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
The Strategic Community Plan sets the direction and priorities for the city until 2030. The Corporate Business Plan is the first step towards achieving the community plan and sets out the key actions until 2016.

Community vision

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

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 areas

The City of Subiaco Annual Report is structured around the six key focus areas from the Strategic Community Plan:

- Our sense of community
- Parks, open spaces and places
- A unique destination
- The built environment
- An effective and integrated transport system
- Council leadership
Protecting the city’s independence

2011–12 represented a period of uncertainty for the local government sector with the establishment of the Metropolitan Local Government Review Panel in June 2011, and the subsequent release of the panel’s draft findings in April 2012. The panel recommended a significant reduction in the number of local governments in the Perth metropolitan area. The city made submissions to the panel in December 2011 and May 2012, providing its view that the City of Subiaco should remain an independent local government and local democracy must be retained.

Prior to this, council responded to the community’s opposition to the merger proposal with the City of Nedlands, by unanimously voting against the proposal in July 2011. The city then successfully blocked the Local Government Advisory Board’s inquiry into the potential merger, following a ruling by the Supreme Court in November 2011.

Our challenge ahead is to strongly oppose the state government’s agenda to reduce the number of councils in metropolitan Perth.

Our community plan for the future

While the sector experienced an uncertain twelve months, the community and city reinforced its commitment to the future through the completion of the final stage of the Think2030 community visioning project. The final stage saw the adoption of the Strategic Community Plan in April 2012, which encapsulates the community’s vision for the future. This is the first time the city has developed a true community plan – one that reflects the values, goals and aspirations of the community. To deliver on the objectives and strategies in the Strategic Community Plan, the city developed and adopted the Corporate Business Plan in June 2012.

Environmental sustainability

To address the impacts of climate change, council supported the Western Australian Local Government Declaration on Climate Change at its meeting in November 2011, and the city led implementation of the Regional Climate Change Adaptation Action Plan. The city also promoted sustainability in the community through planting days, workshops, home energy audits, installation of solar powered lighting and the introduction of the Drying Climate and Hydrozoning policies.

Recognising its sustainable approach, the city won the Water Conservation Award at the Keep Australia Beautiful 2011 Australian Sustainable Cities Awards. The city also received a high commendation in the Dame Phyllis Frost Litter Prevention category.

Community programs and events

The city continued to provide a range of community events, including the sunset@subi and sunday@subi concert series, artists’ and writers’ nights and the See Subi on Sunday walks. The Subiaco Museum’s Saving face exhibition, which opened in May, celebrated people with a strong connection to Subiaco and featured a range of portraits and photographs.

The Subiaco Community Men’s Shed made lasting contributions to the community, including the construction of easels for a local painting group, building stools and benches for community groups, and involvement in the construction of a new indoor playground for the children’s waiting area at Princess Margaret Hospital.

The city provided a range of activities and programs for children and young people, including school holiday activities, literacy programs, new play spaces and sustainability initiatives. Recognising these efforts, the city won the inaugural Children’s Environment and Health Report Card Project Award 2011 conducted by The Public Health Advocacy Institute of WA. It also placed first in the Child-friendly planning approaches, Stimulating learning environments and Environments supportive of physical activity categories.

Visiting our sister city

Continuing to foster our ties with the city’s sister city, I took time out during a personal holiday to visit Subiaco in Italy. During my visit I reaffirmed the city’s commitment to pursuing a more frequent and constructive relationship, cementing the twinning of the two cities by re-signing an agreement with the Mayor of Subiaco Italy, Francesco Pellicci, at an official ceremony.

I would like to thank my fellow councillors and staff for their dedication and hard work throughout the year. Importantly, I would also like to acknowledge the community for their ongoing interest and participation in their local democracy – the community’s passion and loyalty is what makes Subiaco a truly unique place to live, work and visit.

Heather Henderson
Mayor
Strategy
In 2011–12 the city focused on meeting the new requirements of the state government’s integrated planning and reporting framework. This included adopting the Strategic Community Plan and Corporate Business Plan and developing a range of supporting plans. The Strategic Community Plan sets the future direction and priorities for the city based on the community’s feedback.

Extensive work was undertaken by the organisation to develop the Corporate Business Plan, along with asset, workforce and financial plans. The Corporate Business Plan is the city’s contract with the community to deliver on the Strategic Community Plan. It links the city’s operations to the community’s aspirations, by outlining the specific actions the city will undertake to achieve the community’s vision.

The city also developed the draft Local Planning Strategy, informed by feedback from the Think2030 community visioning project. The strategy is an important document that sets the direction for planning and development.

Team structure
Reflecting the importance of protecting heritage in the city, the organisation employed a full-time heritage officer to progress the review of policies, schemes and inventories that relate to heritage. The city changed its structure to employ support workers to carry out in-home services, which were previously brokered from external providers. This change was successfully completed six months ahead of schedule and improved service delivery through closer relationships between client, support worker and the city. To reflect the city’s renewed emphasis on involving the community in decision making, the city’s community engagement team was linked directly to the office of the CEO.

Measurement and control systems
The city achieved outstanding results in the community perceptions survey conducted by Catalyse. The survey measures the community’s satisfaction with the city’s services and facilities and compares the city’s performance against other councils. The city set the industry standard in several areas and recorded the highest overall satisfaction rating of all the participating councils.

External relations
The city continued to foster relationships with key institutions, not-for-profit organisations, state government agencies, parliamentarians and local police. Participation in the Western Suburbs Regional Organisation of Councils (WESROC) continued, and the city became a member of the Committee for Perth to develop relationships with various stakeholders in the inner-city area.

Process improvement
Together with consulting firm Arup, the city undertook a city-wide parking study inviting participation and feedback from residents, businesses and visitors. The study will allow the city to develop a comprehensive parking strategy to improve parking management.

Storm events in recent years identified a need for the city to improve its recovery management. Extensive work was undertaken to prepare recovery plans for the city and ensure staff are equipped to implement these plans where necessary. The new recovery plans ensure the city will be better placed to manage similar incidents in future years.

Technology
The city developed its Information and Communication Technology Plan to identify the priority areas for improvement to increase efficiencies in the workplace. In addition, the city created a new intranet site providing a central hub for information for staff. Lords launched its new website, which provides a wide range of information about what it has to offer in a dynamic and user-friendly format.

Change leadership
The city established its Community Engagement Policy in February 2012 to reflect the city’s current approach and commitment to community engagement. Together with the policy, the Community engagement handbook was developed as a resource for staff to provide information and practical guidance to those undertaking engagement as part of their work.

Employee development
Staff training programs were provided throughout the year as part of the city’s corporate training calendar. The city developed its future managers by offering the Diploma of Management through the Australian Institute of Management, as well as entering a team in Local Government Managers Australia’s 2012 Management Challenge. Lords also commenced a health and fitness traineeship program with the first trainee completing the qualification in July 2012.

Staff and elected members continued to demonstrate a strong commitment to the city and the ongoing improvement of services, facilities and programs – even amongst the uncertainty created by local government reform. I look forward to staff, elected members and the community facing the challenges of the next twelve months with the same level of enthusiasm and passion.

Stephen Tindale
CEO
Our sense of community

A sense of identity achieved through an awareness of the city’s history

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

Positive ageing

Seniors and adults with disabilities accessed a wide range of activities at the Tom Dadour Community Centre, designed to promote wellness, positive ageing and independence. The city provided almost 8000 hours of centre-based activities and introduced additional services, such as popular outings to places of interest and in-house therapeutic activities. Bi-annual seniors’ getaways were introduced, with the first getaway a two-day holiday to Bunbury held in March 2012.

November 2011 saw the city’s third annual Seniors’ Ageing Well Expo held, with stalls from organisations such as the Injury Control Council, Seniors Recreation Council and Council of the Ageing. The city hosted a range of additional positive ageing events throughout the year, including high teas, information talks, themed morning and afternoon teas, community lunches, film club and excursions.

The Subiaco Community Men’s Shed continued its valuable work providing local community groups and organisations with much needed support. A variety of positive community projects were completed, including building stools and benches for community groups and constructing a new indoor playground for the children’s waiting area at Princess Margaret Hospital.

In 2011–12 the city delivered over 17 000 meals as part of the Meals on Wheels service. To enhance the Meals on Wheels service, the city built an extension to the Subiaco Community Centre cool room and freezer, funded via a Home and Community Care grant.

Fostering a diverse, inclusive community

The Wandana Community Garden was officially opened in October 2011, after a successful grant application to Lotterywest. The garden continues to flourish under the guidance of a resident garden committee.

The city collaborated with the Central Institute of Technology, Department of Health, Office of Nursing and Midwifery, and Curtin University to establish a Reach satellite health clinic at Wandana. The service provides residents with access to free health assessments and screening, health education, social and emotional wellbeing support, wellness sessions and support in the management of chronic disease.

To acknowledge the valued contribution volunteers make to our community, the city hosted its annual volunteer luncheon attended by 110 volunteers and guests. Together with the wide range of existing volunteering opportunities, the city commenced a volunteer-led social support group for mothers who are parenting without the support of their own mother, titled Mums without mums.

Improving accessibility

To continually improve accessibility, Lords implemented a range of changes including installation of automatic entry doors, an enhanced hoist for access to the pool area and tactile indicators to assist the visually impaired. In addition to these changes, an audio loop was installed in the council chambers to provide improved sound for those using hearing aids.

Safety in our community

In collaboration with other local councils, the Halloween Hotspot safety initiative successfully engaged over 450 people. The initiative included the provision of safety tips for trick or treating and a community barbecue. The city also ran safety sessions for the community on topics such as women’s self defence and cyber and social networking bullying.

Business Beat fact sheets and crime prevention information were designed for the business community as a free resource to help businesses protect themselves from crime.
Celebrating our history
In May 2012, over 150 people attended the launch of the Subiaco Museum’s Saving face exhibition. The exhibition celebrated people with a strong connection to Subiaco and featured a range of portraits and photographs. Visitors were encouraged to contribute pictures of their own faces, or take their photo with the instant camera provided, to reflect their current connection with the city.

Other programs that showcased the city’s strong history and heritage included the 2011 Local History Awards and See Subi on Sunday community walks. More than 190 people participated in See Subi on Sunday, which covered a range of interesting topics including the architecture of Subiaco and the history of the Subiaco Arts Centre.

To further promote the benefits of sport and recreation to children and young people in the community, the cities of Subiaco and Nedlands launched the Department of Sport and Recreation’s KidSport initiative. The program provides financial assistance for eligible children wishing to join a sport or recreation club. In addition, Lords hosted new learn to swim sessions for children, while also continuing its popular lifestyle and school holiday programs.

Sport and recreation
In 2011–12 visitors to Lords increased by almost 14 per cent to 542,000 and gym members increased to over 3470. In addition, over 3600 group fitness classes were held and 1350 teams participated in the range of sports competitions on offer. Reflecting this success, Lords was a finalist in the Department of Sport and Recreation’s Industry Award for Management, recognising its contribution to the Subiaco community.

In collaboration with other local councils, the city hosted a Western Suburbs Sport and Recreation Clubs Development Forum, which provided clubs with valuable tips on attracting funding and sponsorship.

Community programs
The city’s partnership program supported eight community organisations to deliver various events and programs of community benefit. New partnerships were developed with Catch Music, Kaleidoscope Ensemble, Befriend Inc. and The University of Western Australia Cultural Precinct. The city’s grants scheme assisted ten community organisations in the local area to provide a fete, gardening workshop, women’s health education, outdoor play space and art mural.

To assist community members with new technologies, the city hosted a number of hands-on e-reader sessions at the Subiaco Library where people got to try out an iPad, Kindle, Sony eReader or Samsung tablet. To encourage lifelong learning the city held regular book club and philosophy club sessions attracting over 350 participants during 2011–12.
**Engaging with children and young people**

The city attracted almost 3000 entries in the prestigious Shaun Tan and Tim Winton awards, open to school-aged children and young people. The awards showcased the literary and artistic abilities of young people in Western Australia.

To celebrate the contribution children and youth make to the community, the city hosted a range of activities for Children’s Week and Youth Week, including participating in the Western Suburbs Arts Festival, which featured free cartoon and photography workshops and a movie night. The city partnered with other local governments to deliver AmpFest, an annual youth music competition. AmpFest attracted a record number of seventy entries in 2012.

The popular range of children’s literacy programs continued at Subiaco Library, including baby rhyme time, story time, pyjama story time and school holiday activities. The city celebrated Book Week with over 1000 children and seventy-three teachers and parents taking part in a variety of activities with children’s book authors and illustrators at Subiaco Library.

The city launched a Children’s Adventure Map, which contains a fun trail for families or school groups to discover the rich history behind some of Subiaco’s most well-known landmarks.

Recognising the city’s innovative approach to child-friendly initiatives, the city won the inaugural Children’s Environment and Health Report Card Project Award 2011, conducted by The Public Health Advocacy Institute of WA. As well as taking out the overall award, the city also placed first in the Child-friendly planning approaches, Stimulating learning environments and Environments supportive of physical activity categories. The report card assessed how local governments provide adventurous play spaces, neighbourhood walkways and cycle ways, stimulating learning environments, child-friendly planning approaches, readily accessible public transport and strong vibrant civic spaces.

**Fast facts**

In 2011–12:
- there were 542 000 visitors to Lords
- almost 200 000 items were issued to library members
- nearly 900 people attended the city’s writers’ nights and artists’ evenings
- over 400 community members attended lunch time talks on a range of topics
- baby rhyme time attracted nearly 2100 participants and story time more than 1680 participants
- the Photographic Awards had 155 participants enter 280 photographs.
2011–12
HIGHLIGHTS

Parks, open spaces and places

A sustainable environment that is green and leafy
A wide range of well used parks, open spaces and public places

Parks improvements

The city completed a number of improvements and upgrades to parks, including installation of a new playground at Lake Jualbup and footpath and furniture improvements at Rankin Gardens. In an innovative new project for the city, dog agility equipment was installed at Cliff Sadlier Reserve to provide a space for dog owners to exercise their pets.

Council adopted the JH Abrahams Bushland Management Plan 2012–16 with year one of the restoration works program underway. The plan outlines the strategies required to improve bushland condition through the moderation of degrading influences.

To provide an appropriate habitat to attract local wildlife, the city installed eight nest boxes and one constructed habitat tree hollow for birds and microbats.

Community planting

A range of community planting activities took place throughout 2011–12 to improve biodiversity in the city. Over fifty local residents took part in a National Tree Day event at the railway reserve in Daglish and Subiaco Primary School had over 120 students participate in plantings on the school grounds. The city installed over 1500 local native rushes and sedges around Lake Jualbup and Lake Mabel Talbot, with over 500 of these being planted by Jolimont Primary School students.

Developing streetscapes

Street trees are an iconic part of the city's streetscape and 340 new street trees were planted during 2011–12 to add to the city's green and leafy environment. Residents also contributed towards the development of the streetscape through the city's native plant subsidy scheme, with over 1600 subsidised plants purchased by residents for their verge or garden. To further recognise the high value some trees have due to their age, shape, size, rarity, history and/or role they play in supporting biodiversity, the city adopted a significant tree register for street trees.

Lake Jualbup Accord

The Lake Jualbup Accord project ran from February 2011 to February 2012 and included a comprehensive process to gather the community's views on their vision for the lake. The accord focused on gathering information across six key areas in order to inform council's decision about the future of the lake. The key areas of consideration included environmental impact, regulatory requirements, cost, technical options, Aboriginal heritage and wishes of the Subiaco community. In February 2012, council resolved to maintain a sustainable but adequate permanent body of water in Lake Jualbup, in line with the wishes of the majority of the community. The city has commenced the preparatory work for implementation of the council resolution.
A unique destination

A wide variety of accessible entertainment and hospitality options

A diverse range of businesses that meet the needs of a changing and growing population

A city that is frequented by local residents, workers and visitors

Developing the town centre

The city worked alongside the local business community, Pro Subi and the Subiaco Business Association to promote economic development, showcasing Subiaco as a popular and unique destination. The city worked closely with Pro Subi to deliver the annual Subi Street Festival, held in December in the Subiaco town centre. Activities included live music, a youth zone, dancing, a children’s petting zoo, and food and craft stalls. Adding a special touch to the 2011 festival were the city’s new festive decorations, installed in the town centre to spread the festive spirit throughout the city.

During 2012 the city undertook the second bi-annual business tenancy mix survey, which included collecting statistical information on approximately 1700 businesses. As part of the survey, each business was visited and information collected regarding contact details and type of business. The data obtained from the audit will provide information on business trends and assist the city in shaping plans and activities for economic development.

Public art

The Strategic Public Art Master Plan, which recognises the community benefits of public art including contributing to a sense of place, community identity and interpretation of heritage, was adopted in March 2012. The plan outlines a clear vision for public art in the city and provides for an annual budget allocation to the public art fund to deliver the public art program.

The city commissioned a range of works to contribute towards the vision for public art. So you may recall by Lia McKnight and Stephen Armistead included installation of seven temporary art works that celebrated the centenary of the Subiaco Museum building. The city implemented the Works for Walls program, a partnership arrangement for semi permanent art interventions on buildings and structures that face into car parks and laneways. A community partnership with the Subiaco Church resulted in The tree of life by Bee Tan on the rear of the church building facing onto the Rowland Street car park. The city also commissioned artist Nic Compton to create a sculpture of endangered red-tailed cockatoos, which are of significance to the area, from a Jarrah tree in Theatre Gardens that had died.

Events

The annual sunday@subi winter concert series attracted over 2110 patrons to Subiaco Arts Centre and more than 7350 people enjoyed the sunset@subi summer concert series in various parks throughout the city. Nearly 900 people attended the city’s writers’ nights and artists’ evenings at Subiaco Library, with a range of speakers including Jessica Rudd, Ian Parks and Margaret Moore. The city supported the Subiaco Voice of Youth to organise the annual Race Around Subi, where over 100 participants competed in a range of challenges at participating Subiaco businesses and local landmarks in a quest to be first to the finish line. A range of community events was held to mark special annual celebrations, including Mental Health Week, Carers’ Week, International Day of People with Disabilities and NAIDOC Week.

Did you know?

In 2011–12 the city:

- processed twenty-six public event applications
- conducted approximately 700 food business inspections
- welcomed eighty-five new citizens at three citizenship ceremonies.
The built environment

A built form with heritage value that is recognised and protected

A sustainable city that accommodates the increasing population, whilst maintaining the valued character

Planning for future growth and development

The city had a renewed focus on setting the direction for future planning and development in the city, particularly following the Think2030 community visioning project, the adoption of the Strategic Community Plan and the release of the state government’s Directions2031. The draft City of Subiaco Local Planning Strategy was created using feedback from the city’s Think2030 community visioning project. The strategy is an integral document that sets the vision and framework for the city’s planning and development. The draft strategy was considered by council in March 2012 and then forwarded to the Department of Planning for comment.

The strategy sets the overall framework for the development of other key planning documents, including the Local Planning Scheme No.5. A number of studies were conducted to guide the development of the draft Local Planning Scheme No.5, such as a review of commercial and residential zone requirements, a review of neighbourhood and local centres, and the undertaking of a residential neighbourhood character study.

Protecting our heritage

The city employed a full-time heritage officer to review and update the city’s local government inventory, scheme register and heritage policies. Key activities undertaken include addition of fourteen properties to the scheme register and piloting of a community heritage survey in Kershaw Street. The survey aimed to work with the community to identify and protect heritage buildings and streetscapes in the city. Feedback received during the pilot process will be used to decide how the survey will be rolled out to the rest of the city.

Planning and development

The city received a total of 220 applications for development approval, with an average processing time of sixty-eight days. Seven applications were received which met the requirements for determination by the Metro West Joint Development Assessment Panel. The average processing time for applications determined by the panel was eighty days.

Improvement works

The city installed an underground stormwater harvesting system at Rosalie Mini Park to alleviate excess flooding in the area. The system also helps reduce the need to rely on the existing bores to water the park during the summer months and creates a catchment for excess runoff in the winter.

On behalf of the city, Western Power completed undergrounding power in the Hollywood area in 2011. The city is committed to completing undergrounding power as it will improve the continuity of power supply and the overall amenity of the area.

Fast facts

In 2011–12:

• the city processed 220 applications for development approval
• seven development applications within the city were determined by the Metro West Joint Development Assessment Panel
• the city processed 345 building approvals.
An effective and integrated transport system

A road management system that meets the needs of all users
A range of sustainable and accessible transport options
An effective parking system that is accessible to all users

City-wide parking study
In April 2012 the city commenced a city-wide parking study, the first of its kind for Subiaco. Led by technical consulting firm Arup, the study included gathering feedback from residents, businesses, employees and visitors via online collaborative mapping, intercept surveys, online and hard copy surveys and community workshops. The level of involvement and participation from the community in this process was tremendous and sincerely appreciated by the city.

Arup is currently preparing its research report, which will inform the development of a city parking strategy. The strategy will be used to create an improved and sustainable approach to parking management to address topics such as parking supply, demand and management.

New roundabouts were installed on Hackett Drive providing for safe access to The University of Western Australia and other connecting roads at surrounding intersections. These works aim to slow down through-traffic to increase amenity and safety for those using the foreshore and the university.

Integrated transport
The city ran a number of programs to encourage commuters to consider alternate modes of transport, including Cycle to School Day, Walk to School Day and Travelsmart to School. Over 230 people participated in National Ride to Work Day, with a free breakfast provided for people that cycled to work on the day. Recognising its effort to encourage sustainable transport, the city was highly commended for the Bike to Work Breakfast at the Local Government Travelsmart Awards.

The city participated in Super Tuesday Bike Count for the second year, with the total number of riders counted between 7am and 9am increasing from 1790 in 2011 to 1898 in 2012. Subiaco was ranked fourteenth overall in the busiest count sites from across the country.

Road resurfacing
The city resurfaced over 1770 metres of local roads in 2011–12 and installed new traffic calming devices in Hamersley Road, Railway Road and Bishop Street, to improve and regulate driver speeds on residential roads.
2011–12 HIGHLIGHTS

Council leadership

A leading council that is supported by an excellent organisation

Think2030 and the Strategic Community Plan

In July and August 2011 almost 300 community members took part in the final stage of the Think2030 community visioning project. This included workshops to discuss the Think2030 key themes in detail and work towards strategies and actions to inform the Strategic Community Plan.

Following the workshops, the city developed its draft Strategic Community Plan and provided it to the community for comment. Eighty-two submissions were received as part of the community consultation process on the draft plan. The plan sets a clear direction and outlines the priorities for the future of the city and the community until 2030. It is based around the following six key themes from the community visioning:

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

Council adopted the updated Strategic Community Plan in April 2012.

The Strategic Community Plan informed the development of the Corporate Business Plan, which outlines how the city’s operations will deliver on the community’s vision for the future.

Developing the property investment portfolio

During 2011–12 the city continued to develop its property investment portfolio, implementing strategies to improve the city’s annual financial return. Site amalgamations, acquisitions, lease agreements and new developments, including the planned redevelopment of the former Activ building at 41 Bishop Street, Jolimont, progressed throughout the year. The city purchased the leasehold known as the Bosich site, which will allow for the redevelopment of the broader residential Carter Lane precinct. The city held an interactive community workshop to discuss the opportunities and design options for the Carter Lane precinct, which had previously comprised one of the last remaining heavy industrial areas in Subiaco.

Environmental sustainability

To continue the city’s commitment to reducing its carbon footprint, solar powered lighting was installed at Redfern Street Park, Harvey Road Reserve, Park Street Park, Charles Stokes Reserve and Cliff Sadlier Reserve. To further reduce energy consumption, the city completed a detailed energy audit of all city-owned buildings to identify major areas of energy consumption and target energy efficiency improvements. The city installed a 20 kilowatt solar panel array on the Subiaco Library, which will provide 22 per cent of the library’s annual electricity usage.
The city encouraged environmental sustainability for residents in their homes through free household water and energy assessments and a home practical skills workshop including a range of sustainability tips. In addition, home energy efficiency audit packs were made available for loan through the city’s library. The cities of Subiaco and Nedlands hosted a Clean-up Australia Day event and participated in the Keep Australia Beautiful Adopt a Spot Program to promote community education on the benefits of waste reduction and recycling.

To reduce water use and allow for areas of turf to be replaced with water conserving native plants, the city adopted the Drying Climate and Hydrozoning policies. Improvements to water quality and water conservation continued with the installation of a gross pollutant trap at Lake Mabel Talbot. To address the impacts of climate change, council supported the Western Australian Local Government Declaration on Climate Change at its meeting in November 2011, and the city led implementation of the Regional Climate Change Adaptation Action Plan.

The City of Subiaco won the Water Conservation Award at the Keep Australia Beautiful 2011 Australian Sustainable Cities Awards. A number of efforts demonstrated the city’s proactive approach, including the introduction of water efficient appliances, customising irrigation schedules and replacing selected areas of lawn with native vegetation. The city also received a high commendation in the Dame Phyllis Frost Litter Prevention category for the Adopt a Spot and Bin Your Butts campaigns.

Community satisfaction

The city achieved outstanding results in a survey to measure the community’s satisfaction with its services and facilities. The community perceptions survey, conducted by Catalyse, measures how the city has performed against other local governments and how it has improved on results gathered in 2011. Twenty-one local governments took part in the survey and the city set the industry standard in nine service areas, including road maintenance, cultural events and festivals, and access to public transport. The city also recorded the highest overall satisfaction rating of all participating local governments.

Did you know?

In 2011–12 the city:

- adopted its Strategic Community Plan and Corporate Business Plan
- achieved the highest overall satisfaction rating in the Catalyse community perceptions survey
- won the Water Conservation Award at the Keep Australia Beautiful 2011 Australian Sustainable Cities Awards.
Statutory compliance

New Building Act
The city successfully implemented the changes necessary to ensure that its statutory responsibilities under the new Building Act can be fulfilled.

Plan for the future
The city’s Strategic Financial Plan provides the financial framework for delivering on the city’s Strategic Community Plan and Corporate Business Plan. Along with carrying out a range of core operational and infrastructure activities, it includes investment in major capital works projects such as drainage and road improvements. It also provides for a range of social capital projects such as community development programs, sustainability initiatives, and recreational facilities and services.

Best practice record keeping and awareness
During 2011–12 the city’s employees fulfilled records awareness training requirements. Renewed focus on comprehensive training and knowledge transfer has significantly improved the delivery and quality of ongoing records management. The provision of improved records services ensures the capture of information created and received by the city as evidence of its business transactions. Furthermore, the city’s Record Keeping Plan is on track in meeting its statutory obligations outlined in the State Records Act of 2000.

Disability access and inclusion
The Disability Access and Inclusion Plan 2007 (DAIP) was reviewed and a five-year DAIP (2012–17) developed and endorsed by 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 2011–12.

Employees’ remuneration
There were eight employees entitled to an annual cash salary of $100 000 or more in following categories:

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Competition policy
The city has met its obligations with regard to its competition policy. The city has no local laws or policies that contain anti-competitive provisions. No complaints have been received by the city in 2011–12 in relation to anti-competitive practices.

Subiaco Street Festival
## 2010–11 and 2011–12 INCOME AND EXPENDITURE SUMMARY

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<td>Transport</td>
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<tr>
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<tr>
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<tr>
<td><strong>Total operating revenue</strong></td>
<td><strong>37 402</strong></td>
<td><strong>39 678</strong></td>
</tr>
<tr>
<td><strong>Operating expenditure</strong></td>
<td></td>
<td></td>
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<tr>
<td>General purpose funding</td>
<td>(785)</td>
<td>(799)</td>
</tr>
<tr>
<td>Governance</td>
<td>(1222)</td>
<td>(1496)</td>
</tr>
<tr>
<td>Law order public safety</td>
<td>(3469)</td>
<td>(3756)</td>
</tr>
<tr>
<td>Health</td>
<td>(462)</td>
<td>(453)</td>
</tr>
<tr>
<td>Welfare and education</td>
<td>(2019)</td>
<td>(2319)</td>
</tr>
<tr>
<td>Community amenities</td>
<td>(5673)</td>
<td>(5715)</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>(11 472)</td>
<td>(12 256)</td>
</tr>
<tr>
<td>Transport</td>
<td>(5015)</td>
<td>(5211)</td>
</tr>
<tr>
<td>Economic services</td>
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<td>(2227)</td>
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<tr>
<td>Other property and services</td>
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<td>(5687)</td>
</tr>
<tr>
<td><strong>Total operating expenditure</strong></td>
<td><strong>(33 352)</strong></td>
<td><strong>(39 920)</strong></td>
</tr>
<tr>
<td><strong>Borrowing costs expense</strong></td>
<td></td>
<td></td>
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<tr>
<td>Other property and services</td>
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<td>(20)</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>(58)</td>
<td>(57)</td>
</tr>
<tr>
<td>Economic services</td>
<td>(137)</td>
<td>(96)</td>
</tr>
<tr>
<td><strong>Total borrowing costs expense</strong></td>
<td><strong>(215)</strong></td>
<td><strong>(173)</strong></td>
</tr>
<tr>
<td><strong>Share of profit of associates</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community amenities</td>
<td>(59)</td>
<td>49</td>
</tr>
<tr>
<td><strong>Total share of profit of associates</strong></td>
<td><strong>(59)</strong></td>
<td><strong>49</strong></td>
</tr>
<tr>
<td><strong>Contributions to the development of assets</strong></td>
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<tr>
<td>Welfare and education</td>
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<td>92</td>
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<tr>
<td>Recreation and culture</td>
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<td>265</td>
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<tr>
<td>Transport</td>
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<td>454</td>
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<tr>
<td><strong>Total contribution to the development of assets</strong></td>
<td><strong>670</strong></td>
<td><strong>810</strong></td>
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<td><strong>Profit/(loss) on disposal of assets</strong></td>
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<tr>
<td>Governance</td>
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<td>-</td>
</tr>
<tr>
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<td>Welfare and education</td>
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<td>Recreation and culture</td>
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<td>(19)</td>
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<tr>
<td>Transport</td>
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<tr>
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<td>-</td>
</tr>
<tr>
<td>Other property and services</td>
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<td>(2)</td>
</tr>
<tr>
<td><strong>Total profit/(loss) on disposal of assets</strong></td>
<td><strong>(211)</strong></td>
<td><strong>(6)</strong></td>
</tr>
<tr>
<td><strong>Fair value adjustment of financial assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General purpose funding</td>
<td>14</td>
<td>-</td>
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<tr>
<td><strong>Total fair value adjustment of financial assets</strong></td>
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<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>Net result</strong></td>
<td>4248</td>
<td>437</td>
</tr>
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</table>

This document in conjunction with the Annual Financial Statements forms the city's Annual Report for 2011–12. 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 18 886
Rateable properties 9702
Gross rental value $326 m
Sealed roads 117 km
Parks, gardens, reserves 78 ha
Distance from Perth 5 km
Employees (FTE) 232

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

This document is available in alternative formats upon request.