



# Corporate Business Plan 2021-25

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# Message from the CEO

The City of Subiaco's Corporate Business Plan 2021–2025 is a document that identifies and guides City actions and project delivery and is essential to meeting the community aspirations set out in the Strategic Community Plan.

The Corporate Business Plan 2021–2025 lists actions, services and projects in six focus areas:

- Our sense of community
- Parks, open spaces and places
- Subiaco as a destination
- The built environment
- An effective and integrated transport system
- Council leadership

The plan includes Key Result Areas (KRAs), through which, the community can track our progress towards achieving the objectives of each focus area.

We look forward to working with our community – whose participation and feedback is highly valued – to deliver exemplary services while keeping them informed and engaged on the City's activities along the way.

Colin Cameron  
**Chief Executive Officer**

# Introduction

The City of Subiaco Corporate Business Plan 2021– 2025 outlines the City’s key priorities and actions over the next four years. The plan is informed by the Strategic Community Plan and aims to integrate the community’s aspirations into the City’s operations. It sets out the specific actions that will deliver on the objectives and strategies outlined in the Strategic Community Plan.

The original City of Subiaco Strategic Community Plan was developed through the extensive Think2030 community visioning process in 2010. Think2030 was initiated with a commitment to delivering a true community plan, one that reflects the community’s priorities, values and vision for the future of Subiaco. Almost 29 000 pieces of information collected during Think2030 informed the development of the Strategic Community Plan. The plan was reviewed in 2017 and council adopted the Strategic Community Plan 2017-2027. The City is next due to conduct a major strategic review of the Strategic Community Plan in 2022.

## What is integrated planning and reporting?

The Strategic Community Plan and the Corporate Business Plan form part of the Western Australian Government’s integrated planning and reporting framework. The framework required all local governments to adopt the plans by 30 June 2013.

The City of Subiaco was proud to be one of the first local governments in Western Australia to deliver on this requirement and remains committed to delivering on its part of the shared vision.

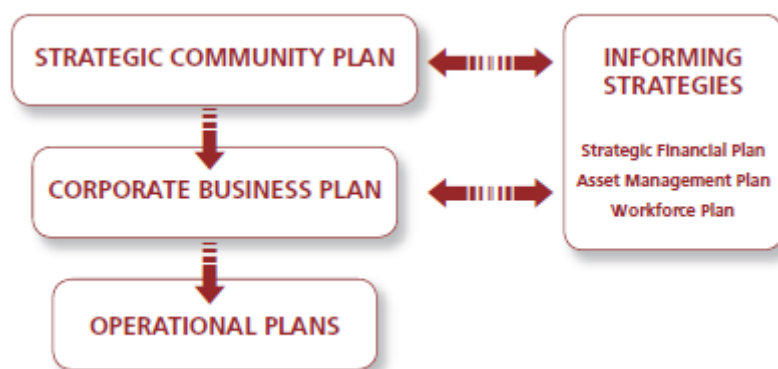
## What is the relationship between the plans?

The Strategic Community Plan sets the direction and priorities for the City. It is a long term plan which focusses on the community’s aspirations, priorities and visions for the future. The Corporate Business Plan is the City’s contract with the community. It is a shorter term plan containing the services, actions and projects that will progress and deliver on the outcomes set in the Strategic Community Plan.

Under the state government’s integrated planning and reporting framework, there are a number of strategies and plans that are required to inform the Corporate Business Plan. The informing plans aim to ensure the City’s resource capabilities are matched to the community’s needs. The informing strategies include the Strategic Financial Plan, the Workforce Plan and the Asset Management Plan.

The City has also developed a range of issue specific plans. These plans deal with particular areas of the City’s operations and have been referred to throughout this document under their relevant focus area. A full list of these plans is provided in Appendix 2.

The Strategic Community Plan, Corporate Business Plan, operational plans, informing strategies and issue specific plans are designed to link together, with the vision and direction set by the Strategic Community Plan.



## Finance and budget

The Corporate Business Plan interacts with the Strategic Financial Plan and the Annual Budget. Actions are aligned annually with the City’s budget. Services, actions and projects contained within this plan are funded within the Strategic Financial Plan, except as indicated.

A sample extract from the City’s Strategic Financial Plan is found at Appendix 4.

# How to use the Corporate Business Plan

## Focus areas

The Corporate Business Plan is structured around the six key focus areas from the Strategic Community Plan:

- Our sense of community
- Parks, open spaces and places
- Subiaco as a destination
- The built environment
- An effective and integrated transport system
- Council leadership

The focus areas were identified using common themes that emerged from the 29,000 community ideas, responses and comments as part of Think2030.

## Objectives and strategies

Each focus area includes the objectives and strategies from the Strategic Community Plan. The objectives are statements that describe what the community wants to achieve and the strategies describe the actions required to achieve these objectives.

## Key Result Area

Key Result Areas (KRA's) have been identified for each strategy and are to be used to measure achievement towards the community's objectives. These are the results that would be achieved by providing the services, actions and projects listed in that strategy. By achieving the KRA the city progresses towards meeting the objective of the focus area, and thereby the community's aspiration as set by the Strategic Community Plan. The KRA is provided at the beginning of each focus area.

A full list of KRA's is provided at Appendix 3.

## Services

Each strategy includes a list of services the City currently provides to the community which contribute to the achievement of the strategy outcome.

## Actions & Projects

To realise the objectives and strategies, the City has identified a number of key actions and projects. Each action has a timeframe for completion over the next four years whilst projects include the budgeted implementation cost.



# Visions

## Community vision

The community vision, as articulated in the Strategic Community Plan, describes how the community imagines the City of Subiaco in 2030.

*The City of Subiaco is a unique, popular and welcoming place. The City celebrates its rich history, while embracing the diversity and vitality of the present. The parks, public spaces, events and recreational opportunities are easily accessible and promote a healthy and happy lifestyle for all.*

*There is a diverse range of local businesses and entertainment that contribute to a lively atmosphere.*

*The City faces the challenges of the future with strong leadership, an innovative approach and an emphasis on community values and voices. Sustainability, in all its forms, is at the core of the community and underpins the City's operations.*

## Corporate vision

The corporate vision describes what the City of Subiaco administration strives to be in the future. The corporate vision is intrinsically linked to the community vision.

*An innovative, community-focused organisation providing strong leadership to build a unique and welcoming place.*

# FOCUS AREA ONE: Our sense of community

*VISION: Our Community is welcoming, diverse and respectful of each other. We have a strong sense of identity and the City's history is celebrated.*

## Objective one:

A sense of identity achieved through an awareness of the City's history.

## Strategy

**1.1.1** Ensure the community's identity and local history is reflected, promoted and celebrated.

## Community Outcomes

A community that is aware, proud and celebrates its history.

## Key Result Area

Improved community perception (How local history and heritage is preserved and promoted).

Services that support this strategy	Description/Scope/Example
Museum Services	<ul style="list-style-type: none"> <li>Maintain a museum venue, exhibitions, management and care of museum and City art collections.</li> </ul>
Public Art	<ul style="list-style-type: none"> <li>Public art initiatives including sculptures, interpretive lighting, murals and artwork that reflect the City's history.</li> </ul>
Built Heritage	<ul style="list-style-type: none"> <li>Ongoing assessment and conservation of built heritage.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Develop a range of initiatives to celebrate local history	✓	✓	✓	✓
Investigate the possibility of developing a cultural space near Subiaco Oval to honour Western Australia's sporting and Aboriginal history and arts and creative industries as part of the Subiaco East Redevelopment.	✓			

Projects that support this strategy	Description	Cost
Local History Projects	Provision of local history projects for example: See Subi on Sunday, Family History activities.	\$8,000/year
Museum Exhibitions	Engage and educate the community through the provision of Museum exhibitions on a variety of themes.	\$7,000/year
Collection and Digitalisation Project	Collection and digitisation of the City's museum collection.	\$20,000
Museum Collection Projects	Review of the management and care of the City's museum collection in accordance with the museum's collection policy.	Existing Resources
Subiaco Museum Interpretation Strategy	Development of a strategy to guide collection acceptance and display.	Subject to funding allocation

## Objective two:

A diverse, inclusive community where all members enjoy health and wellbeing, a sense of belonging and feel safe.

### Strategy

1.2.1 Facilitate a range of opportunities to foster community health and wellbeing that are accessible and inclusive for everyone.

### Community outcomes

A City where the broadest community feel welcome, involved and connected with each other.

A range of services, facilities, events and programs where people can meet, socialise and feel part of the community.

### Key Result Areas

Improved community perception (The City's performance in relation to facilitation of services for people within our community).

Services that support this strategy	Description/Scope/Example
Access and Inclusion Programs	<ul style="list-style-type: none"><li>• Provide a range of initiatives and activities which seek to enhance universal access within the community. The program includes the coordination and facilitation of the City's Disability Access and Inclusion Committee, Recharge program, education and information provision.</li><li>• Ensure submission of annual progress report to the Department of Communities in line with legislated requirements.</li></ul>
Homelessness	<ul style="list-style-type: none"><li>• Working with service providers and neighbouring local government authorities to address the issue of homelessness in Subiaco.</li></ul>
Community Organisations Network	<ul style="list-style-type: none"><li>• Provide support to build the capacity of community organisations to support the community through information provision, workshops, funding and other assistance.</li></ul>
Positive Ageing Program	<ul style="list-style-type: none"><li>• Deliver events and programs in accordance with the Positive Ageing Plan that seek to connect older residents and provide support through referral services where required. Events include lunches, morning teas, education, exercise classes, film clubs and lifelong learning opportunities.</li></ul>
Volunteer Program	<ul style="list-style-type: none"><li>• Provide volunteering opportunities, training, support and recognition within the City's programs, such as environmental volunteering, Books on Wheels, Subi Voice of Youth (SVY) and the museum. Also provide support for community organisations with volunteer management and recruitment through promotion and education activities.</li></ul>
Children And Families	<ul style="list-style-type: none"><li>• Support families and young children in the community through the provision of events programs and development opportunities for parents and caregivers, including the Subiaco Early Years Network (SEYN), Subi Kids Crew (SKC), parent education seminars and newsletters and library services and programs.</li></ul>
Youth Development	<ul style="list-style-type: none"><li>• Provide a range of leadership development opportunities and activities for young people such as the facilitation of Subi Voice of Youth (SVY) including SVY events, programs and newsletters.</li><li>• Support the families of young people by providing access to parent education seminars and newsletters.</li></ul>
Event Inclusion	<ul style="list-style-type: none"><li>• Incorporate Community Development initiatives, partners and stakeholders in City run events. Eg, inviting local primary schools, community partners and groups to participate in entertainment or activities at public events.</li></ul>
Cultural Services or Community Programs	<ul style="list-style-type: none"><li>• Coordinate the delivery of programs, activities and events for children and youth to promote social connection, health and wellbeing.</li><li>• Support parents in their role as caregivers and strengthen families through workshops, publications, events and networks.</li><li>• Maintain the City's volunteer program.</li><li>• Identify and develop volunteering opportunities.</li><li>• Health and wellbeing programs.</li><li>• Multicultural programs and initiatives.</li><li>• Neighbourhood building initiatives.</li></ul>
Aboriginal Heritage	<ul style="list-style-type: none"><li>• Increase awareness of the City's rich Aboriginal heritage and history through promotion of resources available at the Museum and in the Local History Collection.</li></ul>



## Strategy 1.2.1 (Continued)

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Disability Access and Inclusion Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Progress the actions contained within the Positive Ageing Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Prepare a Local Public Health Plan in accordance with the <i>Public Health Act 2016</i> .	✓			
Implement the actions contained within the Community Development Framework in accordance with Council's annual funding allocation.	✓			

Projects that support this strategy	Description	Cost
Disability Access and Inclusion Plan	Review the Disability Access and Inclusion Plan in accordance with legislative requirements.	Existing Resources
Social Development Projects	Undertake projects to support people experiencing homelessness and other disadvantaged and vulnerable groups.	\$6,000/year
Positive Ageing Initiatives	Provide initiatives that enable seniors to remain active, independent and highly engaged members of the community.	\$44,000/year
Social Impact Series	Provide training, education and capacity building sessions for community organisations and other stakeholders..	\$17,000/year
Access and Inclusion Initiatives	Support the implementation of actions within the Disability Access and Inclusion Plan as well as multicultural initiatives.	\$4,000/year
Volunteer Program	Training, support and recognition of the City's volunteers, as well as community organisations. Also provide support for community organisations with volunteer management and recruitment through promotion and education activities.	\$28,000/year
Child Friendly Initiatives	Delivery of the children and families portfolio, including but not limited to: Subi Kids Crew (SKC); Children's Adventure Map; parent education classes; Subiaco Early Years Network (SEYN); newsletters, events and other initiatives.	\$24,600/year
Youth Development Initiatives	Delivery of Subi Voice of Youth (SVY); parent education seminars; newsletters; community partnerships; youth programs, events and initiatives.	\$23,000/year
Health and Wellbeing Initiatives	Support the implementation of health and wellbeing initiatives for the community.	\$8,000/year
Community Development Framework	Development of a framework to guide the City's approach to Community Development.	Existing Resources

## Strategy

1.2.2 Ensure a range of recreation opportunities for the community.

### Community outcomes

Recreation amenities that foster a sense of community and offers a range of recreation and social opportunities for all ages. Provide an indoor community recreation facility.

Key Result Area
Community engagement with recreation programs, services and facilities provided by the City.

Services that support this strategy	Description/Scope/Example
Sporting Programs	<ul style="list-style-type: none"> <li>Provide programs for adults and children to participate in social sporting activities.</li> </ul>
Health and Fitness Programs	<ul style="list-style-type: none"> <li>Provide programs and services for adults to participate in a wide range of active and passive health and fitness options.</li> </ul>
Sport and Recreation Facilities	<ul style="list-style-type: none"> <li>Provide and maintain various sporting, recreation and community facilities for use by individuals and groups.</li> <li>Ensure the City's indoor recreation centre and community facilities offer equitable and diverse access for all and are operated in a sustainable manner.</li> </ul>
Community Programs	<ul style="list-style-type: none"> <li>Administer community support programs to increase sport and recreation participation opportunities within the community.</li> </ul>
Sporting Group Support	<ul style="list-style-type: none"> <li>Maintain close relationships and provide club development support to local sporting groups to facilitate participation in formal sport opportunities.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Advocate for the development of publicly accessible recreational facilities in the Subiaco East Redevelopment Project	✓			

Projects that support this strategy	Description	Cost
Review of Lords Operations	Review the operations of Lords to determine the ongoing viability for the City to continue to operate the centre.	Existing Resources
Kidsport Funding	Support the State Government's funding program to assist families with the cost of formal sports participation.	Existing Resources

## Strategy

1.2.3 Contribute to a safe environment for the community.

### Community outcomes

A feeling of safety throughout the City.

A sense of being looked out for by the community.

#### Key Result Area

Improved community perception (The City's performance in relation to safety and security).

Services that support strategy	Description/Scope/Example
Community Safety	<ul style="list-style-type: none"> <li>Undertake initiatives which seek to enhance safety in Subiaco, including the Eyes on the Street program, community education and Halloween Hotspot.</li> <li>Oversee the implementation of the actions identified in the Community Safety and Crime Prevention Plan.</li> </ul>
Graffiti Removal Service	<ul style="list-style-type: none"> <li>Removal of graffiti to enhance safety and amenity of the City.</li> </ul>
Environmental Health Services	<ul style="list-style-type: none"> <li>Undertake routine inspections of registered premises to ensure legislative requirements are met.</li> <li>Respond to residents' complaints in accordance with the Customer Charter.</li> <li>Issue certifications, permits and registrations in accordance with City policy, local laws and state legislation.</li> <li>Undertake health education projects through participation in state-wide campaigns and preparation and distribution of promotional materials.</li> <li>Identify potential threats posed by environmental hazards and introduce, sustainable and appropriate safeguards to protect and enhance community health, safety and wellbeing, including routine inspections of registered premises, issuing of permits, compliance investigation and community health education in line with policy and legislation.</li> <li>Maintain a mosquito surveillance and control program throughout the City.</li> </ul>
Compliance Services	<ul style="list-style-type: none"> <li>Educate, monitor and enforce compliance with local laws and relevant legislation, including parking, animal control, dog and cat registrations and litter, to maintain and improve health, safety and amenity.</li> </ul>
Transport and Infrastructure Development Services	<ul style="list-style-type: none"> <li>Provide street lighting, together with Western Power, to support community safety and amenity.</li> <li>Design, construct, maintain and renew the City of Subiaco infrastructure.</li> </ul>
Emergency Management and Recovery Services	<ul style="list-style-type: none"> <li>Western Central Local Emergency Management Committee participation and maintenance of the Local Emergency Management Arrangements.</li> <li>Prepare and coordinate the Local Recovery Plan.</li> </ul>
Planning and Development	<ul style="list-style-type: none"> <li>Implementation of crime prevention through environmental design ("CPTED") principles in development application approvals.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Community Safety and Crime Prevention Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement the actions contained within the Public Health Plan in accordance with Council's annual funding allocation.		✓	✓	✓

### Strategy 1.2.3 (Continued)

Projects that support this strategy	Description	Cost
Lighting Improvement Program	Implementation of capital and operating components of the City's lighting improvement program.	As approved by Council
Graffiti Prevention Removal Program	Implementation of a Graffiti and Removal Program in accordance with council decision.	\$81,000/year
Community Safety Initiatives	Undertake an evaluation of the 2016-20 Community Safety and Crime Prevention Plan to inform future planning.	\$77,000/year
Traffic Studies and Investigations	Risk mitigation and management of road safety issues	\$20,000/year
Traffic Management	Undertake capital works projects which contribute to road safety funded by a combination of grant funding and City funds.	As approved by Council

## Objective three:

The community is strengthened through the facilitation of local networks, organisations and service providers.

### Strategy

1.3.1 The community is strengthened through its events, programs and public art.

### Community outcomes

A range of events, programs and public art for all that enhances a sense of community.

Facilitate opportunities for private operators to run new and existing markets.

### Key Result Area

Improved community perception (The City's performance in relation to Festivals, events, art and cultural activities).

Services that support this strategy	Description/Scope/Example
Library Services	<ul style="list-style-type: none"><li>Provide a range of engaging, educational and leisure opportunities for all ages, including reading for leisure, resource books, community programmes and events, to support life-long learning and connect the community.</li><li>Provide daily access to a safe, welcoming library space and on-line environment for community members to connect, learn and relax.</li><li>Coordinate the annual Shaun Tan Award for Young Artists and the Tim Winton Award for Young Writers.</li></ul>
Cultural Services and Place Activation	<ul style="list-style-type: none"><li>Manage the City's public art collection and diverse heritage collection, coordinate a range of culture, arts activities, celebrations and deliver an annual calendar of events to infuse qualities of diversity, vibrancy, character, creativity and imagination into the fabric of daily life to connect the community and contribute to the identity of Subiaco.</li><li>Coordinate civic events at the City of Subiaco.</li><li>Provide grants and partner with community organisations to deliver programs, services and events to build capacity, encourage social inclusion, enhance community safety, improve access and inclusion.</li></ul>
Events and Awards	<ul style="list-style-type: none"><li>Facilitate delivery of events such as Australian citizenship ceremonies, ANZAC Day services and NAIDOC Week flag raising ceremonies.</li><li>Facilitate the delivery of the City's major cultural awards.</li><li>Facilitate a range of community events in the City (e.g. sunset@subi)</li></ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Public Art Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Support a range of markets that demonstrate an economic and social benefit to our community.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Public Art Program	Implementation of the Public Art Strategy which includes installation of new artworks and delivery of the maintenance program for existing artworks.	\$117,000/year
Partnership Program	Provide funding opportunities to community groups to deliver initiatives that offer positive benefits to the community, add value for residents and develop relationships with the community and community groups.	\$50,000/year
Community Development Grants	The provision of small grants to support community organisations to deliver events, initiatives and activities which promote wellbeing and a sense of belonging to the Subiaco Community.	\$30,000/year
Youth Grants and Contributions	The provision of grants to support the personal and professional development of young residents in accordance with the City's youth development grants policy.	\$15,000/year
Sunset at Subi	Provision of a concert series for Subiaco residents during the summer months.	\$115,000/year

# FOCUS AREA TWO: Parks, open spaces and places

*VISION: We have access to and enjoy a diverse and sustainable range of parks, streetscapes, open spaces and public places.*

## Objective one:

A sustainable environment that is well-maintained, green and leafy.

### Strategy

**2.1.1** Preserve, enhance and maintain the urban forest.

### Community Outcomes

Streetscapes, parks and public spaces are planted with a variety of well-maintained trees of appropriate species.

### Key Result Area

Maintain the existing tree canopy cover.

Services that support this strategy	Description/Scope/Example
Urban Forest	<ul style="list-style-type: none"> <li>Renew and maintain the 'urban forest' (trees within the streetscape and in public open spaces) to support amenity and for the ecological and environmental value trees provide in the urban environment.</li> <li>Manage street trees in accordance with the City's Street Tree Policy.</li> <li>Promote and protect trees on, and adjacent to, development sites.</li> <li>Encourages residents to establish and maintain water wise verges, in line with the Verge Policy, through advice and education, assistance and subsidy programs and awards.</li> <li>Review urban forest management policies and practices to ensure industry best practice.</li> <li>Capital street tree planting program.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Urban Forest Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Street Tree Master Plan	Review and update the Street Tree Master Plan which nominates street specific species selection.	\$1,000
Street Tree Planting Capital Works	Annual tree planting programs in public open spaces, verges, greening corridors and rail corridors.	\$115,000/year
Street Tree Maintenance	Annual tree maintenance programs in public open spaces, verges, greening corridors and rail corridors.	\$690,000/year

## Strategy

2.1.2 Continue to be at the forefront of supporting sustainable verges.

## Community Outcomes

Verges that contribute to the sustainability of the City.

Key Result Area						
Increase in the number of sustainable verges						
Services that support this strategy	Description/Scope/Example					
Water Wise Verge Development	<ul style="list-style-type: none"> <li>• Deploy water wise verge development assistance program.</li> <li>• Continue native plant subsidy and garden awards.</li> <li>• Continue to increase, enhance and protect green corridors.</li> <li>• Planting preferences water wise native planting.</li> <li>• Provision of advice for property owners wishing to undertake verge redevelopment.</li> </ul>					
Verge Auditing	<ul style="list-style-type: none"> <li>• Cyclical verge auditing to ensure compliance with Verge Policy.</li> </ul>					
Education	<ul style="list-style-type: none"> <li>• Provision of advice to property and business owners.</li> <li>• Provision of Waterwise workshops.</li> <li>• Delivery of various educational programs as a member of Western Suburbs Regional Organisation of Councils (WESROC).</li> </ul>					
Actions that support this strategy			2021-22	2022-23	2023-24	2024-25
Implement actions contained within the Environmental Plan that support sustainable verge development in accordance with Council's annual funding allocation.			✓	✓	✓	✓
Projects that support this strategy	Description	Cost				
Waterwise Verge Program	Implement the Waterwise Verge Program including planting and mulching greening and rail corridors, re-establishing endemic planting adjacent to ephemeral wetlands.	\$20,000/year				
Environmental Sustainability Projects	Undertake environmental sustainability projects including annual plant subsidy scheme, sustainable verge and garden award, sustainable school and business programs and community education events.	\$46,000/year				

## Strategy

2.1.3 Manage the City's parks infrastructure in a way that is sustainable.

## Community Outcomes

Confidence that the City is adopting best practice in the sustainable management of parks infrastructure.

### Key Result Area

Improved outcome in the parks asset sustainability ratio.

Services that support this strategy	Description/Scope/Example
Manage the City's Park Infrastructure	<ul style="list-style-type: none"><li>• Review and renew assets in accordance with asset condition rating.</li><li>• Providing new infrastructure based on community needs / requirements.</li><li>• Annual auditing of parks assets to determine asset condition rating.</li></ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement a sustainable park lighting renewal program.	✓	✓	✓	✓
Implement actions contained within the Environmental Plan that supports the rationalisation of areas of irrigated turf in accordance with Council's annual funding allocations.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy.		



## Strategy

**2.1.4** Continue infrastructure maintenance, renewal and replacement programs.

## Community Outcomes

Well maintained infrastructure assets across the City's parks and public open spaces.

### Key Result Area

Improved outcome in the parks and public open space asset ratio.

Services that support this strategy	Description/Scope/Example
Infrastructure Management	<ul style="list-style-type: none"> <li>Undertake cyclical asset maintenance programs.</li> <li>Provide new infrastructure.</li> <li>Review and renew assets in parks and public open spaces.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement actions contained within the Infrastructure and Parks Asset Management plans in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Park Irrigation	Implement irrigation capital works programs in accordance with Council's approved funding allocation.	\$350,000
Park Furniture	Implement park furniture replacement capital works program in accordance with Council's approved funding allocation.	\$312,000
Playground Equipment	Implement the playground capital works program in accordance with Council's approved funding allocation.	\$190,000
Parks and Public Open Space Infrastructure	Implement the capital works program to improve lighting and furniture in accordance with Council's annual funding allocation.	\$250,000/year

## Strategy

2.1.5 Maintain an efficient and sustainable waste and recycling service.

### Community Outcomes

Waste and recycling collected on a regular basis.

Reduced waste to landfill.

Improved resource allocation.

Key Result Area
Reduce waste (per capita) to landfill

Services under this strategy	Description/Scope/Example
Recycling and Waste Services	<ul style="list-style-type: none"> <li>Collect general waste.</li> <li>Collect comingled recycling.</li> <li>Collect bulk waste.</li> <li>Collect green waste.</li> <li>Street sweeping, street bin cleaning, butt out bins and litter control service to ensure the health and amenity of the community and the environment.</li> <li>Street and park litter collection.</li> <li>Recycling of the City's infrastructure construction materials and street tree prunings.</li> <li>High pressure cleaning of footpaths in the town centre.</li> </ul>
Education	<ul style="list-style-type: none"> <li>Promote best practice waste and recycling.</li> <li>Promote sustainability by encouraging residents to avoid, reduce, reuse and recycle.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Sustainability and Resilience Strategy to address the issue of waste in the City in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Comingled Recycling Bins	Introduction of 240 Litre comingled recycling bins to implement Australian Standards in mixed use development sites and commercial properties	Combined total of \$160,000
Red General Waste Lids	Introduction of red general waste lids to implement Australian Standards.	
660 Litre General Waste and Recycling Bins	Replace the 240 Litre general waste and recycling bins with 660 Litre bins at Mixed Use Development sites and commercial properties to increase the sustainability of the service where applicable.	\$50,000/year (over 5 years)

## Strategy

**2.1.6** Be proactive and innovative in its approach to environmental, sustainability and climate change.

### Community Outcomes

Best practice in the management of the City's environment, resource conservation, waste, recycling and green energy.

A commitment from the council and the community to a sustainable future.

#### Key Result Areas

Reduction in the City's Water consumption.

Services that support this strategy	Description/Scope/Example
Water Resource Management	<ul style="list-style-type: none"> <li>• Manage the City's available water resources.</li> <li>• Member of Western Suburbs Regional Organisation of Councils (WESROC).</li> <li>• The City's ground and scheme water is managed efficiently in line with Regulations (including ground water allocations).</li> <li>• Increase water recharge by direct infiltration through innovative water management techniques.</li> </ul>
Energy Efficient Buildings	<ul style="list-style-type: none"> <li>• Incorporate energy efficient design and products into City owned buildings to reduce energy consumption and improve building efficiency.</li> </ul>
Wildlife and Greening Corridors	<ul style="list-style-type: none"> <li>• Support wildlife habitat and movement by re-establishing habitat and corridors (e.g. nesting boxes).</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Support environmental sustainability across City operations and research, develop and coordinate environmental programs and projects to promote awareness and understanding.</li> <li>• Promote environmental sustainability.</li> <li>• Promote energy efficient buildings.</li> <li>• Encourage and support all schools and businesses in the City to become water wise schools.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Environmental Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement the actions contained within the Sustainability and Resilience Strategy to address carbon and climate change in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Waterwise Council Program	Complete accreditation for Gold water wise status.	\$1,000
Green Operations	Implement the annual Green Operations Program.	\$100,000/year
Regional Joint Initiatives	Delivery of WESROC regional environmental initiatives.	\$37,610/year
Drainage Recharge Program	Undertake annual drainage education and jetting program.	\$100,000/year
Environmental Plan	Review and update Environment Enhancement Plan ensuring plan incorporates elements from the Wildlife Enhancement Plan and Plant Pathogen Management Plan (renamed Environmental Plan).	\$13,000

## Objective two:

A wide range of well used parks, streetscapes, open spaces and public places.

### Strategy

**2.2.1** Ensure that parks, streetscapes, open spaces and public places are developed and utilised to maximum benefit for current and future community members.

### Community Outcomes

A broad range of parks, open spaces and public places that meet and adapt to community needs.

### Key Result Area

Improved community perception (The City's performance in relation to parks and reserves).

Services that support this strategy	Description/Scope/Example
Parks, Streetscapes, Open Spaces And Public Places	<ul style="list-style-type: none"><li>Plan, develop, maintain and renew the City's parks, reserves, public open space, streetscapes and landscape corridors.</li><li>Manage for the benefit of the community 35 parks, 3 water bodies, 16 tennis courts, sports fields, turf wickets, 114km of road reserves, 18 cul-de-sacs, 9 roundabouts, some 11,000 street trees, approximately 60ha of turf and 6.7ha of landscaped garden beds.</li></ul>
Provision of Dog Exercise Facilities	<ul style="list-style-type: none"><li>Provide a range of dog exercise areas.</li></ul>
Education	<ul style="list-style-type: none"><li>Promote smart design that engages communities and encourages continued use of Public Open Spaces.</li></ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement actions contained within the Play Space Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement actions contained within the Public Open Space Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement actions contained within the Place Management and Activation Plan in relation to parks and public open spaces in accordance with Council's annual funding allocation	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Public Open Space Plan	Review and update the Public Open Space Plan.	Existing Resources
Play Space Strategy	Review and update the Play Space Strategy.	Existing Resources

## Strategy

2.2.2 Promote active and passive recreation opportunities for all ages.

### Community Outcomes

A variety of accessible recreation opportunities and activities.

#### Key Result Area

Improved community perception (The City's performance in relation to Lords and active and passive recreation facilities).

Services that support this strategy	Description/Scope/Example
Informal Sport and Recreation Opportunities	<ul style="list-style-type: none"> <li>Provide programs, facilities and venues that enable informal outdoor active and passive recreation participation for all ages at no cost.</li> </ul>
Management of Sporting Fields, Parks and Open Spaces	<ul style="list-style-type: none"> <li>Provide equitable access for formal groups and individuals to enable active and passive uses of all active reserves, parks and open spaces areas in a sustainable manner.</li> <li>Maintain outdoor facilities such as tennis courts and skate parks for informal use.</li> <li>Work closely with sporting groups to manage the usage of Rosalie Park, including the surrounding parking stations.</li> </ul>
Promotion of Recreation Opportunities	<ul style="list-style-type: none"> <li>Promote programs and initiatives that encourage participation in outdoor recreation activities.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Advocate for the development of publicly accessible outdoor recreational areas in the Subiaco East Redevelopment Project.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Recreation Leisure Initiatives	Provision of programs within the community which encourage participation in active and passive recreation.	\$15,000/year
Walking Trail Guides	Maintenance and promotion of walking trail guides and local walking groups.	Existing Resources

## FOCUS AREA THREE: Subiaco as a destination

*VISION: Subiaco is a popular destination for everyone. There is a lively atmosphere, an exciting range of entertainment options and local businesses are well-positioned to generate wealth.*

**Objective one:**

**A unique, vibrant and diverse City that is welcoming to residents, workers and visitors.**

### Strategy

**3.1.1** Continue to support Subiaco as a hub for arts, culture and entertainment.

### Community Outcomes

The opportunity to attend local events, festivals and other forms of entertainment at a variety of venues.

A thriving nightlife that is not just based on bar culture.

### Key Result Area

Improved community perception (The City's performance in relation to Festivals, events, art and cultural activities).

Services that support this strategy	Description/Scope/Example
Promotion	<ul style="list-style-type: none"> <li>Promotion of events, facilities, services and programs through advertising, social media, publications, e-newsletters and the website.</li> </ul>
Annual Events Calendar	<ul style="list-style-type: none"> <li>Develop and deliver a calendar of events.</li> </ul>
Event Support	<ul style="list-style-type: none"> <li>Form partnerships with relevant stakeholder groups to facilitate the delivery or sponsorship of annual event opportunities with the community.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2023-24
Support Subiaco arts and culture through the implementation of actions contained within the Public Art Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement suitable Destination Events to promote visitation to Subiaco.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Regal Theatre	Provision of a public universal access toilet facility in collaboration with the Theatre	\$200,000

## Strategy

**3.1.2** Work towards establishing the City of Subiaco as a destination of choice.

### Community Outcomes

A town centre that has high visitation to a range of shopping, hospitality and entertainment opportunities.

A range of cultural activities and tourist attractions.

Key Result Area
Increased visitations to the Town Centre

Services that support this strategy	Description/Scope/Example
Town Centre Promotion	<ul style="list-style-type: none"> <li>Promote and market the town centre to the widest range of potential visitors, including tourists.</li> </ul>
Place Development	<ul style="list-style-type: none"> <li>Coordinate and facilitate existing and potential new programs, activities and resources to enhance, regenerate and activate the City's Town Centre and Precincts, to maximise their effectiveness for users (residents, shoppers, tourists, investors, workers, property developers, business owners) and make these places more economical, liveable and socially cohesive.</li> </ul>
Marketing and Promotion	<ul style="list-style-type: none"> <li>Market and promote the annual calendar of events and economic development activities.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement actions contained within the See Subiaco Marketing Strategy including the Digital Marketing Plan, Brand Plan and Destination Marketing Plan in accordance with Council's annual funding allocation.	✓			
Implement actions contained within the Place Management and Activation Plan in accordance with Council's annual funding allocation	✓	✓	✓	

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy		

## Strategy

**3.1.3** Inform the community about what is available and what there is to do in the City.

### Community Outcomes

A high awareness of services, facilities and events on offer.

#### Key Result Area

Increased visitation and engagement with the City's websites and social media accounts.

Services that support this strategy	Description/Scope/Example
Place Development	<ul style="list-style-type: none"> <li>Continue to build online audience through See Subiaco social media channels; Facebook, Instagram and Snapchat.</li> <li>Deliver campaigns that promote services, events and businesses within the City.</li> <li>Work with business to leverage and promote activity being delivered by business that supports the goals of enhancing place and economic development activity in the City.</li> </ul>
Communications and Engagement	<ul style="list-style-type: none"> <li>City events, programs, services and facilities are promoted through a range of communication channels.</li> <li>Produce publications and advertising material including Talk about Subi and Subiaco Scene.</li> <li>Continue to develop the City's digital communications tools including website, social media and e-newsletters.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement actions contained within the See Subiaco Marketing Strategy to promote and inform the community in accordance with Council's annual funding allocation.	✓			

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy		



**Objective two:****To develop the economic sustainability of our City.****Strategy****3.2.1** Attract and retain a diverse range of businesses.**Community Outcomes**

Encourage and develop projects that create and support a diverse range of hospitality and retail venues, both indoors and outdoors. Identify opportunities that attract and retain creativity and knowledge-based investments across the City.

**Key Result Area**

Improved community perception (The City's performance in relation to Economic Development activities).

Services that support this strategy	Description/Scope/Example
Business Attraction	<ul style="list-style-type: none"> <li>Work directly with new and existing business to assist in establishing and operating business in the City.</li> </ul>
Place Development	<ul style="list-style-type: none"> <li>Facilitate food hospitality and entertainment focused events that the City conducts or facilitates other providers to deliver.</li> <li>Facilitate community, business and government to engage and collaborate in effective planning, development and activation of the City's Town Centre and Precincts.</li> </ul>
Business Retention	<ul style="list-style-type: none"> <li>Support local businesses, conduct business networking and events, business training and workshops, provide business welcome packs and maintain Subiaco webpage, in order to attract and retain a diverse range of businesses.</li> <li>Proactively advocate with key stakeholders to support and promote economic development.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Deliver on current opportunity action plan for business attraction and retention and place activation.	✓	✓	✓	✓
Assist businesses through the implementation of the actions contained within the Business Investment Plan: Business Attraction and Retention Plan of the Economic Development Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy		

## Strategy

**3.2.2** Support community led business groups to drive the vibrancy of neighbourhood centres.

### Community Outcomes

A thriving economy, increased visitation and an enhanced atmosphere.

Key Result Area
Increased business community participation and leadership in economic development initiatives.

Services that support this strategy	Description/Scope/Example
Recreation Services	<ul style="list-style-type: none"> <li>Provide a range of recreation, social, health and wellness opportunities that are inclusive of workers in Subiaco.</li> </ul>
Support Business Groups	<ul style="list-style-type: none"> <li>Through an Sponsorship Agreement with Western Suburbs Business Association, deliver a range of networking and mentoring events.</li> <li>Mentor and support Subiaco in creating events, promotions and activations in the town centre.</li> <li>Facilitate Economic Development to support a strong, diverse and resilient local economy and provide a framework for collaborative implementation.</li> <li>Collate data, conduct research and ensure the City has correct, up to date statistical information to inform strategy development, project planning, progress reporting and for dissemination to relevant stakeholders.</li> </ul>
Support Local Businesses	<ul style="list-style-type: none"> <li>Work with business and stakeholders to create a vision, set direction, motivate businesses to deliver and plan for the future.</li> <li>Coordinate events and deliver campaigns, which promote services, events and businesses within the City.</li> <li>Facilitate engagement and collaboration of the community, business and government in effective planning, development and activation of the City's town centre precinct.</li> <li>Empower local businesses to take a proactive approach to identify and deliver their own economic development initiatives.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Conduct data collection of businesses and residents within the town centre for business register and diversity and vacancy rate data.	✓			
Collect pedestrian counting and baseline data to develop Economic Development Strategy Indicators.	✓			
Develop and maintain partnerships with relevant stakeholders to promote the Economic Development of Subiaco.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy		

## Strategy

**3.2.3** Advocate for living, working and playing in the City.

### Community Outcomes

A connected and accessible City that supports innovation

A safe and vibrant night-time economy.

#### Key Result Area

Improved community perception (What the City is doing to promote the area as a desirable place to live and work).

Services that support this strategy	Description/Scope/Example
Economic Development (Night Time Economy)	<ul style="list-style-type: none"> <li>Ensure Subiaco is open and safe for a vibrant evening and night time economy and promote and encourage evening entertainment and hospitality activity, such as alfresco dining and theatres, in appropriate areas throughout the City.</li> </ul>
Positive Perceptions of Subiaco	<ul style="list-style-type: none"> <li>Develop a positive media campaign and a higher level of public relations by sending positive local stories and images to the media.</li> </ul>
Promotion, Advocacy and Marketing of the City	<ul style="list-style-type: none"> <li>Deliver town centre marketing activities and maintain See Subiaco Website and to create a platform for businesses to promote activities in the City.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the actions contained within the Place Management and Activation Plan in accordance with Council's annual funding allocation.	✓	✓		

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy.		

## Strategy

**3.2.4** Take an advocacy role in issues that affect the City.

### Community Outcomes

Local business and residents are supported.

Work with key stakeholders to develop an outcome for the Subiaco Oval and Princess Margaret Hospital precincts in the best interests of the community.

#### Key Result Area

Stakeholder relationships are managed to achieve desired outcomes for the City.

Services that support this strategy	Description/Scope/Example
Business Support	<ul style="list-style-type: none"> <li>Develop and build relationships with businesses, property owners, real estate agents and developers.</li> <li>Develop networks with state government business support and training departments.</li> <li>Build on relationships with local business groups and local governments to support policy development.</li> <li>Disseminate relevant local area business statistics.</li> </ul>
Advocacy	<ul style="list-style-type: none"> <li>Advocating to the State Government and servicing authorities for better outcomes for the City of Subiaco.</li> <li>Develop networks/connections and working groups to promote social, financial and economic sustainability of Subiaco and its community to state government.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Deliver governance, leadership and collaboration program contained within the Economic Development Strategy to support community outcomes in accordance with Council's annual funding allocation.	✓	✓		
Implementation of the Memorandum Of Understanding with State Government in relation to Subiaco Oval.	✓			

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy		

## FOCUS AREA FOUR: The built environment

*VISION: Our heritage buildings, places and streetscapes are protected and maintained, and new developments have been integrated with a respect for this heritage. The City has planned effectively for the increased residential population and business community.*

### Objective one:

**A built form with heritage value that is recognised, celebrated and protected.**

### Strategy

**4.1.1** Support the conservation of heritage places.

### Community Outcomes

Confidence that heritage places are appropriately conserved.

### Key Result Area

Improved preservation of heritage places.

Services that support this strategy	Description/Scope/Example
Development Approvals and Compliance	<ul style="list-style-type: none"> <li>Assess and determine development applications to support outcomes which protect and enhance heritage places including those individually listed and within heritage areas.</li> </ul>
Development Advice	<ul style="list-style-type: none"> <li>Provide accurate, robust and informative advice to proponents, residents and other members of the community to promote heritage excellence in planning outcomes.</li> </ul>
Heritage Activities	<ul style="list-style-type: none"> <li>Undertake activities that support heritage conservation including supporting variations to scheme requirements to facilitate heritage outcomes and developing resources that assist owners with heritage conservation.</li> </ul>
Heritage Incentives	<ul style="list-style-type: none"> <li>Develop and promote heritage incentives that assist property owners with the conservation and enhancement of the City's built heritage.</li> <li>Provide resources that increase knowledge and assist owners with heritage conservation.</li> <li>Actively promote funding opportunities for conservation and restoration to property owners and managers of heritage places.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implementation of the support actions contained within the Heritage Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Heritage Advisory Service	Provide access to professional architectural conservation advice from a heritage architect engaged by the City as an advisor.	\$15,000/year
Heritage Grant Scheme	Provide financial assistance to property owners to conserve and enhance the heritage values of a place and its contribution to the streetscape.	\$50,000/year

## Strategy

**4.1.2** Promote public awareness of heritage places.

### Community Outcomes

A community that is aware of the City's heritage places.

#### Key Result Area

Increased awareness of heritage in the community.

Services that support this strategy	Description/Scope/Example
Museum Services	<ul style="list-style-type: none"><li>• Museum services including exhibitions, management and care of the museum and City art collections.</li><li>• Ensure Subiaco heritage and local history is collected and preserved and the stories of the area are shared with the community through the Subiaco Museum and its activities.</li></ul>
Local History Collection	<ul style="list-style-type: none"><li>• Make available information about Subiaco's local history.</li><li>• Promote historical walking trails.</li></ul>
Heritage Activities	<ul style="list-style-type: none"><li>• Identify opportunities to incorporate heritage provisions into public buildings, master planning, infrastructure and public art.</li><li>• Promote and showcase good examples of heritage and infill development.</li></ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the Promotion and Communications actions contained within the Heritage Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	
Investigate opportunities for an online facility for community to engage with information on their properties relating to the history of the properties, maps, text and images.	✓			

Projects that support this strategy	Description	Cost
	There are no specific projects listed under this strategy.	

## Strategy

**4.1.3** Identify and protect significant heritage buildings, places and streetscapes.

### Community Outcomes

Confidence that heritage buildings and the character of the City will be protected.

#### Key Result Area

Increase the number of properties on the Local Heritage Survey, heritage list and increase the number of designated heritage areas.

Services that support this strategy	Description/Scope/Example
Local Heritage Survey	<ul style="list-style-type: none"> <li>Prepare and maintain a Local Heritage Survey of buildings, places and areas that retain significant physical fabric from the past as required by the <i>Heritage Act 2018</i>. The Local Heritage Survey is an information only resource and has no statutory impact on development.</li> </ul>
Heritage Surveys	<ul style="list-style-type: none"> <li>Undertake Heritage Surveys to establish the heritage values and characteristics of buildings or areas of heritage significance. The City undertakes a number of surveys each year in consultation with landowners.</li> </ul>
Protection of Places and Areas of Significant Heritage Value	<ul style="list-style-type: none"> <li>Surveyed buildings and areas may be added to the Heritage List or become a Heritage Area which affords the statutory protection of the Town Planning Scheme. Any changes to the list are undertaken through an extensive consultation process. The City undertakes a number of listing processes each year. Listed buildings or areas also allow access to the heritage incentives, activities and grants program.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement identification and protection actions contained within the Heritage Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Heritage Surveys	Assessment of areas and places to determine their heritage value.	\$51,000/year
Planning Policy Reviews	Implementation and review of planning policies to guide decision making for places with heritage value.	\$10,000/year for all planning policies
Subiaco Library Upgrade	Restore exterior façade and update soft landscape elements at the Subiaco Library.	\$400,000

## Strategy

**4.1.4** Ensure new developments are respectful of the built heritage and the character of the streetscapes.

### Community Outcomes

New developments that respect and enhance the existing built form and streetscapes.

The character of the City will be reflected in new developments.

#### Key Result Area

Enhancing existing character and promoting respectful contemporary built form.

Services that support this strategy	Description/Scope/Example
Development Approvals And Compliance	<ul style="list-style-type: none"> <li>Support the conservation of heritage places is a key objective in the City's statutory planning processes and policies. The Development approval process allows the City to ensure the requirements of the heritage development policies are incorporated into new developments.</li> <li>The development approval process allows the City to ensure development in these areas is of a high quality design with minimal impact on existing streetscapes.</li> </ul>
Development Advice	<ul style="list-style-type: none"> <li>Provide accurate and professional advice on development to ensure an outcome that respects and enhances the heritage values and / or the character of the City's streetscapes.</li> </ul>
Maintain Planning Policy	<ul style="list-style-type: none"> <li>The City regularly reviews its Local Planning Policies, including the heritage and precinct policies to ensure they reflect the desires of the community, include best practice and are responsive to changing requirements.</li> </ul>
Compliance Services	<ul style="list-style-type: none"> <li>Provide advice, assess and process building applications in accordance with the National Construction Code, planning approvals and legislation to ensure health, safety and amenity.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the Residential Design and Heritage policies to support the retention of built heritage and streetscape character.	✓	✓	✓	✓
Undertake the precinct planning process over 55 Salvado Road Subiaco.	✓	✓		

Projects that support this strategy	Description	Cost
Planning Policy Reviews	Implementation and review of planning policies to guide decision making for places and areas with heritage and character value.	\$10,000/year for all planning policies



## Objective two:

A sustainable City that balances the requirements of an increasing population, whilst maintaining its valued character.

### Strategy

4.2.1 Identify appropriate locations for increased density, and plan effectively in order to accommodate an increasing population.

### Community Outcomes

New developments are integrated with, and make a positive contribution to, the City.

Confidence that the City can appropriately plan for the projected population growth.

### Key Result Area

Meet the State Government's dwelling targets while retaining the valued character of neighbourhoods and promoting design excellence.

Services that support this strategy	Description/Scope/Example
Maintain Planning Policy	<ul style="list-style-type: none"><li>The City regularly reviews its Planning Policies, including the policies for each precinct, to ensure they reflect the desires of the community, include contemporary planning practices, and are responsive to changing requirements.</li></ul>
Planning Services (Statutory)	<ul style="list-style-type: none"><li>Ensure development occurs in accordance with State Government's legislation and strategies, the City's Town / Local Planning Scheme and Local Planning Policies, provide advice, process planning applications and enforce compliance, to support a sustainable environment, economic prosperity and liveable communities.</li><li>Prepare reports and relevant documentation in response to referral requests from Western Australian Planning Commission, Metropolitan Redevelopment Authority and other government agencies and coordinate legal responses to complex planning matters.</li><li>Review and update Local Planning Policies to complement Local Planning Scheme 5.</li><li>Encourage adoption of high quality design of built form and good urban design in the approval of building development.</li></ul>
Planning Services (Strategic)	<ul style="list-style-type: none"><li>Undertake research, engage the community and prepare, review and update of the City's Local Planning Strategy, Town / Local Planning Scheme, Local Planning Policies, Structure Plans and strategic land use projects, in accordance with statutory requirements, the State's Planning Framework and the City's strategic direction, to support a sustainable environment, economic prosperity and liveable communities.</li><li>Provide advice and comment on development applications and projects of strategic significance to the City.</li><li>Ongoing liaison and the provision of comments to State Government agencies on relevant strategies, studies and legislation.</li><li>Ongoing liaison with adjoining local governments on relevant strategies and studies.</li><li>Promote the use of detailed planning instruments such as the Subiaco Activity Centre Plan to guide future development.</li></ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the City's Local Planning Strategy.	✓	✓	✓	✓
Implement the City's Local Planning Scheme No. 5.	✓	✓	✓	✓
Implement the actions contained within the Right of Way Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓

**Strategy 4.2.1 (Continued)**

<b>Projects that support this strategy</b>	<b>Description</b>	<b>Cost</b>
Review Local Planning Policies in Line With Local Planning Scheme No. 5	Review and update local planning policy to ensure it is consistent with the relevant legislation.	\$50,000
Right-of-Way Strategy	Prepare a comprehensive strategy reviewing and providing development guidance for the City's right of ways.	\$100,000

## Strategy

4.2.2 Work to ensure appropriate infrastructure exists to support increased density.

## Community Outcomes

Infrastructure provision which meets the entire community's needs.

### Key Result Area

Planning for infrastructure aligns with Local Planning Scheme No 5 and the Local Planning Strategy.

Services that support this strategy	Description/Scope/Example
Transport and Infrastructure Planning, Design and Deliver	<ul style="list-style-type: none"> <li>Regular assessment and updating of the City's traffic modelling, particularly in areas of potential development to ensure the surrounding road network can accommodate an increase in density.</li> <li>Install new infrastructure, upgrade and renewal of existing City infrastructure to ensure all modes of transport resulting from increased density can be accommodated.</li> </ul>
Transport and Infrastructure Development	<ul style="list-style-type: none"> <li>Design, construct, maintain and renew infrastructure assets to a safe and functional standard in accordance with the City's policies, asset management plans and to Australian and Main Roads Western Australia standards, to support growing community needs.</li> </ul>
Transport and Infrastructure Funding	<ul style="list-style-type: none"> <li>Apply for federal and state grants and other funding options to support infrastructure development (the majority of funding for the local and district distributors road network is sourced through the State Metropolitan Regional Road Group, Roads to Recovery and the National Black Spot Program).</li> </ul>
Development Approvals and Compliance	<ul style="list-style-type: none"> <li>Through development approvals, we ensure appropriate infrastructure is in place to service the proposed development.</li> </ul>
Advocacy	<ul style="list-style-type: none"> <li>Advocate and negotiate for state and federal funding support for public infrastructure to support community needs.</li> <li>Actively seek and apply for grants that cover ongoing costs for the City, such as maintenance costs.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Review the City's Strategic Asset Management Plan.	✓	✓		
Implement actions contained within the Infrastructure and Parks Asset management Plans in accordance with the Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Drainage Network Modelling	Collection of City's drainage inventory, undertaking hydraulic modelling and developing a long term works program.	\$250,000
Infrastructure Capital Works	Implement the City's capital works program in accordance with Council's annual funding allocation for roads, drainage, footpaths/bicycle paths, bus shelters, street furniture, street improvements and lighting.	As approved by Council

**Strategy**

**4.2.3** Investigate and consider opportunities for the development of affordable and diverse housing.

**Community Outcomes**

A diverse range of housing options for the broad community.

A diverse population residing in the City.

Key Result Area
Improved mix of housing types and sizes within the City.

Services that support this strategy	Description/Scope/Example
Development Approvals and Compliance	<ul style="list-style-type: none"> <li>Supporting the development of affordable and diverse housing is a key objective in the City's statutory planning processes and policies. The Development approval process and policies allows the City to advocate and work with proponents, stakeholders and the community to work towards appropriate diversity and affordability of housing in Subiaco.</li> </ul>
Planning Services (Strategic)	<ul style="list-style-type: none"> <li>Ensure a mix of dwelling sizes and types to suit a diverse population, including key workers to support a vibrant local economy is a key objective of the Local Planning Strategy.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Advocate for the incorporation of affordable and diverse housing as part of the Subiaco East Redevelopment project.	✓			

Projects that support this strategy	Description	Cost
Affordable Housing Policy	Prepare an Affordable Housing Policy which encourages development of a variety of housing sizes and types within the City to ensure a diverse population can be accommodated within the City to support a vibrant local economy.	\$10,000/year for all planning policies

## Strategy

**4.2.4** Collaborate with state government agencies to achieve positive development outcomes for the community.

### Community Outcomes

Confidence from the community that the City works collaboratively with external stakeholders in the best interests of the community.

Key Result Area
Improved engagement with State Government to influence projects.

Services that support this strategy	Description/Scope/Example
Liaise with Department of Planning, Lands and Heritage	<ul style="list-style-type: none"> <li>The City maintains a close working relationship with relevant State Government agencies (including Department of Planning, Lands and Heritage and the Western Australian Planning Commission) to ensure state policies and plans provide for positive development outcomes for the community.</li> </ul>
Liaise with Department of Transport, PTA and MRWA	<ul style="list-style-type: none"> <li>The City maintains a close working relationship with the transport portfolio agencies (Department of Transport, Public Transport Authority, Main Roads WA) to work towards ensuring the provision of a transport system that supports the increasing population and workforce and visitors around Subiaco.</li> </ul>
Liaise with Metropolitan Redevelopment Authority	<ul style="list-style-type: none"> <li>The City maintains a close working relationship with the MRA to ensure plans, policies, and developments in the Subi Centro and Subiaco East Redevelopment areas provide positive outcomes and benefits for the rest of the City.</li> </ul>
Transport Planning and Traffic Management	<ul style="list-style-type: none"> <li>Work with state transport authorities to develop transport infrastructure and improve traffic flow and safety in the City.</li> </ul>
Advocacy	<ul style="list-style-type: none"> <li>Liaise with Education Department to advocate for shared sport and recreation facilities.</li> </ul>
State Government Liaison	<ul style="list-style-type: none"> <li>Maintain close working relationships with the Department of Health, Department of Water and Environment Regulation and the Building commission to advocate for appropriate legislation to enhance the health, welfare and amenity of the community.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Establish a working group for Subiaco East precinct with Development WA to finalise normalisation and land matters within that area.	✓	✓		
Establish a working group with Department of Transport, Public Transport Authority and Main Roads to progress transport link.	✓	✓	✓	✓
Advocate with sport and recreation for provision of shared sporting facilities as part of schools and the Inner City College.	✓			

Projects that support this strategy	Description	Cost
Subiaco East Redevelopment Project	Work with the State Government to achieve development outcomes for Subiaco East which are consistent with the Community's expectation and can account for significant infill dwellings to alleviate pressure from existing character neighbourhoods.	Existing Resources

# FOCUS AREA FIVE: An effective and integrated transport system

*VISION: There is a range of sustainable transport options and supporting infrastructure available, making it easy to get into and around the City.*

## Objective one:

A transport management system that meets the needs of all users.

## Strategy

**5.1.1** Plan and manage our streets to mitigate congestion, while accommodating the increased population and developments.

## Community Outcomes

Managed congestion and safety on our roads for all users

## Key Result Area

Minimise the impact of congestion on City roads.

Services that support this strategy	Description/Scope/Example
Traffic Management	<ul style="list-style-type: none"> <li>Continue with the City's traffic counter program to provide for updated traffic data, including volumes and speeds on its road network.</li> <li>Investigate and carry out Local Area Traffic Management (LATM).</li> <li>As part of new developments, assess and report on impacts to ensure the City's road network and adjacent property owners are not adversely impacted upon.</li> <li>Continue to maximise State and Federal funding to complement the City's congestion minimisation initiatives.</li> </ul>
Parking Management and Compliance	<ul style="list-style-type: none"> <li>Management of the City's on street and off street parking resources through education and undertaking a reasonable and holistic approach to compliance activity.</li> <li>Maintain a flexible and user-friendly parking permit system.</li> </ul>
Planning Services (Statutory)	<ul style="list-style-type: none"> <li>Consideration of traffic impact in development assessments.</li> </ul>
Planning Services (Strategic)	<ul style="list-style-type: none"> <li>Strategic Transport Planning as part of the Local Planning Strategy and Local Planning Scheme.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Ensure elements from the City's Street Design Manual are incorporated into all transport infrastructure designs.	✓	✓	✓	✓
Implement the actions contained within the Local Area Traffic and Safety Management Policy in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement the actions contained within the Transport, Access and Parking Strategy relating to the Street Network program and in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy.		

## Strategy

**5.1.2** Design and maintain our streets acknowledging that they are spaces that connect our community.

### Community Outcomes

Streets contributing to a more connected community.

Key Result Area
Improved opportunity for community use of the City's streetscapes.

Services that support this strategy	Description/Scope/Example
Traffic and Transport Planning	<ul style="list-style-type: none"> <li>Traffic and transport planning in accordance with the Transport, Access and Parking Strategy (TAPS).</li> <li>Work with Main Roads WA (MRWA) to implement speed reduction on the City's road network.</li> <li>Work with the Metropolitan Redevelopment Authority for redevelopment areas.</li> <li>Design, construct and maintain the City's road networks to assist the community to facilitate accessibility and promote the City's sustainable lifestyle.</li> <li>Coordinate the implementation of TAPS to create a community which promotes alternative modes of transport.</li> </ul>
Place Development and Activation	<ul style="list-style-type: none"> <li>Activate streetscapes to encourage walkability and opportunities for a connected community.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Progress the land use and transport integration program contained within the Transport, Access and Parking Strategy in accordance with Council's annual funding allocation.	✓			

Projects that support this strategy	Description	Cost
Design Hay Street and Roberts Road Two-way Conversion	Develop designs and traffic modelling for proposed Hay Street and Roberts Road two-way conversion.	\$250,000
Construct Hay Street and Roberts Road Two-way Conversion	Construction of the Hay Street and Roberts Road two-way conversions to align with Subiaco East redevelopment project, subject to State funding.	\$7,900,000 (inc. State funding)
Rokeby Road South Streetscape Master Plan - Bagot Rd to Thomas St	<ul style="list-style-type: none"> <li>Develop a master plan.</li> <li>Implement Stages 1 to 3 including upgrade to intersection at Hamersley Road and Heytesbury Road and resurfacing between Bagot Road and Thomas Road.</li> </ul>	\$90,000 (develop plan) \$1,132,000 (stages 1 & 2)
Capital Works – Streetscape Projects; Design For Decreased Speeds; Design Spaces For Public Activation	Implement Local Area Traffic Management Plans.	\$131,400
Right-of-Way Strategy	Prepare a comprehensive strategy reviewing and providing development guidance for the City's right of ways.	\$100,000

## Strategy

**5.1.3** Proactively advocate for enhanced public transport services that provide access to, from and within the City.

## Community Outcomes

Increased access and movement with less reliance on private motor vehicles.

Key Result Area
Demonstrated advocacy with relevant servicing authorities to achieve enhanced public transport opportunities.

Services that support this strategy	Description/Scope/Example
Transport Planning and Advocacy	<ul style="list-style-type: none"> <li>Work with the State Government and relevant authorities to deliver the City's message for improving the bus and train services within and to and from the City.</li> <li>Strategic Transport Planning as part of the Local Planning Strategy and Local Planning Scheme.</li> <li>Advocacy through industry groups (e.g. WALGA) for improved public transport outcomes.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the public transport actions contained within the Transport, Access and Parking Strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Advocate for a public transport service which links from Glendalough to hospitals and UWA through Subiaco.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Improved Train Service	In accordance with the City's Transport, Access and Parking Strategy, advocate for higher frequency of train services after hours and seek technical input into the future planning for heavy rail network.	Existing Resources
Improved Bus Service	In accordance with the City's Transport, Access and Parking Strategy: <ul style="list-style-type: none"> <li>Advocate for improvements to non-peak period's bus services on routes 97, 24 and 25;</li> <li>Advocate for a link from Glendalough to hospitals and UWA through Subiaco.</li> </ul>	Existing Resources
Investigation of Light Rail	In accordance with the City's Transport, Access and Parking Strategy, advocate for future light rail connections into and through Subiaco.	Existing Resources
High-Frequency Bus Service	In accordance with the City's Transport, Access and Parking Strategy, work with State partners to secure a high-frequency bus service along Hay street as part of the two-way conversion to connect Wembley to Perth via Subiaco.	Existing Resources



## Strategy

**5.1.4** Manage a range of parking options and the demand for parking supply.

### Community Outcomes

A parking system that supports the choices people make when selecting their preferred mode of transport.

#### Key Result Area

An appropriate mix of flexible parking options to meet community needs.

Services that support this strategy	Description/Scope/Example
Parking Promotion	<ul style="list-style-type: none"> <li>Information available to the community in relation to where parking facilities are located, how much they cost and the options within the facilities through wayfinding and parking guidance.</li> </ul>
Parking Management	<ul style="list-style-type: none"> <li>Design and implement parking schemes that respond to the needs of the broader community.</li> </ul>
Health and Compliance Support Services	<ul style="list-style-type: none"> <li>Provide information and assistance to parking users and maintain parking compliance, with local laws and legislation, to ensure safety, accessibility, parking availability and amenity.</li> <li>Manage and process parking permits for eligible residents.</li> </ul>
Transport Planning and Traffic Management	<ul style="list-style-type: none"> <li>Provide on-street and off-street parking facilities.</li> <li>Provide parking options for commuters, visitors to Subiaco and residents.</li> </ul>
Planning Services (Statutory)	<ul style="list-style-type: none"> <li>Ensure appropriate car parking levels are applied in development approvals.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Conduct vehicle occupancy surveys and data collection in on-street and off-street parking facilities to determine the most appropriate fee structure.	✓	✓	✓	✓
Develop and manage wayfinding to parking facilities.	✓	✓	✓	✓
Implement the parking program actions contained within the Transport, Access and Parking Strategy in accordance with Council's annual funding allocation.	✓			
Review and manage the Parking Precinct Plans in accordance with Council's annual funding allocations.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Parking Permit Project	Review and implement changes to the current residential and visitor parking permit system.	\$50,000

## Objective two:

A range of infrastructure to support a sustainable and accessible transport system.

### Strategy

**5.2.1** The provision of public transport infrastructure to enhance public transport networks within the City.

### Community Outcomes

An accessible and efficient network of transport hubs.

### Key Result Area

Provide appropriate public transport infrastructure in accordance with the Bus Shelter Improvement Plan.

Services that support this strategy	Description/Scope/Example
Footpaths, Cycle Paths and Bus Shelters Design and Delivery.	<ul style="list-style-type: none"><li>Design, construct, maintain and renew footpaths, cycle paths and bus shelters to a safe and functional standard in accordance with the City's policy, asset management plans, the Footpath Improvement Program and the Australian and Main Roads Western Australia standards, to assist the community, facilitate accessibility and promote the City's sustainable lifestyle.</li></ul>
Advocacy	<ul style="list-style-type: none"><li>Work with State Government transport and other agencies to improve accessibility of bus stops within the City.</li></ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement public transport actions contained within the Transport, Access and Parking Strategy in accordance with Council's annual funding allocation.	✓			
Implement the actions contained within the Bus Shelter Improvement Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Footpath Replacement Program	Replace concrete slab footpaths with cast in-situ concrete footpaths annually to provide accessible pedestrian and cycling routes in accordance with Council's annual funding allocation.	\$108,000
Bus Shelter Replacement Program	Replace and upgrade bus shelters in conjunction with the Public Transport Authority in accordance with Council's annual funding allocation.	\$50,000/year

## Strategy

**5.2.2** Work to ensure that public transport provides access and benefits the City at all times of the week.

### Community Outcomes

More convenient public transport services.

Key Result Area
Improved access to public transport.

Services that support this strategy	Description/Scope/Example
Transport Planning	<ul style="list-style-type: none"> <li>Work with the State Transport Authorities to deliver the City's message for improving the bus and train services.</li> <li>Work with State Transport Authorities to secure a high-frequency bus service along Hay St as part of the two-way conversion project to connect Wembley to Perth via Subiaco.</li> <li>Work with the State Transport Authorities to ensure light rail is connected through Subiaco as part of the Metronet project.</li> </ul>
Transport Planning and Advocacy	<ul style="list-style-type: none"> <li>Work with the State Government and relevant authorities to deliver the City's message for improving the bus and train services within and to and from the City.</li> <li>Strategic Transport Planning as part of the Local Planning Strategy and Local Planning Scheme.</li> <li>Advocacy through industry groups (e.g. WALGA) for improved public transport outcomes.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement the public transport actions contained within the Transport, Access and Parking Strategy in accordance with Council's funding allocation.	✓			
Advocate to improve access to public transport on weeknights and weekends.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Improved Train Service	In accordance with the City's Transport, Access and Parking Strategy, advocate for higher frequency of train services after hours and seek technical input into the future planning for heavy rail network.	Existing Resources
Improved Bus Service	In accordance with the City's Transport, Access and Parking Strategy: <ul style="list-style-type: none"> <li>Advocate for improvements to non-peak period's bus services on routes 97, 24 and 25;</li> <li>Advocate for a link from Glendalough to hospitals and UWA through Subiaco.</li> </ul>	Existing Resources
Investigation of Light Rail	In accordance with the City's Transport, Access and Parking Strategy, advocate for future light rail connection into and through Subiaco.	Existing Resources
High-frequency Bus Service	In accordance with the City's Transport, Access and Parking Strategy, work with State partners to secure a high-frequency bus service along Hay street as part of the two-way conversion to connect Wembley to Perth via Subiaco.	Existing Resources

## Strategy

**5.2.3** Manage parking assets to provide the best economic, social and environmental outcomes for the City.

## Community Outcomes

Improved access to the City and its many varied destinations and attractions.

### Key Result Area

Provide appropriate parking that allows access to the City's destinations and attractions.

Services that support this strategy	Description/Scope/Example
Parking Management	<ul style="list-style-type: none"> <li>• Provide and maintain City owned or managed on-street and off-street parking facilities.</li> <li>• Maintaining the flexibility to review parking schemes to respond to the economic, social and environmental needs of the City.</li> <li>• Conduct parking compliance activities in a reasonable and holistic way to encourage vehicle turnover in areas with high demand for parking.</li> <li>• Conduct vehicle occupancy surveys and data collection in on and off-street parking facilities to determine the most appropriate fee structure to maintain optimum levels of occupancy and return.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Set, monitor and review parking controls to manage demand and supply factors, to balance the interests of residents, ratepayers, businesses, workers and visitors.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Carpark Improvements	Implement the capital works program in accordance with Council's annual funding allocation including.	As approved by Council

## Strategy

**5.2.4** Invest in improved pedestrian and cycle networks.

### Community Outcomes

The ability to walk and cycle in and around the City.

Key Result Area
Improved cycling and walkability.

Services that support this strategy	Description/Scope/Example
Community Education	<ul style="list-style-type: none"> <li>Provide a range of programs and events to encourage increased participation, walking and cycling.</li> <li>Working with the State Government to promote the “Your Move” Campaign and associated activities.</li> </ul>
Pedestrian and Cycle Networks	<ul style="list-style-type: none"> <li>Design and maintain appropriate pedestrian and cycle infrastructure.</li> </ul>
Planning Services (Statutory)	<ul style="list-style-type: none"> <li>Appropriate bicycle parking and end of trip facilities are applied in development approvals.</li> </ul>
Transport Planning	<ul style="list-style-type: none"> <li>Continue to explore avenues for external funding to compliment the City’s own funds for improvements to the City’s bicycle network.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement new bike paths (on road or off road) as contained within the Bike Plan in accordance with Council’s annual funding allocation.	✓	✓	✓	✓
Progress the walking and cycling initiatives contained within the Transport, Access and Parking Strategy, in accordance with Council’s annual funding allocation.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
There are no specific projects listed under this strategy.		

## FOCUS AREA SIX: Council leadership

*VISION: A council that manages competing demands through engagement, accountability and transparency.*

### Objective one:

**A leading council that is supported by an excellent organisation.**

### Strategy

**6.1.1** The Mayor and councillors provide strong, consistent and decisive leadership.

### Community Outcomes

Community confidence that council is making decisions for the short and long term benefit of the community as a whole.  
Council decisions are open and transparent.

### Key Result Area

Improved community perception (council leadership).

Services that support this strategy	Description
Governance	<ul style="list-style-type: none"> <li>Manage the City's statutory governance obligations, including elections, council and committee meetings, annual compliance audit return, delegations of authority and other registers, local laws, policies and management guidelines.</li> <li>Coordinate the development and implementation of a risk management framework and risk registers.</li> <li>Coordinate the review the City's internal audit program processes and reporting through the City's Audit and Risk Committee.</li> <li>Provide council and Committee meeting agenda and minutes support.</li> </ul>
Communications and Engagement	<ul style="list-style-type: none"> <li>Key council decisions and achievements are communicated to the community through the media and City's communication channels.</li> <li>That Elected Members advocate and positively promote the City.</li> </ul>
Education	<ul style="list-style-type: none"> <li>Elected member training and inductions.</li> <li>Records management.</li> <li>Meeting Procedures.</li> <li>Legislation.</li> <li>Code of Conduct.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Undertake a governance review.	✓			

Projects that support this strategy	Description	Cost
Code of Conduct	Undertake a review of the City's Code of Conduct as required by the <i>Local Government Act 1995</i> .	Existing Resources
Agenda Management System	Investigate and implement a new agenda management system to enable digitalisation of the City's agenda's and minutes.	Existing Resources
Agenda Process and Format Review	Review the City's current process for preparing agenda and minutes to identify possible improvements and improve usability.	Existing Resources
Administration Centre Redevelopment	Prepare a plan for the redevelopment of the administration centre and surrounding areas.	As approved by Council.

## Strategy

**6.1.2** Actively engage with the community to inform decision making.

### Community Outcomes

Being able to make an informed contribution to local issues.

A knowledge of how and when the community can engage in City matters.

Consideration of community engagement feedback to inform council decisions that are consistent with the Strategic Community Plan.

#### Key Result Area

Improved community engagement.

Services that support this strategy	Description
Community Engagement	<ul style="list-style-type: none"> <li>Provide opportunities for the community to be meaningfully involved in issues and decisions that affect them.</li> <li>Manage the Have Your Say Subiaco online community engagement hub.</li> <li>Provide support to organisational branches to develop community engagement activities to enable community participation in appropriate projects.</li> </ul>
Statutory and Compliance	<ul style="list-style-type: none"> <li>Community consultation and engagement as required by relevant legislation.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Educate staff and elected members to increase capacity to effectively engage with the community.	✓	✓	✓	✓

Projects that support this strategy	Description	Cost
Strategic Community Plan Review	Conduct a review in accordance with the Integrated Planning and Reporting Framework.	\$70,000/ four yearly
Corporate Business Plan Review	Conduct annual review in accordance with the Department of Local Government Integrated Planning and Reporting Framework.	\$10,000/year

## Strategy

**6.1.3** Be innovative, responsive and maintain a strong customer focus.

### Community Outcomes

A high level of satisfaction with the City of Subiaco's services.

The ability to easily and effectively communicate with the City.

#### Key Result Area

Improved community perception (governing organisation).

Services that support this strategy	Description
Workforce	<ul style="list-style-type: none"> <li>Provide advice and systems to maximise workforce capability to deliver services efficiently.</li> <li>Develop the organisational culture and capabilities to deliver services to the community.</li> <li>Implement the actions out of the Equal Employment Opportunity Management Plan.</li> <li>Implement the actions out of the Workforce Health and Safety Plan.</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>Provide effective, informative and efficient frontline customer service, and supports customer service delivery across the organisation in line with the Customer Service Charter.</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>Use technology to streamline and automate processes to facilitate optimal resolution of customer interactions.</li> <li>Provide business systems and technology support, network communications and disaster recovery.</li> <li>Manage and maintain the organisations information and communication technology, to support efficient service delivery that aligns with the City's vision and objectives.</li> <li>Manage GIS mapping tool to provide current information on a range of council services.</li> </ul>
Communications	<ul style="list-style-type: none"> <li>Manage internal and external communications through a wide range of print and digital mediums to inform the community and maintain the City's brand and reputation.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Implement a Customer Request Management system.	✓	✓		
Implement the actions contained within the Customer Service Plan in accordance with Council's annual funding allocation.	✓	✓		

Projects that support this strategy	Description	Cost
Business Process Mapping	Undertake business process mapping of customer requests to streamline requests, improve responsiveness and increase efficiencies.	Existing Resources
Customer Self-service Portal	Develop a customer self service portal to improve the way the City's customers engage with the City.	Existing Resources
Electronic Forms	Convert paper based forms on the City's websites to electronic forms that facilitate ease of use and payment.	Existing Resources
Customer Satisfaction Survey	Conduct annual benchmarking survey to measure resident satisfaction with the City's services.	\$25,000
Workforce Plan	Develop and implement the Workforce Plan to identify the workforce requirements and strategies to achieve the City's objectives.	Existing Resources
Customer Service Charter	Review the City's Customer Service Charter.	Existing Resources
Benchmarking	Undertake benchmarking with comparable local governments.	Existing Resources



## Strategy

**6.1.4** Ensure best practice asset management principles are adopted.

### Community Outcomes

The City's assets are managed effectively and maintained for the benefit of future generations.

Key Result Area
Asset management ratio targets adopted by council.

Services that support this strategy	Description
Land and Property	<ul style="list-style-type: none"> <li>Collaborate and prepare frameworks, policies and plans to efficiently and effectively develop and manage property for social and community requirements.</li> <li>Manage the City's investment property portfolio in accordance with the property investment strategy to produce a sustainable income stream.</li> </ul>
Strategic Asset Management	<ul style="list-style-type: none"> <li>Implements the Strategic Asset Framework, Strategy and Strategic Asset Management Plan (SAMP) to support the City's asset management practices and manage funding requirements through integration with the Strategic Financial Plan.</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>Manage the City's assets in accordance with the Asset Management Plans.</li> <li>Asset valuations to record assets at fair value.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Increase portfolio return through diversification of asset classes.	✓	✓	✓	✓
Implement the actions contained within the Strategic Asset Management Plan in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement the 10-year Capital Expenditure Program in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Implement the actions contained within the property investment strategy in accordance with Council's annual funding allocation.	✓	✓	✓	✓
Demolish the existing improvements at the former Operations Centre and remediate the site for sale.	✓			
Develop a 10-year capital works program for the City's buildings.	✓			

Projects that support this strategy	Description	Cost
Strategic Asset Management Plan	Conduct review in accordance with the Department of Local Government Integrated Planning and Reporting Framework.	\$5,000

## Strategy

**6.1.5** Create organisational and community culture that is underpinned by financially sustainable practice.

### Community Outcomes

A commitment from the council and the community to a financially sustainable future.

#### Key Result Area

Improvement in Financial Ratios (best practice targets adopted by council).

Services that support this strategy	Description
Financial Management	<ul style="list-style-type: none"> <li>Effective management of the City's financial activities through appropriate financial systems and processes.</li> <li>Compliance with the City's Procurement Policy and managing contracts in accordance with legislation.</li> <li>Statutory returns and other financial reporting.</li> </ul>
Strategic Financial Planning	<ul style="list-style-type: none"> <li>Coordinate the development and review of the Strategic Financial Plan and the preparation of the Annual Budget, in accordance with legislation, to address the City's vision and objectives, ensuring alignment with the City's Integrated Planning and Reporting Framework.</li> </ul>
Governance Services (Corporate Planning)	<ul style="list-style-type: none"> <li>Coordinate the development and review of a Corporate Business Plan that activates the Strategic Community Plan, outlines the four year priorities of council and meets all legislative requirements.</li> <li>Facilitate the development and review of the Informing Strategies (Strategic Financial Plan, Workforce Plan and Asset Management Plan) in alignment with the review of the Corporate Business Plan.</li> </ul>

Actions that support this strategy	2021-22	2022-23	2023-24	2024-25
Review the Integrated Planning and Reporting Framework.	✓			

Projects that support this strategy	Description	Cost
Capital Works Program	Implement the 10 year capital works program in a way that supports the City's financial sustainability.	As approved by Council
Strategic Asset Management Plan (SAMP)	Ensure the City's Strategic Asset Management Plan works towards reducing the City's asset management gap and contributes to the City's ongoing financial sustainability.	Existing Resources
Information Communications Technology (ICT) Plan	Deliver the projects contained within the plan in accordance with Council's annual funding allocation.	As approved by Council
Strategic Financial Plan	Review the Strategic Financial Plan as the basis of funding considerations to achieve financial sustainability.	Existing Resources

# Appendix 1: Significant projects

The project list includes projects being undertaken by the City that are likely to be of high interest to the community. While the following project list does not represent all City projects over the four year period of the Corporate Business Plan, it highlights some of the projects of interest, in addition to the action items provided under each focus area.

Project	2021-22	2022-23	2023-24	2024-25
Review and implement changes to the current residential and visitor parking permit system.	✓			
Hay Street and Roberts Road two way	✓			
Implement strategies and actions as stipulated in the <i>Waste Avoidance and Resource Recovery Act 2013</i> .	✓			
Rokeby Road South Streetscape project	✓			
Administration Centre Redevelopment	✓	✓		
Develop Right of Way Strategy	✓	✓		

## Appendix 2: Issue specific plans and strategies

The following is a list of issue specific plans and strategies which inform the actions and projects contained within this document. They detail the various initiatives that will progress the City towards achieving the outcomes as defined in the Strategic Community Plan.

Plan	Purpose
Community Safety and Crime Prevention Plan 2016-2020	Outlines new initiatives that build on previous successes and further advance community safety in the City.
Disability Access and Inclusion Plan 2017-2022	States the City's commitment to ensuring facilities are accessible for people with disability, their families and carers
Economic Development Strategy 2017-2020	Provides the strategic direction for applying economic development principles in the City, which outline key areas of influence through business support, collaboration and place development that support employment generation and higher development density for the benefit of our community.
Environmental Enhancement Plan 2012-2016	Details new initiatives to build upon past successes in the City's environmental projects and initiatives and to further advance sustainability outcomes
Local Planning Strategy 2020	Provides the framework for long term planning and development in Subiaco and the strategic basis for the preparation and amendments to the Local Planning Scheme.
Positive Ageing Plan 2017-2021	Provides direction for how the city will address, in partnership the challenges facing its ageing community.
Strategic Public Art Master Plan 2011-2030	A planning and action framework designed to achieve the City's vision for public art until the year 2030
Sustainability and Resilience Strategy 2016-2021	Shapes the City's approach to becoming a sustainable and resilient community.
Transport, Access and Parking Strategy 2017-2021	Identifies and affirms the strategic position of the City with regard to all aspects of transport, access and parking in Subiaco and how they relate to one another.
Business Investment Plan: Attraction and Retention 2019-2022	A targeted approach to encouraging and supporting business investment in Subiaco, the plan specifies how the City will support and optimise the many opportunities in the City of Subiaco and seek to meet the challenges faced by the City's business community.
Waste Management Plan	Details the actions required to meet the City's obligations to the <i>Waste Avoidance and Resource Recovery Act 2013</i>
Urban Forest Strategy 2018-2022	To create and maintain a fully sustainable urban forest in the City of Subiaco which is both appropriate and well-positioned to ensure it has the opportunity to achieve its horticultural potential with the associated benefits of a thriving urban forest.

# Appendix 3: Key Result Areas

The following is a full list of Key Result Areas contained within each of the focus areas in this document. Achievement of the KRA will progress the City towards meeting the community outcomes as identified through the Strategic Community Plan.

## FOCUS AREA ONE: Our Sense of Community

Strategy	Strategy Description	Key Result Area
1.1.1	Ensure the community's identity and local history is reflected, promoted and celebrated.	Improved community perception (How local history and heritage is preserved and promoted).
1.2.1	Facilitate a range of opportunities to foster community health and wellbeing that are accessible and inclusive for everyone.	Improved community perception (The City's performance in relation to facilitation of services for people within our community).
1.2.2	Ensure a range of recreation opportunities for the community.	Community engagement with recreation programs, services and facilities provided by the City.
1.2.3	Contribute to a safe environment for the community.	Improved community perception (The City's performance in relation to safety and security).
1.3.1	The community is strengthened through its events, programs and public art.	Improved community perception (The City's performance in relation to Festivals, events, art and cultural activities).

## FOCUS AREA TWO: Parks, Open Spaces and Places

Strategy	Strategy Description	Key Result Area
2.1.1	Preserve, enhance and maintain the urban forest.	Maintain the existing tree canopy cover.
2.1.2	Continue to be at the forefront of supporting sustainable verges.	Increase in the number of sustainable verges.
2.1.3	Manage the City's parks infrastructure in a way that is sustainable	Improved outcome in the parks asset sustainability ratio.
2.1.4	Continue infrastructure maintenance, renewal and replacement programs.	Improved outcome in the parks and public open space asset ratio.
2.1.5	Maintain an efficient and sustainable waste and recycling service.	Reduce waste (per capita) to landfill.
2.1.6	Be proactive and innovative in its approach to environmental, sustainability and climate change.	Reduction in the City's water consumption
2.2.1	Ensure that parks, streetscapes, open spaces and public places are developed and utilised to maximum benefit for current and future community members.	Improved community perception (The City's performance in relation to parks and reserves).
2.2.2	Promote active and passive recreation opportunities for all ages.	Improved community perception (The City's performance in relation to Lords and active and passive recreation facilities).

## FOCUS AREA THREE: Subiaco as a Destination

Strategy	Strategy Description	Key Result Area
3.1.1	Continue to support Subiaco as a hub for arts, culture and entertainment.	Improved community perception (The City's performance in relation to Festivals, events, art and cultural activities).
3.1.2	Work towards establishing the City of Subiaco as a destination of choice.	Increased visitations to the Town Centre.
3.1.3	Inform the community about what is available and what there is to do in the City.	Increased visitation and engagement with the City's websites and social media accounts.
3.2.1	Attract and retain a diverse range of businesses.	Improved community perception (The City's performance in relation to Economic Development activities).
3.2.2	Support community led business groups to drive the vibrancy of neighbourhood centres.	Increased business community participation and leadership in economic development initiatives.
3.2.3	Advocate for living, working and playing in the City.	Improved community perception (What the City is doing to promote the area as a desirable place to live and work).
3.2.4	Take an advocacy role in issues that affect the City.	Stakeholder relationships are managed to achieve desired outcomes for the City.

# Appendix 3: Key Result Areas

## FOCUS AREA FOUR: The Built Environment

Strategy	Strategy Description	Key Result Area
4.1.1	Support the conservation of heritage places.	Improved preservation of heritage places.
4.1.2	Promote public awareness of heritage places.	Increased awareness of heritage in the community.
4.1.3	Identify and protect significant heritage buildings, places and streetscapes.	Increase the number of properties on the Local Heritage Survey, heritage list and increase the number of designated heritage areas.
4.1.4	Ensure new developments are respectful of the built heritage and the character of the streetscapes.	Enhancing existing character and promoting respectful contemporary built form.
4.2.1	Identify appropriate locations for increased density, and plan effectively in order to accommodate an increasing population.	Meet the State Government's dwelling targets while retaining the valued character of neighbourhoods and promoting design excellence.
4.2.2	Work to ensure appropriate infrastructure exists to support increased density.	Planning for infrastructure aligns with Local Planning Scheme No 5 and the Local Planning Strategy.
4.2.3	Investigate and consider opportunities for the development of affordable and diverse housing.	Improved mix of housing types and sizes within the City.
4.2.4	Collaborate with state government agencies to achieve positive development outcomes for the community.	Improved engagement with State Government to influence projects.

## FOCUS AREA FIVE: An Effective and Integrated Transport System

Strategy	Strategy Description	Key Result Area
5.1.1	Plan and manage our streets to mitigate congestion, while accommodating the increased population and developments.	Minimise the impact of congestion on City roads.
5.1.2	Design and maintain our streets acknowledging that they are spaces that connect our community.	Improved opportunity for community use of the City's streetscapes.
5.1.3	Proactively advocate for enhanced public transport services that provide access to, from and within the City.	Demonstrated advocacy with relevant servicing authorities to achieve enhanced public transport opportunities.
5.1.4	Manage a range of parking options and the demand for parking supply.	An appropriate mix of flexible parking options to meet community needs.
5.2.1	The provision of public transport infrastructure to enhance public transport networks within the City.	Provide appropriate public transport infrastructure in accordance with the Bus Shelter Improvement Plan.
5.2.2	Work to ensure that public transport provides access and benefits the City at all times of the week.	Improved access to public transport.
5.2.3	Manage parking assets to provide the best economic, social and environmental outcomes for the City.	Provide appropriate parking that allows access to the City's destinations and attractions.
5.2.4	Invest in improved pedestrian and cycle networks.	Improved cycling and walkability.

## FOCUS AREA SIX: Council Leadership

Strategy	Strategy Description	Key Result Area
6.1.1	The Mayor and Councillors provide strong, consistent and decisive leadership.	Improved community perception (council leadership).
6.1.2	Actively engage with the community to inform decision making.	Improved community engagement.
6.1.3	Be innovative, responsive and maintain a strong customer focus.	Improved community perception (governing organisation).
6.1.4	Ensure best practice asset management principles are adopted.	Asset management ratio targets adopted by Council.
6.1.5	Create organisation and community culture that is underpinned by financially sustainable practice.	Improvement in Financial Ratios (best practice targets adopted by Council).

## Appendix 4: Financial information

The City of Subiaco is dedicated to providing high quality services to the community through the various service oriented programs which it has established. The objectives of each program undertaken by the City and as detailed in the City's current Strategic Financial Plan are reported in the following Program categories:

Program	Objective	Activities
Governance	To ensure high quality democratic processes and informed local decision making.	Includes administration and operation of facilities and services to members of council and other costs that relate to the tasks of assisting members and ratepayers on matters which do not concern specific council services.
General Purpose Funding	To fairly and efficiently levy and collect rates and other monies required to fund the City's operations.	Rates revenue from rates levied under Division 6 of Part 6 of the Local Government Act 1995 and other amounts receivable from the Western Australian Grants Commission and any government grants of a general purpose nature.
Law, Order and Public Safety	To ensure safety and amenity of the community in public areas.	Control of parking facilities, implementation and control of parking, enforcement of local laws and State legislation. Also includes fire prevention outlays.
Health	To protect the health of all persons and promote environmental quality.	Administration, inspection and operation of programs concerned with the general health, wellbeing and amenity of the community.
Education and Welfare	To contribute towards the wellbeing of people with special needs.	Maintenance of pre-school buildings and provision of seniors activities.
Community Amenities	To provide waste management services which minimize adverse environmental impacts, orderly and controlled development of land and the built environment, and well maintained public conveniences.	This includes the collection and disposal of community and domestic rubbish and recycling, and the administration and operation of town planning and sustainable development within the local government.
Recreation and Culture	To provide and support community, recreational and cultural pursuits.	Maintenance of community, recreation and function centres, various reserves and operation of the library.
Transport	To facilitate safe and convenient transport access.	Construction and maintenance of roads, drainage works, footpaths, traffic facilities.
Economic Services	To facilitate economic development, promote compliance with building standards, regulations and local laws and enhance public amenity by placing powerlines underground.	Area promotion and building control services
Other Property and Services	To maximize long-term return on investment assets for the benefit of the community.	Includes management of the City's investment assets and corporate overheads prior to allocation.

# Appendix 4: Financial information

## City of Subiaco Rate Setting Statement

	Year 1 Budget 2021/2022	Year 2 Budget 2022/2023	Year 3 Budget 2023/2024	Year 4 Budget 2024/2025
<b>OPERATING EXPENDITURE</b>				
General Purpose Funding	(585,280)	(623,640)	(603,310)	(601,090)
Governance	(2,505,870)	(2,472,400)	(2,582,320)	(2,506,170)
Law Order & Public Safety	(667,940)	(677,320)	(689,520)	(687,080)
Health	(1,110,550)	(1,129,090)	(1,147,780)	(1,186,680)
Education & Welfare	(693,520)	(702,540)	(713,170)	(710,710)
Community Amenities	(6,613,390)	(6,707,490)	(6,785,120)	(6,775,320)
Recreation & Culture	(13,990,990)	(14,211,360)	(14,370,140)	(14,356,490)
Transport	(10,619,400)	(10,749,860)	(10,936,060)	(10,819,000)
Economic Services	(3,116,580)	(3,109,970)	(3,132,620)	(3,113,280)
Other Property & Services	(2,296,850)	(4,332,170)	(2,337,210)	(2,334,900)
<b>Total Operating Expenditure</b>	<b>(42,200,370)</b>	<b>(44,715,840)</b>	<b>(43,297,250)</b>	<b>(43,090,720)</b>
<b>CAPITAL WORKS PROGRAMME</b>				
<b>Capital Expenditure</b>				
Land and Buildings	(1,277,000)	(11,675,000)	(6,975,000)	(2,800,000)
Furniture and Equipment	(1,380,690)	(730,150)	(898,150)	(245,050)
Plant and Equipment	(2,062,000)	(1,945,000)	(1,756,000)	(1,399,000)
<b>Subtotal</b>	<b>(4,719,690)</b>	<b>(14,350,150)</b>	<b>(9,629,150)</b>	<b>(4,444,050)</b>
<b>Infrastructure Expenditure</b>				
Road Works	(1,422,630)	(4,602,470)	(1,995,130)	(1,700,670)
Landscape & Irrigation Works	(321,070)	(997,560)	(836,000)	(486,850)
Drainage Works	(561,870)	(323,880)	(2,048,330)	(1,048,620)
Footpath Works	(191,480)	(169,690)	(164,820)	(277,170)
Street Lighting	(337,930)	(472,870)	(282,150)	0
Car Park Improvements	0	(646,960)	(677,080)	(50,000)
Other Infrastructure	(372,880)	(350,470)	(466,820)	(372,050)
Parks and Reserves Improvements				
Irrigation Upgrades	(72,180)	(527,970)	(507,320)	(697,050)
Furniture & Lighting Upgrades	(2,090,470)	(272,820)	(188,410)	0
Playground Upgrades	0	(129,130)	(198,760)	(394,130)
Landscaping Upgrades	(332,010)	(587,730)	(971,860)	(383,480)
<b>Subtotal</b>	<b>(5,702,520)</b>	<b>(9,081,550)</b>	<b>(8,336,680)</b>	<b>(5,410,020)</b>
<b>Total Capital Works Programme</b>	<b>(10,422,210)</b>	<b>(23,431,700)</b>	<b>(17,965,830)</b>	<b>(9,854,070)</b>
<b>OTHER OUTFLOWS</b>				
Transfer To Reserve Account	(7,828,360)	(18,211,874)	(9,831,035)	(8,120,128)
Loan Repayment - Principal	(441,590)	(461,950)	(458,770)	(530,180)
<b>Non cash items</b>				
Write Back Gain on Disposal Of Assets	(56,010)	(56,010)	(56,010)	(56,010)
<b>Total Other Outflows</b>	<b>(8,325,960)</b>	<b>(18,729,834)</b>	<b>(10,345,815)</b>	<b>(8,706,318)</b>
<b>TOTAL FUNDS REQUIRED</b>	<b>(60,948,540)</b>	<b>(86,877,374)</b>	<b>(71,608,895)</b>	<b>(61,651,108)</b>
<b>OPERATING REVENUE</b>				
General Purpose Funding (excluding rates)	1,039,440	1,057,030	1,020,170	1,012,860
Governance	0	0	0	0
Law Order & Public Safety	34,300	34,300	34,300	34,300
Health	81,100	94,100	94,100	94,100
Education & Welfare	33,990	33,990	33,990	33,990
Community Amenities	4,759,880	4,759,880	4,759,880	4,759,880
Recreation & Culture	3,552,070	3,292,570	3,792,570	3,792,570
Transport	3,649,747	4,319,630	3,655,930	3,394,930
Economic Services	158,560	158,560	158,560	158,560
Other Property & Services	5,975,250	7,957,094	5,247,865	5,636,198
<b>Total Operating Revenue</b>	<b>19,284,337</b>	<b>21,707,154</b>	<b>18,797,365</b>	<b>18,917,388</b>
<b>OTHER INFLOWS</b>				
Reserve Utilised	10,075,446	22,854,241	17,618,706	9,710,699
Proceeds from Loans	0	0	0	0
Proceeds Disposal of Assets	306,000	10,376,000	2,851,000	369,000
<b>Non cash items</b>				
Write Back Depreciation	6,053,130	6,147,450	6,214,960	6,259,820
Write Back Loss On Disposal Of Assets	12,470	12,470	12,470	12,470
Opening Balance B/Fwd 1 July	2,637,365	2,653,828	2,657,388	2,626,615
Closing Balance C/Fwd 30 June	(2,653,828)	(2,657,388)	(2,626,615)	(2,578,504)
<b>Total Other Inflows</b>	<b>16,430,583</b>	<b>39,386,600</b>	<b>26,727,910</b>	<b>16,400,100</b>

(Sample extract from the City's Strategic Financial Plan)