The City of Subiaco is committed to protecting the global environment through local action. By printing this publication on Australian made 100 per cent recycled paper, the city aims to conserve the resources of the city. The document is available via the internet at www.subiaco.wa.gov.au
Strategic Management Plan

Our vision
A friendly inclusive community with many interests, respecting and building on our heritage setting and a modern village lifestyle.

Our mission
To enhance the lives and wellbeing of all in the life of the City of Subiaco, by engaging the community, providing regional leadership, stewardship, infrastructure and services that preserves our community sense of place and positions it for a sustainable future.

Our values
• Honesty and integrity
• Respect and openness
• Caring and empathy
• Collaboration and cooperation

Our goals

A diverse and desirable city
A vibrant, liveable, safe and accessible city, at the forefront of current design, making it a desirable place for people to live, work, visit and play.

An engaged and connected community
An engaged and connected community, proud of its sense of wellbeing, belonging and inclusiveness.

A prosperous community
A thriving community where the prosperity of our businesses, residents and institutions is maintained and enhanced.

A healthy and sustainable environment
An innovative city that demonstrates leadership and adaptive management to ensure the health and sustainability of its built and natural environment.

A city positioned for the future
A city positioned as a leader in taking advantage of economic, environmental, political, social and global changes and opportunities.
Community visioning
In October 2010 the City of Subiaco started on a journey to develop a community plan. The community plan was to be created by community members via the city’s Think2030 community visioning project.

Think2030 asked all sectors of the community to provide feedback on what they wanted for the city in the future. The city received an overwhelming response with over 3700 people contributing over 29,000 pieces of feedback and ideas. The city used a range of innovative community engagement techniques to ensure everyone in the community had a chance to have their say.

The community’s feedback identified the key themes of: planning for more people, parking, connection to the past, sense of community, green and leafy place, parks and open spaces, entertainment and shopping, transport options and sustainability.

The next stage of Think2030 will involve working with the community on actions and strategies for the shared community plan. Once the plan is developed it will be considered by council so that it can be used to provide a clear direction for the city based on the community’s vision.

This has been a significant project for the city and its success should be attributed to the commitment of our community to be involved in the process.

Celebrating our unique community
In 2010-11 the city continued to coordinate its popular range of award programs, including the Photographic Awards, which attracted a record 265 entries from people across the metropolitan area. For the first time, the Shaun Tan Award for Young Artists and Tim Winton Award for Young Writers were opened to school-age students across the whole state. The Shaun Tan Award attracted nearly 1600 entries and the Tim Winton Award over 1400 entries, with a very strong regional response with entries from areas covering Broome to Esperance. Entries in the 2010 Local History Awards ranged from reports on natural and built heritage to elements of Subiaco no longer in existence – the trams, while the Sustainable Verge and Garden Awards celebrated those in our community who contribute to biodiversity and sustainability.

Further recognition of the city’s efforts in sustainability were realised as Western Australia’s winner in the Keep Australia Beautiful Sustainable Cities Award. The city continues to implement innovative programs and services to promote and encourage environmental sustainability.

In 2011 the city celebrated a special milestone as part of the free See Subi on Sunday walks, with past mayors Richard Diggins and Tony Costa joining me to mark the tenth anniversary walk. The walks are organised and led by city volunteer Marion Gathercole and are run throughout the year, covering a variety of topics, from markets to industrial icons.

In another milestone for the city, Lords recreation centre continued to go from strength to strength reaching 3000 members. Group fitness, personal training and team sports participation rates also continued to grow and exceed performance indicators.

Local government reform
Another significant development in 2010-11 was the city’s involvement in the local government structural reform process. In August 2010 the City of Subiaco entered into a regional transition group with the City of Nedlands to undertake a feasibility study about the costs and benefits of a potential merger. The feasibility study was completed in May 2011 at which point the cities published the plan and sought feedback from the community.

The community’s view was that, on its own, the feasibility study did not provide a convincing argument to support a merger with the City of Nedlands. The community felt the City of Subiaco had already demonstrated its long-term sustainability as a local government; and it resisted any idea of losing its identity through a merger with Nedlands. The council responded to the community’s feedback by unanimously voting against the proposed merger, signaling the end of the regional transition group process.

In June 2011 the state government announced the appointment of an independent Metropolitan Local Government Review Panel. The panel will make recommendations on boundaries and governance models for local governments in metropolitan Perth by 30 June 2012. The city will respond to the latest reform initiative from the state government to ensure positive outcomes for our community.

Looking ahead
I would like to thank my fellow councillors, staff and the community for their passion and commitment to our city. Given the great number of changes facing the City of Subiaco, and the local government sector as a whole, the year ahead will include many challenges and achievements. I am particularly looking forward to the creation of the new community plan and working with the community to achieve the vision.

Heather Henderson
Mayor
CEO’S REPORT

If the 2010-11 financial year had a theme, it was undoubtedly one of ‘looking to the future’. The Think2030 community visioning project and the merger feasibility study process have provided a thorough understanding of where the City of Subiaco finds itself now, and where our community wants to be in the future. These projects, coupled with the resolution of a number of long-standing issues and the emergence of new and topical challenges, mean it has been a truly remarkable year. The capacity and capability of staff to deal with these issues, while at the same time welcoming new initiatives, has been outstanding.

In this report, I provide examples of how the city is implementing various elements of best practice across its operations. They typify a willingness to embrace the only thing that appears constant; change.

Strategy
The first and second stages of the Think2030 community visioning process were completed. Major strategic themes from stage two were identified and released to the community. The third stage, development of a strategic community plan, is due for completion in late 2011. This puts the city at the forefront of the state government’s compulsory introduction of strategic community plans for all local governments by July 2013.

Team structure
A new community services team structure has been implemented, with all staff now located in the one building. Since implementation of the new structure, the number of Meals on Wheels clients has increased by 25 per cent. To better support the city’s operations, a new corporate services team structure was implemented with renewed focus on records management, management accounting, IT and governance functions.

Measurement and control systems
In early 2011 the city commissioned a market research consultancy to undertake a community perceptions survey. This allowed the city to benchmark itself against other metropolitan local governments in regard to the level of overall satisfaction with city services and facilities. Results were published on the city’s website so that the community can monitor the city’s performance over time.

The city also introduced a tracking and reporting mechanism for development applications in order to better manage this process for city staff and applicants.

External relations
The city continues to foster relationships with The University of Western Australia, state government departments, parliamentarians, landholders of key strategic sites, not-for-profit agencies and local police. These relationships enable the city to work towards common goals and face future challenges.

Process improvement
The city introduced a process for the public release of State Administrative Tribunal decisions made behind closed doors to increase transparency of decision making. To further improve the city’s governance and transparency, the Development Services Committee report format was revised to facilitate clearer reporting on town planning matters.

Technology
Planning for Voice over Internet Protocol (VoIP) and Internet Protocol telephony across the organisation was completed to improve efficiency and customer service.

To increase awareness of parking availability the city implemented an electronic monitoring system to measure car park occupancy, which instantly relays information to nearby public guidance signs. In addition, planning for cashless parking machines (credit card facilities) was implemented.

Change leadership
City staff have assisted broader local government structural reform through direct involvement in the Department of Local Government’s strategic planning and community engagement working group. The city has used government funding to accelerate the development of asset management plans and the Think2030 project, in anticipation of the state’s new Integrated Planning and Reporting Framework. The city embraced the state government’s structural reform agenda through its voluntary participation with the City of Nedlands as the only metropolitan regional transition group.

Employee development
The city strives to develop its workforce to encourage innovation and continuous improvement. A new manager was recruited to support organisational change and development.

In 2010-11 the city introduced a staff reward and recognition program and service recognition awards to acknowledge outstanding achievements and years of service at the city. To ensure continuous development of employees, the city provided training and wellness programs for staff on a range of topics.

I trust that the above provides an insight into the organisation of the City of the Subiaco.

The city is very fortunate to have staff that are committed to improvement. When coupled with the positive support of our elected members and the very active involvement of our community, it augers well for the future.

Stephen Tindale
CEO
A diverse and desirable city

A vibrant, liveable, safe and accessible city, at the forefront of current design making it a desirable place for people to live, work, visit and play

Cultural and arts programs

During 2010-11 the city hosted a range of popular arts and cultural events, including the sunset@subi and sunday@subi concert series. Over 13 000 community members attended these concerts which provided twenty-four weeks of community entertainment. The city’s support of the Perth International Arts Festival assisted in the development and expansion of the Writers’ Festival Family Day, which attracted approximately 2000 children and young people.

Arts programs such as singing and life drawing classes were provided for the community, while the city continued its support of a range of arts and cultural activities through community organisations such as Catch Music, Barking Gecko, Yirra Yaakin, Subiaco Farmer’s Market, Perth Upmarket and Subiaco Craft and Community Fair.

The introduction of the city’s ARTiculate exhibitions provided an exciting opportunity for visual artists to showcase their creativity in allocated spaces at the Subiaco Library. The first exhibition was held in February 2011 showcasing the work of local artist Jenny Ripley.

In October 2010 the city renewed its focus on public art through the appointment of a public art coordinator. The city’s first public art policy and guidelines were adopted by council in May 2011 and provided a funding model to support the implementation of a detailed public art program. The city commissioned Swiss artist Daniel Goettin to create a temporary installation on the wall facing the Rowland Street car park, which further enhanced the city’s public art portfolio.

To promote continuous learning, the city held a range of classes at the Subiaco Library, including art the world in ninety days, Australian art history, discover modern art history, basic computer classes, eBay demystified, teen writing classes and book making.

Safety in our community

The city fostered a safer environment through coordination of a range of safety initiatives for community members, including information sessions on topics such as fire safety, bullying prevention and safety on public transport. The city also convened the licensed premises working group with key stakeholders to discuss and mitigate the negative impact of alcohol on the community.

Social programs

In 2010-11 the city delivered personal development programs and initiatives to residents from a lower socio-economic background. Initiatives included free computer lessons, gardening workshops and community luncheons. Residents at the Wandana housing complex are currently working with city staff to install a community garden, to promote healthier physical and social lifestyles among its residents. The garden is the result of ongoing engagement with residents who took an active role in garden design and operational planning.

Promoting access and inclusion

The city was awarded a government grant to continue the collection of data as part of the Disability Services Commission’s You’re Welcome Access WA Initiative. This online program enables people with disabilities to check the accessibility of various businesses, retail outlets, entertainment and recreational facilities within the city.

To recognise International Day of People with Disabilities the city held a family picnic, and partnered with the Ethnic Disability Advocacy Centre to host Celebrating Us, an all day community event that included guest speakers and entertainment.

Did you know?

Throughout the year the city held:

• six artists’ evenings and seven writers’ nights
• nine lunchtime talks
• over 13 000 community members attended the sunset@subi and sunday@subi concerts.
An engaged and connected community

An engaged and connected community, proud of its sense of wellbeing, belonging and inclusiveness

Volunteers and community organisation support

Sixty-five volunteers attended the city’s annual volunteer recognition function, with eleven volunteers receiving recognition of service awards. Over 170 people volunteer with the city to assist in the delivery of important services to the community.

Nineteen community organisations received a total of over $35,000 as part of the city’s community grants program. Local community groups and organisations used the grants for a wide range of community projects.

Free training seminars and workshops were provided to local organisations on topics including grant writing, social media, finding the money, building your brand, generating free publicity, creating a pro volunteer culture and essentials of a volunteer program.

Children and young people

In September 2010 the city’s Youth Advisory Council launched its new name and brand – the Subiaco Voice of Youth (SVY). SVY is a group of local young people aged twelve to twenty-five who meet once a month to discuss, advise and organise events for young people in the community.

The inaugural Race around Subi was held in October 2010, with over thirty teams competing in a series of challenges and activities in a bid to be the first to cross the finish line. This successful event was organised by the SVY, together with the city, and supported by the city’s local business community.

In April 2011 the city joined with the local governments of Claremont, Mosman Park, Peppermint Grove and Nedlands to run a number of events over Youth Week. These included a t-shirt workshop, photography bus tour and movie night.

The Subiaco Library also ran a range of literacy programs for babies and children, including rhymetime and preschool storytime, with over 1100 and 1600 participants respectively.

Sport and recreation in our community

To assist the city’s sport and recreation clubs to become more sustainable and financially viable, the city introduced a new development program – Subi STRONGER Clubs. It includes a new section on the city’s website to provide regular updates on grants, funding, recognition, communication and club development. It also advertises upcoming events, club development workshops, and special meetings within the city’s sport and recreation community. In line with this new initiative, a new sporting club recognition grant was developed. The city also introduced volunteer recognition awards for local sport and recreation clubs to acknowledge the contribution and service provided by club volunteers to our community.
The city continued to partner with the Heart Foundation to promote and establish walking groups, with the St Ives Walking Group launching in April 2011. In addition, Lords partnered with the Heart Foundation to deliver the annual Subiaco Community Walk to help promote the heart health message and the benefits of staying active. The city’s Subiaco Work Out Program also encourages staying active, attracting over 400 participants to free classes in yoga, Nuline Dance, Zumba, Body Balance, boxing, circuit, pilates and aqua aerobics.

To further complement our range of sport and recreation opportunities in the city, Lords recreation centre continued to develop strong links with the local community through new programs and initiatives. Lords provided sponsorship to local schools and community organisations through the community outreach program. Through its new Subiaco community mental health program, developed in partnership with Subiaco Community Recovery Network, Lords provided active options for people recovering from mental health illness. Lords also worked closely with organisations that undertake research and program development for patient rehabilitation from illness and injury. To ensure Lords is accessible to people with disabilities, it now accepts companion cards to support access for all.

With more than 40,000 visitors each month, Lords continued to increase participation in group fitness, personal training and team sports; and membership numbers reached more than 3000. In February 2011 Lords was accepted as a Fitness Australia credited gymnasium, resulting in it being measured and recognised nationally in line with industry standards.

Positive ageing and community care
Throughout 2010-11 the city continued to provide an extensive range of both essential and innovative services, activities and events for seniors. The city’s popular high teas continued with events held in August and February at the Shenton Park Community Centre, while the monthly film club and community lunches at the Subiaco Community Centre continued to reach maximum capacity. The city’s second annual Seniors’ Expo was held in October 2010 and included educational stalls, entertainment and informative speakers on a wide range of topics.

Significant changes were introduced to the Home and Community Care (HACC) assessment framework in January 2011. This has impacted the way the city receives new client referrals for the HACC program. The changes have been well received by the community and consultation with new and existing HACC clients and key stakeholders is ongoing.

The Men’s Shed continued to grow in membership and started undertaking community projects, including working with the city’s adults with disabilities program to make dog kennels for donation to the Shenton Park Dogs Shelter.

Seniors in the city were also able to access a wide range of innovative, fun and exciting new programs at the Tom Dadour Community Centre. Activities included tai chi, yoga, Harley Davidson motorbike rides, craft classes, guest speakers and visits to museums and art galleries. The city also introduced a shoppers’ bus service in response to feedback from residents. It provides a door-to-door service designed especially for those who find it difficult to do their weekly shopping because of transport or mobility problems.

Celebrating our heritage and history
In 2011 the city celebrated the centenary of the Subiaco Museum building. To mark the occasion, the city hosted a birthday party for the museum which coincided with International Museum Day on Wednesday 18 May. Mayor Heather Henderson and Richard Diggins (former mayor and member of Subiaco Historical Society) were given the honour of cutting the cake to celebrate the milestone.

Fast facts
In 2010-11:
- membership at Lords reached 3000
- the city delivered more than 16,000 meals through its community centre dining rooms and Meals on Wheels service
- over 250 people attended the city’s monthly parenting workshops
- more than 350 children attended school holiday activities at the Subiaco Library

Community Centre.
A prosperous community

A thriving community where the prosperity of our businesses, residents and institutions is maintained and enhanced

Business community
Throughout the year the city worked closely with local businesses, Pro Subi and the Subiaco Business Association to promote economic development. Together with the city, Pro Subi achieved a number of successful outcomes, including campaigns for Mother’s Day and Sunday shopping and the Subi Street Festival. The festival, held annually in the town centre, included a variety of stalls, activities and entertainment for the whole community. Activities included a zone for children and young people, live music, competitions, stalls and dancing. The street festival attracts thousands of visitors to Subiaco each year and showcases the great range of businesses, restaurants and activities on offer in the city.

Amenity and traffic management improvements
The city implemented a range of traffic management improvements to increase pedestrian and driver safety and amenity. The city successfully obtained state and federal government Black Spot funding for traffic islands located along Herbert, Hensman and Coghlan roads and Clark Street, which have been designed to reduce turning speeds and increase safety for pedestrians when crossing the road. Black Spot funding was also received for the roundabouts installed in Axon Street and Park and Townshend roads. Over 2.1 kilometres of slab footpaths have been upgraded to in-situ concrete footpaths to increase the safety and accessibility for pedestrians. The city also installed new LED lighting along Centro Avenue to enhance night time visibility.

Drainage improvements were carried out in multiple areas around the city, with further improvements and upgrades planned throughout 2011-12. The city completed the installation of a new Exeloo public toilet in Forrest Walk, which is integrated with the new retail space in Forrest Walk. The city carried out works to a number of its buildings in line with the Asbestos Management Plan, which aims to reduce the presence of asbestos containing materials in city-owned buildings.

Land and property management
During 2010-11 the city reviewed its property portfolio and implemented strategies to improve return from the portfolio. Various property transactions and new developments were initiated during the year, including signing of the first new site lease by the city since the 1950s.

Did you know?
In 2010-11 the city:
• processed 208 applications for development approval
• planted 141 street trees
• approved 391 building applications.
A healthy and sustainable environment

An innovative city that demonstrates leadership and adaptive management to ensure the health and sustainability of its built and natural environment

Sustainability and environmental achievements

The city was recognised as Western Australia’s most sustainable city for 2011 as part of the Keep Australia Beautiful Sustainable Cities Awards. The program recognises metropolitan local governments that are active in their communities and make valuable contributions towards environmental sustainability. The city also received the waste management and litter prevention, environmental innovation and water conservation awards. The city showcased a range of projects, including its Bin your Butt campaign, the modification of infrastructure to conserve over 257,000 kilolitres of water and promoting sustainable building design and construction practices for new buildings and renovations.

The city won the Waterwise Council Category in the Australian Water Association WA Water Awards. The award, presented by the Department of Water and the Water Corporation, recognised innovation and excellence in the conservation, management and delivery of water. Water conservation initiatives included retrofitting facilities with water efficient appliances, customising irrigation schedules and replacing areas of lawn with native vegetation. The city is also progressing toward milestone five of the water campaign in the ICLEI Local Governments for Sustainability.

In 2010-11 the city increased its range of plastic recycling to include code numbers one to seven. This includes plastic bags, with only cling-wrap-type soft plastics unable to be recycled. To promote sustainability, city residents received a new guide with recycling and waste information designed to encourage reuse, recycling and waste reduction. The comprehensive guide included information on what to put in each bin, bulk waste collections and general bin information.

To reduce greenhouse gas emissions and improve energy efficiency, the city installed new solar and wind powered lights in parks in the city. Solar and wind powered lights were installed in Rankin Gardens and Subiaco Common, and new solar powered lights were installed at McCallum Park.

Improving our parks

To continually improve parks and reserves in the area, the city undertakes a range of new works and upgrades each year. As part of the third stage of development of the Mueller Park playspace, the city constructed a sensory water feature to allow interactive nature-based play for children of different ages and abilities. The water feature is surrounded by native vegetation and bush rocks, and concludes works at the playspace.

The city completed interpretive signage projects at JH Abrahams Reserve and Mabel Talbot Park to provide information on the history, land use and flora and fauna of the reserves. Signage at Mabel Talbot Park provides information on the western long neck turtle, with bronze footpath inserts that follow the change in the weather and seasons from an Indigenous perspective. European land use of the site is depicted in the concrete that supports the park furniture of the reserve. At JH Abrahams Reserve the signage included bronze footpath inserts and figure cutouts on various historical topics.

The city, together with Aha! Consulting, established the Lake Jualbup Accord project, to clarify community views and establish a direction for the management of Lake Jualbup. The project commenced with a research phase among stakeholders and groups to understand community views on the lake’s history, identify the main concerns and gain feedback on the proposed process.

Integrated transport

Over 240 people took part in the city’s bike to work breakfast, with 21 per cent of participants who normally drive swapping their car for a bike in order to enjoy a free breakfast at Dome Cafe. The city continued to encourage the use of sustainable travel by coordinating Cycle to School Day activities and the Active Commuter Challenge. The challenge saw participants decrease car trips to work or school by 41 per cent, and increase the minutes of exercise gained from their commute by 51 per cent.

For the first time the city participated in the Super Tuesday Bike Count – an annual bike count that will help the city measure the increase or decrease in cyclists over time. This national program will allow the city to compare statistics with other local governments around Australia, as well as identify the busiest routes and prioritise cycling infrastructure. The Roberts and Rokeby roads intersection was identified as the busiest site with over 400 riders, and it was the tenth highest count site in the country.
A city positioned for the future

**Community visioning – Think2030**

In October 2010 the city commenced its Think2030 community visioning project – the largest community participation project the city has ever undertaken. Community visioning is about imagining the future you want for the city and looking at how it can be achieved together. The information collected is being used to create a community plan that will provide a clear direction for the city based on the community’s wishes.

Think2030 was officially launched in October 2010 at a large community event. Following the launch, the city commenced gathering of feedback via surveys, ‘big idea’ postcards, the Think2030 website, workshops, forums, focus groups, activities and meetings. City staff also attended a number of events to collect feedback, including the Subi Street Festival, Craft and Community Fair, sunset@subi concerts and Subiaco Farmers’ Market.

Over 3700 people contributed over 29,000 pieces of feedback and ideas for Think2030 between October 2010 and March 2011. During this process, the city talked to a range of audiences, including residents, visitors, young people, businesses, seniors, children, students, workers and community organisations. As a result of the feedback, key themes were identified as focus areas for the city’s community plan.

The next stage of Think2030 involves a series of community engagement activities around the key themes identified. This stage will work towards developing strategies and actions for the shared community plan, with the final stage being adoption of the plan by council in 2012.

**Climate change mitigation and adaptation**

In November 2010 the Western Suburbs Regional Organisation of Councils (WESROC) agreed to adopt a regional climate change adaptation action plan and establish a group to oversee implementation of the plan’s actions. Priority areas currently being progressed include:

- building staff capacity to adapt to climate change
- informing and engaging our communities
- creating partnerships to enhance and promote our response to climate change
- adapting and protecting infrastructure in our region
- adapting and protecting natural resources of our region
- emergency management in response to climate change
- monitoring the impact of climate change on our region

Statutory compliance

**Good records keeping**

The city continued to progress its record keeping initiatives throughout 2010-11. The city’s Record Keeping Plan, approved by the State Records Office, forms part of a records management strategy that encompasses all information created or received by the city as evidence of its business activities. Records awareness training for new staff is included as part of the city’s induction program, and existing staff are provided with ongoing training and development in record keeping.

**Plan for the future**

The city undertook a review of its Strategic Financial Plan in 2010-11. The city’s Strategic Financial Plan provides the financial framework for achieving the city’s goals. Along with carrying out a range of core operational and infrastructure activities, it includes investment in major capital works projects such as undergrounding power and a CBD streetscape improvement project. It also provides for a range of social capital projects such as community development programs, sustainability initiatives and recreational facilities.

**Disability Access and Inclusion Plan**

The city undertook a review of the Disability Access and Inclusion Plan (DAIP), the recommendations of which underpin a new five year DAIP for the city. This aims to continually improve accessibility and inclusiveness throughout the city.

**Register of complaints**

For the purposes of the Local Government Act 1995, no complaints were made to the city during 2010-11.

**Employees’ remuneration**

There were six employees entitled to an annual cash salary of $100,000 or more in following categories:

- $110,000 to $119,999 One
- $120,000 to $129,999 One
- $130,000 to $139,999 One
- $140,000 to $149,999 Two
- $180,000 to $189,000 One

**Competition policy**

The city has met its obligations with regard to its competition policy. The city has no local laws or policies that contain anticompetitive provisions. No complaints have been received by the city in 2009-10 in relation to anti-competitive practices.
# Income and Expenditure Summary

## 2009-2010 and 2010-2011

### Operating Revenue

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<tr>
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<td>Governance</td>
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<td>4</td>
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<td>Law, order and public safety</td>
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<td>28</td>
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<td>Health</td>
<td>175</td>
<td>143</td>
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<tr>
<td>Welfare and education</td>
<td>977</td>
<td>1,081</td>
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<td>Community amenities</td>
<td>2,980</td>
<td>3,563</td>
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<tr>
<td>Recreation and culture</td>
<td>2,994</td>
<td>3,677</td>
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<tr>
<td>Transport</td>
<td>3,771</td>
<td>3,994</td>
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<tr>
<td>Economic services</td>
<td>657</td>
<td>703</td>
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<tr>
<td>Other property and services</td>
<td>4,236</td>
<td>4,864</td>
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<td><strong>Total operating revenue</strong></td>
<td><strong>33,376</strong></td>
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### Operating Expenditure

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<td>Governance</td>
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<td>(1,222)</td>
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<td>Law, order and public safety</td>
<td>(1,976)</td>
<td>(3,469)</td>
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<td>Health</td>
<td>(455)</td>
<td>(462)</td>
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<tr>
<td>Welfare and education</td>
<td>(1,704)</td>
<td>(2,019)</td>
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<td>Community amenities</td>
<td>(4,745)</td>
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<td>Recreation and culture</td>
<td>(10,692)</td>
<td>(11,472)</td>
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<td>Transport</td>
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<td>Economic services</td>
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<tr>
<td>Other property and services</td>
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<td>(2,134)</td>
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<tr>
<td><strong>Total operating expenditure</strong></td>
<td><strong>(30,683)</strong></td>
<td><strong>(33,983)</strong></td>
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### Borrowing Costs Expense

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<tr>
<td>Recreation and culture</td>
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<td>(78)</td>
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<tr>
<td>Economic services</td>
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<td><strong>Total borrowing costs expense</strong></td>
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### Share of Profit of Associates

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<td>Community amenities</td>
<td>197</td>
<td>(59)</td>
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<tr>
<td><strong>Total share of profit of associates</strong></td>
<td><strong>197</strong></td>
<td><strong>(59)</strong></td>
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### Contributions to the Development of Assets

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<th></th>
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<th>2010-2011</th>
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<td>23</td>
</tr>
<tr>
<td>Community amenities</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transport</td>
<td>1,540</td>
<td>629</td>
</tr>
<tr>
<td><strong>Total contribution to the development of assets</strong></td>
<td><strong>1,715</strong></td>
<td><strong>651</strong></td>
</tr>
</tbody>
</table>

### Profit/(Loss) on Disposal of Assets

<table>
<thead>
<tr>
<th></th>
<th>2009-2010</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>(19)</td>
<td>(0)</td>
</tr>
<tr>
<td>Law, order and public safety</td>
<td>(7)</td>
<td>(7)</td>
</tr>
<tr>
<td>Welfare and education</td>
<td>(1)</td>
<td>18</td>
</tr>
<tr>
<td>Community amenities</td>
<td>(40)</td>
<td>(9)</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>(12)</td>
<td>28</td>
</tr>
<tr>
<td>Transport</td>
<td>1,098</td>
<td>(5)</td>
</tr>
<tr>
<td>Economic services</td>
<td>-</td>
<td>(0)</td>
</tr>
<tr>
<td>Other property and services</td>
<td>22,043</td>
<td>(235)</td>
</tr>
<tr>
<td><strong>Total profit/(loss) on disposal of assets</strong></td>
<td><strong>23,062</strong></td>
<td><strong>(211)</strong></td>
</tr>
</tbody>
</table>

### Fair Value Adjustment of Financial Assets

<table>
<thead>
<tr>
<th></th>
<th>2009-2010</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>General purpose funding</td>
<td>102</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total fair value adjustment of financial assets</strong></td>
<td><strong>102</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

### Net Result

<table>
<thead>
<tr>
<th></th>
<th>2009-2010</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net result</strong></td>
<td>27,550</td>
<td>4,458</td>
</tr>
</tbody>
</table>

This document, in conjunction with the Annual Financial Statements, forms the city’s Annual Report for 2010-11. This is an extract from the Annual Financial Statements, which are available on request and on the website [www.subiaco.wa.gov.au](http://www.subiaco.wa.gov.au)
About the City of Subiaco

Area: 7.1 sq km
Population: 18,115
Rateable properties: 9,614
Gross rental value: $237 m
Sealed roads: 117 km
Parks, gardens, reserves: 78 ha
Distance from Perth: 5 km
Employees (FTE): 230

Suburbs:
Subiaco, Jolimont, Daglish, Shenton Park, Crawley, Nedlands

Events of interest:
• Sunday@subi – free music concerts held in the Subiaco Arts Centre during winter
• Sunset@subi – free music concerts held outdoors in city parks during summer
• Subi Street Festival – a pre-Christmas carnival
• Subiaco Craft and Community Fair – a huge craft fair, with proceeds going to charity
• Events at Subiaco Oval – up to forty national and international sporting and entertainment events

Places of interest:
• Subiaco Arts Centre
• Subiaco Oval
• Regal Theatre
• War Memorial Clock
• The University of Western Australia
• WA Medical Museum
• The Berndt Museum of Anthropology
• E de C Clarke Geological Museum

Community facilities:
• Subiaco Library
• Subiaco Museum
• Lords recreation centre
• Tom Dadour Community Centre
• Shenton Park Community Centre
• Subiaco Community Centre
• Palms Community Centre
• Rosalie Park Sporting Complex

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This document is available in alternative formats upon request.