

# Council Plan





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## Acknowledgement of Country

The City of Subiaco acknowledges the Whadjuk Noongar people as the traditional custodians of the area. We recognise their cultural connection to the land and waterways of Subiaco, and pay our respect to their continuing contribution to our City, and to Elders past and present.



# Introduction

## Message from the Mayor

It's a privilege to introduce the City of Subiaco Council Plan for the next 10 years. This plan is the first of its kind for our City. It's a shared vision for the future, built directly on our community's ideas, aspirations, and input. It sets a strategic direction and defines what success will look like.

The Council Plan is the culmination of some impressive work by Council and City staff, undertaken at a time when we are performing and delivering to the high standards which Subiaco deserves:

- Our most recent MARKYT Community Scorecard, informed by community feedback, shows how strongly you value what we're doing. The City topped Western Australia in 17 key areas – more than any other local government – and scored an outstanding 99 per cent positive rating as a Place to Live. Our scores as a Governing Organisation, and for Leadership by the Mayor and Councillors, now sit at their highest in at least a decade.
- Our City's strength has also been recognised through prestigious awards, including the WALGA Local Government Awards, the Minister for Local Government's Place Innovation Awards, WA Tourism Awards, LG Professionals WA Honour Awards, National Economic Development Awards, AILA WA Landscape Architecture Awards and the Planning Institute of Australia's State Awards. Each reflects our innovation, excellence, and commitment to community life.

This Council Plan is the product of community feedback gathered through surveys, workshops, informal chats, and community events. What came through loud and clear was your passion for vibrant community events, better public spaces, sustainable living, greener streets, and smarter traffic management. You also told us how important it is to support local businesses, nurture our nightlife, connect our communities, respect our heritage, and stay closely engaged with you through ongoing dialogue.

Your feedback now sits at the very heart of our strategic pillars in this Council Plan: *Connected Community, Flourishing Environment, Vibrant Economy, Liveable Places, and Leading Organisation*. The pillars reflect what matters most to our community. They ensure Council's vision aligns directly with your priorities; and they will define the City of Subiaco in the coming years.

As we move forward, Council is committed to preserving the unique character of Subiaco while embracing new ideas and opportunities. Together, I look forward to building on our strengths, tackling new challenges head-on, and continuing to make Subiaco a place we're all proud to call home.

Thank you for your ongoing support and involvement in shaping the City of Subiaco's future.

**Mayor David McMullen**





## | Foreword from the CEO

The City's Council Plan for 2025–2035 provides a new roadmap for our long-term vision, combining our Strategic Community Plan and Corporate Business Plan into one document. It's an exciting step forward, closely aligning our future goals with what our community has told us they value most. Regular reviews will ensure the plan remains responsive to emerging needs and opportunities, closely guiding our budgeting and decision-making processes.

Our priority is to deliver results that make a real difference to our community. Under the strategic pillars of Connected Community, Flourishing Environment, Vibrant Economy, Liveable Places, and Leading Organisation, we will work to continually improve services and infrastructure in ways that enhance your everyday life.

We have an outstanding team of dedicated Councillors, skilled staff, passionate volunteers and professional contractors, working collectively to deliver on this ambitious plan. As CEO, I will continue our collaboration and engagement, ensuring transparency and accountability in the effective delivery of this plan for our community.

The City is already a beautiful and vibrant place, and I'm excited about what we can deliver over the next decade.

**CEO Colin Cameron**







## | About the City of Subiaco

The City sits proudly on the traditional homelands of the Whadjuk Noongar people, who have cared for Country for more than 50,000 years. Known as Wandaragutttagurup, the area near today's Hamersley Road was a significant camping ground for indigenous people. In 1851, Benedictine monks journeyed here, founding a monastery named 'New Subiaco' after the birthplace of the Benedictine Order in Subiaco, Italy.

When the Perth to Fremantle railway opened in 1881, the name 'Subiaco' was adopted for a railway station near the monastery. The railway spurred growth and helped to shape the community that became the Municipality of Subiaco in 1897.

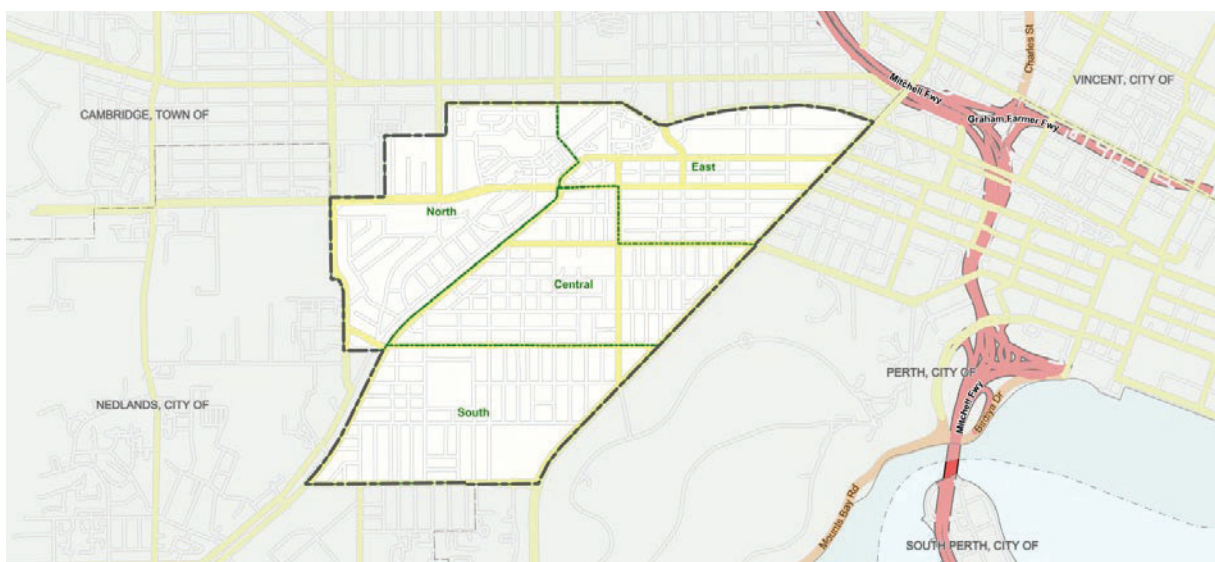
Today, the City of Subiaco includes the suburbs of Subiaco and Daglish, and parts of Jolimont and Shenton Park. It is home to around 18,000 residents and draws over 20,000 workers daily.

The City is known for its heritage character, green spaces, and strong local identity, with a mix of historic and modern architecture, tree-lined streets, shops, cafes and cultural spaces.

Recognised as one of Western Australia's most liveable places, the City is well-connected by public transport, offers access to health and medical services, and has a thriving arts and cultural scene.

Our strong sense of place, connected community and liveability will remain defining characteristics as the City continues to evolve over the next decade and beyond.

**The City of Subiaco  
is characterised by its  
vibrant community  
life, green streets and  
unique sense of place.**





## People



**18,870**

**Residents** –  
estimated resident  
population in 2023

**40**

**Median age of residents**  
(2023)



**17.4%** (2021)  
**16.8%** (2016)  
**14.3%** (2011)  
**use of LOTE at home**

(13.1%) **North-West Europe**

(4.9%) **South-East Asia**

(3.9%) **North-East Asia**

(2.8%) **Americas**

(2.6%) **Southern & Eastern Europe**

(2.6%) **Sub-Saharan Africa**



**Top 6 regions of birth other than Australia**

\*Specific countries not recorded on ABS website



**7,534**

**Dwellings** – total occupied  
private dwellings in 2021

## Place



**30**

**parks and  
reserves**



**145km**  
**of paths**



**110km**  
**of road**

**50.68 Ha**  
**of open space**



**7km<sup>2</sup>**  
**land area size of City**

**85km**  
**of stormwater pipes**



**12,322**  
**street trees**



**3,761**  
**park/reserve trees**



**= 16,083**



**3587**  
**stormwater  
drainage pits**



**Lake Jualbup | Mabel Talbot | Subiaco Common**



**Largest water bodies**

## Prosperity



**\$4.11 Billion**

**Gross regional product**

**24,052**

**local jobs**



**4,915**

**local businesses**



**Health Care and  
Social Assistance**

**Professional, Scientific,  
and Technical Services**

**Mining**  
**Largest 3 industries  
by employment**



# | Our Council

The City's Council is made up of the Mayor and eight Elected Members, forming a governing body that represents the local community. The electorate is divided into four wards, with two Elected Members per ward to provide balanced representation.

The Mayor, elected to represent the entire electorate, provides leadership to Council and acts as its principal spokesperson.

The Council sets the strategic direction for the City of Subiaco, shaped by community aspirations, and in consideration of the economic, social and environmental prosperity of the local area. The Council Plan is a key document reflecting this direction, and has been developed collaboratively with staff, and in consultation with the community.

## Mayor



David McMullen

## North Ward



Russell Jones

## East Ward



Mark Burns

## Central Ward



Nicola Johnston

## South Ward



Rick Powell



Rosemarie de Vries



Garry Kosovich



Penny O'Connor



Simon White





# | Our Council Plan

**The City of Subiaco's (the City) inaugural Council Plan establishes a community informed, Council led vision and strategic direction for the next ten years.**

The Local Government Act 1995 requires all local governments to have a plan for the future, to provide for the delivery of the aspirations and objectives of local communities. The plan is to have regard to demographic trends, the local government's resources, and how performance is to be measured.

In developing the Council Plan, the City consulted extensively with the community across a range of touchpoints. The Council Plan is a streamlined, contemporary document, and in line with local government reforms, brings together content

that was previously captured across the Strategic Community Plan and Corporate business Plan.

The consolidated Council Plan provides clear alignment of our community's priorities with our long-term vision, objectives, outcomes, projects, services, measures of success, and resources.

The Council Plan in turn informs the City's Annual Budget, which provides funding allocations to key priorities, and the Annual Report, which provides insight into the City's performance each year.

## Community engagement → Council Plan

10

### year horizon

community's vision and strategic priorities

+

4

### year deliverables

**High level strategic lens** to guide Council planning, resourcing and service delivery over next 10 years.

**Detailed 4 year projects and initiatives** to support strategic priorities.

## Informing strategies and plans

1

### year Annual Budget

The City's budget for the year +3year forecast

↔

1

### year Annual Report

The City's annual performance, activities

**How funding will be allocated to deliver on projects and initiatives** outlined in that year of the Council Plan.

**How the City performed and what it delivered** in that year of the Council Plan.

## Annual operational planning

## Community engagement and performance evaluation







# Towards 2035

## Community Insights

### Stakeholder and community engagement

During 2024, insights were gathered from a broad cross section of the community via MARKYT Community Scorecard, Council Plan outreach and economic development planning.

## Engagement reach



**~1100 online**

1.1K aware visitors  
601 informed visitors  
(Council Plan webpage)



**1,298+ surveys**

Across MARKYT  
Community Scorecard,  
Council Plan and  
Economic Development  
surveys



**Face to face**

Many business and  
community group  
representatives attended  
a workshop or interview to  
share more in depth views

**82%**

of Council Plan survey respondents **were residents**



(n284)

- 61% female, 38% male
- 23% aged 45 - 54, 17% aged 55 - 64, 17% aged 75 - 85
- 52% with no children living at home, 32% with children up to 11 years, 25% with children 12 - 18+
- 7% identify as having a disability

**170**



**businesses** were engaged across all touchpoints

- MARKYT Community Scorecard
- Economic Development survey
- Council Plan survey

**The MARKYT Community Scorecard  
told us the city is leading the way in:**

**As benchmarked against  
other Local Governments in  
Western Australia in 2024**

- Promotion of City of Subiaco
- Support for local businesses
- Family / children services and facilities
- Health and community services
- Playgrounds, parks and reserves
- Festivals, events, art and cultural activities
- Promoting local history and heritage
- Maintaining built heritage and identity
- Local roads
- Public transport
- Sustainability
- Tree management
- Emergency management
- Communications and engagement



# Our Council Plan survey confirmed what's important for the future

## Community

**78%** of Council Plan respondents are **happy** with the City's performance



### Doing well

- ✓ Community events and activities
- ✓ Community facilities
- ✓ Safety and walkability



**Lords is an amazing asset but needs long-term thinking for upgrades.**

### Do more of



- Deliver activities that foster connections across generations and cultures
- Grow arts, culture and creativity
- Improve access to modern, multi-purpose community facilities
- Support vulnerable people in the community, including those experiencing homelessness
- Ensure a safe and welcoming environment



**Bring community together through place-based initiatives, block parties, and long table dinners.**



# Environment

**78%** of Council Plan respondents are happy with the City's performance



## Doing well

- ✓ Maintenance and quality of parks and green spaces
- ✓ Canopy and green streetscapes
- ✓ Sustainability initiatives
- ✓ Engaging the community in sustainability



**Increase tree canopy and protect existing trees on both public and private land.**

## Do more of



- Protect and expand tree canopy and urban forest
- Provide a wide range of play spaces that appeal to diverse interests across ages and abilities
- Improve park amenity and facilities
- Continue the current focus on climate resilience and sustainability
- Improve verge maintenance
- Deliver tree-lined, shaded bike paths



**More sustainable initiatives like native verge programs, composting, and local recycling.**



# Economy

**81%** of Council Plan respondents are happy with the City's performance



## Doing well

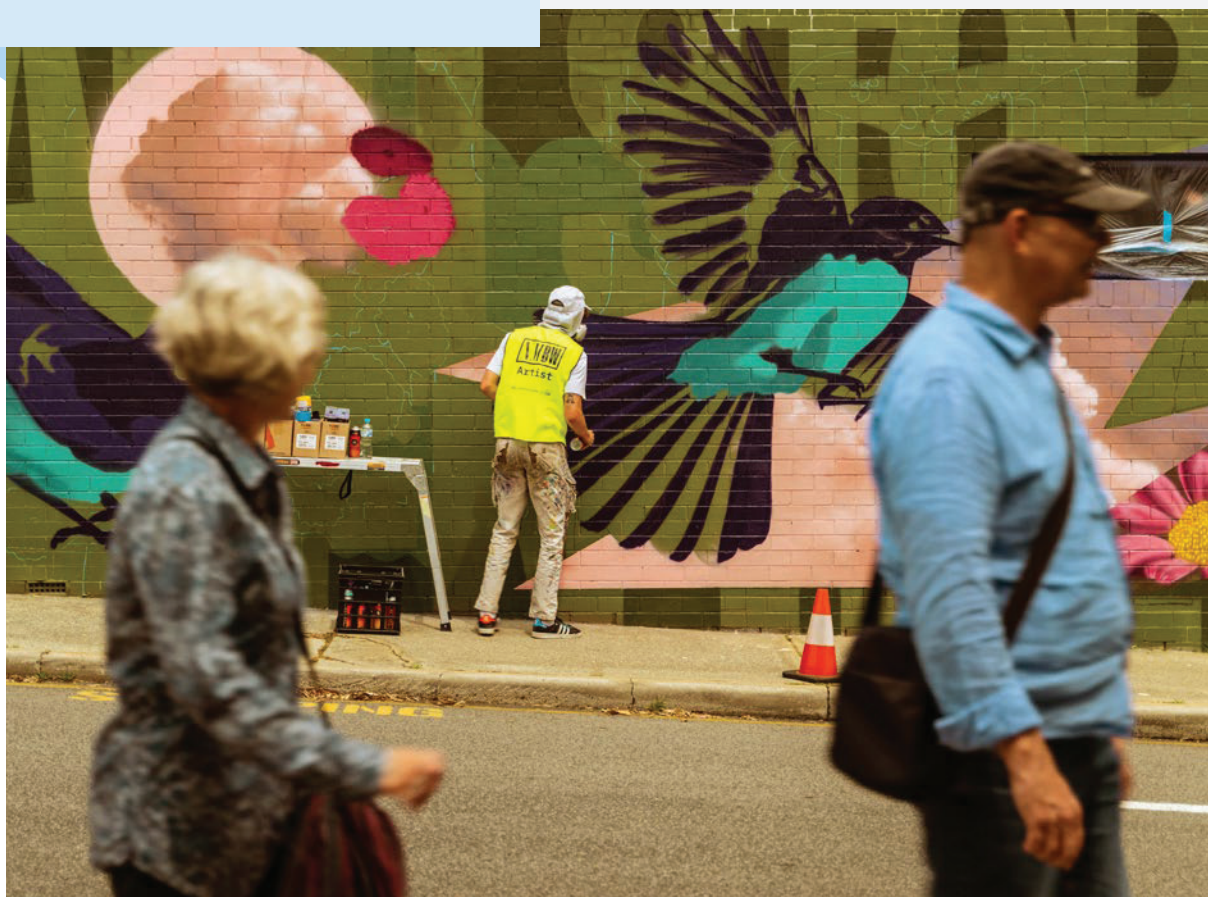
- ✓ Community events and arts programs as a drawcard
- ✓ Building momentum in hospitality sector

## Do more of



- Revitalise mainstreets across neighbourhood hubs
- Provide ongoing support for small business
- Deliver diverse events with broad appeal
- Position the city as a lively and unique destination
- Deliver beautiful streets and precincts that support an improved visitor experience
- Encourage a greater variety of attractions

**Love all the art and street murals - It makes the area so much more vibrant and alive.**



# Built form

**70%** of Council Plan respondents are **happy** with the City's performance



## Doing well

- ✓ Heritage and streetscapes
- ✓ Sustainable development – including greening, sustainable housing and infill policies.



**Cycling around Subi is difficult - there needs to be more bike-friendly streets.**

## Do more of



- Balance new development with subiaco's heritage character
- Facilitate environmentally sustainable development
- Deliver spaces that prioritise people, safety, access and connectivity
- Provide infrastructure that meets changing community needs
- Improve parking and traffic management



**Protect heritage, allow sensible density near train stations and key corridors.**



# Governance

**75%** of Council Plan respondents are **happy** with the City's performance



## Doing well

- ✓ Leadership and governance
- ✓ Strong financial management
- ✓ Proactive communications

## Do more of



- Vision keeping - to balance the city's evolution with its enduring character and identity
- Provide responsive and effective customer service
- Deliver innovative and responsible management practises
- Enhance stakeholder engagement and communication

**Ensure residents are informed and heard on key council decisions.**











2035

# Community Vision

**City of Subiaco** – A diverse, welcoming community shaped by its rich history and celebrated for its green spaces, lifestyle, and culture.



## Pillar 1

# Our Strategic Pillars and Objectives

## Connected community

Welcoming, vibrant and inclusive

**Our community values facilities, services and events that foster connection, wellbeing and creative expression. We will continue to evolve and enhance our offerings to meet the needs of our growing and diverse population.**

As our population grows, it's critical that we maintain an understanding of our community's evolving needs. A Community Needs and Service Review will consider how we can better tailor what we offer - whether for children, families, youth, older adults, or community members of various backgrounds and life stages. This will be complemented by a new Public Health Plan to establish public health priorities for the City.

The Civic Precinct will be redeveloped to provide a new civic building and revitalise its surrounds. The project will consider opportunities to bring new life to the Precinct through creating welcoming public spaces, while celebrating its garden setting, mature trees and rich history. Valued assets like the Shenton Park Community Centre are also planned for revitalisation and we will continue to enhance Lords in response to community needs and feedback.

We will support a connected and resilient community through partnerships with local groups and associations. We will continue to advocate for services for vulnerable community members and implement key recommendations from our Disability Access and Inclusion Plan.

We will strengthen our approach to community safety through a combined focus on local wellbeing, neighbourhood activations, and design interventions such as improved lighting and sightlines in public places. We will coordinate with local agencies and put in place compassionate intervention strategies for homelessness.

Subiaco's vibrant arts and culture scene is central to fostering community connection. We will continue to support festivals, events and activities that celebrate diversity and wellbeing, and explore opportunities to support our arts community, including through our work to advocate for a local Arts Hub.

**Community life is highly valued. We will foster strong connections through vibrant public spaces, local events and a commitment inclusivity.**







## What does our connected community look like in the future?

- ✓ A highly satisfied, connected community with a strong sense of belonging.
- ✓ Multipurpose social and community infrastructure meeting diverse community needs.
- ✓ Strong, sustained, diverse program of events and festivals.
- ✓ Community groups and organisations providing stewardship, connection and impact.
- ✓ Strategic partnerships supporting vulnerable people and communities.

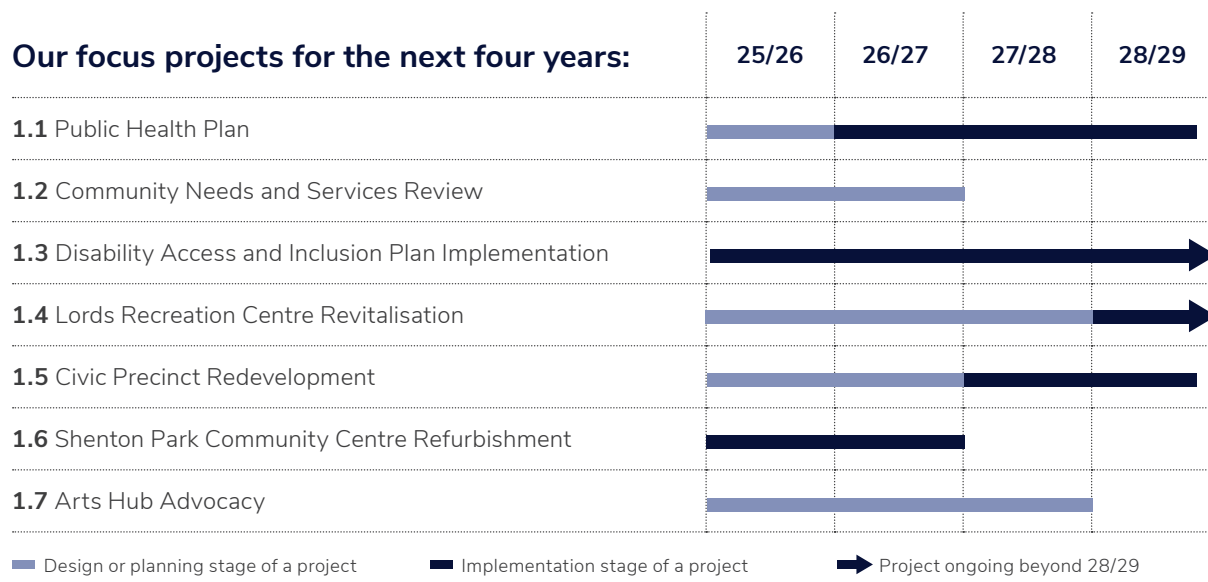
### 10-year Council Plan objectives

1. Facilitate City-wide and neighbourhood connections to foster inclusivity, safety and wellbeing.
2. Provide multipurpose facilities and creative spaces that inspire our community.
3. Partner with community organisations and build capacity.
4. Support and build resilience in vulnerable communities.

### How we'll monitor and measure our progress

- Attendance at community events
- Attendance at Lords Recreation Centre
- Utilisation of Community Centres
- Community Scorecard results:
  - a. Average score across Community categories
  - b. Sports and recreation facilities and services.

### Our focus projects for the next four years:



### The services that will underpin delivery

- Community development and safety
- Civic and community events
- Museum
- Library
- Indoor and outdoor recreation
- Community facilities
- Social leases

### Flourishing environment

Green, resilient and inviting spaces

**Our leafy streets, tree canopy and open spaces are a defining part of our identity – and they play a vital role in supporting biodiversity, wellbeing and climate resilience. We are committed to supporting our green spaces to flourish for generations to come.**

As redevelopment and urban infill shape the future of our city, our community has told us how important it is to provide well-connected, high-quality green spaces. Projects such as the Rupert Street Pocket Park, Market Square Park upgrades and the Mueller Park playground redevelopment will improve urban greening, amenity and infrastructure. This will be complemented by selected street and place greening projects, such as the Ada Street greening project and a Hay Street greening trial.

Much-loved parks like Subiaco Common, Lake Jualbup and Rosalie are valued community assets. A Public Open Space Review will guide City-wide future planning – from sports surfaces, playgrounds and drinking fountains to dog water bowls and public toilets.

Our community has told us that they strongly value actions that support the environment, including waterwise gardens, native verge plantings, waste

management programs like FOGO, and incentives such as free compost and mulch. We continue to provide community education, including promotion of our Sustainable Development policy which requires new homes to include sustainability measures.

The City has achieved Climate Active Certification for carbon neutral status and continues to lead the way in sustainability. A Climate Change Response Plan will progressively set further actions and targets for corporate and community mitigation and adaptation. Redevelopment of City-owned assets such as the civic building will provide the opportunity to demonstrate leading sustainable design.

We will continue our tree planting program and measure the growth of our tree canopy every two years. A review of our Environmental Plan will guide future focus in relation to issues like green corridors, water use, water quality, biodiversity, and minimisation of plant pathogens.

**The City recognises its obligations to the community of Subiaco, and beyond, to continue to lead and act on climate change.**







## What does our flourishing environment look like in the future?

- ✓ The City's strong green network supports connectivity and access, community wellbeing and biodiversity.
- ✓ A climate resilience framework guides the City's climate response.
- ✓ City provided climate adaption education and awareness to guide community behaviour change.
- ✓ Parks and public space amenities meet community needs (toilets, playgrounds etc).
- ✓ City-owned assets deliver ESD and performance benchmarks (renewables).

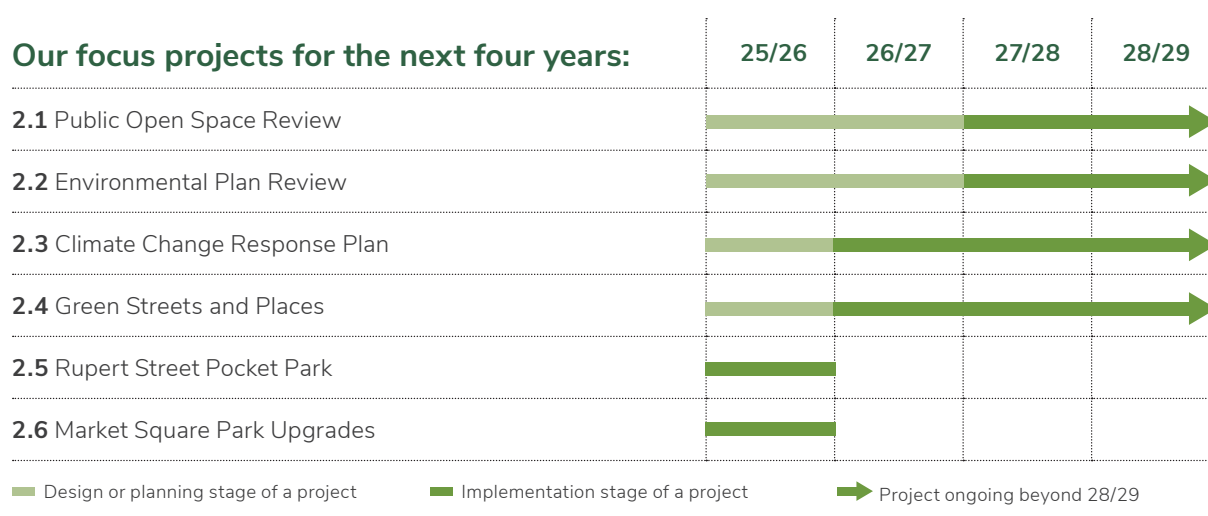
### 10-year Council Plan objectives

1. Protect and grow the City's green network through tree canopy, smart plantings and green links.
2. Strengthen climate resilience response through water-sensitive landscaping and infrastructure.
3. Enhance parks and public spaces to deliver improved community amenity and facilities.
4. Leadership and demonstration of environmentally sustainable design (ESD) and performance through Council-owned facilities and infrastructure.
5. Partner with community, government and industry to achieve environmental outcomes.

### How we'll monitor and measure our progress

1. The City's:
  - Canopy cover
  - Groundwater usage
  - Waterwise rating
  - Carbon emissions.
2. Community Scorecard results;
  - Playgrounds, parks and reserves
  - Conservation and environmental management.

### Our focus projects for the next four years:



### The services that will underpin delivery

- Urban forest management
- Parks, reserves and verges
- Environmental management
- Climate change response
- Waste services
- Sustainability education

## Pillar 3

### Thriving economy

A thriving, attractive destination

**We will support the vibrancy of our precincts and the capacity of our businesses to attract investment and workers, providing a foundation for our economy to prosper. We will elevate our profile through promotion, events, and continued development of our arts and culture scene.**

Our community wants our high streets of Rokeby Road and Hay Street to thrive, with more activity, hospitality and retail choices. We will continue to activate our key precincts and strengthen our City-wide events program to support local businesses. A new Destination Events Investment Framework will guide how we partner with others to deliver high-impact events.

We will continue to invest in the City's arts and cultural offerings to build our unique identity, with links to our hospitality and retail businesses to boost the economy through the year. Fostering lively neighbourhood precincts, such as Nicholson Rd and Onslow Rd, will further support businesses that our local communities value.

We will progress the rollout of the Subi Greenwalks program, enhancing our laneways and pedestrian routes with lighting, landscaping and public art, to make them safer, more attractive and vibrant.

For long-term economic sustainability, we will continue to rollout targeted industry programs through activities like workshops, networking and sponsorships. We will continue to support essential areas of Subiaco's local economy—including professional services, healthcare, retail and hospitality—while helping new types of businesses grow. Integrating renewal precincts like Subi East will be vital for economic resilience.

**Emerging industries can reduce reliance on traditional sectors and create new avenues for investment, supporting a forward-looking, innovative local economy.**







## What does our thriving economy look like in the future?

- ✓ Strong brand recall and quality visitor experience positions Subi as a destination of choice.
- ✓ A vibrant urban fabric with walkable streets, lively plazas, and inviting alfresco spaces. Initiatives to support local businesses build strength and resilience to sustain attraction and retention across economic cycles.
- ✓ Neighbourhood-level economic vibrancy is strengthened and sustained.
- ✓ The City is an active economic development partner with industry and government.
- ✓ A 'business friendly' approach supports business establishment and growth, including a user-friendly approvals process.

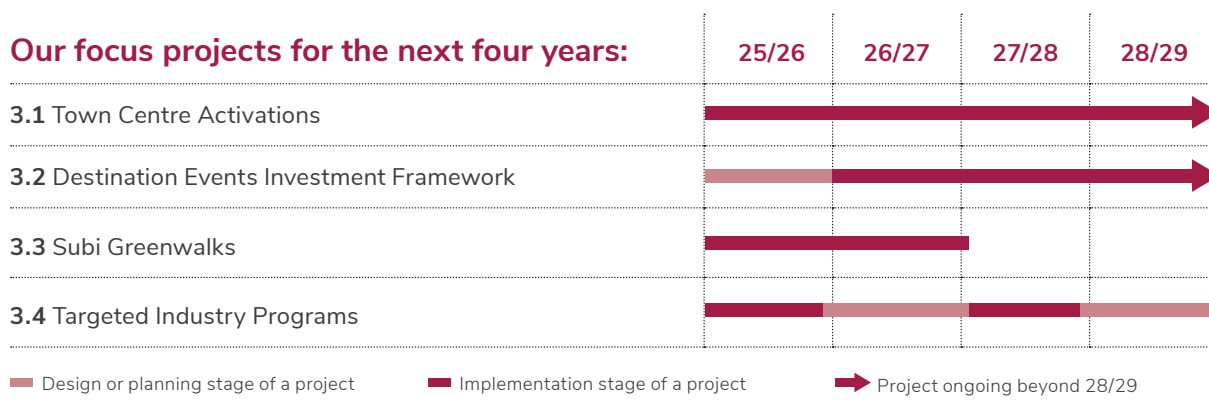
### 10-year Council Plan objectives

1. Elevate Subiaco's profile through marketing, events, experiences and growing the visitor economy
2. Shape vibrant precincts through place-based projects, contemporary urban design, and activated public spaces.
3. Strengthen business attraction and retention, enabling businesses to establish, expand, and thrive.
4. Facilitate economic diversification through growth of key sectors.
5. Foster creative industries and cultural partnerships enhancing Subiaco's unique identity.

### How we'll monitor and measure our progress

- Media reach and channel engagement
- Event visitation
- Local employment figures
- Attendance at business engagement events
- Community Scorecard results:
  - Festivals, events, art and cultural activities
  - Average Economy score.

### Our focus projects for the next four years:



### The services that will underpin delivery

- Destination marketing and events
- Placemaking
- Public art
- Cultural partnerships
- Business engagement and support
- Food business inspections

## Pillar 4

### Liveable places

A contemporary, connected city with a rich heritage

**We are committed to protecting Subiaco's rich heritage while ensuring future development is high-quality, sustainable and strengthens our sense of identity.**

The next decade will see more renewal and new housing in and around the City. Our planning frameworks will help to guide this growth to support diverse housing needs while providing for responsible growth. We will review the Subiaco Activity Centre Plan to help shape development that brings more life to the town centre while keeping its unique character.

Through the Subi Streets program, will develop a movement and place framework, which will act as a blueprint for the development of greener, safer and more inviting streets, footpaths and laneways.

The Transport, Access and Parking Strategy and the Bike Plan will be updated to complement Subi

Streets, and will consider ways to enhance transport networks, reduce car dependency and encourage walking, cycling and other active transport. We will also consider the implementation of 40km speed limits on our local residential streets.

We will complete the upgrade of the Rokeby Road South Streetscape to calm traffic, support pedestrian amenity and enhance the area's character. We will also continue our program of ongoing road safety improvements, for example through pedestrian crossing and traffic signal upgrades, as well as ongoing upgrades to our footpaths and cycle paths, such as the Salvado Road Principal Shared Path.

**Significant precinct revitalisations such as Subi East are forecast to deliver 2,700 new homes and a mix of commercial, community and public open space over the next 20 years.**

*Subi East Masterplan (2020)*







## What do our liveable places look like in the future?

- ✓ Quality and integrity of heritage places is protected and enhanced.
- ✓ Incentives enable heritage buildings to be transitioned to renewable energy.
- ✓ Precinct and infill development complements Subiaco's character while responding to market drivers.
- ✓ Quality built form outcomes set the benchmark for future generations.
- ✓ Safe, walkable streets and places enable more people to choose active or public transport.

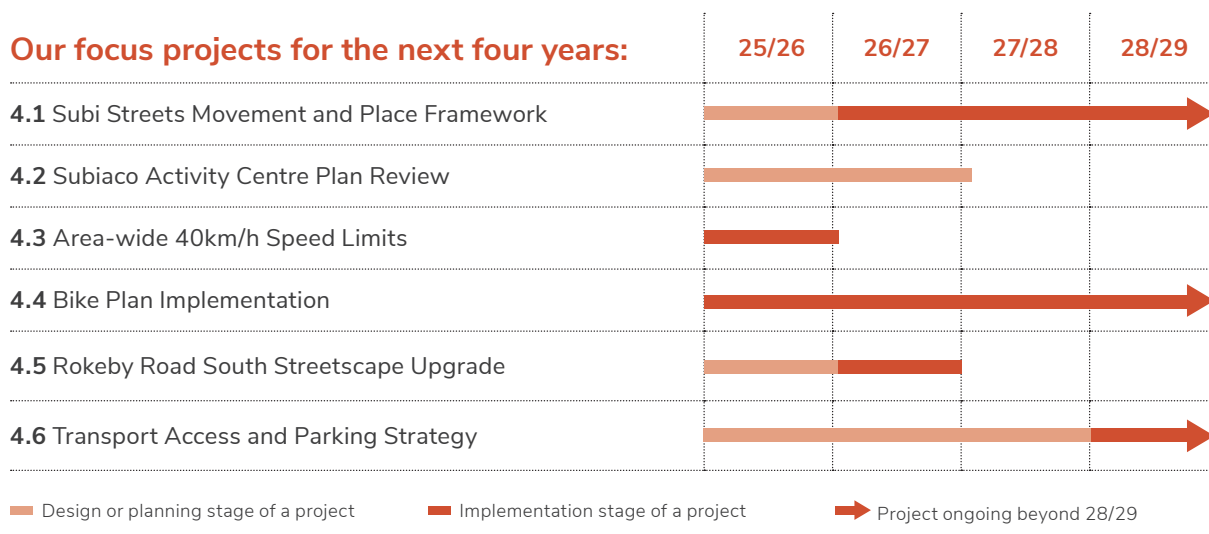
### 10-year Council Plan objectives

1. Ensure the City's heritage continues to be conserved, celebrated and enjoyed.
2. Enable high quality development that supports population growth, complements streetscape character and facilitates vibrancy.
3. Enhance streets and laneways as safe, walkable places for people.
4. Deliver an innovative and sustainable active transport network.
5. Facilitate and advocate for high quality public transport.

### How we'll monitor and measure our progress

- Number of heritage-protected places
- Percentage of planning instruments reviewed within timeframes
- Number of streetscape and public realm upgrades
- Number of cycling and footpath upgrades
- Number of traffic incidents on local roads
- Community Scorecard results:
  - a. Maintaining the area's heritage and identity
  - b. Average Place score.

### Our focus projects for the next four years:



### The services that will underpin delivery

- Heritage
- Statutory planning
- Strategic planning
- Building services
- Transport planning
- Parking management
- Animal management
- Infrastructure management

## Pillar 5

### Leading organisation

Innovative, accountable and responsive

**We are committed to strong, open leadership and governance, and continually improving our organisation to meet evolving community needs.**

The community has recognised improvements in City leadership, including stronger financial management, clearer decision making, and more open communication and engagement.

We will conduct a Community Engagement Review to further improve how we are connecting with the community. We will consider ways to improve how we inform people of relevant projects and services, and how we gain feedback from diverse community segments on the things that matter to them.

We will move to the next phase of our Digital Transformation program to enable people to use our services anywhere, anytime and on any device. We will also support our staff to provide excellent customer service whether in person, by phone or online. At the same time, we will review and improve our security and privacy practises to keep our systems and data safe.

A Project Management framework will be developed to provide for consistently effective project delivery

and to strengthen delivery oversight. We will progress the actions outlined in the City's first Reconciliation Action Plan, including strengthening relationships with Aboriginal and Torres Strait Island stakeholders and incorporating Noongar knowledge, language and culture into our practices and facilities where appropriate.

Strengthening the resilience of core operations is also critical. We will invest in improvements to our depot infrastructure at Mount Claremont, transitioning our current dispersed, temporary depot arrangements to our new permanent location, and providing fit-for-purpose facilities for our staff, heavy equipment and supplies.

The City is guided by a clear long-term vision and takes an evidence-based approach to decision making, informed by community priorities. This approach underpins the City's advocacy to State government and industry on major planning, infrastructure and related policies and decisions which influence our future.

**With a 99% positive rating as a place to live and a performance index score of 90, the City is leading the industry across 17 key areas.**

MARKYT Community  
Scorecard (2024)







## What does our leading organisation look like in the future?

- ✓ The City is recognised as a high-performing, agile organisation and employer of choice.
- ✓ The City is a respected and credible stakeholder in State issues impacting the local community.
- ✓ The City sets a benchmark for local government leadership and performance.
- ✓ Community informed and evidence-based decision-making aligns with City and community priorities.

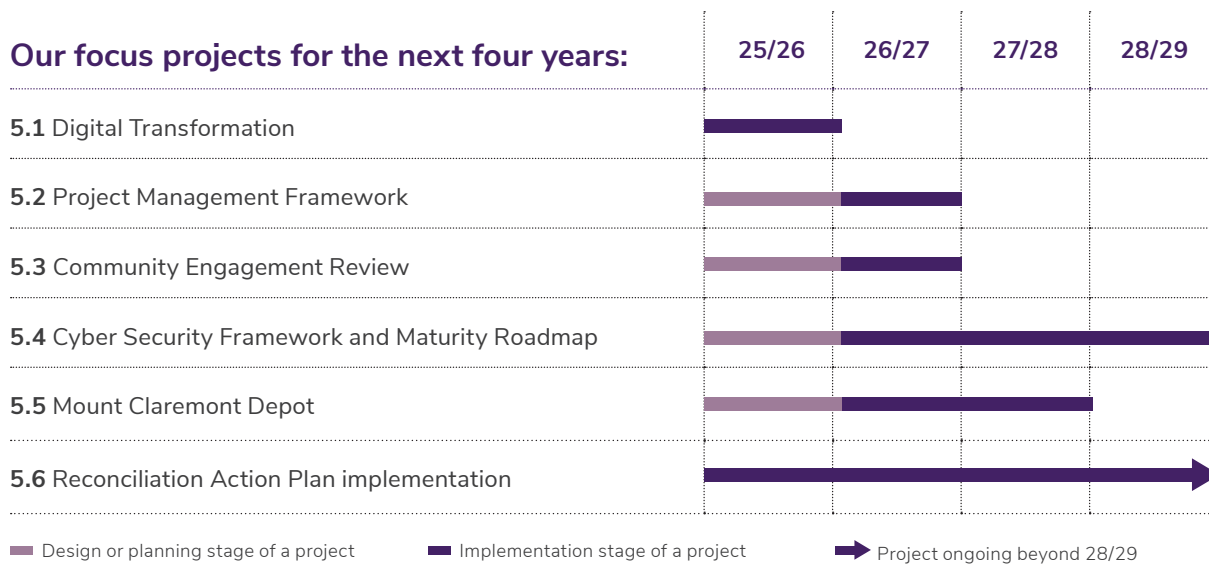
### 10-year Council Plan objectives

1. Build and sustain a high-performing, customer focussed culture that delivers innovative solutions.
2. Elevate the City's responsive leadership, strong governance and business excellence.
3. Establish the City as an influential advocate in government and industry, with a strong, future-focussed vision.
4. Implement best practice engagement to deliver impactful outcomes for the organisation and community.

### How we'll monitor and measure our progress

- Industry recognition for best practice
- Financial health indicators
- Community Scorecard results:
  - a. The City has developed and communicated a clear vision for the area
  - b. Governing organisation
  - c. Leadership by the Mayor and Councillors
  - d. Customer service.

### Our focus projects for the next four years:



### The services that will underpin delivery

- Council administration
- Strategy, policy and risk
- Information technology
- Records management
- Customer relations
- Facilities management
- Plant and fleet management
- Financial management
- Communications and engagement
- Human resources

# Strategic Delivery

The City plays a number of roles to achieve the goals set out in the Council Plan. These roles help us to deliver on our commitments and ensure we meet the needs of our community.

Delivering services and initiatives to the community.

## Service Provider



## Policy Setter



Developing community informed policies and strategy support the aspirations of our electors, ratepayers and wider community.

Setting and applying the rules that keep our community safe, fair and prosperous.

## Regulator



## Partner



Promoting the interests of the community to other decision makers.

Supporting and working with other organisations to deliver initiatives.

## Advocate







# | Resourcing our Plan

The Council Plan could not be delivered without the City's resources – the people, finances and assets that support our short, medium and longer term priorities.

## Community Priorities

**People**

**Finances**

**Assets**

The following sections describe the key principles we adopt in managing our resources to provide stewardship for the community.



# | Our People and Values

## Our People

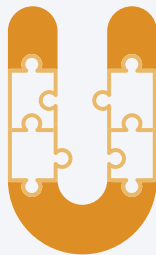
The City is committed to supporting a skilled, engaged and future-ready workforce. Our people are guided by a sense of purpose and values that underpin the delivery of our community objectives:

### Working by our values



#### **Supportive**

Mutual respect and encouragement.



#### **United**

Working together to achieve shared goals.



#### **Bold**

Curious and willing to challenge for a better tomorrow.



#### **Impactful**

Making a meaningful and lasting difference.

Our people bring diverse skills across a range of disciplines, working together to make the City a leading local government. The Chief Executive Officer is responsible for implementing Council resolutions, supported by four executives (directorates),

15 managers (branches), and a team of valued contractors and volunteers. The leadership team play a critical role in advising Council on strategy, policy and risk, delivering initiatives and managing day-to-day operations.



# “To create a place the community loves”

Guided by our purpose







## Workforce Priorities

In the context of evolving community needs and technology advancements, it is important that we are able to attract, develop and retain skilled people. Our Customer Charter guides our commitment to consistently providing high quality customer service. By investing in our workforce, we provide for a culture of innovation and excellence. Our workforce priorities include:

### 1. Attraction and retention

- Support a workplace culture that attracts motivated and skilled people.
- Provide competitive conditions of employment and benefits.
- Provide flexible work arrangements and wellbeing programs.
- Support career development and individual growth opportunities.

### 3. Culture and wellbeing

- Embed our purpose and values into ways of working.
- Build employee engagement through communication and involvement.
- Foster diversity and encourage different perspectives.
- Embed a structured and conscientious approach to health, safety and wellbeing.

### 2. Capability Development

- Develop consistently strong leadership capabilities.
- Provide targeted ongoing learning opportunities to build relevant skills.
- Provide structured onboarding to set new employees up for success.

### 4. Technology and future readiness

- Invest in digital upskilling to support innovation and service delivery.
- Invest in project and change management capability to support rapid uptake of new capabilities.
- Embed a culture of continuous improvement and adaptability.



# | Responsible Financial Management


We are committed to responsible financial management that best supports long term sustainability of our community. We base financial decisions on sound principles, balancing prudent financial management with investment in the facilities, services and assets that support local livability.

Guiding principles include:

- **Strategic alignment** – financial plans give effect to adopted strategies and Council decisions.
- **Prioritised delivery** – funding is allocated with consideration to social, environmental and economic priorities.
- **Sustainable financial planning** – consideration is given to longer term needs, with a buffer maintained for unanticipated challenges.
- **Revenue diversification** – diverse income streams such as investments and parking are maintained to reduce reliance on rates.
- **Intergenerational equity** – loans and reserves are used prudently to fairly distribute the share of costs and provide for stability of rates over time.
- **Cost recovery** – fees and charges are set with respect to cost recovery, market prices, inflationary pressures and legislative requirements.
- **Compliance** – accurate financial information is maintained and reported in line with relevant legislation and standards.

## Revenue Sources

Revenue is generated from a mix of sources to fund the services and facilities that are provided to our community.

- **Rates**  
Rates comprise around 45% of the City's revenue and are charged to ratepayers based on the **rate in the dollar** set in the City's annual budget, multiplied by the gross rental value (GRV) of the ratepayer's property. The GRV is assessed by the State Valuer General and represents the annual rental income that a property might reasonably be expected to earn. **Minimum rates** are also set so that each property contributes at least a base amount to covering the City's core services. **Pensioners and seniors** are entitled to rebates.
  - **Waste Service Charge**  
The Waste Service Charge is levied on all properties to provide for the costs of the City's waste and recycling services.
  - **User Fees and Charges**  
Where individuals benefit from using the City's facilities or services, charges are set so that the user pays for the service. Examples include Lords Recreation Centre, parking fees, ground hire charges, photocopying fees and pool inspection fees. Prices consider cost recovery, market pricing and legislated requirements, and are linked to inflation. Some services may be subsidised by other revenue sources with consideration to accessibility and desired community outcomes.
  - **Investment Income**  
The City holds its funds in a range of investments based on short, medium and long term liquidity needs. Investments are diversified to mitigate the impact of fluctuations in returns from individual asset classes, and include term deposits, commercial property and managed funds. The City is progressing a trading undertaking to adjust its asset mix to be more reflective of the Australian Future Fund.
  - **Grants**  
Grants are sourced from State and Federal Government and may be recurrent or one-off and attached to delivery of specific outcomes. The City actively seeks grant funding to support delivery of priority infrastructure and services for the community.
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## Reserves and Borrowings

The City maintains financial reserves to provide for resilience, stability and long-term needs, including renewal and replacement of critical assets. Loans may be used selectively to bring forward capital projects and enable funding of assets to be allocated across current and future generations.

## Transparency and Accountability

The City provides regular financial reporting including:

- Annual Budget outlining 1-year expenditure plans
- Monthly reporting of financial outcomes throughout the year, and
- Audited annual financial statements.

# | Managing our Assets

The City manages a diverse portfolio of assets. Collectively these provide the foundational infrastructure for our community and underpin the delivery of essential services.

Transport	Paths, roads, laneways, car parks, bus shelters, street furniture, street lights, street signs and drainage
Recreation and Parks	Playgrounds, parks, ovals, public spaces, public art, water bodies, trees and gardens, irrigation, lighting, signage and bins
Buildings	Sporting facilities, community facilities, staff facilities, depots, social properties, commercial properties, and public toilets
Plant and Equipment	Maintenance equipment, passenger vehicles, service vehicles, waste trucks, machinery, and information technology







## Asset Management Principles

We are committed to a responsible approach to asset management. The development, maintenance, renewal and disposal of assets is informed by the following principles:

- **Resources for renewal** – resources are prioritised for the maintenance and renewal of existing (required) assets before the creation of new or upgraded assets.
- **Prioritised investment** – asset decisions consider evolving community priorities and longer-term needs.
- **Optimal renewal** – asset renewals are scheduled to prevent excessive maintenance costs and ensure assets are fit for purpose.
- **Risk mitigation** – assets are maintained to provide safe and reliable service.
- **Renewal before renew** – resources are prioritised for the maintenance and renewal of existing (required) Assets before the creation of new or upgraded Assets.
- **Whole-of-life costing** – asset planning considers the full lifecycle of assets.

## Applied Asset Management

We aim to continually strengthen our approach to asset management to support the resilience, efficiency and longevity of assets, with a focus on:

- **Strategic asset management** – long term planning, integrated with strategic and financial sustainability considerations.
- **Structured decision making** – evidence based and centrally governed, supported by clear asset management guidelines and strategies.
- **Data enhancement** – comprehensive asset registers based on accurate, real-time data and condition monitoring.
- **Systematic asset maintenance** – structured maintenance and work management practices to keep assets safe, reliable and available for use.
- **Project management excellence** – consistent, quality delivery of capital projects to optimise asset value and performance.



# | A Changing Landscape

Like every organisation, the City operates in a constantly changing world. Unanticipated shifts in the economy, environment, community or political arena can bring both challenges and opportunities.

The City takes a considered approach to managing risk by actively identifying uncertainties and understanding what impacts they may have. This helps to ensure that we are well positioned to take advantage of opportunities, to prevent issues and to mitigate the impact of challenges.

As outlined in our *Risk Management Policy* we take a balanced approach and support a culture

of responsible innovation. We are open to taking calculated risks while balancing progress with stability and security.

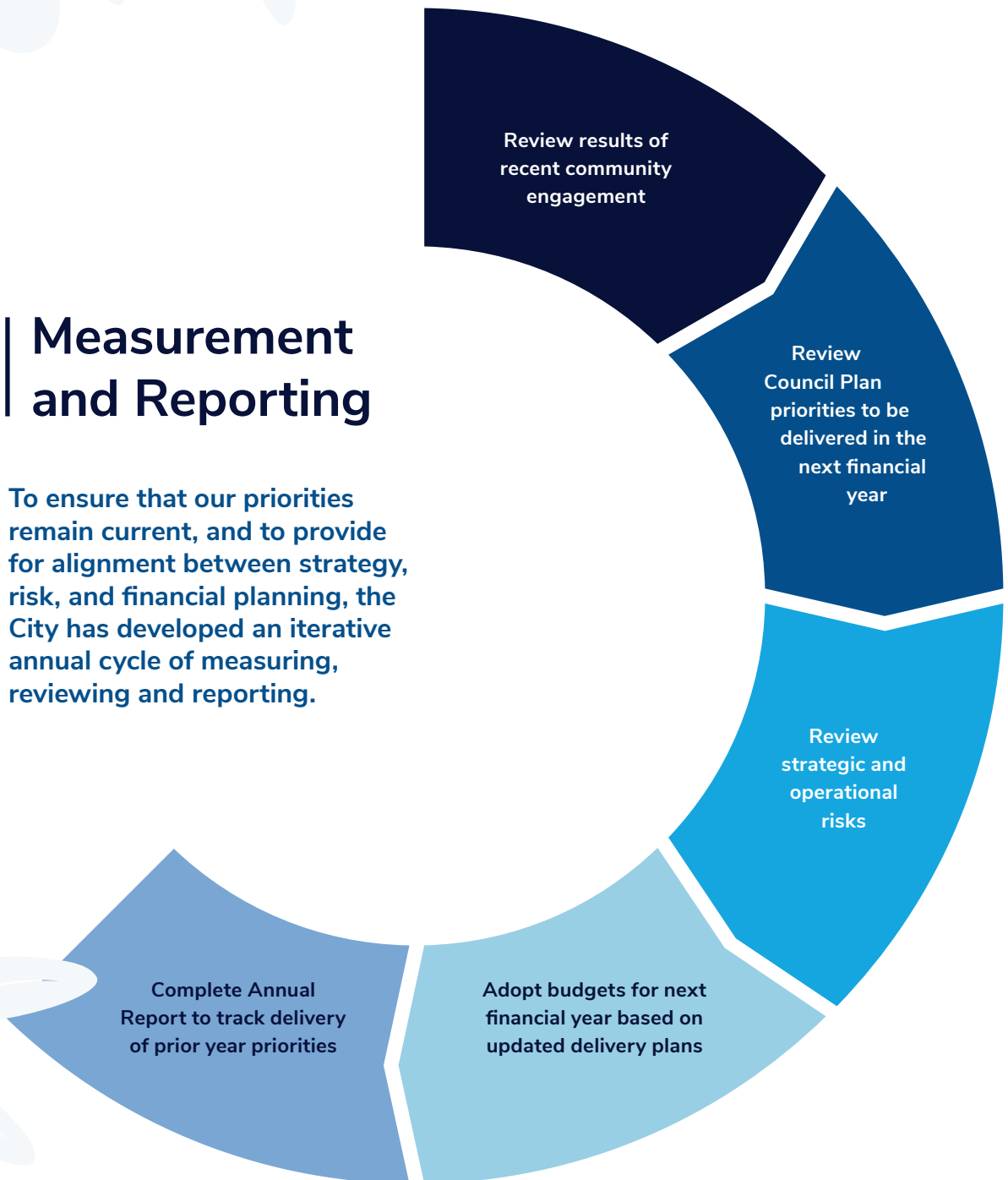
In developing this Council Plan, we have identified specific uncertainties that may affect our ability to achieve our objectives. These risks were considered as part of the planning process to ensure that we're prepared to adapt to change. We will continue to monitor these risks and ensure that measures are in place to address any issues that may arise.

Council Plan Pillar	Strategic Uncertainties
 <b>Connected Community</b> Welcoming, vibrant and inclusive	<ul style="list-style-type: none"> <li>• Capacity of key social partnerships and community organisations.</li> <li>• Changing demographic impacts on long term planning of facilities and services.</li> <li>• Social integration of new residential areas and the existing community.</li> </ul>
 <b>Flourishing Environment</b> Green, resilient and inviting spaces	<ul style="list-style-type: none"> <li>• Availability of sustainable and effective solutions to protect the urban forest from a drying climate, invasive species and pathogens.</li> <li>• Government policy, regulation and whole of sector support to lead climate resilience.</li> <li>• Community participation in supporting environmental outcomes on private land.</li> </ul>
 <b>Vibrant Economy</b> A thriving, attractive destination	<ul style="list-style-type: none"> <li>• Impact of global, national, state and greater Perth-based cycles and trends on local economic outcomes.</li> <li>• Competition from destinations that provide dining, shopping and entertainment.</li> <li>• Impact of large employers or industries transitioning in and out of the district.</li> </ul>
 <b>Liveable Places</b> A contemporary, connected city with a rich heritage	<ul style="list-style-type: none"> <li>• Poor heritage and environmental outcomes on private property.</li> <li>• Alignment of Federal and State government decision making with the City's efforts to promote high quality, considered development.</li> <li>• Community support to re-imagine inner City streets as places for people.</li> </ul>
 <b>Leading Organisation</b> Innovative, accountable and responsive	<ul style="list-style-type: none"> <li>• Impact of competition on our ability to attract and retain diverse talent.</li> <li>• Pace of technological change and ability to keep up with customer expectations of secure digital services.</li> <li>• Changing community expectations given evolving political and social contexts.</li> </ul>



## Measurement and Reporting

To ensure that our priorities remain current, and to provide for alignment between strategy, risk, and financial planning, the City has developed an iterative annual cycle of measuring, reviewing and reporting.



This annual cycle is underpinned by major community consultation every two years to provide information about how we are performing in the eyes of the community, and any changes in community priorities.

Major reviews of the Council Plan may be undertaken if it is determined that a substantial review of priorities is required, given changing community needs.

In addition to the formal annual reporting cycle, a range of progress updates is provided to each Council meeting. News of interest to the community is regularly published on the City's website, via our social media channels, and our newsletter Talk About Subi. The City also participates in a number of external certifications and benchmarks, such as Climate Active Certification for carbon neutral status, which are published on our website.



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alternative formats on request.

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