

Sustainable Stirling 2026-2036

Strategic Community Plan



*This is
our place*

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 the Aboriginal and Torres Strait Islander community, we will continue to realise our vision for reconciliation.

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About Sustainable Stirling 2026-2036

Sustainable Stirling sets out an ambitious and achievable vision for the development of the City over the next ten years and beyond.

This Strategic Community Plan (SCP) is the City of Stirling's primary planning document, outlining our long term vision, objectives and focus areas for the next decade. It guides decision making, resource allocation, and the delivery of services and projects, ensuring our work aligns with the needs and aspirations of our community.

The plan is updated through a minor review every two years to refresh priorities, actions and measures, and a major review every four years to revisit our long-term vision and direction with the community. This keeps it responsive, focused and committed to delivering what matters most.

Revised in partnership with our community following a major review across 2025 and 2026, Sustainable Stirling 2026-2036 reflects our community's voice, while also meeting legislative requirements.

Sustainable Stirling sets a clear and responsible direction to deliver our vision of 'a sustainable City with a local focus'.







Our vision:

**A sustainable City
with a local focus.**

Our mission:

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

Our values:

- ✓ Approachable
- ✓ Responsive
- ✓ Transparent
- ✓ Innovative



About the City of Stirling

The City of Stirling (the City) is located 8km north of Perth's central business district and covers an area of around 100km². Spanning from Scarborough in the west to Balga and Inglewood in the east, and from Beach Road in the north to Herdsman in the south – the City is a thriving cosmopolitan, multicultural and economic hub.

Situated on Mooro Country, the City has been home to the Wadjak Nyoongar people for more than 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. A coastal wetlands trail connects a series of lakes from the Swan River heading north. This trail holds deep significance for the Nyoongar community, who see it as 'one water, many lakes'. Along its length are 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 254,000 residents. Migrants have played an essential role in the City's history; early settlers from China and Europe drove agricultural growth in the region, and by the 1900s bustling market gardens had taken root in Osborne Park, Balcatta and Gwelup. Today, the City of Stirling is a melting pot of cultures, with nearly one third of residents speaking a language other than English and about 40 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 its appeal 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. More than 26,000 businesses operate within the City, 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 2025 was \$19.7 billion.

About our City



Total area:
104.7km²

7km coastline

1,780ha of
reserves, parks and
bushland areas



30 suburbs



700ha
of natural
bushland



26
wetland
sites



1,092kms
of roads



6 leisure centres
3 with pools



6 libraries



1,129kms
of pathways



24 recreation
facilities



279
playgrounds



40%
of the City's population
born overseas



29%
residents speak a
language other than
English at home



1.1%
identify as
Aboriginal or Torres
Strait Islander



22.3%
aged over 60

21.8%
aged under 20

38
median age



Jobs:
88,056



Businesses:
26,000

Preparing for the future:



2025 residents:
254,821



2025 homes:
103,821



2025 visitors:
941,000

2046 residents:
294,385

2046 homes:
127,038

2041 visitors:
1,391,000

An aerial photograph of a suburban neighborhood with numerous houses, trees, and roads. In the background, a city skyline is visible across a body of water under a cloudy sky. The image is framed by large, curved, semi-transparent yellow and orange shapes on the right and bottom left sides.

This is
our place



Everyday moments in the City of Stirling have a way of adding up. It's the streets people know by heart, the places they return to without thinking, and the small routines that begin to feel like second nature. Over time, these moments create a sense of comfort and connection, turning something familiar into something meaningful. What begins as a personal connection to a neighbourhood becomes something shared, as people start to see their own lives reflected in the places around them. It's not something that needs to be explained or defined, it's something people simply feel and come to recognise for themselves. And when they do, it becomes clear that **this is our place.**





Message from the Mayor and Chief Executive Officer

We are proud to call the City of Stirling our place. Its proximity to the Perth central business district, vibrant cultural and entertainment precincts, pristine coastline, natural environments and strong commercial centres that support local employment continue to make the City of Stirling a place of opportunity.

We are committed to building the future our community deserves, grounded in what people value, shaped by their voices and clear about our shared direction.

Every local government in Western Australia is required to have a strategic community plan. It is our highest-level planning document, setting a long-term vision and guiding how we make decisions, allocate resources and deliver services. To ensure it remains aligned to community priorities, the plan is reviewed regularly, including a major review every four years.

In 2025/26, we undertook a major review of Sustainable Stirling 2022–2032, engaging widely with our community to understand what matters most. More than 1,700 people contributed, sharing their ideas, priorities and aspirations for the City's future.

The feedback reflected a strong sense of belonging and shared ownership. It reflected a community that values connection, cares about looking after its neighbourhoods and public spaces and wants to shape a better future together.

Based on this input, we are proud to present Sustainable Stirling 2026–2036, our updated Strategic Community Plan and our shared vision for the decade ahead. It sets an ambitious yet achievable direction for the City, outlining the priorities that will guide how we plan, deliver services and support a growing, diverse community. The plan reflects what matters most to our people and reinforces Stirling as a vibrant, inclusive and sustainable City.

The review confirmed that our five key result areas remain as important as ever. We will continue to focus on enhancing liveability, strengthening connections, supporting our local economy, protecting our natural environment for future generations and delivering good governance.

Emerging priorities were also identified, including improving safety and security, enhancing transport and connectivity, future-proofing amenities and facilities, creating more community events and strengthening environmental outcomes.

Everything the City does is guided by this plan. While it sets a long-term direction, it is not static. We will continue to listen, monitor progress and adapt as needs change.

The City cannot deliver this vision alone. Success depends on working together with our residents, businesses, community groups and partners to achieve shared goals. Every one of us has a role in shaping our future and making our City an even better place.

We sincerely thank everyone who contributed to the development of Sustainable Stirling 2026–2036. Your input has been invaluable in shaping a plan that truly reflects our community's aspirations.

Together we can create a sustainable City with a local focus and be proud to say this is our place.



Mark Irwin AM
Mayor



Stevan Rodic
Chief Executive Officer

Council

The City is divided into seven wards, each represented by two Elected Members. The City of Stirling has 14 Councillors and a popularly elected Mayor.



Mayor



Mayor
Mark Irwin AM

Hamersley Ward



Deputy Mayor
Karlo Perkovic



Councillor
Chris Hatton

Balga Ward



Councillor
Andrea Creado



Councillor
Michael Dudek

Coastal Ward



Councillor
Rob Paparde



Councillor
Tony Krsticevic

Doubleview Ward



Councillor
Elizabeth Re



Councillor
Stephanie Proud JP

Inglewood Ward



Councillor
Damien Giudici



Councillor
Daniela Ion

Lawley Ward



Councillor
Joe Ferrante



Councillor
Suzanne Migdale

Osborne Ward



Councillor
Lisa Thornton



Councillor
Teresa Olow

How we plan

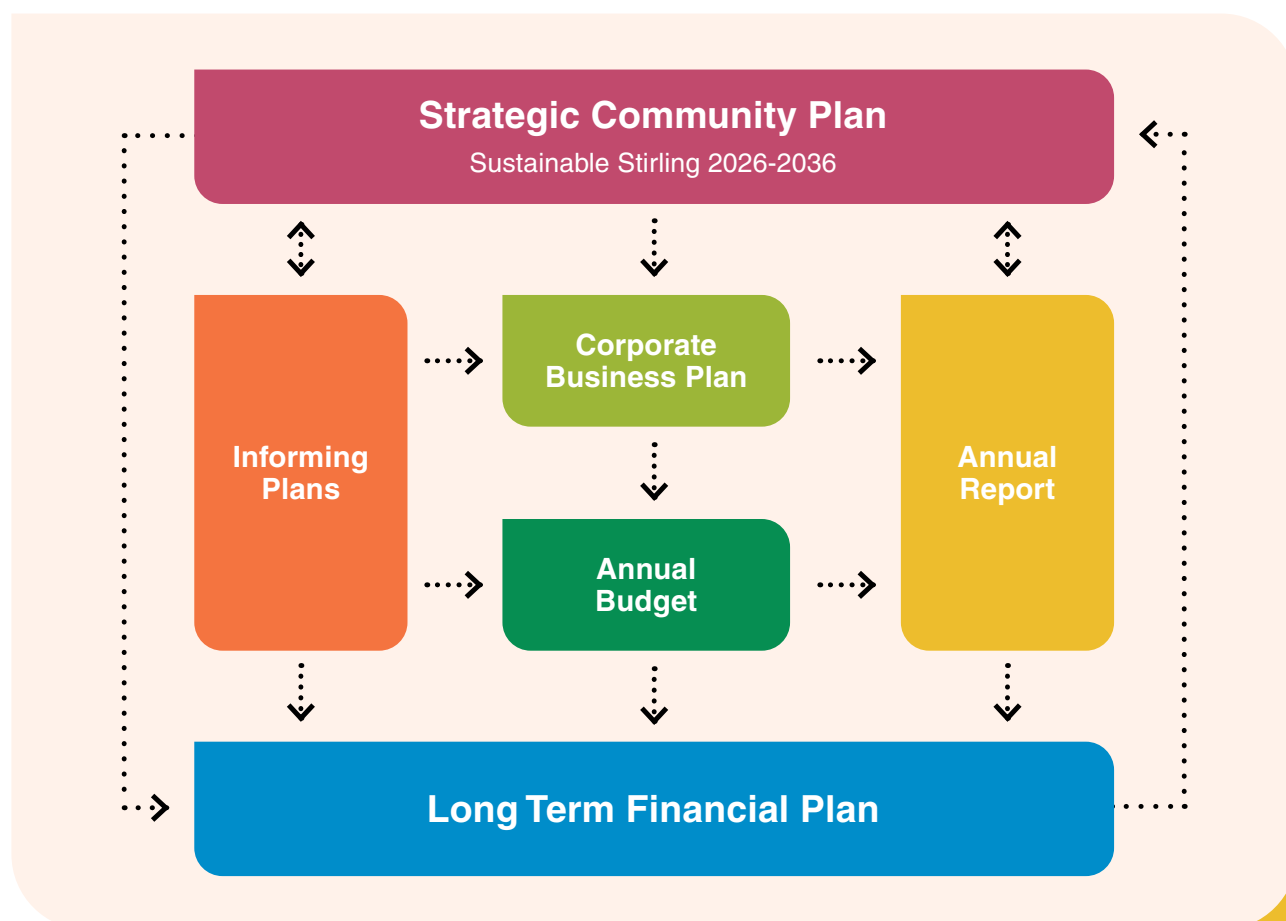
Western Australian legislation requires local governments to plan for the future through an Integrated Planning and Reporting Framework. This includes a 10-year Strategic Community Plan, a four-year Corporate Business Plan, and supporting informing plans.

As part of the integrated planning process, local governments work with their communities to shape a long-term vision, examine and understand the demographic, social, environmental and economic trends shaping the future of their area, and align their activities and resources to address the community's aspirations expressed in the vision.

Under the Integrated Planning and Reporting Framework, local governments are required to

measure, assess and report their performance every year to their community. This process of measurement and reporting helps local governments continually improve their performance and progress towards their vision and objectives.

The diagram below illustrates the City of Stirling's Integrated Planning and Reporting Framework.



Our Integrated Planning and Reporting Framework helps connect the City's long-term vision with the work we do every day. Each document plays a different role, from setting the direction to delivering services and reporting on progress. Together, they help ensure we are working towards what matters most to our community in a clear, coordinated and transparent way.



Strategic Community Plan

This is our long-term plan, setting out the community's vision for the future and the goals we're working towards together.



Corporate Business Plan

This plan outlines what we'll deliver over the next four years and the resources required, including the services, projects and programs that support our community's priorities.



Informing plans

These plans provide more detail on key areas of work, outlining the actions and targets that guide how we'll achieve our long-term goals.



Annual Budget

This sets out how we will fund our services and projects each year, ensuring resources are allocated appropriately and we invest in what matters most to the community.



Long Term Financial Plan

This plan looks ahead to make sure we can sustainably fund our services, infrastructure and priorities into the future.



Annual Report

This report looks back on the year, sharing what we delivered, how we performed, and the progress we've made towards our community's vision.

Together, these documents provide a clear and transparent line of sight from community aspirations to delivery, completing the process by reporting outcomes and results.



Our stakeholders

The City works with a diverse range of stakeholders who play an important role in shaping decisions and outcomes for our community. These stakeholders bring valuable local knowledge, experience and perspectives that help us understand what matters most to our community.

Our approach to community engagement is guided by seven principles that underpin how we plan, design and deliver engagement activities. By building strong and ongoing relationships and applying these principles, the City works to ensure our projects, services and initiatives

reflect the needs, priorities and aspirations of the community. We use a range of tailored engagement approaches so stakeholders can easily get involved, have access to clear and timely information, and understand how their input has helped inform decisions.

The following seven principles guide the City of Stirling's community engagement:

- | | |
|--|---|
| 1. We manage expectations with a clear purpose and defined negotiables | 4. We build trust and credibility |
| 2. We monitor and evaluate our engagement efforts and identify opportunities for improvement | 5. We use best-practice tools and methodologies |
| 3. We lead with respect and an understanding of what we already know | 6. We identify our stakeholders and start where people are at |
| | 7. We close the loop with the community. |

Our key stakeholders include, but are not limited to:



Community input

Our community plays a vital role in shaping the future of the City of Stirling. We listened to people who live, work, and visit the City to better understand what matters most to them and how we can shape our Strategic Community Plan.

Between July and December 2025, the City engaged with a diverse range of stakeholders with more than 1,700 people actively consulted to identify emerging priorities and inform where Council should focus to build the future our community deserves. The table below provides a summary of how these insights were gathered.



- ✓ 3,675 Future Stirling project page visits
- ✓ 10,000 letters distributed
- ✓ 48,683 impressions across 14 social media posts
- ✓ 68 pop-ups
- ✓ 1,440 in-person community conversations
- ✓ 3 Business Brews events hosted by 96 Café, Lady Annie and Micrology (local cafés)
- ✓ 11 clubs participated in club convos with a total of 89 participants
- ✓ 3 Future Forum Drop-in sessions
- ✓ 1,078 views of the Future Stirling news article
- ✓ 15 classes from 9 schools including 250 students participated in a Nature Stories School competition
- ✓ 737 homes were door knocked, one street in each of the City's 30 suburbs
- ✓ 73.6% open rate, across 8 newsletters with 1,076 article clicks to the project page
- ✓ 5 2-hour 'Your Future, Our Focus' workshops were held with a total of 114 attendees.



Over 1,700 people helped
shape our future priorities

Who we heard from

Connection to Stirling:

- 78% own a property where I live
- 15% are part of a local community group or sporting club
- 14% rent a property where I live
- 5% work in the City of Stirling
- 5% own an investment property
- 3% own a business.

Gender:

- 40.7% male
- 57.3% female
- 2% other or not disclosed.

Wards:

- 10.9% Balga
- 16.8% Coastal
- 16.9% Doubleview
- 12.8% Hamersley
- 12.5% Inglewood
- 14.1% Lawley
- 8.1% Osborne
- 7.8% visitor.





What's important to our people and what they value most

- Affordable housing and cost of living
- Clean, well-maintained streets and public spaces
- Community connection and belonging
- Environmental sustainability and climate action
- Green space, trees and urban canopy
- Good governance, trust and transparency
- Parks, playgrounds and recreation facilities
- Safety and feeling secure
- Support for local businesses and local jobs
- Transport, traffic and parking.

What our people want the City to prioritise

- Creating events that connect the community
- Enhancing safety and security
- Future proofing amenities and facilities
- Improving housing affordability and liveability of neighbourhoods
- Improving transport and connectivity
- Strengthening support for the environment.



Challenges and opportunities

In developing this plan, the City undertook an external scan to understand the key trends influencing our community now and into the future. Some of these trends are beyond the City's direct control, however they have been carefully considered to ensure the plan is realistic, forward looking and responsive to the challenges and opportunities facing the City and our community.

Cost of living and inflationary pressures

Rising living costs are increasing financial stress for residents and placing greater demand for local services and support. This presents an opportunity for the City to look for ways to ease these pressures by strengthening partnerships, targeting programs and advocating for improved affordability, helping residents stay connected to jobs, services and their community.

Managing population growth and housing affordability in a sustainable way

As Stirling continues to grow, population change will bring both challenges and opportunities for our community. By 2046, the City is projected to add approximately 45,000 residents and need more than 20,700 new dwellings, increasing demand on housing, infrastructure, transport, open space and local amenity if growth is not well planned. At the same time, this growth presents an opportunity to improve neighbourhoods through well designed infill, plan and advocate for a range of housing options, and create a more liveable and connected City with vibrant local centres.

Reconciliation to recognise and respect Aboriginal culture

Following the adoption of the City's Reconciliation Action Plan 2026-2028, the City is strengthening its commitment to reconciliation by working alongside the community to build stronger relationships, grow understanding and respect for Aboriginal and Torres Strait Islander cultures and experiences, and improve access to opportunities. This also creates opportunities to deepen partnerships with Traditional Owners and Aboriginal organisations to build a shared sense of belonging, care and connection to place across Stirling.

Response to homelessness

Homelessness remains a complex and ongoing challenge for the City, impacting individual wellbeing and the way public spaces are used. While the City plays a supporting role to State Government, addressing this challenge relies on continued collaboration with service providers and other agencies to support prevention, uphold dignity, and help people connect with the services they need.

Focus on young people

Supporting the wellbeing, inclusion and participation of young people is both a challenge and an opportunity for the City. By actively engaging with young people and youth service providers, the City is strengthening support for all young people, including LGBTQIA+ young people, while continuing to advocate for youth wellbeing and social initiatives that help young people feel connected and supported.

Improved waste recovery

Improving waste recovery presents a strong opportunity for the City to reduce landfill, protect the environment and make better use of valuable resources. By expanding recycling and organics recovery and working with the community and industry partners to reduce contamination, the City can turn waste into a valuable resource. These efforts support a more circular local economy, lower environmental impacts, and deliver long term benefits for the Stirling community.

Asset renewal and maintenance

Ageing infrastructure and rising costs present ongoing challenges in keeping community facilities, roads, parks and buildings safe, reliable and fit for purpose. In response, the City is increasingly prioritising investment in the renewal and upgrade of existing assets, rather than new infrastructure, supported by proactive monitoring and strategic decision making to ensure assets continue to meet the changing needs of the community.

Climate change and biodiversity loss

Climate change and biodiversity loss can make neighbourhoods hotter, reduce habitats and put pressure on local ecosystems and community amenity. The City is responding by protecting and restoring local biodiversity, growing tree canopy, prioritising native species and strengthening green corridors. The City is also planning carefully to address the impacts of climate change by reducing water use and emissions, as well as implementing actions to lessen the impacts of waste and coastal erosion. However, these challenges cannot be resolved by the City alone. Encouraging and supporting our community to get involved and contribute is essential, tackling climate change and biodiversity loss together, fostering greater resilience and shared stewardship across Stirling. These initiatives are aimed at ensuring the long-term sustainability and liveability of our community for current and future generations.

Rapid technology advancements and AI

Rapid advances in technology, including artificial intelligence, present both challenges and opportunities for the City as digital expectations grow. While cyber security, privacy and information management require careful oversight, new technologies also offer opportunities to improve service quality, efficiency and customer experience. Through technology initiatives, the City is modernising and better connecting its systems so employees can work more efficiently and deliver safe, ethical and inclusive services to the community.

Driving
sustainable
goals for
our future



Our commitment to sustainability

United Nations Sustainable Development Goals:

In 2015, Australia joined 192 other countries in committing to the United Nations Sustainable Development Goals a set of 17 global goals aimed at improving social, economic and environmental wellbeing by 2030. Achieving these goals is a shared responsibility across all levels of government, businesses and the community, and progress is strongest when we work together.

The City of Stirling has identified the key result areas within Sustainable Stirling 2026-2036 that align to these Sustainable Development Goals. These will help us focus our efforts on the areas where we can have the most impact. We will use these indicators to track our performance, learn from others and measure our success so the City of Stirling can work together with our community to make a positive contribution towards Australia's global commitment.



Source: The United Nations Sustainable Development Goals

Note that the content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States (<https://www.un.org/sustainabledevelopment>).

Sustainable Stirling 2026-2036 at a glance

Sustainable Stirling 2026-2036 incorporates feedback from the community and outlines a vision, mission and direction for the next 10 years. This is further described by five key result areas, which give direction to the City's 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. Measures have been developed to sit alongside the new objectives and strategies. The City's success and performance in future years will be reported against these.







Key Result Area: **Our Community**



An inclusive and
harmonious City



An active and
healthy City



A safer City





Objective:

Connect communities with their local areas

With an extremely diverse population, it is important for the City to support and encourage our residents to be active participants in their local communities. We are respectful of all cultures and are committed to reconciliation, inclusion and mutual understanding, recognising the importance of shared histories, experiences and perspectives. We embrace diversity and equal opportunity and will create welcoming places and inclusive opportunities that bring people together, so everyone feels a sense of belonging and has a variety of ways to participate in community life.

How will we achieve this?

- Facilitate social connections and access to services locally
- Build strong relationships with our diverse community
- Provide opportunities for active participation, volunteering and lifelong learning
- Strengthen reconciliation to foster understanding, respect and inclusion.



How will we measure our progress?

- Participation numbers for programs and activities offered by the City
- Community satisfaction with services for our diverse community
- Community perception of the City's focus on and support for diverse groups
- Participation numbers for volunteering opportunities offered by the City
- Community satisfaction with the City's library services
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Community Partnerships; Community Planning & Projects; Community Services; and Libraries, Arts & Community History.

Supporting plans

Age Friendly Strategy; Disability, Access & Inclusion Plan; Libraries Strategy; Multicultural Framework; Public Health Plan; and Reconciliation Action Plan.



An active and healthy City

Objective:

Encourage active and healthy lifestyle choices

Healthy and active people create strong and resilient communities. The City will ensure our community, through all stages of life and abilities, 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 equitable access to services that improve health and wellbeing outcomes for all.

How will we achieve this?

- Facilitate a range of recreation and leisure opportunities for everyone in the City
- Foster collaboration to support the health and wellbeing of our community.



How will we measure our progress?

- Community satisfaction with the City's sports and leisure facilities
- Usage and member retention rates for the City's sports and leisure facilities
- Community satisfaction with the City's beaches
- Community satisfaction with the City's provision of playgrounds and parklands
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Community Services; Community Partnerships; Environmental Health; Stirling Leisure – Hamersley Public Golf Course; Leisure Services; Open Space Design & Projects; and Recreation Facilities.

Supporting plans

Active Transport Principles; Age Friendly Strategy; Community Infrastructure Plan; Disability, Access & Inclusion Plan; Public Health Plan; and Public Open Space Strategy.



**A safer
City**

Objective:

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 City through our dedicated, visible and responsive ranger, community patrol and environmental health services, which help protect public health and wellbeing. We will also proactively engage, educate and work with our community and partner agencies to prevent crime and anti social behaviour, creating a City where people feel safe in their homes, neighbourhoods and public spaces.

How will we achieve this?

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



How will we measure our progress?

- Participation numbers for community safety-focused events held by the City
- Community satisfaction with the City's ranger services, community patrols and graffiti management
- Community safety team response times for urgent incidents
- Community satisfaction with City's management of parking
- Achievement of environmental health inspection targets
- Achievement of domestic swimming pool inspection targets
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Environmental Health; Emergency Preparedness & Recovery; Ranger Services; Safer Stirling; and Swimming Pool Inspections.

Supporting plans

Public Health Plan.



Key Result Area: **Our Economy**



**A smart and
prosperous City**



**A local
business City**



A vibrant City





Objective:

Encourage economic investment

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



How will we achieve this?

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

How will we measure our progress?

- Value (AUD) of commercial and residential building permits issued in the City
- Gross Regional Product trend
- State and Federal Government investment commitments
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Advocacy & Partnerships; City Future Projects; Economic Development; Executive Services; Planning Services; and Property Services.

Supporting plans

Economic & Tourism Development Strategy; and Local Planning Strategy.



**A local
business City**

Objective:

Facilitate local business and employment growth

With approximately 88,000 jobs across more than 26,000 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 and create job growth, so it can propel our economy forward into the future.



How will we achieve this?

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

How will we measure our progress?

- Local business satisfaction with support provided by the City
- Number of actively trading businesses in the City
- Number of jobs in the City
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

City Future Projects; Economic Development; Planning Services; and Property Services.

Supporting plans

Economic & Tourism Development Strategy; and Local Planning Strategy.



Objective:

Attract visitors to our City

Local neighbourhood centres provide many opportunities where people can meet, shop, create, learn and work to help sustain the wellbeing of our residents and visitors. It is important the City supports activity and events in these centres so people can come together to take part in a 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.



How will we achieve this?

- 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.

How will we measure our progress?

- Attendance numbers for events in the City
- Number of visitors to the City
- Community satisfaction with community events and cultural activities in the City
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Economic Development; Events & Sponsorship; Libraries, Arts & Community History; and Marketing & Communications.

Supporting plans

Economic & Tourism Development Strategy; and Public Art Masterplan.



Key Result Area: Our Built Environment



A liveable City



An accessible and connected City



An attractive and well-maintained City





Objective:

Create unique and liveable neighbourhoods and places

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 they are thriving and liveable with a diverse range of housing. We will strategically plan for growth in transit corridors and activity centres to ensure our community has access to their daily needs close by.

How will we achieve this?

- Prioritise growth along transit corridors and activity centres
- Improve the quality, liveability and identity of local areas
- Facilitate and advocate for diverse housing choices for our community.



How will we measure our progress?

- Community satisfaction with variety of services and facilities in local neighbourhoods
- Community satisfaction with the local neighbourhood overall
- Community satisfaction with the City's heritage management
- City's performance within regulatory building and planning timeframes
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Building Services; City Future Projects; Planning Services; Schemes, Policies & Heritage; Swimming Pool Inspections; and Verge & Crossover Services.

Supporting plans

Heritage Management Strategy; Local Planning Strategy; Public Health Plan; and Public Open Space Strategy.



**An accessible and
connected City**

Objective:

Connect the community through sustainable and integrated transport networks

A well-connected City is a successful City – socially, environmentally and economically. As well as providing safe and accessible roads and parking, the City will have a network of cycleways and pathways to encourage residents and visitors to travel in more active and healthy ways. There will be a range of options for mobility, with improved public transport and integrated networks to enhance amenity and activity in local centres.

How will we achieve this?

- Provide and maintain safe and 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.



How will we measure our progress?

- Community satisfaction with the City's provision and maintenance of roads, pedestrian ways, cycleways and road safety measures
- Community satisfaction with City's provision of parking
- Road safety results within the City
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

City Future Projects; Engineering Construction Services; Engineering Design Services; and Transport Services.

Supporting plans

Active Transport Principles; Local Planning Strategy; and Rights of Way Management Strategy.



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 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.



How will we achieve this?

- Provide quality, well-maintained facilities for the benefit of the community
- Provide quality, well-maintained sporting reserves, parks and open spaces for the community.

How will we measure our progress?

- Community satisfaction with the City's provision and maintenance of community facilities
- Usage of our community facilities
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Asset Strategy & Sustainability; Engineering Maintenance Services; Facility Management; Open Space Design & Projects; Parks & Streetscapes; Project Management; and Property Services.

Supporting plans

Heritage Management Strategy; Local Planning Strategy; Public Open Space Strategy; Rights of Way Management Strategy; Strategic Asset Management Plan; and Sustainable Energy Action Plan.



Key Result Area: **Our Natural Environment**



**An energy-smart
City**



A water-wise City



A biodiverse City



A waste-wise City





Objective:

Transition to net zero emissions

Local government has a key role to play in contributing to national and international emissions reduction targets. In recognition of this, the City has set targets and a clear direction to reduce carbon emissions. We all have our part to play, and the City will support our community and work with other levels of government to take action to reduce emissions and create a more sustainable future.



How will we achieve this?

- 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.

How will we measure our progress?

- Progress towards achieving 100 per cent renewable electricity supply by 2030
- Progress towards achieving 70 per cent carbon emissions reduction by 2030
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Asset Strategy & Sustainability; Facility Management; Fleet Services; and other City services.

Supporting plans

Sustainable Energy Action Plan.



A water-wise
City

Objective:

Ensure a sustainably managed water supply and a healthy and balanced urban water system

Water is a valued and precious natural resource, and it is essential 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 adversely affecting our natural environment. We will ensure water across the City is managed in a sustainable, equitable and resilient way so our community and ecosystems can prosper into the future.



How will we achieve this?

- 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.

How will we measure our progress?

- Progress against measures outlined in the City's Waterwise Council Action Plan
- Adherence to groundwater allocation usage limits set by Department of Water and Environmental Regulation
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Asset Strategy & Sustainability; Parks & Streetscapes; and other City services.

Supporting plans

Public Health Plan; Stirling Climate Change Adaptation Plan; Sustainable Energy Action Plan; and Waterwise Council Action Plan.



Objective:

Support biodiversity in our natural and urban environment with connected healthy ecosystems

The City is fortunate to have a biodiverse natural environment with a wide variety of native flora and fauna. It is critical 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.

How will we achieve this?

- 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.

How will we measure our progress?

- Track progress and performance measures outlined in the City's Urban Forest Plan and Biodiversity Strategy
- Progress towards achieving the City's average tree canopy target of 18 per cent by 2040
- Progress towards achieving 30 per cent average canopy cover on City land
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Asset Strategy & Sustainability; Building Services; City Future Projects; Engineering Construction Services; Conservation & Wildlife; Engineering Design Services; Engineering Maintenance Services; Open Space Design & Projects; Parks & Streetscapes; Project Management; Property Services; Schemes, Policies & Heritage; Urban Greening; and Verge & Crossover Services.

Supporting plans

Coastal Hazard Risk Management Adaptation Plan; Public Health Plan; Stirling Climate Change Adaptation Plan; Sustainable Energy Action Plan; and Waterwise Council Action Plan.





Objective:

Support a low-waste, circular economy that protects our environment from the impacts of waste

The City aims to support a circular economy that reduces consumption and recaptures waste for reuse or recycling. 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 in our own operations and engage and educate our community to reduce, reuse and recycle.



How will we achieve this?

- 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.

How will we measure our progress?

- Progress against Western Australia's Waste Avoidance and Resource Recovery Strategy 2030
- Community satisfaction with the City's waste collection and recycling services
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Resource Recovery; Waste Operations; and other City services.

Supporting plans

Public Health Plan.



Key Result Area: **Our Leadership**



**A well-governed
City**



**A customer-
focused City**



**A capable and
efficient City**





Objective:

Provide accountable and ethical governance

Transparent and ethical governance contributes to public trust and confidence in Council decision-making, and the City is committed to this process. This practice of good governance will be responsible, clear and in line with legislative requirements to ensure we support the best interests of our community. We will continue to monitor and improve our accountability and integrity and be an active contributor in the local government sector.



How will we achieve this?

- Comply with legislation, standards and obligations
- Undertake conscious and effective management of risk
- Provide local government sector leadership.

How will we measure our progress?

- Annual Compliance Audit Return
- Compliance of the City's operations with the Risk Management Policy
- Attainment of awards and recognition within the sector
- Operational key performance indicators for each of our associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

Council Governance; Executive Services; and Strategic Planning, Risk & Performance.

Supporting plans

Integrity Framework; Long Term Financial Plan; and Risk Management Framework.



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 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.



How will we achieve this?

- Provide consistent, responsive and efficient customer service
- Listen to our community through consultation and engagement
- Transform the City's digital environment to increase access to the City.

How will we measure our progress?

- Performance against targets outlined within the City's Customer Service Charter
- Community satisfaction with the provision of online services
- Community satisfaction with the way in which the City keeps residents informed
- Participation numbers for community engagement programs
- Operational key performance indicators for directly associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

All City services.

Supporting plans

Customer Engagement Policy.



Objective:

Strive for operational efficiency and effectiveness while maintaining a safe working environment

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. They will seek opportunities for continuous improvement and collaboration, as well as safe and effective ways of working.



How will we achieve this?

- 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
- Foster a safe, supported and capable workforce.

How will we measure our progress?

- Adherence to the legislated Integrated Planning and Reporting Framework
- Unqualified Auditor's Report on Financial Statements
- Operational key performance indicators for directly associated services
- Progress and outcomes of dedicated City projects and programs.

Associated City services

All City services.

Risk management approach

The City of Stirling applies a consistent, structured and evidence-based approach to risk management. Guided by AS ISO 31000:2018, our Risk Management System ensures risks are identified early, assessed consistently and managed proactively. This strengthens our ability to deliver the Strategic Community Plan (SCP) vision safely, sustainably and responsibly.

Level 1: Governance and Direction

Purpose: Sets Appetite, Policy, Framework, and defines accountability for managing risk across the City.

Owner: Council (adopts Policy and Appetite) with support from Audit, Risk and Improvement Committee (ARIC), CEO, and Executive Team.

Processes:

- Approve Policy and Framework
- Set and approve appetite
- Define accountabilities.

Documents:

- Risk Management Policy
- Risk Appetite Statement
- Risk Breakdown Structure.

Level 2: Strategic Risk Management

Purpose: Identifies and manages risks to strategic objectives; links risks to outcomes and appetite; supports Council and Executive Team oversight.

Owner: Executive Team (monitors and manages), with oversight from Audit Committee and Council.

Processes:

- Strategic Risk Review
- Assess and monitor strategic risks
- Approve and monitor treatments.

Documents:

- Strategic Risk Register
- Strategic Risk Review outputs; links to SCP and CBP
- Major Capital Project and Program Risk Assessments.

Level 3: Operational Risk Management

Purpose: Captures and manages service, project, and operational risks; monitors treatments and escalates where tolerances are exceeded.

Owner: Managers and employees (day-to-day management), supported by Executive Team for monitoring and escalation.

Processes:

- Maintain service and operational risk registers
- Monitor and track treatments
- Capture risks and escalate breaches.

Documents:

- Operational Risk Registers
- Project/Program Risk Assessments
- Risk Treatment Plans.

Level 4: Compliance and Assurance

Purpose: Provides independent confidence that risk management and controls are effective and compliant with obligations.

Owner: Managers and employees (self assurance), Executive Team, specialist functions, Audit Committee and Council (oversight); Internal/External Audit (independent assurance).

Processes:

- Biennial reviews under Audit Regulation 17
- External audit and regulatory review
- Internal audit program and compliance reporting
- Self assurance by Managers (control self assessments, compliance tests).

Documents:

- Assurance Map
- Compliance Register
- Internal and External Audit Reports
- Self Assessment Records.

How our risk management system works

- Builds resilience by anticipating emerging challenges such as climate change, financial pressures and service delivery risks
- Informs strategic decision-making by linking strategic risks directly to SCP outcomes
- Protects community trust and wellbeing through strong risk appetite settings for workplace health and safety (WHS), privacy, service continuity and governance
- Strengthens accountability through structured oversight by the Council, the Audit, Risk and Improvement Committee and the City's Executive Team
- Enhances organisational capability and culture through the Three Lines Model and integrated planning processes.

A scenic view of a beach at sunset. In the foreground, a group of people are sitting on a grassy area, looking towards the ocean. A man is holding a child, and others are sitting on the grass. In the middle ground, there is a stone wall with a metal railing. Beyond the wall, the ocean is visible with waves crashing. A person is surfing on a wave. The sky is a mix of orange and yellow, indicating sunset. There are large, semi-transparent orange and yellow shapes overlaid on the image. The text "This is our place" is written in a purple, cursive font in the upper left area.

This is our place

Federal and State Government: Key strategies and plans

Federal Government

- Australian Work Health and Safety Strategy 2023-2033
- National Agreement on Closing the Gap
- National Waste Policy
- National Plan to End Violence Against Women and Children 2022-2032
- Renewable Energy Target, Clean Energy Regulator
- Recycling and Waste Reduction Bill 2020.

State Government

- WA Youth Action Plan 2024-2027, Department of Communities
- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon, Department of Planning, Lands and Heritage, Western Australian Planning Commission
- A Western Australia for Everyone: State Disability Strategy 2020-2030, Department of Communities
- Implementing the Principles of Multiculturalism Locally – A Planning Guide for Western Australian Local Governments, Department of Local Government, Sports and Cultural Industries, and Office of Multicultural Interest
- Integrated Planning and Reporting Framework and Guidelines, 2016, Department of Local Government, Sport and Cultural Industries
- Perth and Peel @ 3.5 million March 2018, Department of Planning, Lands and Heritage, Western Australian Planning Commission
- SD 6: Strategic Directions for the WA Sport and Recreation Industry 2016-2020, Department of Local Government, Sport and Cultural Industries
- Small Business Friendly Local Governments Initiative, Small Business Development Corporation
- State Disability Strategy 2020-2030, WA Government
- Western Australia Visitor Economy Strategy (WAVES 2033), Department of Energy and Economic Diversification
- State Planning Strategy 2050, Planning for Sustained Growth and Prosperity, Department of Planning, Lands and Heritage, Western Australian Planning Commission
- State Public Health Plan for Western Australia 2025-2030, Department of Health
- Strategic Directions Framework 2015-2030 for Arts and Culture in WA, Department of Local Government, Sport and Cultural Industries
- Driving Change – Road Safety Strategy for Western Australia 2020-2030, Road Safety Commission
- Western Australia Container Deposit Scheme, Department of Water and Environmental Regulation
- WA Housing Strategy 2020-2030, Department of Communities
- Waste Avoidance and Resource Recovery Strategy 2030.

Industry Association

- WA IAP2 Core Values of Public Participation, International Association of Public Participation
- Participation Australasia Partnership Agreement on Closing the Gap 2019-2029, Council of Australian Governments.



Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555 | **Enquiries** www.stirling.wa.gov.au/enquiries | **Web** www.stirling.wa.gov.au | [f](#) [i](#) [@](#) [in](#) [v](#) /citystirlingwa
This information is available in alternative formats on request. Please contact the Customer Contact Centre on (08) 9205 8555.