2012–2013
Annual Report
Unlocking the hidden secrets of Subiaco
There’s something to be found around every corner.

The City of Subiaco is established on the traditional homelands of the Nyungar people who were the custodians of this land long before the first European settlers arrived. In 1851 a group of Benedictine Monks, whose founder came from Subiaco, Italy, settled in the area and named their monastery New Subiaco. Following the construction of the railway line to Fremantle and significant housing, retail and industrial development, the area was officially gazetted as the City of Subiaco in 1952.
About the City of Subiaco

The city is located in the inner metropolitan area of Perth and includes the suburbs of Subiaco, Daglish, and parts of Crawley, Jolimont, Shenton Park and Nedlands. Over 19,000 residents call the city home and bring with them a diverse mix of age groups and cultural backgrounds.

Known for its aesthetic appeal, heritage charm and village atmosphere, the city is vibrant and dynamic, while still maintaining a peaceful lifestyle. The neighbourhoods are characterised by their lush and leafy appearance, well-presented streetscapes and houses and beautiful parks. Commercial and recreational precincts are lively and diverse, drawing local, national and international visitors who come to enjoy all that Subiaco has to offer.

Our community vision

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.

Our corporate vision

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

Our community plan

The Strategic Community Plan is the overarching plan that guides the future direction of the City of Subiaco and its community. The plan is broad, with a long-term focus and strong emphasis on the community's aspirations, priorities and vision for the future. It is the community's plan and many stakeholders have contributed to its implementation.

Our corporate plan

The Corporate Business Plan outlines the city's key priorities and actions until 2016 and is updated yearly. It is informed by the Strategic Community Plan and aims to integrate the community's aspirations into the city's corporate operations.

This report provides a snapshot of what the city has done throughout the year to achieve the community's vision.

Key facts

- Total area of 7.1 square kilometres
- An estimated resident population of 19,000
- 5 kilometres from Perth
- Twenty-nine parks and reserves, including twenty-three playgrounds and one skate park
- A major centre for employment, with approximately 20,000 employment positions
- Over 1,500 businesses
- Two public hospitals, with three public and private hospitals bordering the city
- Three primary schools, one high school and two specialist schools, all of which are public
- One tertiary institution – The University of Western Australia

Community facilities

- Subiaco Library
- Subiaco Museum
- Lords Recreation Centre
- Subiaco Community Centre
- Tom Dadour Community Centre
- Shenton Park Community Centre
- Palms Community Centre
- Rosalie Park sporting complex

City of Subiaco 2012–2013 Annual Report
Our services

Organisational structure

City business
City Business manages the city’s property investment portfolio as both owner and developer in complementary functions to the city’s regular duties as a local government.

Community Development
The Community Development directorate delivers a range of services that promote wellbeing to the Subiaco community, and comprises community services, recreation services and cultural services.

Corporate Services
Corporate Services provides a range of services that cater to the organisation, including financial services, people and organisational development, information technology, records, governance and customer services.

Development Services
The Development Services directorate looks after the city’s building and planning requirements and applications, the preservation and conservation of built heritage, the provision of environmental health services and parking and animal controls.

Office of the CEO
The Office of the CEO provides communications and community engagement services for the organisation, as well as support to the chief executive officer, mayor and elected members.

Technical Services
The Technical Services directorate manages and maintains the city’s infrastructure, parks and gardens, waste, recycling and general cleaning.

What’s coming up in 2013–14
- Nicholson Road skate park refurbishment
- Lake Jualbup project
- Underground power
- Lords review
- Amalgamations
- Public Open Space Plan
- City of Subiaco website launch
- Local Planning Strategy
- Subiaco Activity Centre Structure Plan
- Economic Development Strategy
Our council

The City of Subiaco comprises four wards with three councillors representing each ward and the Mayor who represents the entire electorate. The City of Subiaco Council as at 30 June 2013:

**MAYOR**
Heather Henderson

**SOUTH WARD**
Cr Lynley Hewett

**NORTH WARD**
Cr Sandra Riccelli

**EAST WARD**
Cr Paul Clements

**CENTRAL WARD**
Cr Scott Arbuckle
Cr Julie Matheson
Cr Judith Gedero
Cr Murray Rowe (Deputy Mayor)
Cr Leanne Potter
I am proud of what we have achieved in the City of Subiaco over the past twelve months and, as part of our community, you can be too – because you play an important part in the life of our city.

The Strategic Community Plan was a result of your contributions, idea and suggestions through Think2030, the city’s community engagement process. This plan set out the community’s vision for the future of our city and formed the basis of the Corporate Business Plan 2012–16, which council unanimously adopted in June 2012. The plan focuses council on what is important to the community when it comes time to make decisions on the future of our city.

In May 2013 the city launched Have your say Subiaco, an online community engagement hub that makes it easy for anyone who lives, works, visits or studies in the City of Subiaco to share ideas and comment on projects open to public consultation. Since launching, it has proved to be a popular, effective tool with a recorded 2553 site visits for four projects. I expect its use will continue to increase.

Community engagement goes beyond an exchange of ideas – it’s about people getting involved in activities that make a difference to the wider community. Last year, over 160 people donated their time to city projects, including programs that help older Subiaco residents to remain in their own homes for longer with support. The generosity of volunteers has added great value to our social capital and makes our community the special place it is.

I know that the long-term sustainability of our green, leafy city is a priority for many of you and the city is committed to delivering projects to achieve this end. The award-winning upgrade to Dom Serra Grove, delivered in collaboration with the Benedictine Monk community and a working group of local residents, has created an innovative space that demonstrates high quality cultural and environmental conservation. The city’s commitment to sustainability has been rewarded by a number of other prestigious awards, including re-endorsement by the Department of Water and the Water Corporation’s Water Wise Council program; and winning the Water Conservation Award at the Keep Australian Beautiful Western Australian Sustainable Cities Awards.

The City of Subiaco is well-known for its unique identity and characteristics that have been handed down from generation to generation. We are also often regarded as a rich council, and indeed we are – we are rich in heritage, rich in community and rich in identity. It is this richness that drives our passion the future of our city.

Over the past year, the looming local government reform has presented challenges to the city to preserve our community’s values, character and independence. Council has repeatedly stated its preferred position for the City of Subiaco to remain independent and continued to represent the best interest of our electors, ratepayers and residents. We have defended the importance of the Dadour Amendment and the empowerment of our community to self-determination of any boundary changes.

Despite the ongoing challenges we face as an organisation and community, I believe that council will be able to respond in a manner that demonstrates effective and collaborative leadership, and actively engages with the community in our decision-making.

I hope you enjoy reading about the City of Subiaco’s achievements and highlights from this past year, and celebrate the collective successes of our community.

Heather Henderson
Mayor
We took significant steps to shape the future of the town centre with the review of the Town Planning Scheme; the development and advertising of the Local Planning Strategy for the City of Subiaco; and a Subiaco activity centre options report, which will inform the development of an Activity Centre Structure Plan for the town centre. In June 2013 the city also placed out for public consultation the Draft Heritage Incentives Policy, which aims to recognise and protect our heritage values by providing a range of incentives to owners of heritage-listed buildings in the City of Subiaco. We’re excited to see how it will develop in the coming year.

The city moved forward in addressing community feedback on parking matters with our Parking Strategy 2012–16, which was adopted by council, and continued liaison with the state government on the Public Transport Plan for Perth 2031.

These and other important strategies, policies and programs could not be achieved without the city’s staff. I am personally proud of our technically skilled, professional employees who deliver consistently high standards of service to a range of customers across the community. We have a healthy organisational climate and are positioned well for the future.

Like any organisation, the city also faced challenges last year, the most significant being the state government’s agenda for structural reform. In April 2012, the Metropolitan Local Government Review released a report that made twenty-three key findings. The City of Subiaco made a submission on these findings in May 2012. The final report of the review was completed in July 2012 and the minister’s response has been to propose a reduction in the number of metropolitan local governments from thirty to fourteen.

The proposed structural reform ushers in a period of unparalleled challenge and uncertainty, yet I am confident in the city’s ability to meet those challenges. Should amalgamation be forced on the city, we will be reform ready. In the meantime, we will continue to work to bring through our community vision by focusing on the strategic business priorities of the current council to remain a leading provider of local government services.

The essence of leadership is vision. The City of Subiaco’s vision was set out by you, the community, and that vision underpins our service delivery, which is detailed in the Corporate Business Plan. In the next financial year we will continue to achieve the stated objectives to ensure the City of Subiaco realises its vision to be a unique, popular and welcoming place – a city that faces the future with strong leadership and an innovative approach.

Stephen Tindale
Chief Executive Officer
Significant projects

- Investigations and work for the Lake Juulbup project to build and maintain a constructed lake continued, with polymer sealant trials anticipated to start in 2013–14.
- The city’s Drainage Improvement Program continued, with upgrades made to bring older sections of the network up to contemporary standards.
- A large community engagement project was undertaken to inform the development of the city’s Parking Strategy 2012–16, which was adopted by council.
- The Carter Lane precinct subdivision progressed, with designs, community engagement and plans completed. The site was vacated and made ready for demolition works to commence.
- The Local Climate Change Adaptation Action Plan 2012–17, which focuses on actions to reduce the city's vulnerability to the potential impacts of climate change, was completed.
- Dom Serra Grove was redeveloped using community input to inform the design in line with the city’s Drying Climate Policy, which aims to create innovative ways to adapt to Perth’s drying climate.
- The city began developing a Local Planning Strategy for Subiaco and reviewing the Town Planning Scheme. The draft Local Planning Strategy has been advertised for public consultation.
- Have your say Subiaco, an online community engagement portal, was launched and facilitates an alternative and easier method of feedback for the public.
- A Subiaco activity centre options report was prepared and placed out for public consultation. The report will assist the development of an Activity Centre Structure Plan for the city’s town centre.
- A successful trial of night markets at Station Square on Thursday evenings was completed.
- A draft Heritage Incentives Policy to provide financial and non-financial incentives to owners of heritage listed policies in the City of Subiaco was placed out for public consultation.

Grants received

- The city obtained a $23,600 grant through the Australian Government Biodiversity Fund to restore the remnant bushland at Jolimont Primary School.
- A grant of $15,350 was received from the Department of Culture and Arts’ Connect – Community Collections Funding Program to engage an artist in residence at Subiaco Museum.
- A State Library Grant for Read out Loud Day was provided to the city to install a blackboard on the side of the Subiaco Library.
- Lords received a $30,000 grant from the Chamber of Commerce and Industry Western Australia for the purpose of traineeship.
- $61,000 of grant funding was received under the Local Government Energy Efficiency Program to install a new energy efficient hot water system at Lords.
- $690 was received from the Injury Control Council of WA in the Stay on Your Feet WA Grants.
- Funding of $550 was provided by the Council on the Ageing Western Australia’s Bendigo Bank Seniors Week Community Grants.
- The city received $63,195 of Home and Community Care non-recurrent funding from the Department of Health to expand the city’s current service delivery and $123,949 of recurrent funding to increase the amount of services delivered on an annual basis.
- $11,178 of funding was received from the Department of Industry, Innovation, Science, Research and Tertiary Education as part of the Productive Ageing Through Community Education Program.
- $50,000 of funding for the Nicholson Reserve skate park was received in the Department of Sport and Recreation’s Community Sporting and Recreation Facilities Funding Small Grant program.
- $109,563 of grant funding under the Roads to Recovery program for the reconstruction and rescaling of roads.
- A grant of $461,998 was received from the state government for a road rehabilitation and improvement program.
Case study – Dom Serra Grove

The recently upgraded Dom Serra Grove, on the corner of Hay and Jersey streets in Daglish, is an excellent example of how to achieve high quality cultural and environmental conservation and efficiency outcomes through community engagement. The City of Subiaco worked closely with the Benedictine Monk community and a working group of local residents to develop an innovative design for Dom Serra Grove to reflect the city’s past and the community’s vision. One of the key features of the redevelopment, which uses a Mediterranean landscape design, was the retention of the existing mature olive grove planted by the Benedictine Monks.

Best practice features
• Grouping plants with similar irrigation requirements and reducing the use of turf.
• Planted and turf areas are irrigated via separate valves or stations and buffers minimise runoff and spray drift onto hard surfaces.
• Selecting local native and Mediterranean species to improve biodiversity and planting according to site aspects, shade and north facing walls.
• Solar and wind powered bollard lighting and recycled plastic furniture battens.
• Compacted gravel surfaces to reduce the total irrigated area of the site and provide a permeable surface that promotes drainage and local stormwater infiltration.
• Edible elements available for community consumption, including olives, almonds, pomegranates and lemons.
• Use of Empire Zoysia turf, which requires less water and mowing.
Our sense of community

In 2030 our community is welcoming, diverse and respectful of each other. We have a strong sense of identity and the city’s history is celebrated.
A strong identity

The City of Subiaco’s identity is formed by a rich culture and heritage. Subiaco Museum plays an important role in recording the city’s history, and Coniglio Ainsworth Architects were appointed to prepare for the building’s refurbishment to improve the space available to showcase the city’s past. The works will include a new entry, display space, and interpretative space, in line with the city’s Strategic Interpretation Plan.

Public art has become a creative way for the city to add vibrancy and visitor destination points to Subiaco. A Public Art Strategic Plan was progressively implemented during the year, with four projects in the Works for Walls program being completed, including four laneway installations. The city identified the Carter Lane precinct as a proposed pilot project for the developer’s incentive model for a per cent for art contribution statement. The city will continue to explore public art provisions within the new town planning scheme.

In recognition of the role the Benedictine Monks played in the settlement of Subiaco, the city started work on developing and promoting a trail head for the Camino Salvado Pilgrim Trail and associated heritage programs. This project is being undertaken in collaboration with St. Joseph’s church and Camino Salvado Pilgrim Trail Association.

A diverse and inclusive community

To ensure the city is accessible to all, a process was developed to achieve the actions in the Disability, Access and Inclusion Plan 2012–17 that will be implemented on an ongoing basis. A review of the Disability, Access and Inclusion Plan actions for 2013–14 was also completed.

The city continued to support community volunteering through a range of programs, volunteer recognition activities, training, and the promotion of volunteers. A review of the city’s Volunteer Hub was also undertaken. Seventy-two volunteers were recruited and/or referred over the course of the year.

The city sourced a large sea container to assist the Subiaco Men’s Shed in catering to its growing membership. The sea container was installed next to the shed to store resources and equipment and maximise the space inside the shed for its members.

A Community Gardening Guide for community garden projects in Subiaco was developed and made available to the community, and a preferred site for a new community garden in Subiaco is currently being investigated.

Markets

Markets form an important part of Subiaco, with many local and visiting community members attending them each week. The Station Square night markets were successfully trialled and support was provided for the Subiaco Village Retailers’ Park Street Sunday markets. New partnership agreements were developed with Subiaco Farmers Market, Upmarket and the Rotary Craft and Community Fair.

Children, teens and young adults

The city believes it is important to provide a range of opportunities for children and youth. The city contracted Convic Skateparks to assist in developing Nicholson Road Reserve into a place for youth activities, by refurbishing the Nicholson Road skate park. The refurbishment is expected to be completed in August 2013.

A number of youth events were held by the city, including school holiday programs, Ampfest and Race around Subi. The city celebrated the twentieth anniversary of the Tim Winton Award for Young Writers and the tenth anniversary of the Shaun Tan Awards for Young Artists, which showcased the literary and artistic abilities of young people in Western Australia.

The city engaged with children and young people by facilitating the Subiaco Voice of Youth and Subi Kids Crew advisory groups. Subiaco Voice of Youth has a dedicated Facebook page to engage with young people in the wider community.

The Tom Dadour Community Centre’s younger people with a disability social club provides an opportunity for children and young people with a disability to get involved in a range of activities. The social club added a second day to its program each week to increase client involvement and participation.
A community recreation facility

Lords Recreation Centre is one of Perth’s leading gyms, combining indoor community sport, health and fitness facilities, and fantastic classes in a relaxed and friendly environment. Lords recorded 3504 members in 2012–13 and attendance at the centre reached 573,773 people. A total of 449 sport teams participated in a range of activities at the recreation centre during the year, and 115,041 fitness enthusiasts participated in group fitness.

The city prepared a request for quote for a supplier to undertake a review of Lords to assist council in making a decision on the long-term future of the facility and site as per the resolution of council at its March 2009 meeting. The review is expected to be finalised in November 2013.

Creating a safe environment

To ensure a safe environment is maintained in Subiaco, the city continued to implement actions in its Community Safety and Crime Prevention Plan 2011. The city progressed works to install a secure taxi rank, purchasing CCTV cameras for installation, and continued its graffiti removal program.

The street lighting improvement program continued and was bolstered with a $20,000 grant from the Crime Prevention Local Government Partnership Fund, with works expected to be undertaken in 2013–14 in conjunction with the underground power project. To continually enhance the city’s emergency management and recovery capacity, the city took a lead role in revising the Western Central Local Emergency Management Plan.

Case study – Tim Winton Award for Young Writers celebrates twenty years

The City of Subiaco’s Tim Winton Award for Young Writers began in 1993 to encourage metropolitan year one to twelve students to explore the magic of storytelling and exercise their imagination. Celebrating its twentieth anniversary in 2012, the Tim Winton award is now a state-wide celebration of the incredible talent and diverse range of young Western Australian writers.

The recently published Hatched anthology brings together the stories of the overall winners of the award for each year from 1993 to 2012. Hatched is a wonderfully eclectic mix of fantasy and reality, adventure and reflection, and features cover art by well-known artist Shaun Tan.

For more information on the award, or to view previous winning entries, visit www.subiaco.wa.gov.au
We have access to and enjoy a diverse and sustainable range of parks, open spaces and public places.
A green and leafy environment

The City of Subiaco is known for its parks, open spaces and green and leafy environment. A significant street tree register was created and endorsed by council to support the preservation of mature trees in Subiaco. Cyclical tree audits and maintenance was undertaken on a quarterly basis, and the annual verge development assistance program was conducted.

To encourage community involvement in creating a green and leafy environment, the city participated in the Native Plant Subsidy Scheme and National Tree Day community planting events. The annual Sustainable Verge and Garden Awards were also run during 2012–13, which promoted and encouraged verges and gardens that contribute to greening, water conservation and biodiversity in an urban setting.

Being water wise

The city is committed to creating a water-wise environment. In order to achieve this, council adopted a Public Open-space Management in a Drying Environment Policy. A hydrozoning program was implemented at Dom Serra Park and a local aquifer recharge program was also established.

Parks, open spaces and public places

The maintenance and continuous improvement of parks, open spaces and public places in Subiaco is a priority for the city. A children’s Playspace Strategy was developed and a management plan for JH Abrahams Bushland Bush Forever Site 402 was implemented. The city also developed a Local Greening Plan and a Wildlife Enhancement Plan, and appointed a consultant to develop a Public Open Space Plan for Subiaco.

Recreation opportunities

The City of Subiaco offers a wide range of community recreation opportunities and facilities, including Rosalie Park. A draft Rosalie Park Management Plan was developed, in consultation with the Rosalie Park Advisory Committee, to manage sporting clubs’ use of the Rosalie Park grounds and facilities and adopted by council. A Rosalie Park Master Plan Working Group will be established following the adoption of the Rosalie Park Management Plan to develop a long-term vision for the Rosalie Park precinct.

A community-based Subiaco active program was developed to provide a range of activities for all ages and abilities at Lords Recreation Centre. The program includes learn to swim, antenatal classes, gross motor skill development sport specific programs, personal training, education and training, holiday programs and active programs for seniors.
In 2030 Subiaco is a popular destination for everyone. There is a lively atmosphere, an exciting range of entertainment options and local businesses are thriving.
Entertainment and hospitality

Subiaco is a vibrant and unique destination for entertainment and hospitality, with a range of events and programs held throughout the year. The city developed partnerships with Barking Geckos, Perth International Arts Festivals, Catch Music, Perth Upmarket, Visit Subiaco (formerly Pro Subi), Rotary Club of Matilda Bay, Subi Farmers Market, The University of Western Australia, Voiceworks and Rosalie Primary School Parents and Citizens Association, to increase community and visitor participation in Subiaco.

Other community events included the city’s popular sunset@subi and sunday@subi free community concerts series that were held during 2012–13. A City of Subiaco stall featured at the 2012 Subi Street Festival, which proved to be a successful way of engaging with the wider community.

The city continued to provide arrangements to support Subiaco Oval, Western Australia’s home of football, through ongoing liaison with the stadium’s operation committee. Subiaco Oval holds up to forty national and international sporting and entertainment events during the year. A food safety education program for hospitality workers was also established as a way for the city to provide assistance to local businesses. The city also facilitates the Licensed Premises Working Group.

Supporting businesses in Subiaco

The city continued to work alongside the local business community and the Subiaco Business Association to promote local economic development. The city supported the delivery of a number of exciting events in the town centre, including the inaugural High Tea on Hay Street.

The city’s Economic and Business Sustainability Committee was reconstituted and regular meetings were held throughout the year. Work began on drafting the city’s Economic Development Strategy, which will focus on marketing of the city, support to small business/retail, events and festivals, market development and town centre activation.

Pro Subi had been contracted by the city to market and promote the Subiaco CBD for the benefit of the ratepayers in the area. The contract ended at the end of the 2012–13 financial year. The city created an in-house project team, Visit Subiaco, to continue the marketing and promotion of Subiaco’s town centre, pending a management review.

Subiaco town centre – a destination of choice

Subiaco has it all – retail outlets, a vast array of restaurants and cafes and many attractions, including galleries, museums, theatres and markets. The city continued to advertise and promote its programs and events throughout the year, and the Visit Subiaco project team will implement a marketing and tourism plan during 2013–14.

Visit Subiaco continued to develop specific marketing and promotion activities to inform workers of hospitality, entertainment, recreation options and city events and facilities. Fitness activities and sport challenges were also conducted for several corporate clients by Lords, which provides a range of programs for workers in the city.

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Case study – Arrive to Paradise

In the heart of Subiaco, Ayad Alqaragholi’s bronze Arrive to Paradise sculpture stands over 3 metres high in celebration of the contribution that migrants make to a unique and vibrant city.

The artwork, which was commissioned by the city, is located in Forrest Walk and reflects Ayad’s impressions of Subiaco when he first arrived in Australia from Iraq in 2007. Ayad found Subiaco to be a vibrant place, with very friendly people – like angels.

The piece features a large chair with two life-size angels that are balanced and ready to fly, with their wings outstretched. The sculpture represents the symbolic friendliness of Australian people through the angels, which also reflect the religious connection of Subiaco’s past, and signifies the possibilities offered in Australia to migrants.

The public artwork tells a story of Subiaco and provides a functional element for people to rest and relax. It has added vitality to the pedestrian experience and is a way for the built environment to connect and engage with the public.
Our heritage buildings 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.
Recognisable and protected heritage values

Subiaco’s heritage is valued by the community and plays an important role in the city’s identity. A review of the City of Subiaco’s planning policies was undertaken to ensure there are appropriate scheme provisions and policies to guide future development and to provide appropriate controls to recognise built heritage and streetscape character. Policies are also being developed to raise awareness and protect built heritage in the city.

With a focus on heritage conservation in the city, a capital maintenance program for city-owned heritage listed buildings was developed and implemented. Three individual places were adopted on the city’s Register of Places of Cultural Heritage Significance, and the first conservation area was declared on Kershaw Street in February 2013.

A draft Heritage Incentives Policy was prepared and placed out for public consultation to promote and encourage the preservation and restoration of heritage buildings. The city continued to monitor heritage requirements for its property portfolio, with the retention of some original building fabric being planned into the Carter Lane redevelopment project.

Accommodating an increasing population

Population growth in the Perth metropolitan area is inevitable and will have significant implications for the City of Subiaco, so its future must be planned carefully to ensure the most valued qualities and characteristics are preserved.

To help plan for an increased population, the development of the City of Subiaco’s Local Planning Strategy, which responds to Directions 2031, is underway and scheme provisions are being drafted for the city’s new Local Planning Scheme No. 5. The Subiaco activity centre options report, which will guide the future planning and development of the city’s town centre and surrounding areas, was prepared and placed out for public consultation.

A design review panel was established to provide expert independent design and architectural input. All commercial and town centre developments are referred to the panel. A policy program is currently being developed to guide character and heritage matters in Subiaco, and incentives for achieving higher standards in sustainable building design are being investigated.

To ensure the city’s infrastructure meets the needs of a growing community, the Drainage Improvements Program continued in 2012–13. Infiltration pits were installed in Barker Road, Denis Street, Rupert Street and Nicholson Road. Design work was also finalised to progress the city’s underground power program, which will be completed in 2013–14.

Pedestrian and cycling infrastructure in new developments was considered as part of structure planning and development assessment for the city.
An effective and integrated transport system

In 2030 there is a range of sustainable transport options available, making it easy to get into and around the city. There is sufficient parking within the city and congestion has been reduced.
Improved road management

The city continued to develop a city-wide Traffic Management Plan, which is expected to be completed in 2013–14. It also worked to reduce congestion on local roads through construction, improvement and maintenance of infrastructure and operating waste fleet and other services vehicles at times that would least impact road users.

The city modified an identified Black Spot intersection at the corner of Selby and Nash streets to address the high risk location through a local area traffic management treatment.

Sustainable and accessible transport

The city continued to liaise with the state government regarding the Public Transport Plan for Perth 2031 and prepared a report for council on the extension of bus services linking Subiaco to Perth. The city also participated in the Department of Transport’s Inner City Light Rail Project working group and supported the Committee for Perth’s initiative for light rail transport.

An audit was undertaken of existing public transport options in the City of Subiaco to gain a clear understanding of existing service levels. The city began planning for the implementation of a four-year plan for construction, improvement and maintenance of pedestrian and cycling infrastructure.

An effective parking system

There continues to be a high demand for parking in Subiaco. The city contracted technical consulting firm Arup to undertake a city-wide parking study, to gather information to create an improved and sustainable approach to parking management in the city, addressing topics such as parking supply, demand and management. The study informed the development of the city’s Parking Strategy 2012–16 and supporting parking plans.

The city continued to identify city-owned land for consideration to accommodate increased parking bay demand. Council resolved to demolish the city’s two commercial office buildings on Denis Street so the at-grade car park in Forrest Street could be expanded. The Forrest Walk development project will continue in 2013–14. The Town Planning Scheme was also amended to give flexibility in applying car parking standards to commercial developments.
Council leadership

Our city is independent, and characterised by a council that demonstrates leadership and actively engages with the community in their decision-making.
A leading council

Council works on behalf of the community to ensure the best outcomes for the City of Subiaco. To ensure council continues to work in an exemplary way, elected members attended governance workshops to initiate discussion and raise awareness of governance matters, including code of conduct, roles and responsibilities and conflict of interest. A twelve-month program of development is in place and is currently being rolled out. Elected members are notified of other training opportunities as they become available.

A new local law for meeting procedures has been developed and gazetted, and a report on these, as well as public statements, was presented to council.

Engaging with the community

Community engagement drives the way the city delivers projects for its residents and ratepayers. The city undertook engagement activities to enable broad community participation on the new playground equipment at Lake Juabup, the redevelopment of Dom Serra Park, the Carter Lane Precinct, a community heritage survey and a number of capital works projects.

A comprehensive community engagement handbook was produced to provide city employees who undertake community engagement activities with information and practical advice.

Innovative, responsive and customer focussed

The City of Subiaco prides itself on providing exceptional customer service and community programs and services. In the 2013 customer satisfaction survey that was carried out in early May by Catalyse, the city was identified as the leader in twenty-six and joint leader in two industry standard areas out of a possible thirty-seven when compared to similar-sized local governments.

Communications market research was undertaken to gather feedback on how the community would like to receive information from the city, what information they would like to receive and general feedback on how the city communicates. The city also refreshed its brand to define a visual identity, position and develop a new look and feel for printed and digital publications. The city’s Talk about Subi and Subiaco scene publications were updated to take on the refreshed design.

The city started work to implement an innovative geographic information system (GIS) mapping tool to provide current information in an online format on a range of council services. The city’s website redevelopment project was also progressed and a request for quote was advertised for a supplier to develop a digital media plan for the city. Both projects are expected to be completed in October 2013.
Building a resilient and independent city

The state government announced its intention to amalgamate councils in the Perth metropolitan area to reduce the total number from thirty to fourteen. The city’s position on an amalgamation is that it remains an independent council in its own right and will continue to work to ensure the best outcome for the community. Regular updates have been provided to the community on structural reform.

Relationships with other local governments and the Western Australian Local Government Association continued to be developed, and Mayor Heather Henderson was appointed as the Central Zone representative on the State Council. The City of Subiaco hosts the Western Suburbs Regional Organisation of Councils’ transport and environmental projects.

Promoting sustainable practices

The city continued to develop strategies to meet the requirements of the Department of Local Government and Communities’ Integrated Planning and Reporting Framework. The city’s Strategic Financial Plan was reviewed, following the adoption of the Strategic Community and Corporate Business plans, and underwent further development to integrate the Workforce, Strategic Asset Management, and Information and Communication Technology (ICT) plans.

An Integrated Planning and Reporting Framework was drafted to support the regular review and renewal of the city’s Strategic Community and Corporate Business plans and development of branch plans and these will be presented to council in August 2013.

Through the development of the city’s Strategic Asset Management Plan, the assets funding gap has been further defined and actions taken to address funding backlogs in drainage works and road infrastructure. The city has created the capacity to fund its renewal requirements and maintain its existing assets. The city developed a Property Portfolio Overview Report and updated its Strategic Financial Plan to reflect forward plans for land and property transactions.

Individual asset management plans have been completed for 90 per cent of the city’s assets, including roads, footpaths, drainage, parks and buildings. The city also developed an overarching Strategic Asset Management Plan with links to key corporate documents, which summarises the city’s key asset strategies.

The city’s Workforce Plan has been developed analysing current and future workforce conditions and identifies strategies and/or initiatives for sourcing, attraction and retention and organisational development. The city has 200 full-time employees, with an employee turnover rate for 2012–13 of 23.62 per cent. The industry average for local government according to the 2013 WALGA Remuneration Survey was 18.36 per cent. There have been external and contributing internal factors attributed to the retention rate, and the city has begun implementing a number of strategies to reduce turnover.

An ICT Plan was finalised following the adoption of the Corporate Business Plan, which provides a four-year program of asset renewal and planned improvements to meet the city’s information and technology needs. Ten priority projects were identified and resources have been provided to undertake these.

The city continued to maximise grant funding opportunities and is currently working with Lotterywest to develop a strategic plan for city’s community facilities to identify possible funding opportunities. Funding was also provided to a number of community applicants through the city’s Youth Achievement Grants.

Environmental sustainability and climate change

The city is aware of the impact climate change is having and will continue to have on the environment. To promote sustainability and reduce its impact on the environment, the city’s Environment Enhancement Plan was updated and a Local Climate Change Adaptation Action Plan was developed and implemented. Implementation of the Strategic Waste Minimisation Plan also continued.

The city undertook other initiatives, including the installation of photovoltaic panels on Subiaco Library’s roof to supply 25 per cent of the building’s power requirements, and converting Lords’ over-court lighting to LED to achieve a saving of 140 000 kilowatt hours per annum. The city redesigned Dom Serra Park to incorporate sustainability principles, such as reducing water use by 50 per cent and achieving the park’s entire lighting through solar power generation. Investigations into carbon credit and offset initiatives, an electric vehicle trial and the use of solar powered electric recharge equipment were also completed during 2012–13.

As part of the city’s stormwater management initiatives, water infiltration pits were installed in Barker Road, Denis Street, Rupert Street and Nicholson Road and below-ground stormwater storage tanks were installed in Rosalee Mini Park. The stormwater will be recycled to supplement the parks’ irrigation requirements.

To further reduce its environmental impact, the city is working with elected members on a governance framework that will provide for digital management of council processes, including information dissemination, tablet technology and mobile applications, to eliminate the need for hard copy documents. The city is committed to protecting the global environment through local action and all printing uses vegetable based inks on Australian made 100 per cent recycled paper.
Case study – Youth Achievement Grants

The City of Subiaco assists local young people aged twelve to twenty-five to achieve their goals through its Youth Achievement Grants program. The grants provide financial support for costs associated with participation in an event, competition or community project.

In December 2012, the city awarded a $200 Youth Achievement Grant to seventeen-year-old Subiaco resident Alec Westgarth-Taylor, to represent Western Australia at the eleventh annual UN Youth Australia Evatt Competition in Brisbane. The Evatt Competition is the largest and most prestigious national diplomacy competition in Australia.

Out of the sixty teams that competed, Alec and his partner placed a highly impressive third. Alec Westgarth-Taylor said the experience was very rewarding and allowed him to broaden his horizons and develop his public speaking skills.
Plan for the future

The City of Subiaco’s Strategic Financial Plan provides the financial framework for delivering on its 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. The plan 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 2012–13 all relevant city employees completed records awareness training requirements. A focus on comprehensive training and knowledge transfer has significantly improved the delivery and quality of ongoing records management. The city’s Record Keeping Plan continues to meet the statutory obligations outlined in the State Records Act of 2000.

Disability access and inclusion

The city’s Disability Access and Inclusion Plan 2012–17 was progressively implemented. The plan 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 2012–13.

Employees’ remuneration

There were twenty-one employees entitled to an annual cash salary of $100 000 or more in the following categories:

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100 000 to $109 999</td>
<td>Eight</td>
</tr>
<tr>
<td>$110 000 to $119 999</td>
<td>Six</td>
</tr>
<tr>
<td>$120 000 to $129 999</td>
<td>One</td>
</tr>
<tr>
<td>$130 000 to $139 999</td>
<td>One</td>
</tr>
<tr>
<td>$140 000 to $149 999</td>
<td>Three</td>
</tr>
<tr>
<td>$160 000 to $169 999</td>
<td>One</td>
</tr>
<tr>
<td>$190 000 to $199 999</td>
<td>One</td>
</tr>
</tbody>
</table>

Competition policy

The city met its obligations with regard to its competition policy. The city has no local laws or policies that contain anti-competitive provisions. No complaints were received by the city in 2012–13 in relation to anti-competitive practices.
### Operating revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>General purpose funding</td>
<td>20,984</td>
<td>22,175</td>
</tr>
<tr>
<td>Law, order and public safety</td>
<td>35</td>
<td>26</td>
</tr>
<tr>
<td>Health</td>
<td>164</td>
<td>175</td>
</tr>
<tr>
<td>Education and welfare</td>
<td>1,171</td>
<td>1,282</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>4,101</td>
<td>4,592</td>
</tr>
<tr>
<td>Transport</td>
<td>4,528</td>
<td>5,372</td>
</tr>
<tr>
<td>Economic services</td>
<td>818</td>
<td>283</td>
</tr>
<tr>
<td>Other property and services</td>
<td>3,793</td>
<td>3,627</td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td><strong>39,678</strong></td>
<td><strong>41,899</strong></td>
</tr>
</tbody>
</table>

### Operating expenditure

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>General purpose funding</td>
<td>(1,496)</td>
<td>(1,334)</td>
</tr>
<tr>
<td>Law, order and public safety</td>
<td>(799)</td>
<td>(865)</td>
</tr>
<tr>
<td>Health</td>
<td>(453)</td>
<td>(548)</td>
</tr>
<tr>
<td>Education and welfare</td>
<td>(2,319)</td>
<td>(2,278)</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>(12,256)</td>
<td>(12,673)</td>
</tr>
<tr>
<td>Transport</td>
<td>(5,211)</td>
<td>(7,472)</td>
</tr>
<tr>
<td>Economic services</td>
<td>(2,227)</td>
<td>(1,647)</td>
</tr>
<tr>
<td>Other property and services</td>
<td>(5,687)</td>
<td>(2,508)</td>
</tr>
<tr>
<td><strong>Total operating expenditure</strong></td>
<td><strong>(39,920)</strong></td>
<td><strong>(38,509)</strong></td>
</tr>
</tbody>
</table>

### Borrowing costs expense

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation and culture</td>
<td>(57)</td>
<td>(55)</td>
</tr>
<tr>
<td>Economic services</td>
<td>(96)</td>
<td>(79)</td>
</tr>
<tr>
<td>Other property and services</td>
<td>(20)</td>
<td>(20)</td>
</tr>
<tr>
<td><strong>Total borrowing costs expense</strong></td>
<td><strong>(173)</strong></td>
<td><strong>(154)</strong></td>
</tr>
</tbody>
</table>

### Adjustment to share of associates

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community amenities</td>
<td>49</td>
<td>(370)</td>
</tr>
<tr>
<td><strong>Total adjustment to share of associates</strong></td>
<td><strong>49</strong></td>
<td><strong>(370)</strong></td>
</tr>
</tbody>
</table>

### Contributions to the development of assets

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and welfare</td>
<td>92</td>
<td>53</td>
</tr>
<tr>
<td>Community amenities</td>
<td>-</td>
<td>41</td>
</tr>
<tr>
<td>Recreation and culture</td>
<td>265</td>
<td>72</td>
</tr>
<tr>
<td>Transport</td>
<td>454</td>
<td>721</td>
</tr>
<tr>
<td><strong>Total contribution to the development of assets</strong></td>
<td><strong>810</strong></td>
<td><strong>887</strong></td>
</tr>
</tbody>
</table>

### Profit/(loss) on disposal of assets

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total profit/(loss) on disposal of assets</strong></td>
<td><strong>(6)</strong></td>
<td><strong>(96)</strong></td>
</tr>
</tbody>
</table>

### Net result

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net result</strong></td>
<td><strong>437</strong></td>
<td><strong>3,657</strong></td>
</tr>
</tbody>
</table>

### Other comprehensive income

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of gain on revaluation of non-current assets of associate</td>
<td>-</td>
<td>89</td>
</tr>
<tr>
<td><strong>Total other comprehensive income</strong></td>
<td><strong>0</strong></td>
<td><strong>89</strong></td>
</tr>
</tbody>
</table>

### Total comprehensive income

<table>
<thead>
<tr>
<th>Category</th>
<th>2011–2012 $’000s</th>
<th>2012–2013 $’000s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total comprehensive income</strong></td>
<td><strong>437</strong></td>
<td><strong>3,746</strong></td>
</tr>
</tbody>
</table>
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