 2023/24, all leaky pits also have two layers of aggregate with a removable top layer.



## Engaging and supporting our community

As a Gold Waterwise Council in 2023/24, the City continued our community waterwise education, engagement and support to take action. This included a range of initiatives such as workshops, a popup demonstration garden, waterwise verge rebates and waterwise plant giveaways. In addition, the City has supported Edith Cowan University on a project to develop and provide strategies for water conservation in its community gardens.

### Sustainable Verge Program

The Sustainable Verge Program supported 194 residents to create waterwise native verge gardens to reduce water use. Of the makeovers already finished:

- 55 per cent removed water-intensive lawn
- 40 per cent reduced their water use by 50 per cent or more
- Eight per cent removed concrete or paving, leading to cooler suburbs
- 90 per cent said their new verge improved their wellbeing.

### Free Tree and Waterwise Plant Giveaway

The Free Tree and Waterwise Plant Giveaway has grown in popularity, with the program fully subscribed within just four days. This year, 26,624 trees and plants were distributed at multiple events held throughout March and April at the Henderson Environmental Centre in North Beach. The event inspired our community to enhance their gardens with waterwise trees and plants and increase tree canopy cover. The Waterwise Plant Giveaway is proudly co-funded by Water Corporation's Waterwise Greening Scheme. To learn more, please refer to the 'biodiverse city' section on page 183.

## Waterwise education and engagement

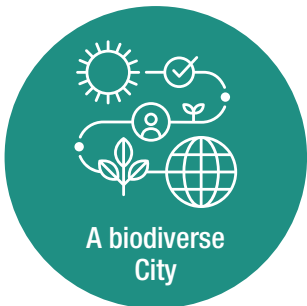
The City continued its annual Living Green education program to support residents to reduce water use at home, as summarised below.

- This year, 92 residents participated in workshops on topics including Helping Your Native Plants Thrive, the Waterwise Verge Program and Water Saving in the Home as part of the Living Green Education Series.
- Waterwise educational stalls promoted water quality protection and native plant education. These were hosted by SERCUL and the Wildflower Society of WA, reaching more than 1,000 people.
- For the second year, residents with exceptional waterwise verges were recognised and rewarded through the Sustainable Verge Awards competition, with three winners selected.
- The City created a waterwise pop-up garden at Nollamara Shopping Centre named 'Green Street Nollamara'. It provided an opportunity for local community engagement, education and conversation. After delivering nine small-scale community events, the City shared knowledge with more than 250 local residents. Conversations explored how the City is working to increase greening and biodiversity in the neighbourhood and offered tips and tools to help residents make their gardens waterwise, green and cool.

### Home Sustainability Support

Our Home Sustainability Support (HSS) program provided in-home support to assist 141 households to reduce water in their homes. Saving water was a key motivator for 32 per cent of participants to register for the HSS. Most participating households (87 per cent) received advice to improve their water use.





**Objective:**

## **Support biodiversity in our natural and urban environment with connected healthy ecosystems**

The City is fortunate to have a biodiverse natural environment with unique native flora and fauna. It is critical that we all conserve, protect and enhance these areas to ensure they exist for future generations. The City will plant and manage a diverse canopy of trees to cool our City, provide habitat for wildlife and create attractive, green streets and open spaces as our climate changes. We will also work with our community to increase our biodiversity and create a thriving and resilient urban ecology.

To achieve this objective, the City will:

- Undertake conservation, protection and enhancement of natural ecosystems and biodiversity
- Plan and adapt to climate change impacts
- Increase tree planting and retention of trees across the City
- Support, engage and guide our community to connect with nature and improve biodiversity across the City.

## What has happened during 2023/24?

### Wildlife Recovery

The City's Wildlife Recovery program focused on threatened and endangered wildlife such as black cockatoos and improving habitat for insects. Initiatives included the installation of four microbat boxes at Williton Kestrel Reserve, bee hotels in conservation reserves and habitat creation for pollinating insects in stag trees.

To help protect and conserve our native flora and fauna, the City undertook seasonal fox and cat trapping, along with a calicivirus release targeting rabbits along our coastal dunes. The City also undertook aquatic pest fish control. The pest control program resulted in the removal from our natural areas of:

#### Pest control outcomes



41 cats



7 foxes



556 koi



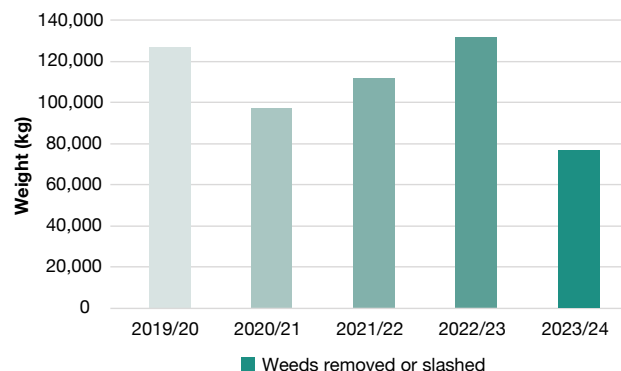
944 pearl cichlids

Source: Natural Area Consulting Management Services, Wetland Research and Management (part of SLR)

### Weed control

The City has a purposeful approach to control weeds in conservation reserves. As part of the City's integrated weed management program, City employees, contractors and volunteers manually removed over 78,152 kg of weeds that threatened our reserves this year. The total this year was influenced by prolonged high temperatures and low rainfall, which delayed the onset of weed growth. The City continues to use manual, mechanical and chemical methods of weed control as part of a holistic weed management program. Figure 37 outlines the weight of weeds removed by slashing, dead wooding and hand weeding during the past few years.

Figure 37: Conservation weed removal through manual and mechanical methods



### Environmental restoration

The City has 24 active restoration projects across a range of habitats, including bushlands, wetlands and coastal dunes. With the aim to increase biodiversity, each site undergoes pre-plant care, followed by planting and then post-plant weed control and watering.

Number of plants established in conservation reserves:

- 22,588 in bushlands
- 11,251 in wetlands
- 22,865 in coastal dunes.

### Bushfire management

The City has a Bushfire Risk Management Plan, endorsed by the Office of Bushfire Risk Management and City of Stirling Council, that is in place until its review in 2026. Continued endorsement of this plan allows the City to apply for State Government funds annually. This enables the City's Bushfire Management Officer to continually work towards reducing risk city-wide, further protecting the local community, environment and assets. The City collaborates with emergency services and is committed to bushfire response and recovery, currently working in fire sites at Lake Gwelup, Wanneroo Derrington Reserve, Coralberry Verbena Reserve and Esperanto Martin Reserve. Permanency of the bushfire management role has allowed these works to continue as business as usual.

### Ecological condition surveys

To better develop resilient habitat for flora and fauna, the City has developed a model for assessing the condition of conservation reserves. The tool assesses the condition of the vegetation and identifies threats to biodiversity and allows the City to make improved decisions for the protection of biodiversity.

## City Nursery

The nursery propagates and grows plants and tree stock for use in the landscaping of parks, medians, roundabouts, street verges, reserves and bushland revegetation. This work has expanded in recent years to include providing stock for the Sustainable Verge Program and Free Tree Giveaways to residents within the City of Stirling.

### Total trees and plants produced by the City of Stirling Nursery 2023/24

4,243 Trees for streets, reserves, park upgrades and conservation areas

1,210 Trees for residents

25,681 Plants for conservation areas

12,308 Plants for residents and verge makeovers

3,576 Plants for streets

3,881 Plants for reserves and park upgrades

50,899 Total

## Plan and adapt to climate change impacts

The City is currently reviewing its approach to climate change risk assessment and adaptation planning. In 2013, the City developed its first Climate Change Adaptation Plan, which considered key impacts from projected climate change on its essential services and operations. The significant climate impacts identified for the City were sea-level rise, increasing temperatures, reduced rainfall and infiltration, and increased frequency and intensity of storms. In that process, the City considered itself to be well placed to manage the impacts from climate change if it implemented the adaptation actions set out in the plan.

## Coastal Erosion Rectification

The City's Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) was endorsed by Council in August 2023 following more than two years of coastal engineering analysis and community engagement. There were 18 high-level recommendations which highlighted the ongoing coastal works required to maintain and preserve our coastline. For more information please see the [Coastal Hazard Risk Management and Adaptation Plan \(CHRMAP\)](#).

## Mettams Pool water access ramp

The City completed the construction of the Mettams Pool water access ramp in June 2024, which included the supply and installation of a fibre-reinforced polymer (FRP) ramp from the gazebo into the water at Mettams Pool. These works were completed safely, and in a timely manner, and ensured that all residents have equal and safe access to the beach. The works were co-funded by the Department of Transport under the Coastal Adaptation and Protection grants program. The new facility was opened by the Mayor and the Member for Scarborough on 9 July 2024.

## Brighton Beach stormwater erosion mitigation

The City completed stormwater erosion mitigation works along Brighton Beach tracks to eliminate stormwater runoff erosion issues and potential slip and trip hazards. Under the challenge of the principal shared path (PSP) being heavily used by both cyclists and pedestrians, the City completed the project efficiently within two weeks with restricted working hours to minimise any inconvenience to the public.

## Coastal Adaptation Options Assessment

Following on from Council's endorsement of the City's Coastal Hazard Risk Management and Adaptation Plan (CHRMAP), the City is progressing a detailed Options Assessment for Mettams Pool and Watermans Bay to develop the preferred option to treat these two well-known coastal erosion hotspots. The assessment is being co-funded by the Department of Planning, Lands and Heritage under their Coastal Management Plan Assistance Program.

Future works along the coast are being considered through the City's CHRMAP process. Designs have been completed for defensive and remedial works (rock armouring) at the Trigg Island zig-zag beach access and the North Beach Jetty access ramp. Revetment works are also scheduled at Hamersley Beach using Kyowa rock bags.

## Tree planting and retention

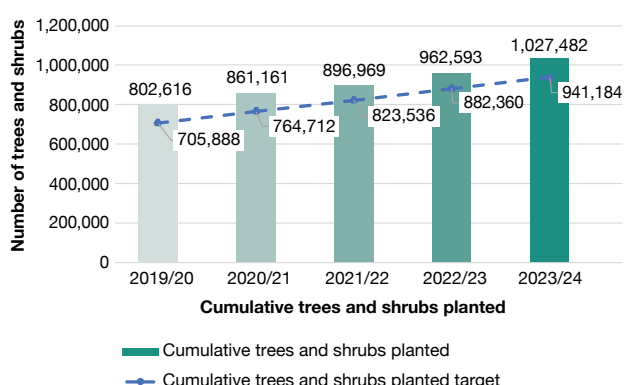
### Vegetation Management Plan for Hamersley Public Golf Course

The City developed a Vegetation Management Plan for Hamersley Public Golf Course (HPGC), the only golf course owned and operated by the City of Stirling. The golf course contains important habitat for wildlife and is home to tuart woodland threatened ecological communities (TEC). To improve vegetation management at the golf course, the plan helps to inform decision making for internal and external stakeholders when caring for this sensitive area, with a key focus on protecting trees and vegetation retention.

### City Greening Initiative

The City's City Greening Initiative (previously Million Trees Initiative), which aimed to plant 1 million trees and plants throughout the City by 2025, has now met this goal. Following this achievement, the City has begun preparations to continue a similar initiative, the City Greening Program.

Figure 38: Trees and shrubs planted



## Trees and other plants planted on City land in 2023/24

	Number planted 2023/24	Compared to annual average over last 5 years
Street trees	4,312	-5% planted
Reserve trees	3,320	+2% planted
Shrubs and plants	57,257	+13% planted
Total trees and other plants	64,889	+11% planted

## Trees and shrubs planted in 2023/2024 and since 2008



A total of  
**64,889**  
trees and shrubs planted in 2023/24



The Million Trees Program has planted  
**1,027,482**  
trees and plants since 2008

## Sustainable development program

The City's Sustainability service area continued to provide support for the protection of trees within City-run projects, including the Recycling Centre Balcatta Redevelopment and the Henderson Environment Centre upgrade. Working closely with other business units, the Sustainability team provided arboriculture reports and advice for seven City projects and 53 private land subdivisions.

The City also invited ambitious students to take part in 'Coalition of the infilling', a Sustainable Stirling student design competition that focused on retaining our precious tree canopy during development. The students who participated created innovative and sustainable infill design projects for a real-life suburban block.

### Internal urban forest education

The City provided internal educational training sessions, addressing the importance of the urban forest and considerations around trees within developments, with the attendance of 40 staff.

### Aerial canopy mapping and City-wide canopy cover target

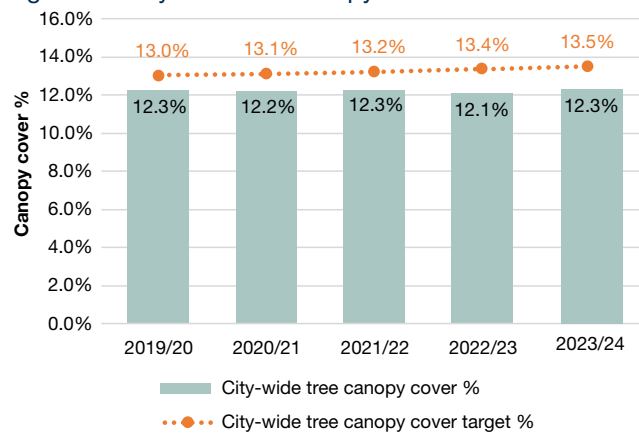
The City's urban forest reporting monitors all trees with a canopy of 3 m and above growing on private, State Government and City land. In 2019, Council endorsed the City's Urban Forest Plan and extended the average tree canopy cover target across the City to 18 per cent by 2040. To measure this, the City has been undertaking annual aerial monitoring of vegetation and tree canopy cover across our suburbs.

Aerial monitoring indicates that canopy cover is currently at 12.3 per cent, remaining static with less than a one per cent change over the past decade. This means that the City is not on track to meet the Council-endorsed target of 18 per cent by 2040. To be on track in 2023/24, the City would have needed the equivalent of over 1 km<sup>2</sup> of additional canopy city-wide across state, private and City-managed land.



The canopy deficit as of 2024 is equivalent to **30,600** medium-sized mature trees

Figure 39: City-wide tree canopy cover



Source: Airborne multispectral imagery provided by Specterra

### Balancing tree retention and significant tree canopy loss

The City aims to achieve 18 per cent tree canopy cover by 2040; however, the current rate of canopy loss across state, private and City land exceeds what is needed for canopy growth. In 2023/24, more than 24 ha of significant canopy cover was lost City-wide - nearly three times more canopy loss than acceptable.

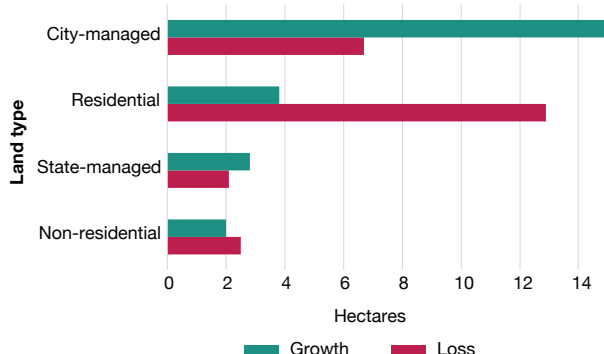
Residential land occupies the largest amount of area within the City (45 per cent) and has the greatest amount of canopy loss compared to any other land type. Decline of residential canopy has been a consistent trend since the City began monitoring the urban forest in 2012.

Over the last year, half of the City's suburbs have lost five per cent or more tree canopy on residential land. If this trend continues, some suburbs could lose approximately 50 per cent of their existing residential canopy in 10 years.

Balcatta lost eight per cent of its residential canopy this year. Glendalough, Innaloo, Tuart Hill and Woodlands lost six per cent, while Balga, Carine, Dianella, Doubleview, Nollamara, North Beach, Stirling, Watermans Bay, Westminster and Yokine lost five per cent of tree canopy from residential properties.

Significant canopy loss compared against estimated canopy growth is shown in the chart below. Canopy loss is measured annually, providing specific figures for the hectares lost each year. In contrast, canopy growth is a much slower process and occurs over many years. As a result, the annual growth figures are estimates based on average data analysed over the past decade.

Figure 40: Significant canopy loss vs Average canopy growth 2023/24



Significant canopy loss 2023/24

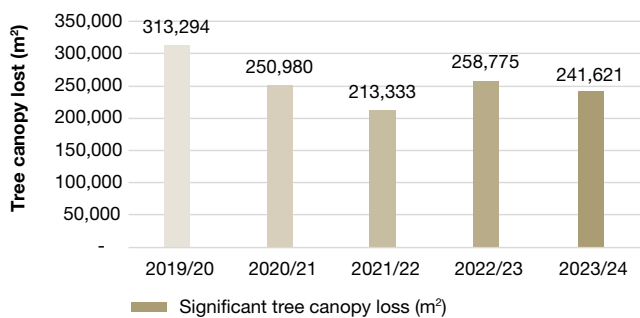
**241,621 m<sup>2</sup>**  
equivalent to 6,900 mature trees (medium-sized)



Nearly

**2.8 million m<sup>2</sup>**  
of significant canopy has been lost since 2012

Figure 41: Significant tree canopy loss



### Significant tree canopy loss trends

2023/24	Compared to annual average over last 5 years
Significant canopy loss	Reduced by 5.5%

### Engaging and supporting our community

The City continued to promote the importance of trees and biodiversity and providing our community with opportunities to enhance and protect our natural environment. The City's WA Tree Festival won the Community-Based Initiative of the Year Award at the Parks & Leisure Australia Regional Awards. The City's Annual Free Tree and Waterwise Plant Giveaway provided a record number of trees and plants for our residents. These initiatives, along with the many others outlined below, help to advocate for and enhance the City's valuable yet vulnerable biodiversity and urban forest.

#### WA Tree Festival

Working in collaboration with 30 local governments, the City led the WA Tree Festival, a month-long celebration of trees in our urban spaces and beyond. The festival:

- Collectively delivered 200 events
- Saw 15,000 attendees
- Grew from 18 local governments in 2023 to 30 local governments in 2024
- Included the City delivering 35 events to inspire and educate the community with more than 4,500 participants.

For more details, see 'environmental education and engagement' below.

#### Free Tree and Waterwise Plant Giveaway

To help keep our neighbourhoods cool, green and waterwise, the City provided free trees and waterwise plants to the community at five events from March to April 2024. These included a variety of species for both verges and private gardens to reduce garden water use, improve biodiversity and provide flowering/fruiting periods for wildlife and colourful streetscapes. The Waterwise Plant Giveaway is proudly co-funded by Water Corporation's Waterwise Greening Scheme. These programs have been running for eight years and delivered the following results in 2023/24:

- **4,755 WA trees** have been provided to the community
- **21,869 waterwise WA-native plants** have been provided to the community.

Community priorities for planting included increasing biodiversity, decreasing water use and increasing urban canopy and shade for their suburb.





## Sustainable Verge Program

The Sustainable Verge Program sourced plants from the Waterwise Plant Giveaway. The plantings have improved biodiversity on participating residential verges and attracted local birdlife. Of those attending waterwise workshops and events, 97 per cent now intend to plant more waterwise native plants on their properties and verges.

## Environmental education and engagement

The City supported and delivered environmental education, events and engagement to support the community to care for biodiversity in actionable ways, from their backyard to the bush. Some examples include:

- Biodiversity Open Day with over 1,000 attendees at the Henderson Environmental Centre
- April School Holiday Program at Henderson Environmental Centre with over 340 visitors, including five events
- Seven outdoor nature-based art and yoga sessions delivered during the April school holidays in Yokine Reserve
- Educational workshops, including backyard biodiversity and how to plant a verge garden, as part of the Living Green Education Series
- Nature-based art workshops with North Beach Primary School and Carine Primary School
- Schools Bushcare Program trial with Churchlands Senior Highschool and Dianella Secondary College Education Support Centre
- Ongoing engagement with Aboriginal Elders and external stakeholders to develop educational signage on trails
- Community event to inform the development of the Lake Gwelup Story Trail and promote awareness of conservation areas.

## Home Sustainability Support

Our Home Sustainability Support Program provided in-home support to assist 217 residents across 141 households to enhance biodiversity in their homes. Enhancing biodiversity was a key motivator for 26 per cent of participants to register for the program.

## Environmental volunteers

The City offers residents, community groups, schools and businesses the opportunity to volunteer for environmentally sustainable activities. By collaborating with stakeholders, we provide hands-on experiences that contribute to biodiversity and environmental outcomes within our City. In total, the community contributed 7,684 hours towards environmental initiatives.

- Eight conservation volunteering groups have contributed approximately 6,029 hours
- The wider community have added 768 hours through the Community Planting Program
- Schools have contributed 340 hours through the Community Planting Program and the new Schools Bushcare Program
- The City of Stirling Turtle Tracker team have dedicated 472 hours
- Volunteers have contributed 75 hours at Free Tree and Plant Giveaway events.

## Community Gardens

The City has seven active community gardens, encouraging biodiversity, social connection and learning. Each garden receives dedicated support and funding from the City to ensure it grows and thrives. This year, our community gardens offered:

- An active community of 192 members
- A busy events calendar, hosting 246 busy bees, workshops, open day events and gardening events
- A wide range of activities for 2,201 community participants.



**Objective:**

**Support a low-waste, circular economy that protects our environment from the impacts of waste**

The City aims to support a circular economy which reduces consumption and recaptures waste to be reused or recycled. To achieve this, we will provide a comprehensive waste management and recycling service to our community to reduce the impact of waste on our environment. We will also reduce waste generated through our own operations and engage and educate our community to reduce, reuse and recycle.

To achieve this objective, the City will:

- Increase the City's use of recycled and recyclable materials
- Reduce the City's waste generation
- Improve resource recovery for all waste streams across the City
- Support, engage and guide our community to reduce waste generation and divert waste from landfill.

## What has happened during 2023/24?

### Community events and initiatives

Throughout the 2023/24 financial year, the City hosted 18 community waste education workshops and events, with 997 attendees. Six school and kindergarten incursions were also hosted with 156 participants. The two largest events were the Charity Clothing Drop-off Day and the Sustainable Style Workshop and Clothes Swap. The drive-through clothing drop-off event saw 543 cars deliver approximately 13 t of clothing donations to five charities.

The Sustainable Style Workshop and Clothes Swap event saw 91 attendees bring good-quality clothes, shoes and accessories for sorting and presentation by a team of volunteers at Scarborough Community Hub. Attendees listened to an engaging talk by a leading sustainable style consultant and then put their newly learned skills to work while participating in the clothes swap. On the day, 381 kg of items were brought in. Of this amount, 203 kg were taken home by attendees and 58 kg were deemed not suitable for the swap and were categorised into items for repair, upcycling or further donation.

In March 2024, the City introduced a new waste avoidance incentive, the Reusable Sanitary Product Rebates. The initiative offers a rebate of 50 per cent of the cost of residents' reusable sanitary product purchases, up to a total rebate value of \$50. Every day millions of single-use sanitary products, wrappers and packaging items contribute to environmental pollution as they end up in landfill. With reusable options now widely available, our new rebate is assisting City of Stirling residents to adopt this sustainable practice. This popular initiative has been well received by residents. In the four months since its launch to the end of the financial year, we processed 93 rebates, returning over \$3,800 to residents.

### Waste management and recycling

The City provides a comprehensive waste management and recycling service to its community and enjoys very high levels of community satisfaction with both its collection services and recycling services, reporting satisfaction rates of 95 per cent and 94 per cent respectively for 2023/24.

Waste management is a challenging area of operations and the City is committed to an incremental improvement of performance results in line with the State Government's Waste Avoidance and Resource Recovery Strategy 2030. We have taken opportunities this year to provide feedback to the Waste Authority and Department of Water and Environmental Regulation (DWER) on the Waste Strategy Consultation Draft May 2024. The next reviewed strategy is expected at the end of 2024, with the final strategy due for publication in June 2025.

We continue to work with our community to deliver environmentally responsible and sustainable waste management solutions. Key challenges faced in this space are encouraging residents to change their behaviours around waste and encouraging sustainable consumption. We continue to guide residents to follow the principles outlined by the waste hierarchy (Figure 42) to encourage an active, local, circular economy. The City also continues to advocate to industry for increased product stewardship programs to ensure full product lifecycle consideration by manufacturers and importers. This will assist local government with the overall costs of recycling and disposal, and not place all responsibility in the hands of consumers.

Figure 42: The waste hierarchy



Source: Waste Avoidance and Resource Recovery Strategy 2030 Consultation draft May 2024, Waste Authority WA.

### Waste generation

#### Domestic

In 2023/24, City residents put 80,045 t of waste and recyclables into the three-bin system. This is an increase of 0.3 per cent compared to last year.

A little over half of waste (56 per cent) was placed into the red-lid general waste bin, with 21 per cent placed into the yellow-lid recycling bin and 23 per cent into the lime-green-lid garden organics (GO) bin.

#### Street litter

In 2023/24, 857 t of general waste was placed in the public area bins, located in local parks, reserves, bus stops and streets.

The City continues its project to provide more Containers for Change exchange points attached to public bin enclosures to give residents the opportunity to divert 10c containers from landfill while out and about.

### Three-bin system

#### Diversion

The City was able to divert 39 per cent of waste that was put into the three-bin system from going to landfill. This comprised zero per cent of waste from the red-lid general waste bin, 77 per cent of waste from the yellow-lid recycling bin, and 98 per cent of waste from the lime-green-lid garden organics bin.

The Container Deposit Scheme continued to support the increase of diversion from the yellow recycling bins. Funds received for eligible containers recovered in the yellow-lid recycling bins are split equally between the recycling processor and the City. In the first half of the 2023/24 financial year, the City received refunds totalling over \$288,000 through this scheme. This is a great representation of the value of resource recovery, product stewardship programs and the circular economy in action.



Tonnes collected	% diverted from landfill
44,657	0%



Tonnes collected	% diverted from landfill
16,607	77.3%



Tonnes collected	% diverted from landfill
18,781	98.1%

### Municipal solid waste recovery

The State Government has set a target for local governments to divert 70 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 2023/24, the City continued to implement a range of municipal waste collection and recycling services, which resulted in 50,681 t (approximately 43 per cent) of municipal waste being diverted from landfill.

### On-demand waste services

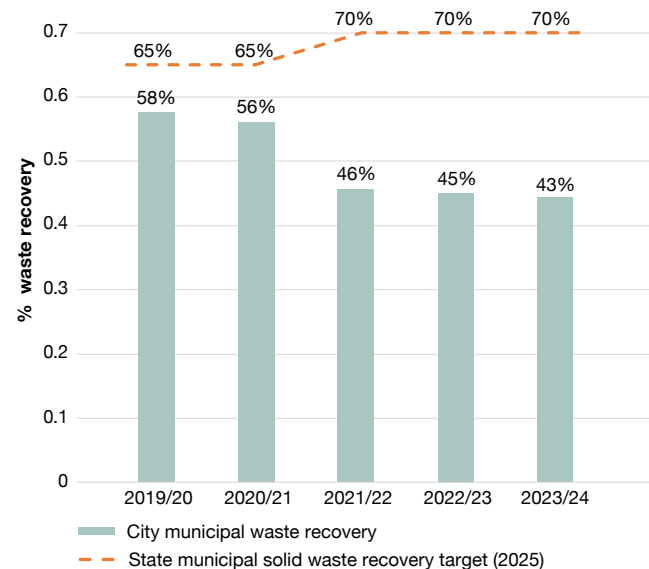
The City has a range of on-demand waste collections, allowing residents to dispose of these items year-round, at a time when it is needed. The types of items that can be disposed of via this method include:

- A skip bin collection accepts general bulk hard waste, furniture, timber sports equipment and floor coverings
- A mattress collection accepts mattresses and mattress bases
- A white goods collection accepts fridges and/or freezers, stoves, washing machines, dishwashers and clothes dryers
- An e-waste collection accepts computers and/or laptops, desktop printers and televisions.

Updates were made to the waste and recycling webpages, including improvements to the accessibility of online booking forms for on-demand collection services.

A business case for the adoption of a three-bin Food Organics, Garden Organics (FOGO) system for the City of Stirling was considered by Council at its meeting on 30 April 2024 and it was decided not to implement the system at the current time.

Figure 43: Municipal solid waste recovery target



Source: City of Stirling Mandalay weighbridge system and contractor data 2024



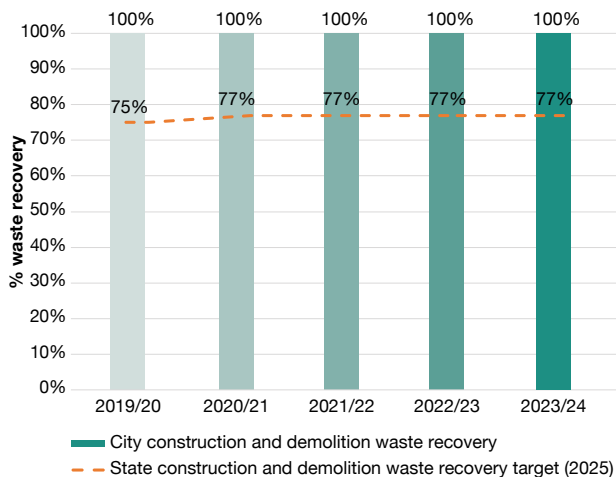
### Construction and demolition waste

Construction and demolition waste includes all waste associated with building and renovating received at the Recycling Centre Balcatta by trailer, truck or skip bin, including 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 44 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 44: Construction and demolition waste recovery target



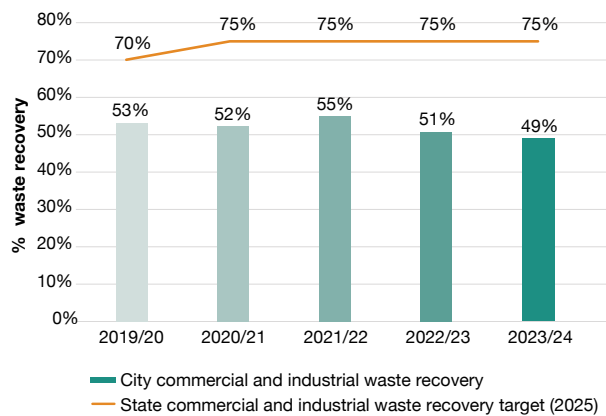
### Commercial and industrial waste

Commercial and industrial waste includes the solid waste generated from commercial, industrial, government and public premises across the greater metropolitan area that is collected or accepted by the City.

The State Government has set a recovery target of 75 per cent of commercial and industrial waste to be diverted from landfill by 2025.

In 2023/24, the City collected 18,803 t of commercial and industrial waste of which approximately 49 per cent was diverted from landfill.

Figure 45: Commercial and industrial waste recovery target



## Hazardous waste

In 2023/24, the City received, processed, and recovered 397 t of household hazardous waste through the Recycling Centre Balcatta (RCB).

The largest volumes being brought into the RCB, from highest to lowest, were paints, gas cylinders, batteries, flammable liquids, engine coolants, aerosol cans, pesticides and general household chemicals.

The City also hosted a trial in collaboration with the WA Local Government Association (WALGA) and the Waste Authority, for a limited-time collection of e-cigarettes (vapes) at the RCB for the purpose of conducting a study. E-cigarettes are a problematic and hazardous waste to deal with, as they contain embedded lithium batteries and hazardous substances.

The study will provide local governments with valuable information on the types of e-cigarettes being disposed of, the materials they are made from and the recovery pathways for each constituent part.

This information will be used to inform local government and WALGA's advocacy for a product stewardship scheme for these products.

## Recycling Centre Balcatta Redevelopment

The Recycling Centre Balcatta (RCB) is one of the busiest operational sites in the City, open 362 days a year with an average of 500 visitors per day.

It provides residents with access to drop off items for dedicated recycling programs and safe disposal of household hazardous waste, general waste, and car tyres. It also hosts the popular Balcatta Recycling

Shop, operated by Workpower, where reusable items can be dropped off and visitors can shop sustainably.

The ageing infrastructure at RCB will impact operational capacity however, and due to the current state of the asset, Council has supported progression of a renewal.

Design of the redevelopment is now complete. The next stage will be a tender for construction, with works expected to begin on site in the 2024/25 financial year.

## Container Deposit Scheme

In August 2023, the City of Stirling transferred the operation of the Containers for Change drive-through drop-off refund point at Balcatta Road to Good Sammy Enterprises.

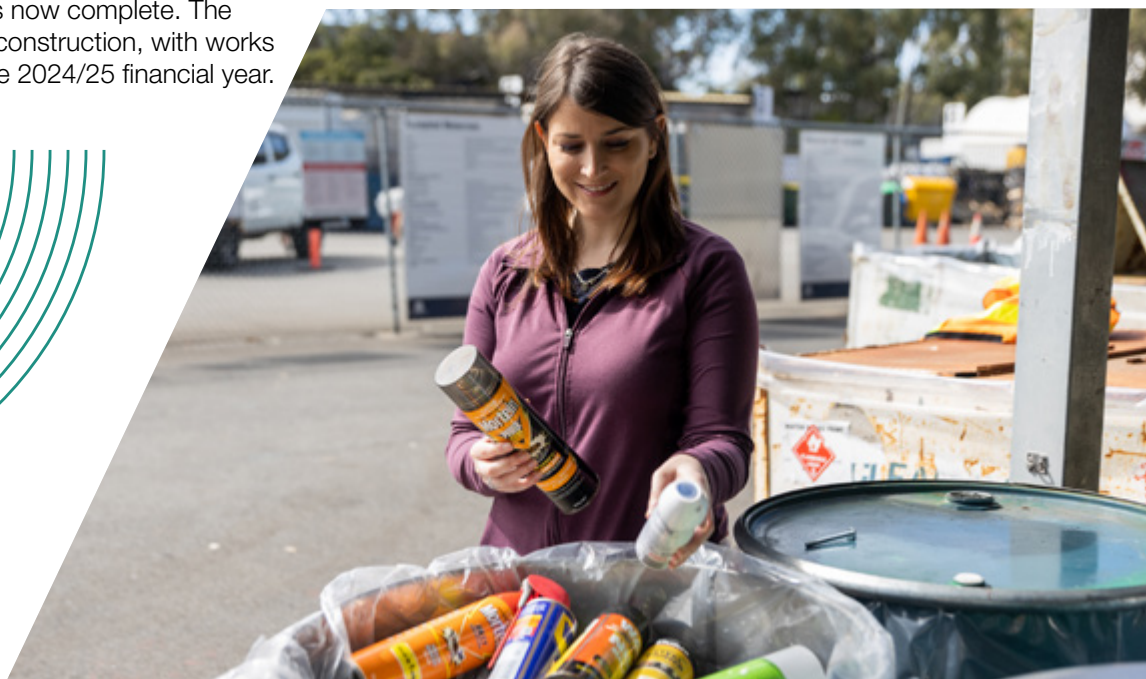
The popular service continues to offer a 10c refund for each eligible container while creating jobs and engaging people with a disability, providing opportunities for social enterprise and delivering benefits for community organisations.

## Looking forward

The City will continue with plans to redevelop the Recycling Centre Balcatta in 2024/25 to ensure compliance with all environmental regulations in relation to waste reduction and separation. The new site design will also provide improved amenity for residents attending the RCB to drop off items for alternative recycling schemes.

In 2024/25, the City will pursue a campaign to increase awareness in the community of the City's on-demand verge collection services, with an aim to reduce the incidence of illegal dumping.

The Waste Engagement team will also be conducting reviews of our internal corporate waste practices and introducing new initiatives for waste minimisation at the Administration Centre and Operations Centre.





## Case study: Citizen science - Saving Our Snake-Necked Turtle Program

For the past two years, the City of Stirling has partnered with Murdoch University's Harry Butler Institute as part of the Saving our Snake-Necked Turtle (SOSNT) program to help conserve declining south-western snake-necked turtle populations. The south-western snake-necked turtle (*Chelodina oblonga*) is endemic to south-west Western Australia and is under threat due to a combination of predation by introduced species, mortality from road strikes and a lack of suitable nesting habitat.

The SOSNT project trains community members as citizen scientists and turtle trackers to participate in important research about turtle populations and their predators. The project has received Lotterywest Grant funding and is supported by local councils and community groups. The program grew from 12 local councils and shires participating in 2022 to 20 in 2023.

The project has been timed to coincide with the spring/summer period (peaking between September and November) when turtles usually travel away from wetlands in search of a nesting site and become more vulnerable to accidents and predators. Lake Gwelup served as the location for the City's program, with data collected from Jackadder Lake to inform baseline data comparisons.

Heading into the last season of this three-year project, it provides an excellent opportunity to reflect on the achievements and experiences of the Turtle Trackers in helping to protect the City's biodiversity and local populations of snake-necked turtles.

The program resulted in over **760 hours of volunteer time** committed to tracking, protecting and monitoring turtles at Lake Gwelup. Over **80 turtle nests have been protected** including 40 recorded and 44 protected but not recorded due to technology incompatibility.

Being at the forefront of conservation is not without its difficult moments, with more than half of turtle trackers experiencing challenges. Predation from foxes and ravens, attacks from out-of-control dogs, as well as vehicle and bicycle collisions continue to threaten this species. Many of these threats were witnessed first-hand by many of the Turtle Trackers, who logged eight adult turtle deaths and over 174 predated nests.

The City's integrated feral pest program coincided with the SOSNT nesting seasons, to give the nesting turtles additional support from fox predation. In 2023, 10 hatchlings were observed as part of the program, suggesting that nest protection by Turtle Trackers is ensuring the survival of some nests, and the resulting hatchlings are attempting the journey from nest to lake, with some success. With a survival rate of only 10 per cent of nests required to maintain current populations, witnessing hatchlings is a positive outcome.

The Turtle Tracker program works to not only improve biodiversity in the City, with over 80 protected nests; it also resulted in positive social, connectivity, physical health and mental wellbeing outcomes for community.

In 2023:

- 92 per cent of Turtle Trackers walked around wetlands more often because of turtle tracking
- 100 per cent felt the Turtle Tracker program increased their knowledge about turtles and wetlands
- 100 per cent felt they were part of a team during turtle tracking
- 100 per cent enjoyed being a Turtle Tracker.

As we head into the final season of this project, we would like to thank all of the volunteers who have been involved in this program. Citizen science projects play an invaluable role in protecting the City's biodiversity. With the community's support, programs such as the SOSNT project will continue to achieve positive results.

# Key result area



## Our Leadership



A well-governed  
City



A customer-focused  
City



A capable and  
efficient City

## SUSTAINABLE DEVELOPMENT GOALS







Under the *Local Government Act 1995*, local governments have the authority to ensure the good governance of their districts. This allows them to make decisions, create local laws and provide services and facilities, as long as they are not restricted by the Act or any other written law.

The City of Stirling, the most populous local government in Western Australia, is a consistently strong performer in the sector. However, the future presents numerous opportunities and challenges that will test our City and the organisation. It is therefore crucial for the City to set a clear direction and to plan, prioritise and manage organisational performance. Equally important is the development and motivation of its people to meet these future challenges and seize opportunities. To support this, the City recognises the importance of community input and collaboration to enhance its performance.

As a local government, the City plays a vital role in enhancing the quality of life for its residents and making decisions in the community's best interests. Good governance within the Council and throughout the City of Stirling is guided by principles that include clear goals, process ownership, participation opportunities, goodwill, recognition of key roles, relationships and accountability.

The City remains committed to being recognised as a leading local government by ensuring it responds to community needs in a professional manner.

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

- A well-governed City
- A customer-focused City
- A capable and efficient City.

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



# Highlights – Our leadership



**0** areas of non-compliance identified in annual Compliance Audit Return

**60** primary and **239** annual returns submitted

**100%**

adherence to the State Records Commission Standard 2

2023 Local Government Ordinary Election held



## Customer service and engagement

**126,000**



phone calls to our Customer Contact Centre

**44,000**



direct online enquiries through to our Customer Contact Centre

**13,000**

webchats conducted



**88%**

community satisfaction with online services

**84%**



satisfaction with the way in which we keep residents informed

**9,500**

customer visits to our Administration Centre front counter

**103,000**

printed ward newsletters delivered



Customer call back option introduced allowing customers to opt for a call back, eliminating the need to wait on hold

Phased introduction of artificial intelligence (AI) technologies

AI Policy introduced



Community Services business unit renamed Community Development and restructured to include a new Community Partnerships service



Equal Employment Opportunity Workforce and Diversity Plan renewed for 2023/24



Flexible Work Management Practice underwent a major review to ensure it meets the needs of our diverse workforce



City's fleet now includes

**133** hybrid cars 

**28**

electric passenger vehicles

**8**

electric utility vehicles



**1**

electric light truck

procured in 2023/24

## Service performance

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

### Key

On track	✓
Below expectation	✱
Not assessed	○

Services	Net cost	Customer service	Financial	People	Quality
Compliance, Risk & Information Management	\$0	✓	✓	✓	✓
Council Governance	\$117,141	✓	✓	✓	✓
Customer Experience	\$368,141	✓	✓	✓	✱
Executive Services	\$80,903	✓	✓	✓	✓
Financial Accounting	\$0	✓	✓	✓	✓
Financial Planning	\$0	✓	✓	✓	✓
Fleet Services	(\$366,431)	○	✓	✓	✓
Human Resources Operations	\$0	✓	✱	✓	✓
Human Resources Services	\$0	✱	✓	✓	✓
Marketing & Communications	\$559,808	✓	✓	✓	✓
Project Management Office & Business Systems	\$3,342,399	✓	✓	✓	✓
Property Services	(\$580,005)	✓	✓	✓	✓
Purchasing, Procurement & Contracts	\$0	✓	✓	✓	✓
Rates & Receivables	(\$179,118,941)	✓	✓	✓	✱
Strategy & Performance	\$1,411	✓	✓	✓	✓
Technology Services	(\$39,900)	✓	✓	✓	✓
Workplace Health & Safety	\$0	✓	✓	✓	✓

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 net cost.
- ✱ People - performance outside City targets for management of annual leave liability, performance appraisals and/or employee turnover.
- ✱ Quality - performance outside targets for key performance indicators specific to service provision.

## Strategic project performance

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

<b>Arts and Community History Collections Management System</b>		<b>2023/24 expenditure \$0</b>	<b>Behind schedule</b>
<b>Implement a new collections management system to store the City's Community History Collection</b>			
Progress in 2023/24	A new system has been procured but implementation did not occur within the planned timeframe		
Plans for 2024/25	Implementation of the system will occur in early 2024/25		
<b>Biannual Printed Ward Newsletters</b>		<b>2023/24 expenditure \$53,744</b>	<b>Complete</b>
<b>Biannual newsletters feature key information for each of the 7 wards, such as a map, ward Councillor details, major projects and upcoming events</b>			
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2024/25	Activities will form part of service delivery		
<b>Civic AV Replacement</b>		<b>2023/24 expenditure \$230,960</b>	<b>Complete</b>
<b>Replacement of the audio-visual equipment in the Council Chambers, Parmelia Room and Reception Hall</b>			
Progress in 2023/24	Project complete		
<b>Community Grants Program</b>		<b>2023/24 expenditure \$1,007,507</b>	<b>On track</b>
<b>Create a standardised, streamlined and efficient process for the provision of grants to the community</b>			
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028		
<b>Diversity and Inclusion Compliance</b>		<b>2023/24 expenditure \$20,485</b>	<b>Behind schedule</b>
<b>Undertake activities to ensure compliance with legislative requirements under section 145 of the Equal Opportunity Act 1984</b>			
Progress in 2023/24	The project progressed, though some planned milestones were not achieved		
Plans for 2024/25	Activities will form part of service delivery		
<b>Enterprise Asset Management</b>		<b>2023/24 expenditure \$146,778</b>	<b>On track</b>
<b>Implement mobility and digitisation of City's asset management system</b>			
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones		
Plans for 2024/25	Continue with planned deliverables as part of technology projects and upgrades program		
<b>Human Resources Information System Implementation</b>		<b>2023/24 expenditure \$0</b>	<b>Behind schedule</b>
<b>Implement a new human resources platform to support learning management and human resources administration</b>			
Progress in 2023/24	The project progressed, however key milestones were not achieved due to technical complexities		
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028		

<b>Industrial Relations System Transition</b>	<b>2023/24 expenditure \$111,881</b>	<b>Complete</b>
<b>Undertake initiatives to meet requirements of the WA Industrial Relations System</b>		
Progress in 2023/24	Project complete	
<b>In-vehicle Management System</b>	<b>2023/24 expenditure \$0</b>	<b>Deferred</b>
<b>Implement an in-vehicle management system (IVMS) for the City of Stirling fleet</b>		
Progress in 2023/24	Project deferred pending further research	
<b>Local Government Ordinary Elections</b>	<b>2023/24 expenditure \$842,265</b>	<b>Complete</b>
<b>Conduct the 2023 elections for the position of Mayor and Councillors in 7 wards based on the optional preferential voting system</b>		
Progress in 2023/24	Project complete	
<b>New website</b>	<b>2023/24 expenditure \$172,428</b>	<b>On track</b>
<b>Upgrade the City's website to ensure improved functionality and digital integration</b>		
Progress in 2023/24	The project progressed according to schedule and achieved anticipated milestones	
Plans for 2024/25	Continue with planned deliverables as outlined in the Corporate Business Plan 2024-2028	
<b>Onboard Truck Management System</b>	<b>2023/24 expenditure \$362,904</b>	<b>Behind schedule</b>
<b>Install additional cameras and onboard tracking computers on residential waste collection vehicles</b>		
Progress in 2023/24	Delay of system installation due to lack of contractor availability	
<b>Safety Culture Maturity Program</b>	<b>2023/24 expenditure \$164,650</b>	<b>Complete</b>
<b>Undertake activities to address risks and support improvement in the City's workplace health and safety</b>		
Progress in 2023/24	Key milestones met with some delays	
<b>Strategic Workforce Plan</b>	<b>2023/24 expenditure \$19,159</b>	<b>Behind schedule</b>
<b>Enhance leadership and management capabilities across the City and implement a tailored employee value proposition (EVP) to enhance the employee experience to better engage and retain key talent</b>		
Progress in 2023/24	Majority of milestones met with some delays	
<b>TechnologyOne SaaS Migration</b>	<b>2023/24 expenditure \$1,019,653</b>	<b>Complete</b>
<b>Transition to the TechnologyOne cloud suite of products or suitable alternatives to ensure consistent delivery of services to the community</b>		
Progress in 2023/24	Project complete	



Objective:

## Provide accountable and ethical governance

Transparent and ethical governance contributes to public trust and confidence in Council decision making, and the City is committed to this process. This practice of good governance will be responsible, clear and in line with legislative requirements to ensure we support the best interests of our community. We will continue to monitor and improve our accountability and integrity and be an active contributor in the local government sector.

To achieve this objective, the City will:

- Comply with legislation, standards and obligations
- Undertake conscious and effective management of risk
- Provide local government sector leadership.

## What has happened during 2023/24?

### 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 City's Audit Committee and results submitted and adopted by Council prior to submission to the department by 31 March each year.

On 27 February 2024, Council adopted the Department of Local Government, Sport and Cultural Industries Compliance Audit Return for the period 1 January 2023 to 31 December 2023. There were nil areas of non-compliance identified in the 2023 Compliance Audit Return.

### Compliance self-assessment

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

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

The approach involves:

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

The 2023/24 compliance self-assessments also included recommendations from the Regulation 17 Risk, Compliance and Internal Controls Review completed in 2022.

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

In 2023/24, the compliance self-assessment was completed for the Recreation & Leisure Services, Strategy & Performance and Waste & Fleet business units. The completed assessments, findings and recommendations were reported to the May 2024 Audit Committee and Council.

### Risk Management

The City has in place a comprehensive and mature Risk Management Framework and is constantly monitoring all areas within the organisation to improve its risk management maturity.

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

In 2023/24, the City achieved the following key priorities:

- Reviewed the City's Strategic Risk Register, risk appetite, risk appetite statements and key risk indicators
- Reviewed the City's Service Risk Register and alignment of service risks to strategic risks
- Delivered risk management briefings and risk system training to all leaders and key staff across all services
- Enhanced the risk reporting process to the Audit Committee and Council to improve risk management oversight
- Continued implementation and delivery of the Accountable Stirling Action Plan (ASAP) 2023-2025 to drive the City's maturity in risk, compliance and integrity, which is overseen by ASMG and the Executive team
- Enhanced the integration of risk management with existing strategic and service planning processes through the alignment of risk reviews and service planning.

## Freedom of Information

The State Records Commission (SRC) Standard 1 – Government Recordkeeping requires that government organisations ensure that records are created, managed and maintained over time and disposed of in accordance with principles and standards issued by the commission.

The *Freedom of Information Act 1992* gives the public the right to apply for access to documents held by the City of Stirling (subject to some limitations). It also provides a means to ensure that personal information held by the City is accurate, complete and up to date.

A summary of activities across 2023/24 follows.

- Over 60,000 documents were registered through automated processes during the year.
- The City's relationship management system (RMS) is now a line-of-business system and integrated with the City's recordkeeping system.
- Digitisation projects continued to support the City's Data Strategy.
- The City achieved 100 per cent adherence to the State Records Commission Standard 2.
- The City responded to 86 freedom of information requests.
- The City registered 60 primary and 239 annual returns to support accountability.

## Local laws and council policies

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

The following policies were reviewed and/or updated during 2023/24:

- Artificial Intelligence Policy
- Playground Policy

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

## Meeting governance

During 2023/24, a number of significant projects were aimed at delivering stronger governance in council meetings at the City.

- The recruitment process was successfully undertaken for the new Chief Executive Officer of the City of Stirling.
- The City delivered its largest local government election to date, adopting the optional preferential voting system to elect Councillors (including a multi-member vacancy for one ward) and a Mayor. The City worked closely with the Western Australian Electoral Commission to ensure that the City of Stirling was the first metropolitan local government to complete its vote counts and declare results.
- The City initiated an upgrade to the audio-visual equipment in a number of rooms on the civic side of the Administration Building.
- The City oversaw the implementation of a number of reforms that were introduced as a result of amendments to the *Local Government Act 1995*.

## Community Grants Program

The City launched its new Community Grants Program in 2023/24. Aiming to build the sustainability of our community through one transparent, consistent and inclusive process, the City provides a range of grants to meet the diverse needs of our local community. More information can be found in the case study on page 213.



Table 14: Sustainable procurement performance in 2023/24 compared to the average (period as stated)

Sustainability area	Result 2023/24	% change compared to average	Years of data to calculate average	Indicator
Procurements supporting local suppliers	57%	15% increase	4 years	↑
Hybrid vehicles in the passenger fleet	133 (79%)	3% increase	5 years	↑
Electric vehicles in the fleet	37 (11%)	5% increase	2 years	↑
Recycled asphalt use in road projects (17,560 t laid)	29%	4% increase	4 years	↑
Construction and inert waste (% reused)	97%	0% no change	3 years	—
Office paper (reams consumed)	1,791	44% decrease	5 years	↓
Emissions from contractor transport fuel (tCO <sub>2</sub> -e)	1,718	10% increase	5 years	↑
Divestment from fossil fuels	51%	2% increase	5 years	↑

Table 15: Financial implications of 2023/24 sustainable procurement activities

Sustainability area	Result 2023/24	% change compared to average	Years of data to calculate average	Indicator
Procurements supporting local suppliers	\$59 million invested	25% increase	4 years	↑
Divestment from fossil fuels	\$88.3 million invested	14% increase	5 years	↑
Recycled asphalt use in road projects (17,560 t laid)	\$43,000 savings	31% decrease	4 years	↓

### Sustainable procurement and investment

While striving to be a sector leader in sustainable development, the City recognises the need to consider the impacts from its services and operations. Sustainable procurement and investment practices support improved sustainability outcomes while also achieving value for money. In addition to considering sustainability within our procurement practices, the City developed an Environmentally Sustainable Design Management Practice (ESD MP) in 2023/24. The ESD MP provides a mechanism to consider sustainability at the start of project planning, which gives officers the best chance to minimise negative environmental impacts and maximise any opportunities for sustainability improvements. More information about the ESD MP can be found on page 171.



### Assessing sustainability impact

The City assesses the sustainability risk for tender procurements, which provides an opportunity for suppliers to competitively demonstrate how they could improve sustainability outcomes. The sustainability criteria listed below are used to identify the impact of the procurement and how it will be assessed.

- **Materials choice:** reduce consumption of raw materials by increasing the use of renewable, recycled and reusable materials
- **Waste-wise:** reduce waste generation and increase diversion from landfill through recycling, reuse and innovation
- **Energy-smart:** reduce energy consumption and carbon emissions by eliminating use, improving energy efficiency and increasing demand for renewable energy sources
- **Waterwise:** increase water conservation through reuse and harvesting, improving water efficiency and/or improving water quality
- **Biodiversity and tree canopy:** protect and enhance biodiversity (in both natural and urban areas) by considering impacts to plants, animals and trees (including roots)
- **Chemical use and pollution:** reduce the use of toxic chemicals and pollution to air, land and water
- **Social:** improve labour standards, conditions for workers and equity, in addition to the Statement of Business Ethics.

### Supporting local suppliers

Council has committed to preference local suppliers in our Procurement Policy to ensure a greater economic benefit for the local community. Formal tenders include a five per cent weighting to preference local businesses. Local suppliers are defined as businesses:

- Registered in the City
- That have premises in any of the City of Stirling's suburbs
- Not registered in the City, but that have an economic impact on the City through using local sub-contractors or employing City of Stirling residents.

In 2023/24, 57 per cent of the City's procurements supported local suppliers, which translated to \$59 million of investment. The City has continued to increase its support for local suppliers.

### Sustainable fleet practices

The City is transitioning to electric vehicles and will continue to drive change in this space and support our community to do the same. Procurement of hybrid vehicles has been a long-term priority for the City to reduce carbon emissions from our fleet. The City has 133 hybrid cars and procured 37 vehicles, which included 28 electric passenger vehicles, eight electric utility vehicles and one electric light truck in 2023/24.

The City reports on our supply chain's fuel use and emissions from our waste collection contractors. Although fuel use by the waste contractor continued to decrease in 2023/24, the method to calculate emissions from this source indicated an increase of 10 per cent in greenhouse gas emissions. This demonstrates the benefit of the City decreasing our demand for diesel fuel since it is an increasingly carbon-intensive source.



### **Sustainable materials and supply chain reporting**

The City is committed to reporting on our sustainability performance within the supply chain. Materials reporting is a useful indicator of the volume of products the City is consuming, which has implications for demand for virgin material as well as extraction, production and transport requirements. The City currently reports on office paper consumption, use of recycled asphalt (instead of virgin asphalt) and disposal of construction and inert waste materials.

As shown in Table 14, the number of reams of office paper consumed by the City continued to decrease in 2023/24. This reflects efforts to reduce printing across the business as well as a general trend towards paperless meetings due to the advancement of technology.

Asphalt and concrete are major products the City consumes to deliver essential services. Work is ongoing to incorporate recycled materials that meet performance and safety requirements. In 2023/24, the City laid 17,560 t of recycled asphalt, which is 29 per cent of total asphalt used. A co-benefit of using the recycled asphalt was financial savings of \$43,000. It is a great outcome for the City to achieve financial savings while increasing the use of recycled materials. However, the cost savings have decreased since the project began in 2020/21. The cost savings vary with demand for and pricing of products, for example crumb rubber.

The City's construction and inert waste has continued to be recycled at 97 per cent, which means that 97 per cent of these materials (concrete, steel and organic matter) are reclaimed to be re-used.

### **Investment choices - divesting from fossil fuels**

The City has in place an Investments Policy that aligns with Council's values through environmentally and socially responsible investment criteria, giving preference to financial institutions that do not invest in or finance the fossil fuel industry.

At the end of June 2024, the City had just over half (51 per cent) of our investments, which was \$88.3 million, in banks that do not finance the fossil fuel industry. This is a two per cent improvement on the five-year average performance. The City continues to investigate ways to improve our responsible investment portfolio.

### **Looking forward**

The City will continue to invest in the community, delivering a cohesive and transparent Community Grants Program. Working with both community members and groups, and people from across the organisation, the City's grant administration team will continue to seek ways in which the program can be improved. This will make it easier for the community to apply for funding, with enhanced guidelines and eligibility criteria clearly communicated. We will celebrate stories of success, promoting the work done by people out in our community in alignment with the objectives in Sustainable Stirling 2022-2032.



**Objective:**

## **Deliver excellent customer service**

The City is committed to communicating and engaging with our community openly and inclusively to ensure they have the opportunity to participate in decision making and help shape our future. We will proactively seek out feedback and genuinely listen to the voices of all people in our community to understand their needs and set priorities. We will also continue to make it easier for our customers to receive services and have access to information online to improve the customer experience at all levels.

To achieve this objective, the City will:

- Provide consistent, responsive and efficient customer service
- Involve, engage and inform our community
- Transform the City's digital environment to increase access to the City.

## What has happened during 2023/24?

The City prides itself on its objective to deliver excellent customer service and this is emphasised by our service commitment, which can be found on page 15.

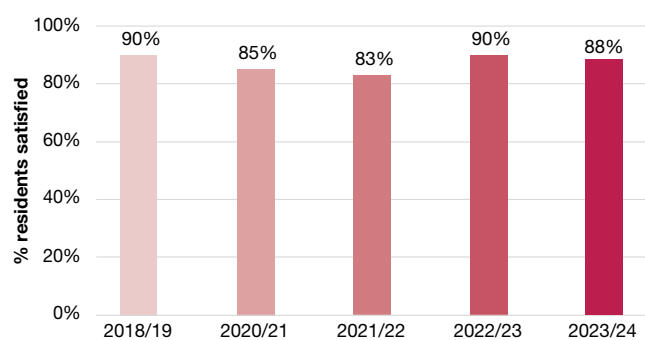
Across the year, the City continued to adapt to evolving expectations of our customers by creating seamless and accessible experiences, allowing our customers to feel supported, connected and empowered.

By prioritising excellence in every customer interaction, regardless of the simplicity or complexity of the enquiry, our Customer Experience team engaged with our community through various channels throughout 2023/24, as follows:

- 9,500 customer visits to the front counter at our Administration Centre
- 126,000 phone calls to our Customer Contact Centre
- 44,000 direct online enquiries through to our Customer Contact Centre
- 13,000 webchats, another way to talk to our Customer Experience team in real-time.

Technological advances have continued to reduce front counter enquiries this year, with customer demand shifting to webchat and online enquiries. We are proud of our online customer service capabilities and, while there has been a slight reduction since 2022/23, it is pleasing to note in Figure 46 that almost nine out of 10 residents remain satisfied with the City's provision of online services.

**Figure 46: Satisfaction with the City's provision of online services**



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

We remain committed to providing friendly and efficient front counter service for customers who prefer a face-to-face service interaction. In a further indication of our success in this area, advancements in team capability and engagement have resulted in an increase in the number of enquiries being resolved at first contact, benefiting our customers and City.

As we position ourselves as a mature, customer-driven organisation providing a consistent and inclusive customer experience, we have continued to implement continuous improvement in our technology foundations. This in turn creates simpler processes and introduces improvements aligned with our Customer Engagement Strategy. This shapes how we engage with our customers, ratepayers, residents, businesses, the wider community and visitors to the City of Stirling.

### Enhancements to webchat and Customer Contact Centre systems

Our customers remain the focus of everything we do. We promise to continue to listen and respond to opportunities and to make it easier for our customers to access services and find information online, 24 hours a day, seven days a week. Our commitment to customer satisfaction drives continuous improvement. We've made significant enhancements to our webchat and Customer Contact Centre systems. These changes aim to streamline services, improve accessibility and enhance the overall customer experience.

Improvements in webchat technology have generated account-matching rules aiding in data remediation, reducing duplicate accounts. Additionally, we've introduced static workflows, capturing essential customer information before connecting to an online Customer Experience team member. This streamlined process reduces webchat handling time, allowing us to serve our customers more efficiently. In addition, we can now effectively report on webchat enquiries, a new technological capability.

The Customer Callback feature is available between 8.30am and 3.00pm Monday through Friday, allowing customers to opt for a callback and eliminating the need to wait on hold for a Customer Experience team member to answer. Since implementation in December 2023, 13 per cent of all customers calling have elected to use this contemporary feature, equating to 16,270 callback requests actioned by the Customer Contact Centre. Its effectiveness significantly enhances customer satisfaction.

This year also saw a full review into our telephone interactive voice response (IVR) system. This enabled certain queue choices to be renamed, enhancing customer comprehension, while actively promoting self-service options. By empowering customers with information to independently access via online alternatives, we have reshaped and invested in our Customer Experience team skillset, aligning with customer channel preference demands.

These enhancements empower us to provide better service and reinforce our commitment to our community.

## Relationship Management System (RMS)

The City remains committed to enhancing its Relationship Management System (RMS) to better serve residents and maintain a strong customer focus. Our service improvement and RMS development teams worked cohesively to identify initiatives that would directly improve customer outcomes. New functionality has been added with the following enhancements.

- Improved self-service capabilities for on-demand services provides residents the convenience of cancelling and rescheduling these services online, eliminating the need to contact the Customer Contact Centre. This streamlined process empowers residents to manage their service requests independently and assists in reducing the Customer Contact Centre wait time for other enquiries.
- Waste disposal entitlement monitoring provides residents with real-time visibility into their allocations for on-demand services. By providing their entitlements, residents can choose the most suitable time for waste disposal, optimising utilisation of the on-demand services.
- We improved user experience in webchat by providing a channel of customer choice which captures essential customer details and enquiry information up-front during interactions. This allows the City to respond more promptly and accurately to customer enquiries in real time.
- A rates self-service feature enables residents to update their bank details and other personal information online, streamlining administrative processes and driving data integrity across customer records.

These enhancements reflect our commitment to agility, responsiveness and continuous improvement based on community feedback.

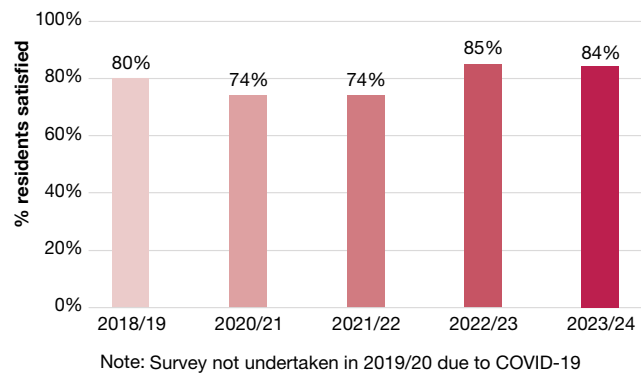
## Biannual Printed Ward Newsletter

During the 2023/24 financial year, the City of Stirling delivered two editions of Ward News – a printed publication initiated by Council to provide relevant and local information to residents, tailored to each of the City's seven wards.

More than 103,000 brochures were delivered to homes and various City facilities in November 2023 and May 2024. The brochures were primarily designed to share local information with City residents who prefer the printed medium over digital communications.

Market research showed that 52 per cent of surveyed residents indicated they were satisfied or very satisfied with the information in the November edition, with 'events', 'projects in your area' and 'City services and programs' identified as the preferred information. This feedback was incorporated in the May 2024 edition, which included updates on local events and projects in each ward. More generally, our annual residents' survey found that 84 per cent of residents are satisfied with the way in which the City keeps them informed. There has been an encouraging increase in satisfaction over the past few years but as can be seen from Figure 47 there remains room for improvement. The City will continue to assess its communication and engagement approaches to ensure they meet our community's needs.

Figure 47: Satisfaction with the way in which the City keeps residents informed



## New Website

During 2023/24, the City embarked on developing a new website with a refreshed look and feel, improving current functionality and enabling time-critical security updates now and into the future. This work will continue over the next 12 months to enable us to deliver a well-designed, functional and interactive website built around the way our customers use our website and online services. The website is expected to launch in December 2024.

## Civic Audio-Visual Equipment Replacement

In recent years, the City has identified that the audio-visual (AV) equipment within Council Chambers, the reception hall and other meeting rooms was insufficient for the needs of our Elected Members, officers and – critically – visiting members of our community and other stakeholders. Having appropriate AV systems in place makes a considerable positive contribution to the overall experience of our visitors, particularly attendees at council meetings. The AV upgrade was completed in February 2024 and has been well received.

## Looking forward

2024/25 will see the introduction of a Local Focus Fund, enabling the City to support small, high-priority initiatives that have been identified through community engagement. Having a dedicated fund will mean we are able to respond in a timely manner to urgent, reactive issues.

Our Marketing and Communications team will continue work on the City's website upgrades with an aim to improve functionality and digital integration. The upgrades will provide a more user-friendly experience for website visitors and allow the City to transition more services and requests to an online mode.

From a customer experience perspective, our goal is to simplify City interactions and deliver high-quality services. Technological and process-driven enhancements will allow us to:

- Understand and adapt to customer needs through improved data collection and use of 'voice of the customer' (VoC) insights, expansion of self-service options and promotion of digital adoption
- Provide efficient customer service through use of data to identify and implement service improvements, standardising and optimising processes with feedback and training, promoting continuous improvement in all initiatives
- Foster a customer-centric culture through sharing customer insights across the City, improving service delivery and enhancing training and resourcing for exceptional service delivery.

We are also exploring a City-wide process management platform to enhance service delivery and consistency while improving quality management, training, regulatory compliance and reporting.





A capable and efficient City

Objective:

## Strive for operational efficiency, effectiveness and continuous improvement

The City of Stirling is the largest local government area by population in Western Australia and we are a consistent and strong performer within the sector. Through integrated and robust planning, we will continue to deliver our priorities and manage our resources responsibly to ensure the City's long-term sustainability. Our capable and engaged employees will encourage future thinking and seek opportunities for improvement and collaboration within our organisation.

To achieve this objective, the City will:

- Plan for the future, manage resources and measure performance
- Provide responsible financial and asset management
- Drive improvement and innovation to build capacity and increase efficiency and effectiveness
- Maintain a highly skilled and effective workforce.



## What has happened during 2023/24?

On 4 July 2023, following a comprehensive development process, the City's Corporate Business Plan 2023-2027 and 2023/24 Municipal Budget were formally adopted by Council by an absolute majority.

Later in the 2023/24 year, and in accordance with the Integrated Planning and Reporting Advisory Guidelines 2016, the City conducted a minor review of its Strategic Community Plan, Sustainable Stirling 2022-2032. The minor review of the plan confirmed our community's priorities remain a focus of the City, and the reviewed plan was approved by Council by an absolute majority on 25 June 2024.

The City's Integrated Planning and Reporting Framework, outlined on page 89, allows the City to optimise its planning, budgeting and resourcing to ensure a 'Sustainable Stirling'. The integrated approach is supported by informing strategies, frameworks and plans such as:

- Long-Term Financial Plan
- Asset Management Framework
- Workforce Plan
- Local Planning Strategy
- Risk Management Framework
- Strategic Information Management Plan.

The City monitors the progress of its Strategic Community Plan and Corporate Business Plan in line with legislative requirements and our own performance evaluation and reporting approach. To support this, we undertake a review of all key operational performance indicators for City services on an annual basis. The diversity of functions undertaken by the City means that across all services, more than 250 key performance indicators are in place. This review allows us to better assess service performance and to address issues where appropriate, while also allowing us to benchmark our results and introduce improvements where possible.

Progress towards achieving outcomes in the City's Strategic Community Plan and Corporate Business Plan is reported annually in the City's Annual Report. Quarterly progress reports are also provided to the City's Executive team and Elected Members to monitor service performance and the progress of project milestones during the year.

We remain confident that our comprehensive approach to strategic planning and reporting will serve the City well in both the medium and long term.

Across the year, the City has also undertaken a series of projects and initiatives aimed at building on its operational and strategic capability, as well as introducing improvements and innovations to drive efficiency and effectiveness. A summary of these follows.

### A focus on service improvements

In January 2024, our Community Services business unit underwent a restructure and renaming to become the Community Development business unit. Implementing the recommendations of a service review endorsed by Council in May 2021, the restructure revised the service delivery model from six to four service streams, as below:

**Community Planning and Projects** - provides coordination, leadership and strategic support in relation to the development and implementation of the City's social plans and frameworks, as well as strategic processes and projects.

**Community Partnerships** - coordinates the development and implementation of community partnerships and grant-funded projects that address community needs and aspirations. Partnerships coordinated include Naala Djookan Healing Centre, Stirling Women's Centre, Local Drug Action Team, Homelessness Outreach, Youth Outreach and more.

**Community Services** - coordinates the development and implementation of direct service responses to identified social needs that link to the role of local government and responds to service gaps and opportunities. Services include seniors' services and volunteers.

**Libraries & Community History** - provides best-practice library, community history and information services and lifelong learning opportunities across City of Stirling libraries and the Mount Flora Museum.

Reviews and restructures such as this emphasise the City's commitment to continual improvement, striving for operational efficiency while ensuring the best possible services remain in place for our community.

### People management

As outlined in the 'Our people' section of this report, beginning on page 62, the City regards its dedicated workforce as its most valuable resource, critical to the achievement of operational and strategic objectives. Our Human Resources business unit aims to support meaningful impact and efficiencies across the City, enabling our workforce to achieve the best outcomes for our community. Across the year, the City has undertaken a series of projects related to management of its workforce, as outlined below.

### **Safety Culture Maturity Program**

There has been a concerted effort to ensure that the safety maturity of the City improves. Through consultation and the development of the Workplace Health and Safety (WHS) strategy, we have identified four key pillars of focus to ensure all workers are kept safe at work. Our WHS team continues to work across all City services to ensure timely reporting of hazards, near misses and incidents are recorded in our centralised safety system. This assists work areas to action risks and, where possible, mitigate or put in place appropriate controls to manage the risk.

### **Industrial Relations System Transition**

The sector's transition to the state Industrial Relations system continues to impact the City as we deal with technical complexities and navigate increased union activity. In 2023, the City commenced bargaining with the relevant unions to update industrial agreements. The City's Inside Workforce Agreement was registered in November 2023 and the Outside Workforce Agreement was registered in January 2024. Both industrial agreements have a nominal expiry date of 30 June 2025, so our Human Resources team continues to develop the Industrial Relations Strategy for the City to ensure ongoing service delivery to our community.

### **Diversity and inclusion compliance**

In conjunction with 'Wear it Purple Day' celebrations, the City took the opportunity to raise awareness and educate our employees in relation to pronouns and what they mean. We also launched an online diversity questionnaire through our employee portal, and promoted the option to include pronouns on email signatures. The City's Flexible Work Management Practice underwent a major review, expanding options for employees, and we saw the introduction of a 'Dress for Your Day' management practice to enable employees to express themselves through the clothes they wear to work. We also renewed our Equal Employment Opportunity Workforce and Diversity Plan for 2023/24 and the City's CEO joined other CEOs for a Gender Equity event in June 2024.

### **Human Resources Information System Implementation**

This project aims to implement an information system to consolidate other human resources systems related to timesheet and rostering, recruitment and onboarding, performance management, and learning management. Work has continued with the selected system vendor and implementation partner to transition the City to the new platform with full integration to the existing payroll software. Due to technical complexities, this project has faced delays and the City continues to work on addressing key audit outcomes which were factored into the scoping requirements for this project.



## Strategic Workforce Plan

The City's Strategic Workforce Plan (SWP) identifies a series of workforce strategies across four pillars of workforce development, workforce engagement, workforce attraction and workforce optimisation. Our Human Resources team has continued work during the year to ensure alignment of initiatives to address the current and future workforce risks outlined in the plan.

## Corporate Information Services technology projects and upgrades

In line with the City's strategic objective to continually improve efficiency and effectiveness, we undertake an annual program of information-technology-related implementation, upgrade, renewal and replacement. A series of projects were undertaken across 2023/24, including successful implementation of electronic invoicing, an upgrade to the Civic Centre audio-visual equipment as well as upgrades to wireless networking and the City's virtual private network (VPN). The City has also commenced a phased introduction of artificial intelligence (AI) technologies. To support this, we have developed a comprehensive AI policy and initiated an AI readiness assessment to ensure the safe and effective implementation of emerging technologies within the City.

The City's information technology program is ongoing and part of a continually changing technological landscape. We will strive to ensure that its systems and applications meet the current and emerging needs of the City's workforce and customers.

## Arts and Community History Collection Management System

A project to implement a new Arts and Community History Collection Management System commenced during the year. The new system will provide the community with an innovative new online platform to access and interact with the City's Arts and Community History collections. Further digitisation of the collection is planned once the system has been established to ensure the history of the City is recorded and accessible. Some delays have been experienced with the project, but procurement of the new system has been completed, with the focus now turning towards data migration and system implementation. The project will continue into the 2024/25 financial year.

## Enterprise Asset Management

The Enterprise Asset Management initiative is a multi-year project that is delivering mobility and streamlining the City's business operations. Transitioning from an 'on-premise' solution to a 'software as a service' (SaaS) model resulted in consolidation of five infrastructure operating asset registers. The successful deployment of this consolidated asset register marks a significant milestone for the project.

Considering interdependencies with other City initiatives, the project's execution strategy has been segmented into three phases. Phase 1 is on target for completion in quarter two of the 2024/25 financial year, while proactive efforts are being made towards implementing Phase 2. This includes the incorporation of a Chart of Accounts upgrade, which is scheduled to be fully functional by quarter three of the 2024/25 financial year.

## Onboard Truck Management System

To ensure our residential waste collection operations remain efficient and effective, a project has been developed to implement an integrated onboard waste management system. The system will integrate camera systems, GPS data and GIS data to collate, record and provide real-time status on waste collections for ratepayers, increase our fleet efficiency and provide greater incident controls. The project has unfortunately suffered delays due to lack of available contractors to assist with implementation.

## Technology One Software as a Service

Technology One is an enterprise software vendor supplying technological applications and support to the City of Stirling along with many other Australian local governments. The Technology One applications currently in use were hosted by the City 'on premise', meaning the City of Stirling owned and maintained the physical servers and related infrastructure.

Technology One announced that, in line with advances in the IT sector, they would transition to a 'software as a service' (SaaS), or cloud-based offering. The TechnologyOne Software as a Service project was successfully completed in quarter three of 2023/24. The project was a huge success and was delivered on schedule and under budget with a full rollout across the City. Awareness and learning sessions were held for more than 350 City employees as part of the change. This project now provides the platform that our continuing flagship TechnologyOne transformation projects will be based on.

## Looking forward

The City will continue to roll out its artificial intelligence (AI) pilot, working with teams across the organisation to understand potential efficiencies and benefits and how this may be applied to a wider audience. We will continue to invest in future-proofing our technology and ensuring cyber security is top of mind for both our employees and the community.





## Case study: Community Grants Program

The City is committed to working in partnership with groups, organisation and individuals to strengthen our community and deliver our long-term vision to be a sustainable city with a local focus. Guided by this vision, the City launched its new Community Grants Program on 1 July 2023.

An audit in 2022/23 identified that more than 20 disparate grant programs were provided by the City with different application, evaluation and approval processes. This led to confusion for applicants, as well as for staff and Elected Members involved in the assessment of these grants. Responding to feedback for a simpler and more efficient process, the City undertook a significant review.

Collaborating closely with Council, employees and past grant recipients, the City sought feedback on improvements and benchmarked against other local governments and industries to identify best practice. The result was the establishment of a centralised Community Grants Program that encompasses five distinct grant streams aligned with Council priorities:

- Active and healthy communities
- Locally led and creative communities
- Sustainable communities
- Innovative and productive communities
- Vibrant communities.

The new program offers flexibility and accessibility through four tiers of funding:

- Quick response grants (up to \$2,000, available year-round)
- Small grants (\$2,001 to \$5,000, assessed quarterly)
- Medium grants (\$5,001 to \$20,000, bi-annual rounds)
- Large grants (over \$20,000, bi-annual rounds).

With the implementation of the new process, grants for important community initiatives can be requested through one transparent, consistent and inclusive process. Applications are reviewed by a panel of City officers, with recommendations for larger grants exceeding \$20,000 presented to Council for final approval. Small and medium grant recommendations are reviewed by City directors, ensuring swift decision-making and efficient allocation of resources.

There was a huge response to the Community Grants Program in 2023/24, with the City receiving 379 applications in its first year. A total of 288 applications were approved, with \$993,114 in grant funds distributed. Recipients included the iconic Scarborough Sunset Markets, Inglewood Night Markets, Osborne Park Show, RSPCA WA Community Action Day, Lionheart Camp for Kids, the Art Space Collective, Riding for the Disabled Association Carine, Friends of Lake Gwelup, and the Ocean Heroes 24 Hour charity swim.

By consolidating disparate funding initiatives into a cohesive program with clear guidelines and accessible grant streams, the City of Stirling is empowering its community to thrive. All successful projects are prominently featured on the City's website, celebrating community achievements and fostering engagement.



# City of Stirling Financial Statements

*Local Government Act 1995*

**Local Government (Financial Management)  
Regulations 1996**

## **Statement by Chief Executive Officer**

The accompanying financial report of the City of Stirling has been prepared in compliance with the provisions of the Local Government Act 1995 from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2024 and the financial position as at 30 June 2024.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

**Signed on the 16th day of December 2024**



STEVAN RODIC  
CHIEF EXECUTIVE OFFICER





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The City of Stirling conducts the operations of a local government with the following community vision:

**A sustainable City with a local focus.**

Principal place of business:  
25 Cedric Street,  
Stirling WA 6021





# Auditor General

## INDEPENDENT AUDITOR'S REPORT

2024

City of Stirling

To the Council of the City of Stirling

### Opinion

I have audited the financial report of the City of Stirling (City) which comprises:

- the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report:

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the City for the year ended 30 June 2024 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

### Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2024, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

## **Responsibilities of the Chief Executive Officer and Council for the financial report**

The Chief Executive Officer (CEO) of the City is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the City's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

## **Auditor's responsibilities for the audit of the financial report**

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.


A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf).

## **My independence and quality management relating to the report on the financial report**

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Stirling for the year ended 30 June 2024 included in the annual report on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the City to confirm the information contained in the website version.



Grant Robinson  
Assistant Auditor General Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
17 December 2024

# Statement of Comprehensive Income

For the year ended 30 June 2024

	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
<b>Revenue</b>				
Rates	2a, 25	159,396,098	160,080,943	154,260,298
Security service charge	2a	4,082,400	4,137,943	3,594,493
Grants & subsidies	2a	15,231,013	15,021,260	17,344,226
Contributions, reimbursements & donations	2a	2,399,040	3,056,584	2,882,348
Waste service charge	2a	44,486,121	45,403,791	41,349,212
Fees & charges	2a	19,595,599	20,270,361	19,284,517
Interest revenue	2a	8,490,804	11,345,930	7,591,193
Registrations/licences & permits	2a	4,046,170	4,244,396	3,880,387
Underground power	2a	1,383,484	125,194	89,150
Other revenue/income	2a	4,759,229	4,629,243	6,144,389
<b>Total revenue from ordinary activities</b>		<b>263,869,958</b>	<b>268,315,645</b>	<b>256,420,213</b>
<b>Expenses</b>				
Employee costs	2b	(102,751,934)	(107,110,470)	(98,311,185)
Materials & contracts direct maintenance of non-current assets		(28,827,903)	(30,602,107)	(26,463,666)
Materials & contracts other works		(73,445,384)	(69,856,878)	(68,588,081)
Underground power		(1,383,484)	(1,638,943)	(460,840)
Utility charges		(8,309,790)	(8,381,284)	(8,126,442)
Depreciation and amortisation	8e	(51,293,437)	(51,789,769)	(50,352,901)
Finance costs	2b, 27	-	(8,079)	(9,298)
Insurance expenses		(2,238,300)	(2,462,107)	(2,331,144)
Other expenditure	2b	(4,886,522)	(3,995,917)	(2,849,690)
<b>Total expenditure from ordinary activities</b>		<b>(273,136,754)</b>	<b>(275,845,554)</b>	<b>(257,493,247)</b>
<b>Net result from operating activities</b>		<b>(9,266,796)</b>	<b>(7,529,909)</b>	<b>(1,073,034)</b>
<b>Non-operating activities</b>				
Capital grants & subsidies	2a	10,383,729	11,971,912	15,971,754
Gifted & acquired assets		-	121,926	10,000
Share of profit/(loss) of associates accounted for using the equity method	20a	-	2,665,876	2,172,332
Profit on sale of Catalina land		6,666,666	15,676,633	4,583,668
Fair value adjustment to financial assets through profit and loss	4	-	4,203	9,215
Fair value adjustment to Investment Property		-	488,500	-
Profit on asset disposals		506,564	1,250,687	684,009
Loss on asset disposals		(127,959)	(8,307,950)	(21,370,613)
<b>Total non-operating activities</b>		<b>17,429,001</b>	<b>23,871,787</b>	<b>2,060,365</b>
<b>Net result</b>	16b	<b>8,162,205</b>	<b>16,341,878</b>	<b>987,331</b>
<b>Other comprehensive income</b>				
Share of other comprehensive income of associates accounted for using the equity method	15, 20b, 20c	-	840,752	3,724,100
Changes in asset revaluation surplus	15	-	69,909,798	68,580,545
<b>Total comprehensive income</b>		<b>8,162,205</b>	<b>87,092,428</b>	<b>73,291,976</b>

This statement is to be read in conjunction with the accompanying notes.

# Statement of Financial Position

For the year ended 30 June 2024

	Note	2024 \$	2023 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash & cash equivalents	3 / 16	161,892,443	161,732,397
Trade and other receivables	5a	17,097,560	15,846,286
Other assets	5c	3,869,740	3,357,653
Inventories	6	3,749,006	5,019,769
Contract assets	7	2,096,563	1,712,576
<b>Total current assets</b>		<b>188,705,312</b>	<b>187,668,681</b>
<b>Non-current assets</b>			
Other financial assets	4	207,927	203,724
Trade and other receivables	5b	2,246,296	1,730,690
Inventory - land held for resale	6	106,354	167,946
Investment property	11	6,000,000	-
Property, plant & equipment	8a	818,077,616	801,206,423
Infrastructure	8c	1,682,682,786	1,624,814,758
Intangibles	9	2,501,444	3,029,481
Right of use assets	10a	70,961	142,649
Investments	20a	67,466,111	59,851,577
<b>Total non-current assets</b>		<b>2,579,359,495</b>	<b>2,491,147,248</b>
<b>Total assets</b>		<b>2,768,064,807</b>	<b>2,678,815,929</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	12	45,588,296	44,669,335
Other liabilities	13	3,095,464	2,621,511
Lease liabilities	10b, 27	5,654	79,514
Employee related provisions	14	19,316,096	18,409,253
<b>Total current liabilities</b>		<b>68,005,510</b>	<b>65,779,613</b>
<b>Non-current liabilities</b>			
Lease liabilities	10b, 27	68,532	67,092
Employee related provisions	14	1,184,831	1,255,718
<b>Total non-current liabilities</b>		<b>1,253,363</b>	<b>1,322,810</b>
<b>Total liabilities</b>		<b>69,258,873</b>	<b>67,102,423</b>
<b>Net assets</b>		<b>2,698,805,934</b>	<b>2,611,713,506</b>
<b>Equity</b>			
Retained surplus		1,080,669,952	1,068,353,767
Reserves - cash/investment backed	28	98,989,504	94,897,412
Revaluation surplus	15	1,519,146,478	1,448,462,327
<b>Total equity</b>		<b>2,698,805,934</b>	<b>2,611,713,506</b>

This statement is to be read in conjunction with the accompanying notes.

# Statement of Changes in Equity

For the year ended 30 June 2024

	Note	Retained surplus \$	Reserves cash backed \$	Revaluation surplus \$	Total equity \$
<b>Balance as at 1 July 2022</b>		<b>1,085,224,338</b>	<b>70,153,272</b>	<b>1,382,471,298</b>	<b>2,537,848,908</b>
<b>Comprehensive income</b>					
Net result		987,331	-	-	987,331
Share of other comprehensive income of associates	15, 20b, 20c	-	-	3,724,100	3,724,100
Change on revaluation of non-current assets	15	-	-	68,580,545	68,580,545
<b>Total comprehensive income</b>		<b>987,331</b>	<b>-</b>	<b>72,304,645</b>	<b>73,291,976</b>
Realisation of revaluation reserve upon disposal of assets	15	6,313,616	-	(6,313,616)	-
Transfers to and from trust		572,622	-	-	572,622
Transfers to reserves	28	(43,157,787)	43,157,787	-	-
Transfers from reserves	28	18,413,647	(18,413,647)	-	-
<b>Balance as at 30 June 2023</b>		<b>1,068,353,767</b>	<b>94,897,412</b>	<b>1,448,462,327</b>	<b>2,611,713,506</b>
<b>Total equity as at 1 July 2023</b>		1,068,353,767	94,897,412	1,448,462,327	2,611,713,506
<b>Comprehensive income</b>					
Net result		16,341,878	-	-	16,341,878
Share of other comprehensive income of associates	15, 20b, 20c	-	-	840,752	840,752
Change on revaluation of non-current assets	15	-	-	69,909,798	69,909,798
<b>Total comprehensive income</b>		<b>16,341,878</b>	<b>-</b>	<b>70,750,550</b>	<b>87,092,428</b>
Realisation of revaluation reserve upon disposal of assets	15	66,399	-	(66,399)	-
Transfers to reserves	28	(34,556,475)	34,556,475	-	-
Transfers from reserves	28	30,464,383	(30,464,383)	-	-
<b>Balance as at 30 June 2024</b>		<b>1,080,669,952</b>	<b>98,989,504</b>	<b>1,519,146,478</b>	<b>2,698,805,934</b>

This statement is to be read in conjunction with the accompanying notes.



# Statement of Cash Flows

For the year ended 30 June 2024

	Note	2024 \$	2023 \$
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Rates		159,027,497	154,958,406
Underground power		788,954	1,801,982
Fees from regulatory services		4,470,229	3,927,350
Service charges		70,168,399	66,750,470
Interest revenue		10,080,111	6,253,937
Grants, subsidies & contributions		16,933,730	19,911,991
Other revenue		4,138,789	3,113,255
		<b>265,607,709</b>	<b>256,717,391</b>
<b>Payments</b>			
Employee costs		(126,247,594)	(114,461,671)
Materials & contracts		(75,738,164)	(77,174,646)
Underground power		(1,517,017)	(460,840)
Utility charges		(8,381,285)	(8,126,442)
Insurance		(2,462,106)	(2,331,143)
Interest		(8,079)	(9,298)
Other expenditure		(4,519,408)	(2,826,730)
		<b>(218,873,653)</b>	<b>(205,390,770)</b>
<b>Net cash from operating activities</b>	16b	<b>46,734,056</b>	<b>51,326,621</b>
<b>Cash flows used in investing activities</b>			
New & redevelopment of community infrastructure		(25,224,502)	(35,985,312)
Payments for purchase of property, plant & equipment		(47,315,629)	(17,040,113)
Transfer from trust		-	572,622
Payments for principal portion of lease liabilities		(79,615)	(18,518)
Distributions from investment in associate	20c	10,000,000	6,666,664
Proceeds from sale of property, plant & equipment		4,073,824	2,003,411
Capital grants, subsidies & contributions		11,971,912	11,651,820
<b>Net cash used in investing activities</b>		<b>(46,574,010)</b>	<b>(32,149,426)</b>
Net increase in cash & cash equivalent		160,046	19,177,195
Cash & cash equivalent at beginning of reporting period		161,732,397	142,555,202
<b>Cash &amp; cash equivalent at end of reporting period</b>	3	<b>161,892,443</b>	<b>161,732,397</b>

This statement is to be read in conjunction with the accompanying notes.

# Statement of Financial Activity

For the year ended 30 June 2024

	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
<b>Operating activities</b>				
<b>Revenue from operating activities</b>				
General rates	25	159,396,098	160,080,943	154,260,298
Security service charge	2a	4,082,400	4,137,943	3,594,493
Grants & subsidies	2a	15,231,013	15,021,260	17,344,226
Contributions, reimbursements & donations	2a	2,399,040	3,056,584	2,882,348
Waste service charge	2a	44,486,121	45,403,791	41,349,212
Fees & charges	2a	19,595,599	20,270,361	19,284,517
Interest revenue	2a	8,490,804	11,345,930	7,591,193
Profit on disposal of assets		506,564	1,250,687	684,009
Registrations/licences & permits	2a	4,046,170	4,244,396	3,880,387
Underground power		1,383,484	125,194	89,150
Other revenue	2a	4,759,229	4,629,243	6,144,389
Fair value adjustments to investment property	11	-	488,500	-
<b>Total revenue from operating activities</b>		<b>264,376,522</b>	<b>270,054,832</b>	<b>257,104,222</b>
<b>Expenditure from operating activities</b>				
Employee costs		(102,751,934)	(107,110,470)	(98,311,185)
Materials & contracts direct maintenance of non-current assets		(28,827,903)	(30,602,107)	(26,463,666)
Materials & contracts other works		(73,445,384)	(69,777,263)	(68,501,362)
Underground power		(1,383,484)	(1,638,943)	(460,840)
Utilities		(8,309,790)	(8,381,284)	(8,126,442)
Depreciation on non-current assets	8e	(51,293,437)	(51,789,769)	(50,352,901)
Loss on disposal of assets		(127,959)	(8,307,950)	(21,370,613)
Fair value adjustment to financial assets		-	4,203	9,215
Interest expenses	2b, 27	-	(8,079)	(9,298)
Insurance expenses		(2,238,300)	(2,462,107)	(2,331,144)
Other expenditure	2b	(4,886,522)	(3,995,917)	(2,849,690)
<b>Total expenditure from operating activities</b>		<b>(273,264,713)</b>	<b>(284,069,686)</b>	<b>(278,767,926)</b>
		<b>(8,888,191)</b>	<b>(14,014,854)</b>	<b>(21,663,704)</b>
Non cash amounts excluded from operating activities	26a	50,914,832	54,277,553	71,014,622
<b>Amount attributed to operating activities</b>		<b>42,026,641</b>	<b>40,262,699</b>	<b>49,350,918</b>

# Statement of Financial Activity (continued)

For the year ended 30 June 2024

	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
<b>Investing activities</b>				
<i>Inflows from investing activities</i>				
Capital grants & subsidies	2a	10,383,729	11,971,912	15,971,754
Profit on sale of Catalina Land		6,666,666	15,676,633	4,583,668
Proceeds from disposal of assets		2,937,000	4,073,824	2,003,410
		19,987,395	31,722,369	22,558,832
<i>Outflows from investing activities</i>				
Total capital expenditure		(120,405,919)	(72,381,490)	(49,311,326)
		(120,405,919)	(72,381,490)	(49,311,326)
Non-cash amounts excluded from investing activities		-	193,614	(39,298)
<b>Amount attributed to investing activities</b>		<b>(100,418,524)</b>	<b>(40,465,507)</b>	<b>(26,791,792)</b>
<b>Financing activities</b>				
<i>Inflows from financing activities</i>				
Transfers (to) & from Town Planning Schemes and Trust		-	-	572,622
Transfers from reserves	28	26,201,537	30,464,383	18,413,647
		26,201,537	30,464,383	18,986,269
<i>Outflows from financing activities</i>				
Payments for principal portion of lease liabilities	27	-	(79,615)	(86,718)
Transfers to reserves	28	(17,932,118)	(34,556,475)	(43,157,787)
		(17,932,118)	(34,636,090)	(43,244,505)
<b>Amount attributed to financing activities</b>		<b>8,269,419</b>	<b>(4,171,707)</b>	<b>(24,258,236)</b>
<b>Movement in surplus or deficit</b>				
Surplus at the start of the financial year		50,122,464	45,400,909	47,100,019
Amount attributed to operating activities		42,026,641	40,262,699	49,350,918
Amount attributed to investment activities		(100,418,524)	(40,465,507)	(26,791,792)
Amount attributed to financial activities		8,269,419	(4,171,707)	(24,258,236)
<b>Surplus after imposition of general rates</b>	26	<b>-</b>	<b>41,026,394</b>	<b>45,400,909</b>

This statement is to be read in conjunction with the accompanying notes.

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# Notes to and forming part of the financial statements

For the year ended 30 June 2024

## 1. Basis of preparation

The financial report of The City of Stirling, which is a Class 1 local government, comprises general purpose financial statements which have been prepared in accordance with the Local Government Act 1995 and accompanying regulations.

### Local Government Act 1995 requirements

Section 6.4(2) of the Local Government Act 1995 read with the Local Government (Financial Management) Regulations 1996 prescribe that the financial report be prepared in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The Local Government (Financial Management) Regulations 1996 specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

The Local Government (Financial Management) Regulations 1996 provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls;

and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the City to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

### Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates. The use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment - note 8.
  - Infrastructure - note 8.
- Expected credit loss on financial assets - notes 5 and 7.
- Assets held for sale - note 6.
- Investment property - note 11.
- Estimated useful life of intangible assets - note 9.
- Measurement of employee benefits - note 14.

Fair value hierarchy information can be found in note 23.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## **The Local Government Reporting Entity**

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

A separate statement of those monies appears in note 29 of the financial report.

## **Initial application of accounting standards**

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2021-2 Amendments to Australian Accounting Standards - disclosure of accounting policies or definition of accounting estimates.

This standard resulted in terminology changes relating to material accounting policies (formerly referred to as significant accounting policies).

## **New accounting standards for application in future years**

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

These amendments may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

- AASB 2023-1 Amendments to Australian Accounting Standards - Supplier finance arrangements of Not-for-Profit Public Sector Entities

These amendments may result in additional disclosures in the case of applicable finance arrangements.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 2. Revenue and expenses

### a) Revenue

#### Contracts with customers

Recognition of revenue is dependent on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/ Refunds/ Warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges - sale of stock	Kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	At point of sale
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

Consideration from contracts with customers is included in the transaction price.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 2. Revenue and expenses (continued)

### a) Revenue (continued)

#### Revenue recognition

Revenue recognised during the year under each basis of recognition by nature or type of goods or services is provided in the table below:

For the year ended 30 June 2024

Nature or type	Contracts with customers \$	Capital grant/ contributions \$	Statutory Requirements \$	Other \$	Total \$
Rates	-	-	160,080,943	-	160,080,943
Grants, subsidies and contributions	9,371,825	-	8,706,019	-	18,077,844
Fees and charges	17,357,775	-	2,912,586	-	20,270,361
Registrations, licenses and permits	-	-	4,244,396	-	4,244,396
Service charges	-	-	49,666,928	-	49,666,928
Interest earnings	-	-	11,345,930	-	11,345,930
Other revenue	-	-	854,148	3,775,095	4,629,243
Capital grants, subsidies and contributions	-	11,971,912	-	-	11,971,912
<b>Total</b>	<b>26,729,600</b>	<b>11,971,912</b>	<b>237,810,950</b>	<b>3,775,095</b>	<b>280,287,557</b>



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 2. Revenue and expenses (continued)

### a) Revenue (continued)

For the year ended 30 June 2023

Nature or type	Contracts with customers	Capital grant/ contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	-	-	154,260,298	-	154,260,298
Grants, subsidies and contributions	10,195,634	-	10,030,940	-	20,226,574
Fees and charges	16,750,589	-	2,533,928	-	19,284,517
Registrations, licenses and permits	-	-	3,880,387	-	3,880,387
Service charges	-	-	45,032,855	-	45,032,855
Interest earnings	-	-	7,591,193	-	7,591,193
Other revenue	-	-	1,360,052	4,784,337	6,144,389
Capital grants, subsidies and contributions	-	15,971,754	-	-	15,971,754
<b>Total</b>	<b>26,946,223</b>	<b>15,971,754</b>	<b>224,689,653</b>	<b>4,784,337</b>	<b>272,391,967</b>

Assets and services acquired below fair value	2024 Budget	2024 Actual	2023 Actual
	\$	\$	\$
Contributed assets	-	121,926	10,000
Recognised volunteer services	-	-	-
	<b>-</b>	<b>121,926</b>	<b>10,000</b>

The City utilises volunteer services for community services.

Volunteer services are not recognised as revenue as the fair value of the services cannot be reliably estimated.

Interest revenue	2024 Budget	2024 Actual	2023 Actual
	\$	\$	\$
Interest on reserve funds	2,519,996	5,122,195	2,888,479
Rates penalty interest	500,000	572,458	509,948
Other interest earnings	5,470,808	5,651,277	4,192,766
	<b>8,490,804</b>	<b>11,345,930</b>	<b>7,591,193</b>

Fees and charges relating to rates receivable	2024 Budget	2024 Actual	2023 Actual
	\$	\$	\$
Charges on instalment plans	2,000	2,310	1,950

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 2. Revenue and expenses (continued)

b) The change in net assets resulting from operations was arrived at after charging the following items:

	2024 \$	2023 \$
<b>Auditors remuneration</b>		
Audit of the Annual Financial Report	152,300	136,140
	<b>152,300</b>	<b>136,140</b>
<b>Employee Costs</b>		
Employee benefit costs	100,633,116	93,957,655
Other employee costs	6,477,354	4,353,530
	<b>107,110,470</b>	<b>98,311,185</b>
<b>Finance costs</b>		
Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	8,079	9,298
	<b>8,079</b>	<b>9,298</b>
<b>Other expenditure</b>		
Change in impairment loss on trade and other receivables	(309,408)	(126,437)
Change in impairment loss on contract assets	(214,082)	149,394
Donations, sponsorships and contributions	2,892,382	1,873,905
Election and other elected member expenses	1,627,025	952,828
	<b>3,995,917</b>	<b>2,849,690</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 3. Cash and cash equivalents

### Cash on hand

	Note	2024 \$	2023 \$
Cash at bank and on hand - unrestricted		7,602,819	8,858,557
Term deposits		154,289,624	161,665,465
Total cash and cash equivalents	16a	<b>161,892,443</b>	<b>161,732,397</b>
Held as:			
Restricted cash and cash equivalents		116,360,382	111,430,707
Unrestricted cash and cash equivalents		45,532,061	50,301,690
		<b>161,892,443</b>	<b>161,732,397</b>

### Material accounting policies

#### Cash and cash equivalents

Cash and cash equivalents includes cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of 3 months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in values.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

#### Restricted assets

Restricted financial asset balances are not available for general use by the City due to externally imposed restrictions which may be specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

## 4. Other financial assets

Non-current assets	2024 \$	2023 \$
<b>Financial assets at fair value through profit and loss</b>		
Units in Local Government House Trust - opening balance	203,724	194,509
Movement attributable to fair value increment	4,203	9,215
<b>Units in Local Government House Trust - closing balance</b>	<b>207,927</b>	<b>203,724</b>

The City, along with other Local Government Authorities is a beneficiary of the Local Government Unit Trust. The City holds 10 units in the Trust.

As set out in the Trust Deed units in the Trust can only be issued to Local Government Authorities recognised under the Local Government Act and cannot be commercially traded.

### Material accounting policies

#### Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through profit or loss.

#### Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 21.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 5. Trade and other receivables and other assets

### a) Trade and other receivables - current

	2024 \$	2023 \$
Rates and statutory receivables	7,971,143	6,746,690
Trade and other receivables	6,894,718	7,901,452
GST Receivable	2,253,631	1,525,281
	<b>17,119,492</b>	<b>16,173,423</b>
Less: Allowance for credit losses of trade and other receivables	21b (21,932)	(327,137)
	<b>17,097,560</b>	<b>15,846,286</b>

### b) Trade and other receivables - non-current

	2024 \$	2023 \$
Pensioner's rates and ESL deferred	2,067,670	1,543,424
Deferred debtors	178,626	187,266
	<b>2,246,296</b>	<b>1,730,690</b>

Disclosure of opening and closing balances related to contracts with customer

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non-financial assets is:

	30 June 2024 \$	30 June 2023 \$	30 June 2022 \$
Trade and other receivables from contracts with customers	6,894,718	7,901,452	8,592,218
Contract assets	2,096,563	1,926,658	1,791,725
Allowance for credit losses of trade and other receivables	(21,932)	(327,137)	(453,574)
Allowance for credit losses of contract assets	-	(214,082)	(64,688)
<b>Total trade and other receivables from contracts with customers</b>	<b>8,969,349</b>	<b>9,286,891</b>	<b>9,865,681</b>

### c) Other assets

	2024 \$	2023 \$
Interest due on investments not matured	1,922,540	1,388,768
Current prepayments	1,947,200	1,968,885
	<b>3,869,740</b>	<b>3,357,653</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 5. Trade and other receivables and other assets (continued)

### c) Other assets (continued)

#### Material accounting policies

##### Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and service charges and other statutory charges or fines. Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

##### Trade and other receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers and amounts received as grants for the construction of recognisable non-financial assets.

##### Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

##### Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and are measured at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

##### Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 21.

##### Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 6. Inventories

Current	2024 \$	2023 \$
Construction materials & fuel	405,080	445,703
Land held for resale		
Cost of acquisition	53,894	45,670
Development costs	3,290,032	4,528,396
<b>Total</b>	<b><u>3,749,006</u></b>	<b><u>5,019,769</u></b>

Non-current	2024 \$	2023 \$
<b>Land held for resale</b>		
Cost of acquisition	167,946	188,067
Transfer to current inventory	(61,592)	(20,121)
<b>Total</b>	<b><u>106,354</u></b>	<b><u>167,946</u></b>

The following movement in land held for sale occurred during the year:

Land held for sale	Current \$	Non-current \$	Total \$
Balance at beginning of the year	4,574,066	167,946	4,742,012
Land disposed/sold during the year	(53,368)	-	(53,368)
Land transferred from non-current to current inventory	61,592	(61,592)	-
Development costs	(1,238,364)	-	(1,238,364)
<b>Balance at end of year</b>	<b><u>3,343,926</u></b>	<b><u>106,354</u></b>	<b><u>3,450,280</u></b>

### Material accounting policies

#### General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

#### Land held for resale

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council's intentions to release for sale.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 7. Contract assets

Current	2024 \$	2023 \$
Contract assets	2,096,563	1,926,658
Allowance for impairment of contract assets	-	(214,082)
<b>Total</b>	<b><u>2,096,563</u></b>	<b><u>1,712,576</u></b>

### Significant accounting policies

#### Contract assets

Contract assets primarily relate to the City's right to consideration for work completed but not billed at the end of the period.

Impairment of assets associated with contracts with customers are detailed in note 5b.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure

### a) Movements in balances of property, plant & equipment

	Note	Land \$	Buildings \$	Total land and buildings \$
<b>Balance as at 1 July 2022</b>		<b>398,442,659</b>	<b>285,630,436</b>	<b>684,073,095</b>
Additions		1,700,000	-	1,700,000
Disposals		(850,000)	(7,244,452)	(8,094,452)
Revaluation increments / (decrements) transferred to revaluation surplus		47,197,000	21,383,545	68,580,545
Depreciation (expense)	8e	-	(6,532,645)	(6,532,645)
Transfers		-	15,199,010	15,199,010
<b>Balance as at 30 June 2023</b>		<b>446,489,659</b>	<b>308,435,894</b>	<b>754,925,553</b>
<b>Comprises:</b>				
Gross balance amount at 30 June 2023		446,489,659	308,435,894	754,925,553
Accumulated depreciation at 30 June 2023		-	-	-
<b>Balance at 30 June 2023</b>		<b>446,489,659</b>	<b>308,435,894</b>	<b>754,925,553</b>
<b>Balance at 1 July 2023</b>		<b>446,489,659</b>	<b>308,435,894</b>	<b>754,925,553</b>
Additions		-	250,953	250,953
Disposals		-	(1,578,978)	(1,578,978)
Revaluation increments / (decrements) transferred to revaluation surplus		(810,547)	-	(810,547)
Reclassifications		(2,720,000)	(2,791,500)	(5,511,500)
Depreciation (expense)	8e	-	(6,260,653)	(6,260,653)
Transfers		-	5,294,031	5,294,031
<b>Balance as at 30 June 2024</b>		<b>442,959,112</b>	<b>303,349,747</b>	<b>746,308,859</b>
<b>Comprises:</b>				
Gross balance amount at 30 June 2024		442,959,112	309,602,178	752,561,290
Accumulated depreciation at 30 June 2024		-	(6,252,431)	(6,252,431)
<b>Balance at 30 June 2024</b>		<b>442,959,112</b>	<b>303,349,747</b>	<b>746,308,859</b>

The fair value of property, plant and equipment is determined at least every five years in accordance with the regulatory framework, Local Government (Financial Management) Regulation 17A (2). Refer to Note 8(b) for the year in which each asset category was assessed and level of fair value hierarchy. Additions since date of valuations are shown at cost. At the end of each reporting period the valuation is reviewed and where appropriate fair value is updated to reflect current market conditions.

The reclassification relates to reclassification of an asset to Investment Property, see note 11.



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

Plant and equipment \$	Mobile vehicle and plant \$	Furniture and equipment \$	Recreation equipment \$	Assets under construction \$	Total \$
<b>9,411,923</b>	<b>18,296,205</b>	<b>3,446,678</b>	<b>3,376,907</b>	<b>14,224,174</b>	<b>732,828,982</b>
106,744	4,424,860	521,884	48,456	14,221,699	21,023,643
(5,608)	(772,618)	(15,743)	(31,170)	-	(8,919,591)
-	-	-	-	-	68,580,545
(1,369,223)	(3,491,869)	(1,004,715)	(656,961)	-	(13,055,413)
966,711	199,404	803,569	241,042	(16,661,479)	748,257
<b>9,110,547</b>	<b>18,655,982</b>	<b>3,751,673</b>	<b>2,978,274</b>	<b>11,784,394</b>	<b>801,206,423</b>
15,474,658	33,695,678	9,681,293	5,667,806	11,784,394	831,229,382
(6,364,111)	(15,039,696)	(5,929,620)	(2,689,532)	-	(30,022,959)
<b>9,110,547</b>	<b>18,655,982</b>	<b>3,751,673</b>	<b>2,978,274</b>	<b>11,784,394</b>	<b>801,206,423</b>
<b>9,110,547</b>	<b>18,655,982</b>	<b>3,751,673</b>	<b>2,978,274</b>	<b>11,784,394</b>	<b>801,206,423</b>
353,940	13,600,570	531,465	69,135	24,016,749	38,822,812
(13,166)	(2,897,889)	(41,864)	(9,534)	-	(4,541,431)
-	-	-	-	-	(810,547)
-	-	-	-	-	(5,511,500)
(1,355,767)	(3,844,103)	(880,963)	(607,990)	-	(12,949,476)
946,484	(190,051)	-	912,229	(5,101,358)	1,861,335
<b>9,042,038</b>	<b>25,324,509</b>	<b>3,360,311</b>	<b>3,342,114</b>	<b>30,699,785</b>	<b>818,077,616</b>
16,736,474	40,799,753	10,005,680	6,616,976	30,699,785	857,419,958
(7,694,436)	(15,475,244)	(6,645,369)	(3,274,862)	-	(39,342,342)
<b>9,042,038</b>	<b>25,324,509</b>	<b>3,360,311</b>	<b>3,342,114</b>	<b>30,699,785</b>	<b>818,077,616</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### b) Carrying amount measurements

#### i. Fair value - as determined at the last valuation date

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Land	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2023	Price per hectare / market borrowing rate
Non - specialised buildings	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2023	Price per square metre / market borrowing rate
Specialised buildings	3	Cost approach using replacement cost to calculate value, and then adjusted to take account of accumulated depreciation.	Independent registered valuers and Management Valuation	June 2023	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the City to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### b) Carrying amount measurements (continued)

#### ii. Cost

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Plant & equipment	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Mobile fleet & plant	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Furniture & office equipment	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Recreation equipment	3	Cost approach using replacement cost, adjusted to take account of accumulated depreciation.	Cost	Not applicable	Not applicable
Assets under construction	2	Cost approach using cost of goods or service at acquisition	Cost	Not applicable	Not applicable

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### c) Movements in balances of infrastructure

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Note	Roads	Drainage	Footpaths
		\$	\$	\$
<b>Balance as at 1 July 2022</b>		<b>1,101,910,854</b>	<b>269,972,540</b>	<b>116,625,740</b>
Additions		-	-	-
Disposals		-	-	-
Depreciation (expense)	8e	(22,728,647)	(5,901,657)	(2,611,260)
Transfers		13,492,297	3,523,106	1,728,692
<b>Balance as at 30 June 2023</b>		<b>1,092,674,504</b>	<b>267,593,989</b>	<b>115,743,172</b>
<b>Comprises:</b>				
Gross balance amount at 30 June 2023		1,159,687,063	285,041,487	123,407,227
Accumulated depreciation at 30 June 2023		(67,012,559)	(17,447,498)	(7,664,055)
<b>Balance at 30 June 2023</b>		<b>1,092,674,504</b>	<b>267,593,989</b>	<b>115,743,172</b>
<b>Balance at 1 July 2023</b>		<b>1,092,674,504</b>	<b>267,593,989</b>	<b>115,743,172</b>
Additions		-	-	-
Disposals		-	-	-
Revaluation increments / (decrements) transferred to revaluation surplus	15	-	70,720,345	-
Depreciation (expense)	8e	(23,987,119)	(5,918,482)	(2,751,339)
Transfers		13,785,719	5,337,280	2,082,834
<b>Balance as at 30 June 2024</b>		<b>1,082,473,104</b>	<b>337,733,132</b>	<b>115,074,667</b>
<b>Comprises:</b>				
Gross balance amount at 30 June 2024		1,173,472,782	337,733,132	125,490,062
Accumulated depreciation at 30 June 2024		(90,999,678)	-	(10,415,395)
<b>Balance at 30 June 2024</b>		<b>1,082,473,104</b>	<b>337,733,132</b>	<b>115,074,667</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

Other engineering infrastructure	Reserves	Reticulation and other parks	Lighting	Assets under construction	Total
\$	\$	\$	\$	\$	\$
<b>19,127,912</b>	<b>61,362,996</b>	<b>51,189,658</b>	<b>20,129,613</b>	<b>4,171,131</b>	<b>1,644,490,444</b>
-	-	-	-	31,373,621	31,373,621
-	(13,770,422)	-	-	-	(13,770,422)
(781,156)	-	(3,426,830)	(1,266,250)	-	(36,715,800)
75,202	2,271,820	3,216,709	1,403,351	(26,274,262)	(563,085)
<b>18,421,958</b>	<b>49,864,394</b>	<b>50,979,537</b>	<b>20,266,714</b>	<b>9,270,490</b>	<b>1,624,814,758</b>
19,216,849	49,864,394	54,406,367	21,532,964	9,270,490	1,722,426,841
(794,891)	-	(3,426,830)	(1,266,250)	-	(97,612,083)
<b>18,421,958</b>	<b>49,864,394</b>	<b>50,979,537</b>	<b>20,266,714</b>	<b>9,270,490</b>	<b>1,624,814,758</b>
<b>18,421,958</b>	<b>49,864,394</b>	<b>50,979,537</b>	<b>20,266,714</b>	<b>9,270,490</b>	<b>1,624,814,758</b>
-	-	-	-	33,989,971	33,989,971
-	(6,589,660)	-	-	-	(6,589,660)
-	-	-	-	-	70,720,345
(803,748)	-	(3,438,148)	(1,299,907)	-	(38,198,743)
465,038	3,371,551	2,846,581	2,720,729	(32,663,617)	(2,053,885)
<b>18,083,248</b>	<b>46,646,285</b>	<b>50,387,970</b>	<b>21,687,536</b>	<b>10,596,844</b>	<b>1,682,682,786</b>
19,681,888	46,646,285	57,252,948	24,253,692	10,596,844	1,795,127,633
(1,598,640)	-	(6,864,978)	(2,566,156)	-	(112,444,847)
<b>18,083,248</b>	<b>46,646,285</b>	<b>50,387,970</b>	<b>21,687,536</b>	<b>10,596,844</b>	<b>1,682,682,786</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### d) Carrying amount measurements of infrastructure

#### i) Fair value - as determined at the last valuation date

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Roads	3	Cost approach using current replacement cost	Independent valuation	June 2020	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Drainage	3	Cost approach using current replacement cost	Independent valuation	June 2024	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Footpaths	3	Cost approach using current replacement cost	Independent valuation	June 2020	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Other engineering infrastructure (including bridges)	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Reticulation & other parks	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)
Lighting	3	Cost approach using current replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessment inputs (Level 3)

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

#### ii) Cost

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
Reserves	3	Actual cost of acquisition	Actual cost	June 2022	Actual cost
Assets under construction	2	Historical cost of acquisition	Actual cost	June 2022	Purchase costs and current stage of works

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### e) Depreciation

#### Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset	Useful life
Artwork	Not Depreciated
Artwork - public	50 years
Buildings	10 to 50 years
Furniture & equipment	3 to 10 years
Plant & equipment	6 to 20 years
Mobile vehicles & plant	1 to 10 years
Recreation equipment	5 to 10 years
Roads	20 years to infinite
Drainage	30 to 100 years
Footpaths	15 to 60 years
Other engineering infrastructure	15 to 150 years
Reticulation & other parks infrastructure	10 to 75 years
Lighting	20 to 35 years
Reserves	Not Depreciated
Right-of-use (plant and equipment)	Based on the remaining lease term
Intangible assets - computer software licence	5 years

The asset's residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

#### Fully depreciated assets still in use

The gross carrying value of assets held by the City which are currently in use yet fully depreciated are shown in the table below:

By asset class	2024 \$	2023 \$
Plant & equipment	1,190	1,233
Mobile vehicles & plant	13,668	2,020,850
Furniture & office equipment	940	990
Recreation equipment	6,779	23,848
	<b>22,577</b>	<b>2,046,921</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### f) Material accounting policies

#### Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost. Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at reportable value.

#### Measurement after recognition

Plant and equipment including furniture and equipment and right of use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

#### Reportable value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvement that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

#### Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvement) on land vested in the City.

Whilst the regulatory framework only required a revaluation to occur every five years, it also provides for the City to revalue earlier if it chooses to do so. For land, buildings and infrastructure, increase in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit and loss. Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 8. Property, plant, equipment and infrastructure (continued)

### f) Material accounting policies (continued)

#### Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

#### Depreciation on Revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- a) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

#### Impairment

In accordance with *Local Government (Financial management) Regulations 17A(4C)*, the City is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land and buildings and infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, is greater than its estimated recoverable amount.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

#### Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 9. Intangible assets

	Computer Software \$	Work in progress \$	Total \$
<b>Balance as at 1 July 2022</b>	2,712,243	445,938	3,158,181
Additions	288,506	-	288,506
Amortisation	(504,865)	-	(504,865)
Work in progress	-	87,659	87,659
<b>Balance as at 30 June 2023</b>	<b>2,495,884</b>	<b>533,597</b>	<b>3,029,481</b>
<b>Balance as at 1 July 2023</b>	<b>2,495,884</b>	<b>533,597</b>	<b>3,029,481</b>
Additions	264,893	-	264,893
Amortisation	(562,767)	-	(562,767)
Work in progress	-	(230,163)	(230,163)
<b>Balance as at 30 June 2024</b>	<b>2,198,010</b>	<b>303,434</b>	<b>2,501,444</b>

### Material accounting policies

#### Computer Software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the City are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software.
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

#### Amortisation

All intangible assets with a finite useful life, are amortised on a straight line basis over the individual asset's useful life from the time the asset is held ready for use. The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within depreciation in the Statement of Comprehensive Income.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 10. Leases

### a) Right-of-use assets

Movement in the carrying amounts of each class of right of use asset between the beginning and the end of the current financial year.

	Right of use assets - land \$	Right of use assets - plant and equipment \$	Right of use assets - Total \$
<b>Balance as at 1 July 2022</b>	<b>2,100</b>	<b>91,251</b>	<b>93,351</b>
Additions/terminations	(100)	126,221	126,121
Depreciation expense	-	(76,823)	(76,823)
<b>Balance as at 30 June 2023</b>	<b>2,000</b>	<b>140,649</b>	<b>142,649</b>
Gross balance as at 30 June 2023	5,000	277,393	282,393
Accumulated depreciation as at 30 June 2023	(3,000)	(136,744)	(133,844)
<b>Balance as at 30 June 2023</b>	<b>2,000</b>	<b>140,649</b>	<b>142,649</b>
<b>Balance as at 1 July 2023</b>	<b>2,000</b>	<b>140,649</b>	<b>142,649</b>
Additions/terminations	(100)	7,195	7,095
Depreciation (expense)	-	(78,783)	(78,783)
<b>Balance as at 30 June 2024</b>	<b>1,900</b>	<b>69,061</b>	<b>70,961</b>
Gross balance as at 30 June 2024	5,000	284,588	289,588
Accumulated depreciation as at 30 June 2024	(3,100)	(215,527)	(218,627)
<b>Balance as at 30 June 2024</b>	<b>1,900</b>	<b>69,061</b>	<b>70,961</b>

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2024 \$	2023 \$
Depreciation of right-of-use assets	78,783	76,823
Finance charge on lease liabilities	8,079	9,298
<b>Total amount recognised in the statement of comprehensive income</b>	<b>86,862</b>	<b>86,121</b>
Total cash outflow from leases	8,079	9,298

The right of use asset of Land relates to a parcel of land for use by the City for 50 years. The City does not have the option to purchase the leased land at the expiry of the lease period.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 10. Leases (continued)

### b) Lease liabilities

	2024	2023
	\$	\$
Current	5,654	79,514
Non-current	68,532	67,092
	<b>74,186</b>	<b>146,606</b>

The City has various leases relating to plant and equipment. The lease term varies between 2 and 5 years. The measurement of lease liabilities does not include variable lease payments and any future cash outflows associated with leases not yet commenced to which the City is committed. Refer to Note 27 for details of lease liabilities. The City has not revalued the right of use assets relating to plant and equipment as the difference between the fair value and carrying amount is immaterial.

### Secured liabilities and assets pledged as securities

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

### Material accounting policies

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease. Leases for right of use assets are secured over the asset being leased.

Details of individual lease liabilities required by regulations are provided at Note 27.

### Right-of-use assets - valuation measurement

Right of use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured zero cost (i.e. not included in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 8 under revaluation for details on the material accounting policies applying to vested improvements.

### Right-of-use assets - depreciation

Right of use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right of use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 10. Leases (continued)

### c) Lessor - Property, Plant and Equipment Subject to Lease

The table below represents a maturity analysis of the undiscounted lease payments to be received after the reporting date.

	2024 \$	2023 \$
Less than 1 year	2,728,371	2,655,343
1 to 2 years	2,837,506	2,723,587
2 to 3 years	2,951,006	2,945,294
3 to 4 years	3,069,046	3,029,453
4 to 5 years	3,191,808	3,116,137
> 5 years	17,979,380	17,847,104

### Amounts recognised in profit or loss for Property, Plant and Equipment Subject to Lease

	2024 \$	2023 \$
Rental Income	2,728,371	2,490,740

The City leases premises to clubs and other community institutions with rentals payable monthly. These leases are classified as operating leases as they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. These premises are not considered investment property as they are leased for use in the supply of services to the community.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City group typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases.

Expectations about the future residual values are reflected in the fair value of the properties.

Refer to note 11 for details of leased investment property.

### Material accounting policies

#### The City as lessor

Upon entering into each contract as a lessor, the City assesses if the lease is a finance or operating lease. The contract is classified as a finance lease when the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases not within this definition are classified as operating leases. Rental income received from operating leases is recognised on a straight-line basis over the term of the specific lease.

Initial direct costs incurred in entering into an operating lease (e.g. legal cost, cost to setup) are included in the carrying amount of the leased asset and recognised as an expense on a straight-line basis over the lease term. When a contract is determined to include lease and non-lease components, the City applies AASB 15 to allocate the consideration under the contract to each component.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 11. Investment property

	2024 Actual \$	2024 Budget \$	2023 Actual \$
<b>Non-current assets - at reportable value</b>			
Carrying balance at 1 July	-	-	-
Acquisitions	5,511,500	-	-
Net gain from fair value adjustment	488,500	-	-
<b>Closing balance at 30 June</b>	<b>6,000,000</b>	<b>-</b>	<b>-</b>

This investment property was transferred from fixed assets (where it was previously disclosed) to investment property during the financial year.

### Amounts recognised in profit or loss for investment properties

Rental income	363,036
Fair value gain recognised in profit or loss	488,500

### Leasing arrangements

Investment properties are leased to tenants under long term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows:

Minimum lease payments under non cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:

	2024 Actual \$	2024 Budget \$
Less than 1 year	318,444	318,444
1 to 2 years	-	-
2 to 3 years	-	-
3 to 4 years	-	-
4 to 5 years	-	-
> 5 years	-	-
	<b>318,444</b>	<b>318,444</b>

Future years are nil as all leases currently in place at 30 June 2024 are due to expire during 2024/25 and therefore there are no 'non cancellable' leases in place past 30 June 2025. The investment property is leased to tenants under operating leases with rentals payable monthly. Lease income from operating leases where the City is a lessor is recognised in income on a straight-line basis over the lease term.

Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index rate. Although the City is exposed to changes in the residual value at the end of the current leases, the City typically enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these leases. Expectations about the future residual values are reflected in the fair value of the property.

Refer to note 10 for details of leased property, plant and equipment not classified as investment property.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 11. Investment property (continued)

### Material accounting policies

#### Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City.

In accordance with *The Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are investment properties, are shown at their reportable value.

Reportable value for the purposes of *The Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date.

#### Revaluation

In accordance with the regulatory framework, investment properties are required to be revalued whenever required by AASB 140 and, in any event, every 5 years.

#### Fair value of investment properties

A management valuation was performed to determine the fair value of the investment property. The main Level 3 inputs used in the valuation were discount rates, yields, expected vacancy rates and rental growth rates estimated by management based on comparable transactions and industry data.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 12. Trade and other payables

Current	2024 \$	2023 \$
Trade payables	14,173,724	9,434,805
Accrued creditors	11,658,296	14,947,445
Accrued payroll liabilities	1,643,048	2,883,582
Income received in advance	3,837,814	3,491,719
Bonds and deposits held	14,275,414	13,911,784
	<b>45,588,296</b>	<b>44,669,335</b>

### Material accounting policies

#### Financial liabilities

Financial liabilities are initially recognised at fair value when the City becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

#### Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short term nature.

#### Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 13. Other liabilities

	2024 \$	2023 \$
<b>Current</b>		
Contract liabilities from contracts with customers	1,874,600	1,642,924
Capital grant/contributions liabilities	1,220,864	978,587
	<b>3,095,464</b>	<b>2,621,511</b>
<b>Reconciliation of changes in contract liabilities</b>		
Opening balance	1,642,924	1,573,105
Additions	1,874,600	1,642,924
Revenue from contracts with customers included as a contract liability at the start of the period	(1,642,924)	(1,573,105)
	<b>1,874,600</b>	<b>1,642,924</b>

The aggregate amount of the performance obligation unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$1,874,600 (2023: \$1,642,924)

The City expects to satisfy the performance obligations from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

	2024 \$	2023 \$
<b>Reconciliation of changes in capital grant/contributions</b>		
Opening balance	978,587	952,644
Additions	1,220,864	978,587
Revenue from capital grant/contributions held as a liability at the start of the period	(978,587)	(952,644)
	<b>1,220,864</b>	<b>978,587</b>

Performance obligations for each type of liability are expected to be recognised as revenue in accordance with the following time bands:

	Contract liabilities \$	Liabilities from transfers for recognisable non financial assets \$
Less than 1 year	<b>1,874,600</b>	<b>1,220,864</b>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

### Material accounting policies

#### Contract liabilities

Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer. Contract liabilities represent performance obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

#### Capital grant/contribution liabilities

Grant liabilities represent the City's performance obligations to construct recognisable non-financial assets to identified specifications to be controlled by the City which are yet to be satisfied. Grant liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 14. Employee related provisions

	2024 \$	2023 \$
<b>Current provisions</b>		
Annual leave	7,746,238	7,383,961
Long service leave	11,569,858	11,025,292
	<b>19,316,096</b>	<b>18,409,253</b>
<b>Non-current provisions</b>		
Annual leave	-	-
Long service leave	1,184,831	1,255,718
	<b>1,184,831</b>	<b>1,255,718</b>
<b>Total employee related provisions</b>	<b>20,500,927</b>	<b>19,664,971</b>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	2024 \$	2023 \$
<b>Amounts are expected to be settled on the following basis:</b>		
Less than 12 months after the reporting date	2,349,163	2,359,796
More than 12 months from the reporting date	18,151,764	17,305,175
	<b>20,500,927</b>	<b>19,664,971</b>
Expected reimbursements of employee related provisions from other local governments included within other receivables	-	-

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 14. Employee related provisions (continued)

### Material accounting policies

#### Employee benefits

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

#### Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

#### Other long-term employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations.

Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 15. Revaluation surplus

	2024 Actual Opening balance \$	2024 Actual Changes on revaluation of assets \$	2024 Actual Realisation on disposal of assets \$	2024 Actual Closing balance \$
(a) Plant & equipment revaluation reserve	6,265	-	(199)	6,066
(b) Mobile vehicle and plant revaluation reserve	44,917	-	-	44,917
(c) Furniture and office equipment revaluation reserve	852,612	-	(66,200)	786,412
(d) Recreation equipment revaluation reserve	13,690	-	-	13,690
(e) Roads revaluation reserve	614,245,131	-	-	614,245,131
(f) Drainage revaluation reserve	149,834,575	70,720,345	-	220,554,920
(g) Footpaths revaluation reserve	62,891,587	-	-	62,891,587
(h) Other engineering infrastructure revaluation reserve	16,886,312	-	-	16,886,312
(i) Reserves revaluation reserve	31,827,308	-	-	31,827,308
(j) Other parks infrastructure revaluation reserve	-	-	-	-
(k) Reticulation revaluation reserve	-	-	-	-
(l) Land revaluation reserve	426,851,837	(810,547)	-	426,041,290
(m) Building revaluation reserve	126,693,254	-	-	126,693,254
(n) Equity accounted investments				
• Catalina Regional Council	305,000	411,667	-	716,667
• Mindarie Regional Council	18,009,839	429,085	-	18,438,924
<b>Total</b>	<b>1,448,462,327</b>	<b>70,750,550</b>	<b>(66,399)</b>	<b>1,519,146,478</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

2023 Actual Opening balance \$	2023 Actual Changes on revaluation of assets \$	2023 Actual Realisation on disposal of assets \$	2023 Actual Closing balance \$
6,265	-	-	6,265
44,917	-	-	44,917
865,752	-	(13,140)	852,612
13,690	-	-	13,690
614,245,131	-	-	614,245,131
149,834,575	-	-	149,834,575
62,891,587	-	-	62,891,587
16,886,312	-	-	16,886,312
31,827,308	-	-	31,827,308
-	-	-	-
-	-	-	-
380,504,835	47,197,000	(849,998)	426,851,837
110,760,187	21,383,545	(5,450,478)	126,693,254
2,118	302,882	-	305,000
14,588,621	3,421,218	-	18,009,839
<b>1,382,471,298</b>	<b>72,304,645</b>	<b>(6,313,616)</b>	<b>1,448,462,327</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 16. Notes to the statement of cash flows

### a) Reconciliation of cash

For the purpose of the Statement of Cash Flows, cash and cash equivalents includes cash on hand, cash at bank and investments in short term money market activity. All trust monies are excluded.

Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2024 \$	2023 \$
Cash & cash equivalents		<b>161,892,443</b>	<b>161,732,397</b>

### Restrictions

The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

	Note	2024 \$	2023 \$
The following restrictions have been imposed by regulations or other externally imposed requirements:			
- Cash and cash equivalents	3	116,360,382	111,430,707
		<b>116,360,382</b>	<b>111,430,707</b>
Reserves - cash/investment backed	28	98,989,504	94,897,412
Bonds and other payables	12	14,275,414	13,911,784
Contract liabilities for contracts with customers	13	1,874,600	1,642,924
Grants for transfers for recognisable non-financial assets	13	1,220,864	978,587
<b>Total restricted financial assets</b>		<b>116,360,382</b>	<b>111,430,707</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 16. Notes to the statement of cash flows (continued)

### b) Reconciliation of net cash used in operating activities to change in net assets.

	2024 \$	2023 \$
<b>Net result</b>	16,341,878	987,331
<b>Non-cash items</b>		
(Decrease)/Increase in impairment	(519,287)	22,957
Gain on LG Unit trust	(4,203)	(9,215)
Fair value adjustment to investment property	(488,500)	-
Net (Profit)/loss on disposal of non-current assets	7,057,263	20,686,604
Gifted and acquired assets	(121,926)	(10,000)
Depreciation	51,789,769	50,352,901
<b>Changes in assets and liabilities</b>		
Increase/(decrease) in employee entitlements	835,956	7,900
Increase/(decrease) in payables & provisions	1,046,822	(2,413,665)
Increase/(decrease) in income in advance	346,095	(827,308)
(Increase)/decrease in receivables	(1,995,447)	401,871
(Increase)/decrease in prepayments	21,685	(428,273)
(Increase)/decrease in inventory	1,332,355	176,955
(Increase) in investments	(16,773,782)	(5,948,467)
Increase in contract liabilities	-	95,762
(Increase) in contract assets	(169,905)	(134,933)
Decrease in lease liabilities	7,195	18,021
Capital grants and subsidies	(11,971,912)	(11,651,820)
<b>Net Cash from Operating Activities</b>	<b>46,734,056</b>	<b>51,326,621</b>

### c) Credit standby arrangements

	2024 \$	2023 \$
Bank overdraft limit	500,000	500,000
Bank overdraft at reporting date	-	-
<b>Total amount of credit unused</b>	<b>500,000</b>	<b>500,000</b>

## 17. Contingencies

### Contaminated sites

In compliance with the Contaminated Sites Act 2003, the City has two road reserves adjacent to privately owned sites that are listed in the Department of Water and Environmental Regulation (DWER) contaminated site register. The road reserves are considered as affected sites and are located:

- Adjacent to a site classified as “Contaminated – Remediation Required” in North Beach Road, Gwelup, and
- Adjacent to a site classified as “Possibly Contaminated – Investigation Required” in Walter Road West, Dianella

Until the City investigates to determine the presence and scope of contamination, assess the risk, and agree with DWER on the need and criteria for remediation of a risk-based approach, the City is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the DWER Guidelines.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 18. Capital commitments

	2024 \$	2023 \$
<b>Contracted for:</b>		
- capital expenditure projects	15,764,782	10,665,010
- plant & equipment purchases	19,351,510	21,995,290
	<b>35,116,292</b>	<b>32,660,300</b>
Payable		
- not later than one year	35,116,292	32,660,300

The capital expenditure projects outstanding at the end of the current and previous reporting period represent various constructions works throughout the City.

## 19. Related party transactions

### a) Elected member remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
<b>Mayor</b>				
Annual allowance		96,597	93,811	91,997
Meeting attendance fees		51,139	49,665	48,704
Annual allowance for ICT expenses		3,675	3,500	3,500
Travel and accommodation expenses		2,000	104	1,820
		<b>153,411</b>	<b>147,080</b>	<b>146,021</b>
<b>Deputy Mayor</b>				
Annual allowance		24,149	23,446	22,999
Meeting attendance fees		34,093	30,368	32,470
Annual allowance for ICT expenses		3,675	3,500	3,500
Travel and accommodation expenses		2,000	871	2,540
		<b>63,917</b>	<b>58,185</b>	<b>61,509</b>
<b>All other council members</b>				
Meeting attendance fees		443,209	432,050	413,992
Annual allowance for ICT expenses		47,775	45,500	45,500
Travel and accommodation expenses		26,000	11,673	7,438
		<b>516,984</b>	<b>489,223</b>	<b>466,930</b>
	19b	734,312	694,488	674,460
Meeting fees		528,441	512,083	495,166
Mayors allowance		96,597	93,811	91,997
Deputy mayors allowance		24,149	23,446	22,999
Travelling expenses		30,000	12,648	11,798
Telecommunications allowance		55,125	52,500	52,500
		<b>734,312</b>	<b>694,488</b>	<b>674,460</b>



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 19. Related party transactions (continued)

### b) Key Management Personnel (KMP) compensation

The total of remuneration paid to KMP of the City during the year are as follows:

	Note	2024 \$	2023 \$
Short-term employee benefits		1,652,787	1,541,183
Post-employment benefits		149,320	127,067
Other long-term benefits		38,821	35,523
Council member costs	19a	694,488	674,460
		<b>2,535,416</b>	<b>2,378,233</b>

#### **Short-term employee benefits**

These amounts include all salary, paid leave and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to elected members which may be separately found in the table above.

#### **Post-employment benefits**

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

#### **Other long-term benefits**

These amounts represent annual leave and long service leave entitlements accruing during the year.

#### **Termination benefits**

These amounts represent termination benefits paid to KMP.

#### **Council member costs**

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

### **The City's main related parties are as follows:**

#### **i. Key management personnel**

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel and are detailed in Notes 19a and 19b.

#### **ii. Other related parties**

Outside of normal citizen type transactions with the City, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

#### **iii. Entities subject to significant influence by the City**

There were no such entities requiring disclosure during the current or previous year.

#### **iv. Associated entities accounted for under the equity method**

The City is involved in associated arrangements with Catalina Regional Council and Mindarie Regional Council. See details of transactions in notes 19c and 19d.

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 19. Related party transactions (continued)

### c) Catalina Regional Council

The following related party transactions occurred with Catalina Regional Council (CRC) for the financial year ending 30 June.

	2024 Actual \$	2023 Actual \$
Fees and charges	637,670	602,727
Materials & contracts other works	928,474	627,461
Distributions received	10,000,000	6,666,664

### d) Mindarie Regional Council

The following related party transactions occurred with the Mindarie Regional Council (MRC) for the financial year ending 30 June.

	2024 Actual \$	2023 Actual \$
Fees and charges	373,849	305,212
Materials & contracts other works	11,310,402	10,000,939
<b>Amounts Payable to Related Parties:</b>		
Trade and Other Payables	723,047	267,062

## 20. Investment in associates

### a) Investment in associates

Set out in the table below are the associates of the City. All associates are measured using the equity method. Western Australia is the principal place of business for all associates.

Name of entity	% of ownership interest	2024 Actual \$	2023 Actual \$
Mindarie Regional Council (refer note 20b)	33.33	46,892,876	44,238,269
Catalina Regional Council (refer note 20c)	33.33	20,573,235	15,613,308
<b>Total equity accounted investments</b>		<b>67,466,111</b>	<b>59,851,577</b>

	Note	2024 \$	2023 \$
<b>Share of profit/(loss) of associates accounted for using the equity method</b>			
Share of profit/(loss) of Mindarie Regional Council	20b	2,225,521	2,143,342
Share of profit/(loss) of Catalina Regional Council	20c	440,355	28,990
		<b>2,665,876</b>	<b>2,172,332</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 20. Investment in associates (continued)

### b) Mindarie Regional Council

The City, along with 6 other Councils is a member of the Mindarie Regional Council. The Mindarie Regional Council's objective is to establish and operate a long term refuse disposal site on Mindarie Super lot 118. The City has 1/3rd interest in Mindarie Regional Council.

The City has contributed one third of the land and establishment costs of the refuse disposal facility and it uses the refuse disposal facility at Mindarie to deposit non-recyclable waste collected by the City's domestic and commercial waste services.

The City currently has a contingent liability in relation to the Mindarie Regional Council. Details of this contingent liability are provided in note 20(d).

The table below reflects the summarised financial information of the material investments in associates based on the audited results of the Mindarie Regional Council. This does not reflect the City's share of those amounts. They have been amended to reflect adjustments made by the City when using the equity method, including fair value adjustments and modification for differences in accounting policy.

Summarised statement of comprehensive income	2024 \$	2023 \$
Revenue	37,295,742	37,598,322
Interest revenue	3,098,542	1,512,800
Expenses	(24,292,231)	(23,999,900)
Finance costs	(1,255,386)	(1,074,941)
Depreciation	(8,451,384)	(7,606,255)
Profit on disposal of assets	281,281	-
Net Result for the period	6,676,564	6,430,026
Other comprehensive income	1,287,255	10,263,654
<b>Total comprehensive income Mindarie Regional Council</b>	<b>7,963,819</b>	<b>16,693,680</b>
<b>City's share of total comprehensive income</b>	<b>2,654,606</b>	<b>5,564,560</b>

Summarised statement of financial position	2024 \$	2023 \$
Cash and cash equivalents	21,681,423	20,262,141
Other current assets	57,745,265	44,011,271
<b>Total current assets</b>	<b>79,426,688</b>	<b>64,273,412</b>
Non-current assets	103,118,451	100,324,693
<b>Total assets</b>	<b>182,545,139</b>	<b>164,598,105</b>
Current financial liabilities	(680,492)	(628,560)
Other current liabilities	(15,889,908)	(4,899,821)
<b>Total current liabilities</b>	<b>(16,570,400)</b>	<b>(5,528,381)</b>
Non-current financial liabilities	(5,702,532)	(6,161,220)
Other non-current liabilities	(19,593,578)	(20,193,694)
<b>Total non-current liabilities</b>	<b>(25,296,110)</b>	<b>(26,354,914)</b>
<b>Total liabilities</b>	<b>(41,866,510)</b>	<b>(31,883,295)</b>
<b>Net assets</b>	<b>140,678,629</b>	<b>132,714,810</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 20. Investment in associates (continued)

Reconciliation to carrying amounts	2024 Actual \$	2023 Actual \$
Opening net assets 1 July	132,714,810	116,021,130
Profit/(Loss) for the period	6,676,564	6,430,026
Other comprehensive income	1,287,255	10,263,654
<b>Closing net assets 30 June</b>	<b>140,678,629</b>	<b>132,714,810</b>

Carrying amount of equity accounted investments	2024 Actual \$	2023 Actual \$
Carrying amount at 1 July	44,238,270	38,673,710
- share of associate's net profit/(loss) for the period	2,225,521	2,143,342
- share of associate's other comprehensive income arising during the period	429,085	3,421,218
<b>Carrying amount at 30 June</b>	<b>46,892,876</b>	<b>44,238,270</b>

### c) Catalina Regional Council (CRC) (Tamala Park Regional Council prior to 1 August 2023)

The City has a 1/3rd interest in Catalina Regional Council (known as Tamala Park Regional Council prior to 1 August 2023). The Regional Council was formed to manage the development and sale of land at Catalina Estate on behalf of six local governments.

The City has determined it has significant influence over the Regional Council as it holds 33.33 percent of the voting rights, as the City has representation on Council, and participates in policy-making decisions including the decisions regarding contributions and distributions.

The Catalina Regional Council's activities centre around the development of part Lot 118 Mindarie. Lot 118 was initially purchased in 1981 to provide a refuse landfill site for member councils of the Mindarie Regional Council, this lot is now being developed with a purpose of creating a new urban land development and a new urban community.

The investment in Catalina Regional Council has been recognised at the value of its equity contributions. The City has undertaken a revaluation of its investments to fair value according to *Local Government (Financial Management) Regulations 1996*.

Summarised statement of comprehensive income	2024 Actual \$	2023 Actual \$
Revenue	8,000	27,818
Interest revenue	2,502,910	1,249,328
Expenses	(1,149,880)	(1,121,077)
Depreciation	(37,053)	(45,082)
Finance costs	(2,913)	(3,614)
Loss on assets written off	-	(20,403)
<b>Net Result for the period</b>	<b>1,321,064</b>	<b>86,970</b>
Other comprehensive income	1,235,000	908,647
<b>Total comprehensive income Catalina Regional Council</b>	<b>2,556,064</b>	<b>995,617</b>
<b>City's share of total comprehensive income</b>	<b>852,021</b>	<b>331,872</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 20. Investment in associates (continued)

### c) Catalina Regional Council (CRC) (Tamala Park Regional Council prior to 1 August 2023) (continued)

Summarised statement of financial position	2024 Actual \$	2023 Actual \$
Cash and cash equivalents	22,602,158	12,294,817
Other current assets	35,992,662	32,578,497
<b>Total current assets</b>	<b>58,594,820</b>	<b>44,873,314</b>
Non-current assets	3,841,864	2,640,157
<b>Total assets</b>	<b>62,436,684</b>	<b>47,513,471</b>
Other current liabilities	(628,116)	(559,922)
<b>Total current liabilities</b>	<b>(628,116)</b>	<b>(559,922)</b>
Non-current liabilities	(88,862)	(113,627)
<b>Total non-current liabilities</b>	<b>(88,862)</b>	<b>(113,627)</b>
<b>Total liabilities</b>	<b>(716,978)</b>	<b>(673,549)</b>
<b>Net assets</b>	<b>61,719,706</b>	<b>46,839,922</b>

### c) Catalina Regional Council (CRC)

Reconciliation to carrying amounts	2024 Actual \$	2023 Actual \$
Opening net assets 1 July	46,839,922	54,515,893
Profit/(loss) for the period	1,321,064	86,970
Contribution to equity	12,323,720	(8,671,588)
Other comprehensive income	1,235,000	908,647
<b>Closing net assets 30 June</b>	<b>61,719,706</b>	<b>46,839,922</b>

Carrying amount of equity accounted investments	2024 Actual \$	2023 Actual \$
Carrying amount at 1 July	15,613,307	18,171,964
- share of associates net profit/(loss) for the period	440,355	28,990
- share of associates other comprehensive income arising during the period	411,667	302,882
- contribution to equity in associate	-	(475,581)
- capital contributions - net	14,107,906	4,251,716
- distribution of equity by associate	(10,000,000)	(6,666,664)
<b>Carrying amount at 30 June</b>	<b>20,573,235</b>	<b>15,613,307</b>

The City's share of the land held for re-sale in relation to Catalina Regional Council has been recognised in Note 6.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 20. Investment in associates (continued)

### d) Contingent liabilities from investments in associates

#### i) Contaminated site - MRC landfill site

The 2021 Mandatory Auditor's Report (MAR) report recommended that further works were required to close out the following:

- The adequacy of the landfill gas monitoring network including confirmation of screening intervals.
- Assessment of the potential for off-site migration of landfill gas particularly with relation to preferential pathways.
- Ongoing assessment of landfill gas and groundwater as part of an ongoing site management plan to inform long term trends and to inform the need or otherwise for mitigation measures.
- The MAR noted further long-term assessment of Perfluoroakyl and polyfluoroakyl substances (PFAS) (in addition to other contaminant of potential concern (COPCs) in groundwater including arsenic, nickel, ammonia, benzene and pathogens) would be appropriate.

The October 2023 MAR reported on those further investigations completed and provides an update on the conditions of the source site and affected site.

The purpose of the 2023 MAR audit was to:

- Confirm that the investigations undertaken adequately characterized the contamination status of the site.
- Confirm whether potentially significant risks to human health, the environment or environmental values exist on-site or off-site.
- Confirm the suitability of the site for the current and proposed land uses.
- Recommend a site classification under the Contaminated Sites Act 2003

The MAR auditor has determined, based on the analysis contained in the assessed reports, that:

- Source Site: Remains suitable for ongoing use as a Class II landfill, subject to implementation of a site management plan to prevent exposure to landfill gas, soil and groundwater contamination
- Affected Site: Remains suitable for current use as a development "buffer zone". The site is situated to the north of the MRC landfill.

The October 2023 MAR report summary of findings for the Source and Affected sites are listed below:

#### **Source Site:**

- Soil – No soil investigations were completed in 2021 and 2023
- Groundwater – Groundwater results indicate impact to aquifer immediately below the landfill. Elevated levels of contaminants were above the relevant drinking water guidelines, some also exceeded the criteria for non-potable water use. No contaminants of potential concern (COPCs) were detected in samples collected from the onsite abstraction bore above the non-potable criteria.
- Landfill gas – The site is considered capable of generating a significant quantity of landfill gases and vapours. Methane was detected at elevated levels in boreholes outside the waste mass and along the northern wall of the landfill. The extraction system appears to be effectively mitigating methane with negligible detections outside of the extraction well network. There are indications of fugitive emissions through damages areas of the cap which would require repair and maintenance.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 20. Investment in associates (continued)

### d) Contingent liabilities from investments in associates (continued)

#### Affected Site:

- Groundwater results indicate some contaminants above the relevant drinking water guidelines but were below criteria for non-potable water uses. Certain COPCs detected above drinking water criteria were considered to be a reflection of natural site conditions.
- No methane has been recorded in recent events at monitoring wells outside the site boundary.

#### Site management plan (SMP)

A SMP was developed and received by the MRC in May 2020 and updated in May 2022. The SMP was required to provide a management plan for the site to ensure that potential hazards associated with soil, landfill gas, and groundwater contaminants are appropriately managed for the site's continued use as a landfill facility and leachate management. There are no "results" associated with this SMP, it is an ongoing document that continues to evolve to address the comprehensive management of landfill gas and groundwater in light of the most recent information obtained from periodic tests results.

The October 2023 MAR report concludes that:

- The auditor is satisfied that the information contained in the reviewed reports, considered as a whole, is sufficient to inform the current site and surrounding site condition and restrictions that may be applicable.
- Expectations of concerted effort to improve future reporting and reports to comply with relevant standards and guidelines.
- The assessments were sufficient to define the potential extents and types of contaminated media with an appropriate level of confidence.
- Investigation methodologies were sufficient to assess and manage risk.
- Ongoing assessment of landfill gas and groundwater as part of an ongoing Site Management Plan should be undertaken to inform long term trends and to inform the need or otherwise for mitigation measures.

The MRC Contaminated Site Approved Auditor recommended that MRC should continue to provide the auditor with updated information as it becomes available (i.e. at least a 6 monthly update following sampling and annual reporting, (plus immediate notification if things change). Communication received on 3 May 2024 stated "as there has been no change in the risk profile and nothing to indicate that restrictions should change, a MAR should be submitted in 2025 following 2 years of monitoring".

### **Material accounting policies**

#### **Investments in associates**

An associate is an entity over which the City has significant influence. Significant influence is the power to participate in the financial operating policy decisions of the investee but not control or joint control of those policies. Investments in associates are accounted for using the equity method. The equity method of accounting is whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the City's share of net assets of the associate. In addition, the City's share of the profit or loss of the associate is included in the City's profit or loss.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 21. Financial risk management

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk. Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

### a) Interest rate risk

#### Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk.

Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate %	Carrying Amounts \$	Fixed Interest Rate \$	Variable Interest Rate \$	Non Interest Bearing \$
<b>2024</b>					
Cash and cash equivalents	5.05	161,892,443	154,289,624	-	7,602,819
<b>2023</b>					
Cash and cash equivalents	4.54	161,732,397	161,665,465	-	66,932

#### Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2024 \$	2023 \$
Impact of a 1% movement in interest rates on profit and loss and equity*	1,618,924	1,617,324

\* Holding all other variables constant



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 21. Financial risk management (continued)

### b) Credit Risk

#### Trade and other receivables

The City's major receivables comprise of rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also provides several payment options.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss rates are based on the payment profiles of fees and charges over a period of 12 months before 1 July 2023 and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables.

No provisions are made for Rates debtors as the City has provisions under Schedule 6.3 of the *Local Government Act 1995* to assist in recovering rates or service charges which remain unpaid.

The loss allowance as at 30 June 2024 and 30 June 2023 was determined as follows for trade and other receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
<b>As at 30 June 2024</b>					
Trade and other receivables					
Expected credit loss	0.0003	0.0002	0.0002	0.0013	
Gross carrying amount	4,858,949	947,534	517,324	15,175,652	21,499,459
Loss allowance	1,362	203	80	20,287	21,932
<b>As at 30 June 2023</b>					
Trade and other receivables					
Expected credit loss	0.0845	0.0931	0.0830	0.0081	
Gross carrying amount	3,605,802	1,079,605	180,997	14,964,365	19,830,769
Loss allowance	304,566	100,503	15,028	121,122	541,219

For consistency purposes the gross carrying amounts for the prior year have been amended to be more in line with the current financial year.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 21. Financial risk management (continued)

### b) Credit Risk (continued)

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade and other receivables		Contract Assets	
	2024 Actual \$	2023 Actual \$	2024 Actual \$	2023 Actual \$
<b>Opening loss allowance as at 1 July</b>	327,137	453,574	214,082	64,688
Increase/(Decrease) in loss allowance recognised in profit or loss during the year	(275,854)	(17,446)	(214,082)	150,510
Receivables written off during the year as uncollectible	(29,351)	(108,991)	-	(1,116)
<b>Closing loss allowance at 30 June</b>	<b>21,932</b>	<b>327,137</b>	<b>-</b>	<b>214,082</b>

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the City, and a failure to make contractual payments for a period of greater than 120 days past due. Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

### Contract Assets

The City's contract assets represent work completed, which have not been invoiced at year end. This is due to the City not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The City applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The City has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 21. Financial risk management (continued)

### c) Liquidity risk

#### Payables

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 16c.

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year \$	Due between 1 & 5 years \$	Total contractual cash flows \$	Carrying values \$
<b>2024</b>				
Trade and other payables	45,588,296	-	45,588,296	45,588,296
Lease liabilities	5,654	68,532	74,186	74,186
	<b>45,593,950</b>	<b>68,532</b>	<b>45,662,482</b>	<b>45,662,482</b>
<b>2023</b>				
Trade and other payables	44,669,335	-	44,669,335	44,669,335
Lease liabilities	79,514	67,092	146,606	146,606
	<b>44,748,849</b>	<b>67,092</b>	<b>44,815,941</b>	<b>44,815,941</b>

## 22. Events occurring after the end of the reporting period

On 25 July 2024, the City received notice from the Department of Water and Environmental Regulation (DWER) that the former landfill site at Hertha reserve has been reclassified from 'possibly contaminated - investigation required' to 'contaminated - remediation required' due to the large infrastructure project being undertaken to extend Stephenson Avenue. A site management plan and testing is required to be undertaken by Main Roads and its partners who are responsible for the works.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 23. Other material accounting policies

### a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

### b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

### c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

### d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

### e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

### f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 23. Other material accounting policies (continued)

### g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

### h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

### i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

#### Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

#### Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

#### Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 23. Other material accounting policies (continued)

### i) Fair value hierarchy (continued)

#### Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

#### Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

#### Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

#### Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

### j) Impairment of assets

In accordance with Australian Accounting Standards the City's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the City controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 8.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 24. Function and activity

### a) Service objectives and description

Objective	Description
<b>Governance</b>	
To provide a decision making process for the efficient allocation of scarce resources.	Administration and operation of facilities and services to members of the City; Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific City services; All other governance related activities in areas such as City Support, Administration, Finance and Information Services have been allocated down to the Programs that these costs support.
<b>Law, order and public safety</b>	
To provide services to help ensure a safer community.	Supervision of various local laws, security, fire prevention, emergency services and animal control.
<b>Health</b>	
To provide an operational framework for environmental and community health.	Food quality and pest control, health education, health related emergency response.
<b>Education and welfare</b>	
To provide services to disadvantaged persons, the elderly, children and youth.	Provision, management and support services for families, children and the aged and disabled within the community, assistance to schools, senior citizens support groups and meals on wheels.
<b>Community amenities</b>	
To provide services required by the community.	Town planning and development, rubbish collection services, noise control, stormwater drainage, the provision of public conveniences, bus shelters, roadside furniture and litter control.
<b>Recreation and culture</b>	
To establish and effectively manage infrastructure and resources which will help the social well being of the community.	Provision of facilities and support for organisations concerned with leisure time activities and sport, support for the performing and creative arts and the preservation of the national estate. This includes maintenance of halls, aquatic centres, recreation and community centres, parks, gardens, sports grounds and the operation of libraries.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 24. Function and activity (continued)

### a) Service objectives and description (continued)

Objective	Description
<b>Transport</b>	
To provide safe, efficient and effective transport services to the community.	Construction, maintenance and cleaning of streets, roads, bridges, drainage works, footpaths, parking facilities, traffic signs and the Council Operation Centre, street lighting, traffic lights, including development, plant purchase and maintenance.
<b>General purpose funding</b>	
To collect revenue to allow for the provision of services.	Rates income and expenditure, general purpose government grants, pensioner deferred rates and interest revenue.
<b>Economic services</b>	
To help promote the local government and its economic well-being.	To plan facilities and regulate land use consistent with community expectations and environmental considerations.
<b>Other property and services</b>	
To provide effective and efficient property services to the community and to monitor and control Council's overheads operating accounts.	Private works operations, public works overheads, City plant operations and repair costs, land and property services and others that cannot be assigned to one of the preceding programs.



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 24. Function and activity (continued)

### b) Income and Expenses by program

	2024 Budget \$	2024 Actual \$	2023 Actual \$
<b>Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions</b>			
General purpose funding	167,888,902	177,160,685	161,882,681
Governance	1,519,018	2,118,270	2,392,286
Law, order & public safety	4,672,300	4,783,876	4,178,465
Health	267,220	316,405	384,974
Education & welfare	3,260,734	9,397,168	2,400,869
Community amenities	49,671,389	55,055,618	46,927,944
Recreation & culture	15,346,728	19,154,356	16,186,814
Transport	2,367,400	2,697,220	2,085,299
Economic services	1,973,150	1,960,176	1,874,286
Other property & services	7,807,850	28,758,757	14,924,155
	<b>254,774,691</b>	<b>301,402,532</b>	<b>253,237,773</b>
<b>Grants, subsidies and contributions and capital grants, subsidies and contributions</b>			
General purpose funding	8,200,000	2,884,890	10,580,216
Governance	-	378,704	-
Law, order & public safety	165,500	-	55,025
Education & welfare	7,385,489	-	7,974,847
Community amenities	550,000	58,275	2,700,000
Recreation & culture	3,624,309	1,124,658	3,472,774
Transport	4,243,444	6,964,335	5,877,334
Other property & services	1,100,000	561,049	2,655,784
	<b>25,268,742</b>	<b>11,971,912</b>	<b>33,315,980</b>
<b>Total revenue</b>	<b>280,043,433</b>	<b>313,374,444</b>	<b>286,553,753</b>
<b>Expenses from operations</b>			
General purpose funding	(4,366)	(3,482,055)	(758,136)
Governance	(43,536,606)	(43,174,825)	(49,286,741)
Law, order & public safety	(9,203,139)	(10,483,071)	(8,706,616)
Health	(2,495,577)	(2,789,457)	(2,249,826)
Education & welfare	(14,164,048)	(15,154,658)	(15,302,598)
Community amenities	(52,201,520)	(47,784,071)	(46,294,957)
Recreation & culture	(73,757,202)	(85,500,217)	(84,908,915)
Transport	(59,240,258)	(58,885,328)	(55,550,540)
Economic services	(5,029,776)	(6,738,925)	(4,829,653)
Other property & services	(12,248,736)	(23,039,959)	(17,678,439)
<b>Total expenditure</b>	<b>(271,881,228)</b>	<b>(297,032,565)</b>	<b>(285,566,422)</b>
<b>Net result</b>	<b>8,162,205</b>	<b>16,341,878</b>	<b>987,331</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 24. Function and activity (continued)

### c) Total assets

	2024 Actual \$	2023 Actual \$
General purpose funding	105,141,424	95,810,560
Governance	22,509,581	21,799,956
Law, order & public safety	4,151,495	3,507,023
Health	447,245	418,314
Education & welfare	16,089,294	16,016,996
Community amenities	99,227,003	88,216,916
Recreation & culture	425,066,828	429,073,667
Transport	1,504,299,241	1,454,745,689
Economic services	3,718,234	4,464,718
Other property & services	535,065,813	533,154,326
Unallocated	52,348,649	31,607,764
<b>Total assets</b>	<b>2,768,064,807</b>	<b>2,678,815,929</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 25. Rates

### Rating information

Rate description	Basis of valuation	Rate in \$	Number of properties	Rateable value* \$	2024 Budget \$	2024 Actual \$	2023 Actual \$
Residential	Gross rental valuation	0.051335	61,451	1,725,763,552	88,702,131	88,592,072	81,727,410
Industrial	Gross rental valuation	0.058010	1,858	241,006,461	13,873,339	13,980,785	13,336,764
Commercial	Gross rental valuation	0.055718	1,714	372,957,085	20,204,535	20,780,423	17,657,572
Vacant	Gross rental valuation	0.077003	1,354	36,625,100	2,479,071	2,535,166	2,413,154
<b>Total general rates</b>					<b>125,259,076</b>	<b>125,888,446</b>	<b>115,134,900</b>
<b>Minimum payments</b>		<b>Minimum</b>					
General minimum	Gross rental valuation	921	36,064	50,375,267	32,958,906	33,214,944	34,828,786
Parkland villas (under 36m <sup>2</sup> )	Gross rental valuation	766	7	76,440	5,362	5,362	5,194
Strata titled storage units	Gross rental valuation	598	54	290,166	32,890	32,292	34,161
Interim rates					1,139,864	939,899	4,257,257
<b>Total general and minimum payments rates</b>					<b>159,396,098</b>	<b>160,080,943</b>	<b>154,260,298</b>
Plus							
Late payment penalties					250,000	405,438	351,653
Arrears rates					2,000	2,310	1,950
Instalment charges & interest					250,000	167,018	158,293
<b>Total general purpose funding</b>					<b>159,898,098</b>	<b>160,655,709</b>	<b>154,772,194</b>

For the 2023/24 financial year, and in accordance with the provisions of Section 6.33 of the *Local Government Act 1995*, the City of Stirling have adopted a Differential rates strategy with a different rate in the dollar applied to each of the four property categories. The key values of objectivity, fairness, equity and transparency have been applied when setting the rate in the dollar

The rate revenue was recognised from the rate record as soon as practicable after the City resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

The City introduced a concession scheme to provide more support to owners while they are undertaking development. In accordance with the provisions of Section 6.47 of the *Local Government Act 1995*, a concession was granted to owners of land that had been classified as vacant for less than two years on 1 July 2023. The concession had the effect of reducing the Rate in the \$ charged from the vacant rate to the relevant differential rate (residential, industrial or commercial). The minimum rate of \$921 was still applicable for vacant land.

\*Rateable Value at time of raising of rate.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 26. Determination of surplus or deficit

### a) Non-cash amounts excluded from operating activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with *Local Government Financial Management Regulation 32*.

Adjustments to operating activities	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
Less: Profit on asset disposals		(506,564)	(1,250,687)	(684,009)
Less: Share of net profit of associates and joint ventures accounted for using the equity method		-	2,665,876	2,172,332
Add: Loss on disposal of assets		127,959	8,307,950	21,370,613
Add: Depreciation		51,293,437	51,789,769	50,352,901
Non-cash movements in non-current assets and liabilities:				
Financial assets at amortised cost		-	(4,203)	(9,215)
Investment in associates		-	(7,614,534)	(3,005,903)
Trade and other receivables		-	(515,606)	773,596
Inventory - Land held for resale		-	61,592	20,121
Employee benefit provisions		-	835,956	7,899
Lease liabilities		-	1,440	16,287
<b>Non-cash amounts excluded from operating activities</b>		<b>50,914,832</b>	<b>54,277,553</b>	<b>71,014,622</b>

### b) Non-cash amounts excluded from investing activities

The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with *Local Government Financial Management Regulation 32*.

Adjustments to investing activities	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
Property, plant and equipment received for substantially less than fair value		-	121,926	10,000
Right of use asset received - non cash		-	71,688	(49,298)
<b>Non-cash amounts excluded from investing activities</b>		<b>-</b>	<b>193,614</b>	<b>(39,298)</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 26. Determination of surplus or deficit (continued)

### c) Surplus or deficit after imposition of general rates

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Local Government Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets	Note	2024 Budget \$	2024 Actual \$	2023 Actual \$
Less: Reserve accounts	28	(90,453,002)	(98,989,504)	(94,897,412)
Add: Current liabilities not expected to be cleared at end of year				
- Current annual leave	14	6,909,090	7,746,238	7,383,961
- Current long service leave	14	10,363,635	11,569,858	11,025,292
<b>Total adjustments to net current assets</b>		<b>(73,180,277)</b>	<b>(79,673,408)</b>	<b>(76,488,159)</b>
<b>Net current assets used in the Statement of Financial Activity</b>				
Total current assets		153,974,298	188,705,312	187,668,681
Less: Total current liabilities		(80,794,021)	(68,005,510)	(65,779,613)
Less: Total adjustments to net current assets		(73,180,277)	(79,673,408)	(76,488,159)
<b>Surplus or deficit after imposition of general rates</b>		<b>-</b>	<b>41,026,394</b>	<b>45,400,909</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 27. Lease liabilities

	2024 \$ Current	2024 \$ Non-current	2024 \$ Total	2023 \$ Current	2023 \$ Non-current	2023 \$ Total
Plant and equipment	5,554	66,632	72,186	79,414	65,192	144,606
Land	100	1,900	2,000	100	1,900	2,000
	<b>5,654</b>	<b>68,532</b>	<b>74,186</b>	<b>79,514</b>	<b>67,092</b>	<b>146,606</b>

		Plant and equipment		
		Lease liability Current \$	Lease liability Non-current \$	Lease liability Total \$
<b>1 July 2022</b>	<b>Balance at start of year</b>	46,898	48,805	95,703
	New lease liability	26,792	99,431	126,223
	Movement from non-current to current	83,044	(83,044)	-
	Repayment/ termination	(86,618)	-	(86,618)
	Lease interest	9,298	-	9,298
<b>30 June 2023</b>	<b>Balance at end of year</b>	<b>79,414</b>	<b>65,192</b>	<b>144,606</b>
<b>1 July 2023</b>	<b>Balance at start of year</b>	79,414	65,192	144,606
	New lease liability	101	7,094	7,195
	Movement from non-current to current	5,553	(5,553)	-
	Repayment/ termination	(87,594)	-	(87,594)
	Lease interest	8,079	-	8,079
<b>30 June 2024</b>	<b>Balance at end of year</b>	<b>5,553</b>	<b>66,733</b>	<b>72,286</b>

Plant equipment leased is either for larger printers/scanners or golf carts.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

Land - peppercorn lease			Total - plant & equipment and land		
Lease liability Current \$	Lease liability Non-current \$	Lease liability Total \$	Lease liability Current \$	Lease liability Non-current \$	Lease liability Total \$
100	2,000	2,100	46,998	50,805	97,803
-	-	-	26,792	99,431	126,223
100	(100)	-	83,144	(83,144)	-
(100)	-	(100)	(86,718)	-	(86,718)
-	-	-	9,298	-	9,298
<b>100</b>	<b>1,900</b>	<b>2,000</b>	<b>79,514</b>	<b>67,092</b>	<b>146,606</b>
100	1,900	2,000	79,514	67,092	146,606
-	-	-	101	7,094	7,195
100	(100)	-	5,653	(5,653)	-
(100)	-	(100)	(87,694)	-	(87,694)
-	-	-	8,079	-	8,079
<b>100</b>	<b>1,800</b>	<b>1,900</b>	<b>5,653</b>	<b>68,533</b>	<b>74,186</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 28. Restricted reserves - cash backed

	2024 Actual Opening Balance \$	2024 Actual Transfer to \$	2024 Actual Transfer (from) \$	2024 Actual Closing Balance \$
<b>Restricted by legislation</b>				
a) Cash in lieu of public open space reserve	928,477	257,774	-	1,186,251
b) Development contribution right of way improvement works reserve	-	777,748	(777,748)	-
c) Development contribution fund	-	271,585	-	271,585
d) Security service charge reserve	475,523	963,632	(946,663)	492,492
e) Payment in lieu of parking reserve	3,045,831	164,161	-	3,209,992
	<b>4,449,831</b>	<b>2,434,900</b>	<b>(1,724,411)</b>	<b>5,160,320</b>
<b>Restricted by council</b>				
f) Asset acquisition reserve	99,183	5,346	-	104,529
g) Capital investment reserve	17,684,822	10,000,000	(166,929)	27,517,893
h) Corporate projects reserve	24,046,309	4,213,806	(14,719,869)	13,540,246
i) Edith Cowan Reserve lighting reserve	42,334	2,282	-	44,616
j) Investment income reserve	2,994,946	1,418,170	(192,137)	4,220,979
k) Plant replacement reserve	5,496,112	4,110,065	(6,730,954)	2,875,223
l) Previous employees long service leave provision	830,578	14,162	-	844,740
m) Public parking strategy reserve	6,677,269	359,885	(163,818)	6,873,336
n) Road widening reserve	145,334	7,833	-	153,167
o) Staff leave liability reserve	13,916,697	750,068	-	14,666,765
p) Strategic waste development reserve	14,523,055	8,862,062	(4,580,473)	18,804,644
q) Tamala Park reserve	-	-	-	-
r) Tree reserve	1,223,116	443,504	(215,147)	1,451,473
s) Workers compensation reserve	2,767,826	1,934,392	(1,970,645)	2,731,573
	<b>90,447,581</b>	<b>32,121,575</b>	<b>(28,739,972)</b>	<b>93,829,184</b>
<b>Total</b>	<b>94,897,412</b>	<b>34,556,475</b>	<b>(30,464,383)</b>	<b>98,989,504</b>



# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

2024 Budget Opening Balance \$	2024 Budget Transfer to \$	2024 Budget Transfer (from) \$	2024 Budget Closing Balance \$	2023 Actual Opening Balance \$	2023 Actual Transfer to \$	2023 Actual Transfer (from) \$	2023 Actual Closing Balance \$
928,477	4,775	-	933,252	229,060	699,417	-	928,477
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
538,147	659,127	(1,123,147)	74,127	946,033	637,753	(1,108,263)	475,523
3,045,831	61,029	-	3,106,860	2,927,523	118,308	-	3,045,831
<b>4,512,455</b>	<b>724,931</b>	<b>(1,123,147)</b>	<b>4,114,239</b>	<b>4,102,616</b>	<b>1,455,478</b>	<b>(1,108,263)</b>	<b>4,449,831</b>
99,183	478	-	99,661	1,886,771	76,249	(1,863,837)	99,183
17,708,672	6,666,666	-	24,375,338	4,492,554	13,417,514	(225,246)	17,684,822
24,107,988	2,752,449	(11,000,000)	15,860,437	4,895,967	20,499,717	(1,349,375)	24,046,309
42,334	848	-	43,182	40,690	1,644	-	42,334
2,336,851	629,235	(233,890)	2,732,196	3,036,815	993,846	(1,035,715)	2,994,946
10,932,373	5,115,339	(6,019,500)	10,028,212	7,167,158	289,641	(1,960,687)	5,496,112
801,160	-	-	801,160	775,168	55,410	-	830,578
6,683,249	119,780	(1,270,000)	5,533,029	6,429,402	259,827	(11,960)	6,677,269
145,334	2,912	-	148,246	139,689	5,645	-	145,334
13,916,698	278,862	-	14,195,560	13,376,137	540,560	-	13,916,697
13,461,420	1,625,545	(6,280,000)	8,806,965	9,460,488	5,193,646	(131,079)	14,523,055
-	-	-	-	9,852,680	-	(9,852,680)	-
1,206,878	15,073	(275,000)	946,951	1,055,936	368,610	(201,430)	1,223,116
2,767,826	-	-	2,767,826	3,441,201	-	(673,375)	2,767,826
<b>94,209,966</b>	<b>17,207,187</b>	<b>(25,078,390)</b>	<b>86,338,763</b>	<b>66,050,656</b>	<b>41,702,309</b>	<b>(17,305,384)</b>	<b>90,447,581</b>
<b>98,722,421</b>	<b>17,932,118</b>	<b>(26,201,537)</b>	<b>90,453,002</b>	<b>70,153,272</b>	<b>43,157,787</b>	<b>(18,413,647)</b>	<b>94,897,412</b>

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 28. Restricted reserves - cash backed (continued)

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Purpose of the reserve
<b>Restricted by legislation</b>	
a) Cash in lieu of public open space	This reserve was established in accordance with the <i>Local Government Act 1995 and section 154 of the Planning and Development Act</i> to account for the contribution and payment in lieu of public open space received after 12 September 2020.
b) Development contribution right of way improvement works reserve	This reserve was established in accordance with the <i>Local Government Act 1995</i> to account for the contribution and payment of any right of way improvement work undertaken by the City.
c) Development contribution fund	This reserve was established for the Scarborough Redevelopment contribution Area. Planning control for the Scarborough Redevelopment Area was returned from the State Government to the City on 9 August 2023 (process called normalisation). The Development Contribution Plan (DCP) sets out the infrastructure needs of the redevelopment area and the financial contributions required towards the costs of this infrastructure. The introduction of the DCP allows the City to levy and collect contributions towards the beachside works.
d) Security service charge reserve	This reserve was created to accommodate excess funds from the charge levied for the Property Surveillance and Security services. In accordance with the provisions of Section 6.38 of the <i>Local Government Act 1995</i> any surplus generated from this charge is to be allocated to a reserve and used for Security Services, or be repaid to owners.
e) Payment in lieu of parking reserve	These funds are provided by developers where it is impractical to provide the number of parking spaces generally required for a particular development/use. These are held until an opportunity arises where suitable parking may be provided. Care is taken to ensure that the funds are separately identified to enable them to be applied only to works within the specific areas from which the revenue was sourced.
<b>Restricted by council</b>	
f) Asset acquisition reserve	Created in 2004/05 to accommodate anticipated revenues from land sales which are an integral part of the City's overall asset rationalisation program.
g) Capital investment reserve	The Capital investment reserve will hold proceeds of any sale of investment property, funds allocated by Council for investment purposes, surplus funds from investment purposes and any other funds as determined by Council.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 28. Restricted reserves - cash backed (continued)

Name of Reserve	Purpose of the reserve
<b>Restricted by council</b>	
h) Corporate projects reserve	Created in 2004/05 to accommodate future development needs of the City. The finalisation of the Strategic Community Plan, together with the long term works plan will assist in identifying appropriate uses for these funds.
i) Edith Cowan Reserve lighting reserve	These funds were provided by the developer of the estate surrounding the Churchlands Reserve. Council resolved to place the funds in a financial reserve fund to pay for future maintenance and running costs associated with the lighting on this reserve.
j) Investment income reserve	The Investment income reserve will hold rent from investment properties, dividends and distributions from other investments and interest earned on Capital investment reserve
k) Plant replacement reserve	This reserve account is designed to eliminate the need for substantial allocations from rates in any year. The principle behind the reserve is that a proportionate payment will be made from the general fund annually that relates to utilisation (consumption) of existing plant and provides for plant replacement.
l) Previous employees long service leave provision reserve	The purpose of this reserve is to provide for liabilities for long service leave payments that may need to be made to other local governments in respect of the transferred service entitlement of past employees of the City. Regulations provide that long service leave entitlements are transferable from Council to Council for an employee's uninterrupted service in local government.
m) Public parking strategic reserve	This reserve was created to fund the City's Paid Parking Strategy.
n) Road widening reserve	The Road widening reserve was set up within the 2012/13 financial year to be used for compensation payments associated with the compulsory acquisition of land for road widening along Beaufort Street and Harborne Street.
o) Staff leave liability reserve	It is the function of this reserve to cash-back the liability of the City for long service leave and annual leave for continuing employees. The liability is calculated based on legal and contractual entitlements. The reserve will be maintained at a minimum of 50% of the liability.
p) Strategic waste development reserve	The reserve was created in 2015/16 by renaming the 3-Bin Replacement Reserve and is to be used to fund strategic waste related projects.
q) Tamala Park reserve	The City will be receiving funds over the next few years for the sale of land developed at Tamala Park. It is proposed that the funds be used for income generating projects which in turn will help create a sustainable City.
r) Tree reserve	The Tree reserve will hold any funds set aside under the City's Street and Reserve Trees policy.
s) Workers compensation reserve	The scope of this reserve is the payment of premium obligations and common law claims with respect to work related injuries for which the City as employer has a statutory or common law liability.

# Notes to and forming part of the financial statements (continued)

For the year ended 30 June 2024

## 29. Trust funds

### Trust funds allocated interest

Funds over which the City has no control and which are not included in the Financial Statements are as follows:

Purpose of trust fund	Opening balance 1 July 2023 \$	Receipts \$	Paid out \$	Interest earned \$	Closing balance 30 June 2024 \$
Other bonds	529,178	-	(1,010)	25,970	554,138
Town planning scheme no 18	4,428,989	-	-	217,622	4,646,611
Town planning scheme no 25	29,259	-	-	1,438	30,697
Town planning scheme no 27	430,475	-	-	21,152	451,627
Town planning scheme no 28	652,714	-	-	32,072	684,786
Laneways	547,254	-	(82,082)	26,891	492,063
Other trusts	884,427	-	-	43,457	927,884
Payment in lieu of public open space	9,615,935	-	-	472,487	10,088,422
	<b>17,118,231</b>	<b>-</b>	<b>(83,092)</b>	<b>841,089</b>	<b>17,876,228</b>





# Indexes



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# A sustainable City with a local focus

# 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**

### **Hamersley**

Belvedere Road, Hamersley  
(08) 9205 7600

### **Mirrabooka**

38 Ashbury Crescent, Mirrabooka  
(08) 9205 7320

### **Karrinyup**

2 Natalie Way, Karrinyup  
(08) 9345 8555

### **Balga**

Princess Road, Balga  
(08) 9205 7340

### **Scarborough**

Scarborough Community Hub  
173 Gildercliffe Street, Scarborough  
(08) 9205 7490

### **Scarborough Beach**

171 The Esplanade, Scarborough  
(08) 9205 7560

### **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](http://www.stirling.wa.gov.au/venuehire) for more information.



**Administration Centre** 25 Cedric Street Stirling WA 6021

**Telephone** (08) 9205 8555

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**Web** [www.stirling.wa.gov.au](http://www.stirling.wa.gov.au) | [f](#) [@](#) [in](#) [v](#) /citystirlingwa

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