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The City of Subiaco is committed to protecting the global environment through local action. This brochure is printed using vegetable based inks on Australian made 100 per cent recycled paper.
Introduction

The Strategic Financial Plan 2010-2040 extends and builds upon the city’s existing financial plan. It is designed to provide the financial framework for achieving the goals of the city’s Strategic Management Plan, and by extending the planning horizon to thirty years, creates a financial and governance basis within which the city can ensure its long-term sustainability.

The Strategic Financial Plan supports the goals of the city’s Strategic Management Plan:

<table>
<thead>
<tr>
<th>Goals</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. A diverse and desirable city</td>
<td>A vibrant, liveable, safe and accessible city, at the forefront of current design, making it a desirable place for people to live, work, visit and play.</td>
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<tr>
<td>2. An engaged and connected community</td>
<td>An engaged and connected community, proud of its sense of wellbeing, belonging and inclusiveness.</td>
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<tr>
<td>3. A prosperous community</td>
<td>A thriving community where the prosperity of our businesses, residents and institutions is maintained and enhanced.</td>
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<td>4. A healthy and sustainable environment</td>
<td>An innovative city that demonstrates leadership and adaptive management to ensure the health and sustainability of its built and natural environment.</td>
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<tr>
<td>5. A city positioned for the future</td>
<td>A city positioned as a leader in taking advantage of economic, environmental, political, social and global changes and opportunities.</td>
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Enabler – A city supported by an excellent organisation
An innovative and responsive organisation, committed to supporting the growth and prosperity of the City of Subiaco.

The plan is predicated on numerous past council decisions including:
- Strategic Management Plan
- Public Toilet Improvement Strategy
- Mabel Talbot Reserve Management Plan
- Bus Stop Improvement Strategy
- Security and Amenity Review of the Subiaco CBD
- Cyclist, pedestrian and disabled facilities
- Underground Power Program
- Subiaco Central Business District - Parking Management
- Investment asset policies
- Lake Jualbup Environmental Improvement Project
- Economic Development Strategy
- Community Safety and Crime Prevention Strategy
- Local Road Rehabilitation Program
- Drainage Improvement Program
- Traffic management improvements and Blackspot projects
- Major Road Rehabilitation and Streetscape Improvement Program
- Parks Improvement Program
- Footpath Replacement Program
- Waste Service initiatives and charges
- Environmental Strategy
- Community Wellbeing Strategy
- Disability Services Strategy
- Integrated Transport Strategy
- Rosalie Park Management Plan
- Operation of Lords (city run recreational facility).

The Strategic Financial Plan reflects extensive public consultation carried out in accordance with the city’s consultation framework resulting from these decisions.
Introduction

In developing the Strategic Financial Plan, elected members provide input and comment at concept forums prior to the plan being worked through the city’s committee system and considered by council. Items discussed at the concept forums include:

- Undergrounding of power
- Lords
- Rosalie Park redevelopment
- CBD street including Mainstreet
- Public Art Program
- Lake Jualbup
- Skate parks
- Upgrades to community facilities
- Secure taxi rank
- Waste services fees and recycling initiatives
- Rowland Street Car Park Redevelopment.

The Strategic Financial Plan is reviewed every one to two years and a revised draft plan is then advertised for public comment as part of the city’s consultation process. Following the public consultation period, elected members are invited to have further discussions with staff prior to the draft plan being considered at the committee level again and returning to council for adoption. The draft Strategic Financial Plan 2010-40 will be re-submitted to the November round of meetings for adoption of the final plan by council, following the public consultation period.

The city’s Strategic Financial Plan contains:

- a description of the activities that are proposed to be commenced or continued during the life of the plan, which extends to 2040
- an estimated cost of, and proposed funding for, the identified expenditure categories.

The objectives of the plan are to provide:

- a sustainable long-term financial plan for the city for the next thirty years
- a context within which the city can formulate annual budgets
- a financial and governance framework for the council to ensure adequate funding, so the city can properly maintain, renew, enhance and provide community assets and services
- information for the community about the city’s proposed activities
- an opportunity for the community to lodge submissions in relation to proposed activities prior to their implementation.

The plan has been categorised into the following groups:

1. Governance
2. Law, order and public safety
3. Health services
4. Education and welfare services
5. Community amenities
6. Recreation and culture
7. Transport
8. Economic services
9. Other property and services
10. General purpose funds

This is similar to the structure under which the city is required by legislation to prepare its annual budget and financial statements. The use of this classification is intended to facilitate annual budgeting and comparisons with those documents. All amounts in this document are expressed in 2010–11 dollars.

Features of the plan are:

- continuing commitment to sustainable development, social housing, safety and security, town planning and other community development programs
- continued investment in maintaining and upgrading essential infrastructure such as roads, footpaths, drainage and buildings
- continued maintenance and improvement of streetscapes, parks and the general amenity of the city
- completion of undergrounding of power throughout the city, with state government support
- continuing the replacement program of slab footpaths with in-situ concrete and improved access for people with disabilities
- continuation of traffic calming, pedestrian and cycling improvements
- implementation of parking and access improvements
- implementation of the city’s Environment Plan
- implementation of a Public Toilet Improvement Strategy
- improvements to information systems and technology
- implementation of the city’s Economic Development Strategy.
The importance of the long-term sustainability of local government has emerged as a key issue across Australia. Recent reviews into the future of local government in Western Australia have also focussed on long-term sustainability.

To be financially sustainable requires a local government’s finances to:

- be currently or prospectively in good shape
- be likely to remain in good shape if the council’s present spending and revenue polices continue unchanged
- have a margin of comfort sufficient to absorb the impact of any unexpected developments, without the necessity for substantial increases in rates.

The City of Subiaco is financially strong with a diverse and stable revenue base. Its autonomy ratio, which measures the city’s own capacity to raise revenue, is an extremely high 92 per cent, with little reliance on grant funding. The city requires sound long-term strategic financial plans to ensure that this existing strong financial position is retained.

The City of Subiaco is financially strong with a diverse and stable revenue base

The need for the effective delivery of services to the community, and undertaking of major capital infrastructure works and maintenance initiatives, often results in projects competing for limited financial resources. In order to ensure the maximisation of community benefit whilst exercising responsible financial management, council, through the budget process must give proper consideration to the long-term sustainability of decisions. New capital projects must be considered in the context of their whole of life cost. A new facility always creates a responsibility to appropriately fund its operation, maintenance and renewal to a sustainable approach to asset provision and management that recognises whole of life costs, as well as an appropriate mix of financial resources, which recognises issues of intergenerational equity.

### Strategic Financial Plan

The City of Subiaco is financially strong with a diverse and stable revenue base and with its high autonomy ratio, neither the city’s viability or sustainability is reliant on grant funding. The city has in place long-term strategic financial planning, with the thirty year horizon shifting the focus to ensure a truly financial sustainable future.

The city enjoys a very diverse revenue base and judiciously utilises borrowing for appropriate projects. It is well placed to adapt in the event of unanticipated events without the necessity for substantial increases in rates.

**The key elements of the city’s revenue are:**

- rates (residential) 28%
- rates (commercial) 16%
- lease income 11%
- sanitation charges 9%
- grants (operating) 6%
- parking 10%
- interest income 8%
- other user charges 10%
- other income 2%

These financial resources should always be considered in the context of a sustainable approach to asset provision and management that recognises whole of life costs, as well as an appropriate mix of financial resources, which recognises issues of intergenerational equity.

**SUSTAINABLE FUNDING OF ASSETS**

A major concern identified across the local government sector is the entrenched under funding of asset preservation. While this has not been identified as an issue for the City of Subiaco at this time, it requires vigilance and discipline to maintain this situation.

In the future the city will need to prioritise decisions about assets and asset preservation and must consider issues such as:

- fully costing the use of assets and deciding whether the benefits received justify retention
- thoroughly considering the financial impact of increasing asset stocks and acquiring new assets, on a whole of life basis considering the need to prioritise funding of renewal of existing assets ahead of spending on new assets
- rationalising the number of assets that need to be maintained or renewed and/or adjusting the standard of those that remain to a ‘fit for purpose’ level
- ensuring that asset growth does not exceed asset renewal.

In the budget context, asset maintenance and renewal competes for funding with service provision and new capital projects. Although the importance of adequate funding may seem obvious, it is the area which is most commonly under funded by local government when choices have to be made, which leads directly to an unsustainable future. The council will continue to face demands for increased services as community expectations grow and other service providers continue to withdraw or under fund services. In addition to this, new capital projects must be considered in the context of their whole of life cost as a new facility always creates a responsibility to appropriately fund its operation, maintenance and renewal to a standard which is suitable for its purpose. Sometimes there may be legal
Financial resources

consequences if maintenance is neglected and assets allowed to deteriorate. Attempting to fund new projects and sustainably maintain existing infrastructure from the current budget without adequate consideration of long-term consequences, could result in enormous pressures on rates, or can lead to a growing gap between funding needs for community assets and the funding available for them. By definition this creates a situation which is not financially sustainable.

RATES AND SUNDRY REVENUE SOURCES
Funding for this plan comes predominantly from the following sources:

- rates income
- waste services charges
- statutory charges
- contractual charges
- user pays charges
- grants.

Rates are levied to provide funds for services that benefit the entire community. This includes the funding of essential infrastructure, roads, footpaths, parks, community facilities and the administration of the city. To fund the constantly expanding range of activities, services and improvements provided for in this plan, general rates are projected to rise at 1 per cent per annum above inflation.

A waste service charge is levied on all properties. This charge is a result of the Health Act, which places an onus on the city to provide regular collection of putrescible waste to all properties. Waste service charges are projected to rise by 16 per cent due to rising state government charges on land-fill.

Where specific individuals benefit from the use of council property or services, charges are set to ensure the user pays for the service. Examples of this include parking fees, ground hire charges, photocopying, planning fees and swimming pool inspection fees. Charges are projected to rise in line with increases in costs and/or market levels.

Statutory charges are set scales of fees set by legislation. These include licence fees for buildings, dogs, signs, eating houses, itinerant food vendors, lodging houses, hawkers, stall holders and traders, plus fines imposed by infringement notices under the dog, parking and litter acts.

Contractual charges are imposed under the terms and conditions of leases, licences, deeds, and agreements. Some examples are leases to sporting and community organisations, and agreements related to self-supporting loans and development agreements. The city's investment land leases are the most significant of these charges for Subiaco.

Although the city has a low dependency on grant funding some projects are dependent on grants before they can be implemented. Grants and contributions are received from other government bodies for both operating and capital projects. These projects include Home and Community Care (HACC) services, underground power and road improvement works.

RESERVE FUNDS
Reserve funds are effectively a means to save a portion of funds generated through rates and other sources for expenditure in the future. Reserves are used to smooth or spread major expenditures and are maintained over a ten to fifteen year cycle.

The city uses reserves to fund plant and equipment replacement, building and facilities improvements, parking and public transport improvements, social housing initiatives, and undergrounding of power throughout the city. Major initiatives supported by reserve funds include:

- plant and equipment
- building redevelopments
- waste services equipment
- recreation facility improvements
- environment improvements
- investment assets acquisitions/ developments
- infrastructure improvements
- parks and reserve improvements.

LOANS
The use of borrowing within a policy framework of sustainable financial planning is a legitimate, appropriate and financially viable element in the development of financial strategies for the city's capital expenditure requirements.

Loans should be considered as a financing tool rather than an additional source of revenue. They provide an opportunity to bring forward capital projects and allow the responsibility for the funding of the asset to be spread between current and future generations. However, loans do have to be repaid and in this sense they are not an additional source of revenue but a method by which the rates and other general revenue can be deployed and managed in a sustainable manner.

Loans are used by the city to fund major capital initiatives and contribute to the underground power program, with repayments met from general rates in order to maintain equity with past practice. In developing the loan funding strategy, the city has provided for future underground power programs and major capital developments over a thirty year horizon.

The loan strategy is predicated on using a mix of interest only, and principal and interest loans with fixed and variable interest rates, to cushion the potential impact of interest rate fluctuations. It has been designed to avoid the effect that the principal and interest repayments on a small number of large principal and interest loans would have on rate increases.

Major projects funded initially by loans include:

- arts centre redevelopment
- underground power
- council chamber and office improvements
- Rosalie Park improvements
- business continuity centre.
Thirty year financial projections

This plan is presented using ten program classifications, which are based on the structure under which the city is required by legislation to prepare its annual budget and financial statements. The use of this classification is intended to facilitate annual budgeting and comparisons with those documents. All amounts in this document are expressed in 2010-11 dollars. The spreadsheets incorporated into this report project expenditure for the thirty year horizon for each classification.

GOVERNANCE

This classification is focused on the operation of the council, including provision of administrative services and support to council members, council members’ sitting fees and expenses, costs related to the convening and holding of council meetings, civic events, and the provision of agendas and minutes.

Council and committee meetings are held monthly from February to December, while citizenship ceremonies are held every two to three months. The city holds annual ANZAC Day and Remembrance Day services in conjunction with local RSL clubs, as well as a range of other civic events throughout the year. Events such as the commemorative services are open to the whole community and approximately 500 community members attended this year’s ANZAC service, with several hundred coming along also to the morning tea hosted by the city afterwards.

In addition to the operation of council and civic events, this plan provides for the continued operation of the internal audit function and the future redevelopment of the administration building, enabling the city to better meet the needs of its customers. With this in mind, seven million dollars has been provided in years six and seven of the plan to redevelop the city’s administration Centre. This is funded by loan funds with repayments staged over twenty years, and the redevelopment is timed appropriately to allow current uncertainties within the local government industry to be addressed.

LAW, ORDER AND PUBLIC SAFETY

The objective of this classification is to ensure safety and amenity of the community in public areas. Major elements include parking management, event management, security and safety initiatives, graffiti management, animal control and responses to general complaints.

The plan provides funding for the implementation of parking management systems and car park improvements, including the use of technology to be implemented in all city parking areas. To better meet the parking needs of the community and visitors to the Subiaco area, the development of new car parking stations is planned to be undertaken in partnership with private developers. The city will contribute land and development rights for return of parking stock of approximately 200 bays. In return, the plan takes into account increased income from new parking developments by way of parking fees of $300,000 per year from year four.

To this end, the Forrest Street Car Park Development Business Plan is currently out for public comment and was included in the 2010-11 budget. Other city car parks are under investigation for possible redevelopment.

With regards to safety and security, funds have been provided in this category for a secure taxi rank trial in collaboration with state government for a twelve month period.

Graffiti management continues to be an area that requires the devotion of funds from the city and it has implemented a number of measures to prevent or reduce the prevalence of graffiti in the city, which will be maintained and reviewed as appropriate. These include a free call hotline for reporting graffiti, proactive patrolling to detect and remove graffiti, rapid removal upon identification, removal from private as well as public property, and coordination of lawful public art projects involving youth. The city’s goal is to remove graffiti as quickly as possible.

The funding arrangements for these projects and others under this banner have been considered within this draft Strategic Financial Plan.

HEALTH SERVICES

This classification aims to ensure a high standard of environmental health. The city’s environmental health section has many roles, with its prime focus being responsible for the assessment and management of risks to public health, safety and wellbeing, as well as providing direction and education to the community.

It includes monitoring, maintenance and improvement of public health, including regulation and monitoring of food handlers, noise abatement, food labelling, pest control, alfresco dining and street trading, temporary public events and other areas related to public health.

The city has around 250 food businesses that are inspected, on average, three times a year. The number of registered food businesses has also increased recently as the Food Act captures a broader range of businesses. The act will also change the inspection frequency of some businesses.

As well as continuation of ongoing monitoring and regulatory services, funding has been provided for contaminated site investigations. Provision has also been made for conducting health promotions such as food safety and syringe disposal.

WELFARE AND EDUCATION SERVICES

This classification is responsible for providing community meals services, adult day centre, health and community care and support programs to people with special needs.

The city offers residents many opportunities to participate in activities, enjoy local events, and access valuable services. These provide the chance for adults in the local community to get together with friends or make some new ones, as well as promoting lifelong learning and an active lifestyle.
A wide range of activities are available to community members, including the relatively new men’s shed and the Tuesday Learning Group, through to the fortnightly Intergenerational Playgroup.

A range of events with a community welfare focus are run throughout the year for residents to enjoy. These include an annual Ageing Well Expo, nutrition seminars, seniors’ high teas, a monthly film club and community lunches, complete with entertainment, which are available to community members at the city’s community centres.

Services available from the city for eligible community members include meals services either at home or at one of the city’s welcoming community centres, as well as a shoppers’ bus for those in need of transport assistance, and a range of in-home services such as personal care and shopping assistance.

Funding has been provided for ongoing health and community care programs such as these, which is offset by a range of operating grants and subsidies.

**COMMUNITY AMENITIES**

This classification provides for waste management and recycling services, social housing support, orderly and controlled development of land and the built environment, and well maintained public conveniences.

Waste management services expenditure incorporates the increased cost of state government and Western Metropolitan Regional Council charges on landfill at the Red Hill Waste Disposal Facility. The city continues to be active in initiatives to reduce the amount of waste going to landfill and maximising the recovery of recyclable materials. The draft Strategic Financial Plan provides for enhancement to waste management and recycling with increased residential green waste collections, additional recycling facilities to encourage separation at source, and recycling of recyclables in public areas.

In terms of built environment, in addition to ongoing planning approvals and regulatory services, provisions have been made for continuing work on major initiatives, including the city’s input to the China Green Development/Subdivision and initiation of a Town Planning Scheme review. The city aims to create a sustainable and high quality urban environment for residents and the wider community. The city’s Town Planning Scheme and supporting policies review is designed to support this aim through ensuring high quality development and consistent decision making. Funding has also been provided to advance the city’s social housing strategy and child friendly initiative.

In relation to improvements to public amenities, provisions are in the draft plan for continuation of the public toilet renewals and improvements program. The plan provides in 2010-11 for the installation of an EExLoor in the Jackson’s Building at Forest Walk, for another to be installed at Cliff Sadler Park in year five, and the replacement or refurbishment of existing toilet facilities in future years.

**RECREATION AND CULTURE**

This classification seeks to promote and support community recreational and cultural pursuits. It includes maintenance of parks and reserves, provision of library and museum services, recreational facilities, as well as a wide range of cultural and community activities including continuation and enhancement of social development planning, positive ageing initiatives, cultural programs and youth programs.

Funding provides for a broad range of community development programs and services including the city’s community visioning and engagement projects, continuation of positive ageing and disability service initiatives, cultural programs and youth programs.

The city’s community visioning project Think2030 falls under this banner and will result in a community plan being used to inform future city strategic and operational plans. Community visioning is a process by which the community imagine the future they want for the city and looking at how it can be achieved together.

In addition to this, the city’s Community Engagement Project was identified as a major initiative in the council’s Strategic Management Plan, to support Think2030 and provide a framework for future engagement and beneficial dialogue with our community. As such, provisions are made for the support of this project in the draft Strategic Financial Plan.

Also coming under recreation and culture is the Public Art Master Plan currently being developed for the city. Public art contributes to a sense of place and community identity, as well as to the visual amenity of the city and the master plan aims to provide a strategic platform for the development of a public art program, with clear direction and strategies. The financial plan includes provisions to fund the maintenance and development of these public artworks.
The Subiaca Library is recognised as an important cultural community facility and is one that provides a wide range of services to meet the diverse information, recreational and cultural needs of the community. The library provides information services to keep residents informed about their community, promote lifelong learning, and support education and study. The library often holds writer’s nights and artist’s evenings including talks by guest speakers as well as awards each year for young writers and artists. This plan provides for the continued funding of this extensive range of services and programs provided through the city’s public library and also through the Subiaco Museum.

Provisions have been made for the city’s iconic recreation centre Lords, which re-opened as a local government owned and operated community recreation facility on 4 July 2009. Funding for Lords as a council-run facility has been revised in accordance with the review of its first year of operation. The draft plan also provides for continuation maintenance and operational programs to keep the various areas of parks and reserves within the city in good condition. Major areas of expenditure include maintenance of JH Abrahams Reserve, Clifford Sadler, Mabel Talbot and Mueller parks, Lake Jualbup, Rankin Gardens, Theatre Gardens, Subi Centro Common and Market Square Park. Funding is provided for improvements to parks and reserves including recreation facilities improvements. Other activities and initiatives include related environmental improvements, water quality and sediment testing, greening strategy and community centre upgrades.

Rosalie Park is widely used and enjoyed by local sports people and residents, with over 3000 participants using the park for competitive sports last year. Funding has been provided by way of loan funds to be repaid over twenty years and one third funding from government grants to complete planned development works for the park. Redevelopments will be a staged process including improvements to the change room, storage facilities and the addition of an extended veranda and tiered seating for enhanced spectator comfort. The next step then includes an upgrade to the entry road, including a roundabout and parking, as well as work to improve the drainage issues. A covered walkway will be installed providing access for parents to drop off and collect children attending the Rosalie Park Pre Primary.

Another important recreational facility within the city is Lake Jualbup, and the draft plan includes a budget of approximately $500,000, which has been carried forward for the Lake Jualbup redevelopment project. The lake is set within a residential area, and is an attractive and popular meeting place for picnics and barbecues, walks and playing. During the winter months, the lake is filled with water, and an abundance of wildlife including ducks and tortoises can be observed. In the dry summer months, the wetland undergoes a natural cycle of drying, and the wildlife move to wetter areas to see out the summer. The park is vegetated primarily with woodland, featuring a mix of exotic and native species.

The city is currently engaging a consultant to undertake community consultation and workshops to determine the future of Lake Jualbup. A further $500,000 is provided in 2011–12 to undertake redevelopment works following the community engagement process. The total project is anticipated to cost one million dollars over two years.

**TRANSPORT**

Safe and convenient transport and access is the focus for this classification. It includes reconstruction, repair and maintenance of roads, lanes, footpaths, and drains including street lighting, pruning of street trees, cleaning of laneways and streets and promotion of transport alternatives to cars.

Major categories of expenditure include road and footpath maintenance, road sweeping, street tree and street light maintenance. Capital programs include major road improvements, local road improvements, laneway renewal and improvements, and footpath replacements. Funding has also been included for continuation of street tree renewal and replacement and a drainage recharge program. Additional funds have been provided for the CBD Streetscape Improvement Project over fifteen years.

Over the past eight years, approximately 1100 trees were replaced following the undergrounding of overhead power lines and approximately 2500 new street trees were also planted. The result is our urban forest with city streets that are generally well developed with mature street trees.

However, in some streets in and around the central business district there are no street trees due to the design and/or existence of large sections of concrete across the verge. The city’s Streetscape Improvement Project will improve the quality of the urban domain and address this issue. The project is likely to be a long-term staged implementation over a number of years. The cost of the project is estimated to be 4.8 million $800,000.
With regards to promoting alternative modes of transport, the city is committed to the ongoing improvement of facilities that allow the community to travel along attractive and safe bike and foot paths. The city invests considerable funds into providing good quality footpaths and bike paths, secure bicycle storage facilities at train stations and major destinations, signage and road markings to direct travellers to their destinations, and additional facilities such as water foundations and seating.

Further to this, the draft plan provides funding for various alternative travel initiatives and funding for the Subi shuttle bus service. Further opportunities and initiatives will be considered for inclusion in next year’s review of the Strategic Financial Plan following the release of the state governments Public Transport Master Plan.

ECONOMIC SERVICES
This classification facilitates economic development, promotes compliance with building standards, regulations and local laws and seeks to enhance public amenity by placing powerlines underground. It includes a specified area rate to fund marketing within the central business area.

Continuation of the existing range of building services is provided, including assessment services and education, and public building inspections. The plan also contains provision for the implementation of the economic development strategy, including Mainstreet and other initiatives. The plan has also been amended to reflect the city’s continued commitment to completing undergrounding of power within Subiaco, which will lead to improved street appearance, property values, security and reliability of power supply, as well as a safer public environment and reduced need for tree pruning.

This plan provides eight million dollars to complete the undergrounding of power throughout the city over a seven year period, with $600,000 in 2010-11 to start the program. The program is funded by borrowings with repayments staged over eighteen years, at approximately $900,000 per year.

The plan contains further provisions across various areas of works, including roads, footpaths, drainage, streetscape improvements, lighting enhancement, street furniture, and the CBD Streetscape Improvement Project, which will carry out initiatives within the main street and CBD area. Funding has been provided to develop a master plan for the CBD, which may identify additional initiatives that will need additional future allocations.

OTHER PROPERTY AND SERVICES
The focus of this classification is to maximise long-term return on investment assets for the benefit of the community. It includes management of income from investment lands and other assets that provide revenue used to fund development initiatives.

Provision has been made for ongoing property management services as part of the city’s strategy, to maximise the return on its investment assets and reflect council’s decision to provide more support internally.

To improve customer service and staff efficiency and effectiveness, a four-year program of improvements, particularly to information systems, is underway. Provision has been made for continued implementation of the city’s Information Plan initiatives, including intranet and Internet development, Geographic Information Systems, a facility booking system, parking systems, records management and telephone upgrades.

GENERAL PURPOSE FUNDINGS
This area focuses on the collection and management of revenue required to fund the city’s operations. Included is the collection of rates and other general purpose funds including untied government grants received from the Western Australian Grants Commission and earnings on cash surpluses.

Rates and charges for 2010–11 have been set at 6.350 cents in the dollar to achieve a balanced budget. This represents a 4 per cent increase in year one of the plan with a further estimated increase of 4 per cent in year two of the plan.

The city’s Strategic Financial Plan provides for a rate increase of approximately 1 per cent above inflation to fund new initiatives and improvements. The local government cost index is projected to be approximately 3 per cent for 2010–11.

In recognition that each property benefits from a broad range of services, the city sets a minimum rate. The minimum rate is proposed to continue to apply to the 11 per cent of properties with the lowest Gross Rental Value as has historically been the case.