

City of Cockburn Whadjuk Boodja

# Annual Report 2022-2023



**Cockburn**, the best place to be

[www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)



# Acknowledgement of *Country*

The Mayor, Councillors and staff of the City of Cockburn acknowledge the Whadjuk Nyungar people of Beeliar boodja as the traditional custodians of this land. We pay our respect to the Elders, past and present.



Above: Cockburn NAIDOC Community Event - July 2022

Front Cover: Australia Day Coogee Beach Festival 2023. Binjareb Middars  
Aboriginal dancers - January 2023

# Contents

Acknowledgement of Country	2
About the Annual Report	4
Key Community Outcomes	5
Mayor's Report	6
Chief Executive Officer's Report	8
A Snapshot of our City	9
Cultural Diversity in Cockburn	10
Elected Members	11
Elected Members Fees, Expenses and Allowances	12
Elected Members Meeting Attendance	13
Our Administration	14
Remuneration of Employees	14
Organisational Structure	15
Awards and Achievements	16
City Performance for the 2022-23 Financial Year	18
Governance Report	28
Recordkeeping Compliance Report	30
Capital Grants, Subsidies and Contributions	30
Trading Undertakings	30
Land Transactions	30
Breaches by Elected Members	31
Building and Development Applications Report	32
Community Engagement and Customer Satisfaction	34
Climate Change and Sustainability Report Snapshot	36
Disability Access and Inclusion Report	38
The Plan for the Future	40
Integrated Planning and Reporting Framework	42
The Year Ahead	44
Financial Report	47
Contact	48



# About the Annual Report

The *Local Government Act 1995* requires local governments to adopt an annual report by 31 December each year or within two months of the Auditor General's report on the City's financial statement being available. The City of Cockburn meets this requirement by producing a detailed report annually.

The City's Annual Report is an important part of the Integrated Planning and Reporting Framework. It details the City's financial and operational performance in the 2022-23 financial year and documents the City's progress towards the Corporate Business Plan 2020-21 to 2023-24 and the Strategic Community Plan 2020-2030.

The Corporate Business Plan outlines the City's activities each financial year that deliver against the Strategic Community Plan 2020-2030. The Strategic Community Plan provides the City's long-term strategic direction and guides the organisation's decision-making, services and financial commitments. The Strategic Community Plan outlines the City's promise to its community via its Vision, Purpose and Key Community Outcomes.

*Vision:*

**Cockburn, the best place to be**

*Purpose:*

Support our communities to thrive by providing inclusive and sustainable services which reflect their aspirations.

Bibra Lake Regional Playground

Port Coogee Marina, North Coogee



# Key Community Outcomes

These are the five key community outcomes which the City seeks to deliver through the Strategic Community Plan.

## Local Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.



## Community, Lifestyle and Security

A vibrant, healthy, safe, inclusive and connected community.



## Environmental Responsibility

A leader in environmental management that enhances and sustainably manages our local natural areas and resources.



## City Growth and Moving Around

A growing City that is easy to move around and provides great places to live.



## Listening and Leading

A community focused, sustainable, accountable and progressive organisation.



The City of Cockburn Annual Report includes a snapshot of performance against the Key Community Outcomes and an overview of the City's outlook for the future.



Perth Glory Sponsorship, Beale Park - December 2022: (L-R) Cr Phoebe Corke, Heidi Lazzaro - Cockburn City Soccer Club President, Mayor Logan Howlett, Alex Epakis - Head Coach of the Perth Glory A-League Women's team, Natasha Rigby - Perth Glory Captain, Anthony Radich - Perth Glory CEO, Cr Chontelle Stone and Cr Kevin Allen with two juniors (Grace and Ava)



# Mayor's Report

I am delighted to present my 15th annual report after another year of great achievements for the City, despite us once again operating in a challenging environment.

I acknowledge that the current climate has been difficult for our residents but as usual our community has responded admirably, with individuals and community groups helping each other through providing meals, organising clothes swaps, community events and running Facebook pages where you can give back to the community.

With the current climate in mind, Council worked hard to ensure a balanced budget that was fiscally responsible, but which also continued to deliver high-quality services. I am happy to say that Cockburn households continue to pay some of the lowest rates in Perth. To make this possible Council once again prioritised the maintenance of existing assets and infrastructure over new projects.

Projects that we were able to progress planning for included Malabar BMX Park, Beale Park redevelopment and Cockburn ARC health and fitness expansion. The Hammond Road duplication was almost completed too.

I am proud to say that the City also gave \$1.2 million back to the community last year through its comprehensive grants and donations program. The program ranges from grants to enable our young sportspeople to travel interstate to sporting events, grants for residents to enhance their verges and donations to support not-for-profit organisations across the City.

It was a big year for the City in the area of economic development. We acknowledged Prime Minister Anthony Albanese's AUKUS announcement and a \$6 billion investment in the nation's defence capability and workforce over the next four years.



2023 Australia Day Community Citizen of the Year Awards - January 2023: (L-R) Serena Gamble, Tracy Pearson, Mayor Logan Howlett, Samantha Williams and Serene Anderson



The City's international relationships went from strength to strength with our collaboration with Indonesia winning a National Growth Areas Alliance award commendation. Our partnership has a strategic focus to foster trade connections between blue economy, shipbuilding, maritime, education, training, health and medical sectors in Cockburn and Indonesia.

Cockburn ARC, which remains one of the best recreation and aquatic centres in Australia, continued to reap awards including being named a winner at the Australian Swim Schools Association's 2023 National Excellence Awards, taking home the Swim School category for its Swim ARCADE program.

Each year the City's comprehensive events season just gets better and better – we saw record attendances at Coogee Live, Sidesplitter Comedy Festival and the Teddy Bear's Picnic, and the ever-popular Kasey Chambers headlined our Community Concert. Council has committed to more exciting additions to this program next year.

As ever, volunteers have been the backbone of our community. I was delighted to present Serena Gamble with the overall title of Community Citizen of the Year for 2023, as well as James Wild in the youth category and Serene Anderson in the senior category. Yangebup Family Centre received the Active Citizenship – Group or Event award.

With that in mind, I would like to thank the hundreds of dedicated volunteers in the City who gave up thousands of hours to help make Cockburn the best place to be.



*Logan Howlett*

His Worship the Mayor  
**Logan K. Howlett, JP**



NAIDOC - Flag Raising and Breakfast - July 2022:  
(L-R) David Scaife MLA, Little Doorum Dancers, Ryan  
Humphries, Mayor Logan Howlett and Cr Chontelle Stone



# Chief Executive Officer's *Report*

Service delivery and strategic planning were the focus for Cockburn this year.

Council and the Administration prioritised a number of strategic projects including a review of the new Local Planning Strategy, simplifying approvals processes for small business and the development of a new Disability Access and Inclusion Plan.

Our staff are our most valuable assets, and we continue to implement strategies to attract, retain and upskill our workforce to fulfil our vision of being an employer of choice. With a culture of workplace safety being a priority for our organisation, we undertook a review of our work, health and safety initiatives and continue to implement changes.

We have continued to experience high inflation and construction costs, rising interest rates and a tight labour market. These prevailing conditions have led Council to further delay or defer some capital works projects and the administration will continue to work with Elected Members to prioritise capital works projects.

Results from our annual community perception survey rated us with a performance index score of 71, making Cockburn a leader among similar Councils.

This research highlights what our community is happy with and what they want the City to focus on. Safety and security continue to be priority areas for

residents and businesses, as well as streetscapes. We will continue to work with State and Federal governments, stakeholders, industry and the community to address these areas.

The community rated the following services particularly well – Cockburn ARC, Library Services and our bin collections. Management of local roads, our youth services, marine facilities and work in the economic development and job creation fields were high performers when benchmarked against other local governments.

The City further strengthened its strategic partnerships, including with the Shire of Carnarvon, Curtin University and the Fremantle Football Club. We ran a number of successful events with Fremantle Football Club, including a joint International Women's Day event for young women.

In closing I would like to thank Council and staff for their support this year.



A stylized, handwritten signature in black ink, appearing to read 'D. Arndt'.

Daniel Arndt  
**Acting Chief  
Executive Officer**

Coogee Beach





## A Snapshot of our City



**125,031**  
population



**15.3%**  
people with  
a disability



**1.9%**  
Aboriginal or  
Torres Strait  
Islanders



**36.7**  
median age



**46,314**  
Households



**\$1,988**  
median weekly  
household income



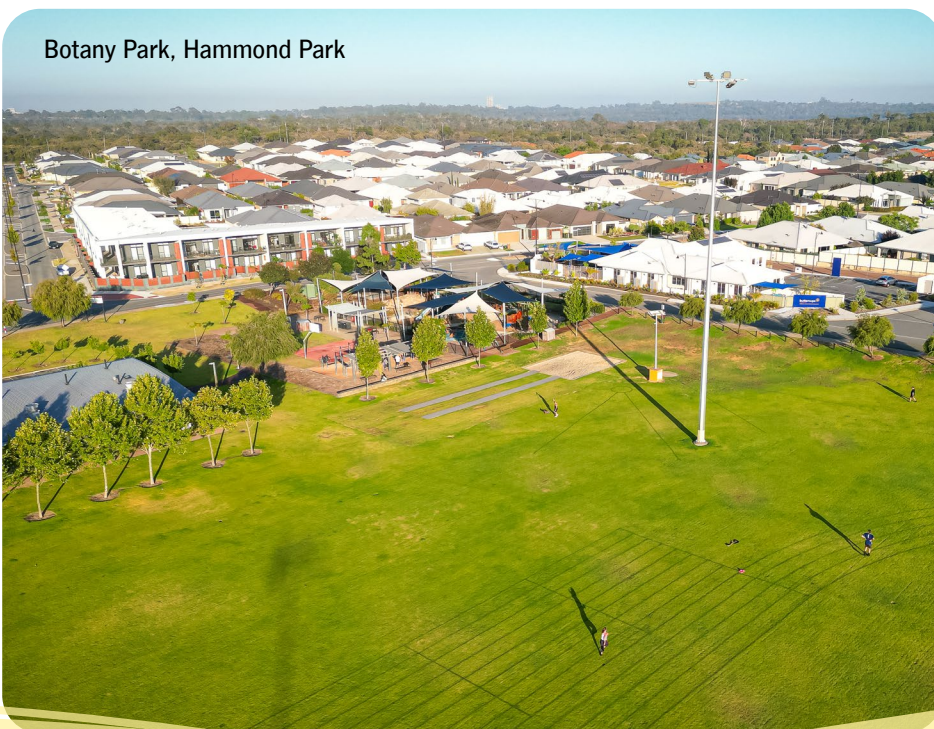
**22.6%**  
parents and  
homebuilders



**18.6%**  
seniors

Source: Australian Bureau of Statistics 2021 Census data.

Botany Park, Hammond Park



Harmony Week - March 2023  
City of Cockburn's staff:  
Deborah and Liz



# Cultural Diversity in Cockburn

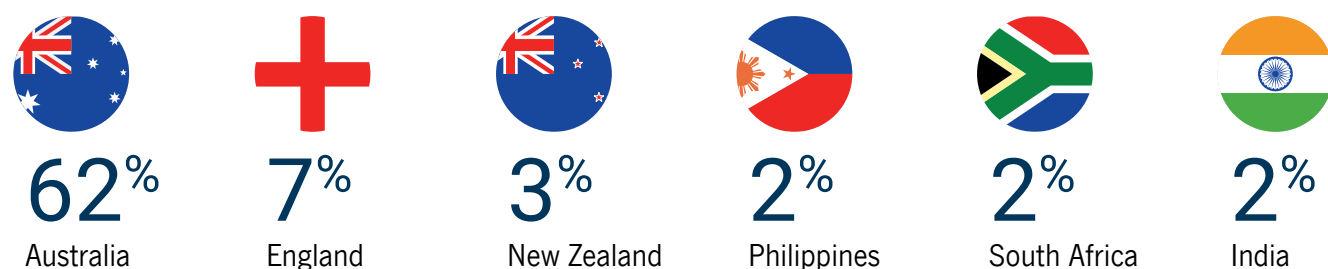
## Diversity statistics in Cockburn from the 2021 Census

Australian Census 2021 results show that the City of Cockburn is becoming more culturally diverse. Overall, 34.2 per cent of the population was born overseas.

### The most common ancestries



### The most common countries of birth



### The common languages, other than English, spoken at home

In 2021, 26.1 per cent of residents spoke a language other than English at home, above the average for WA (21.2 per cent).



Source: Australian Bureau of Statistics 2021.



# Elected Members



**Logan K. Howlett, JP**  
His Worship the Mayor

Gender: Male  
LB: English | CoB: Australia  
ATSI (Yes or No): No



**Tom Widenbar**  
Deputy Mayor and  
Councillor,  
Central Ward

Gender: Male | LB: English  
CoB: Australia  
ATSI (Yes or No): No



**Philip Eva JP**  
Councillor,  
Central Ward

Gender: Male | LB: English  
CoB: England  
ATSI (Yes or No): No



**Chontelle Stone**  
Councillor,  
Central Ward

Gender: Female | LB: English  
CoB: Australia  
ATSI (Yes or No): Yes



**Carol Reeve-Fowkes**  
Councillor,  
East Ward  
*from July 2022*

Gender: Female | LB: English  
CoB: England  
ATSI (Yes or No): No



**Tarun Dewan**  
Councillor,  
East Ward

Gender: Male | LB: Hindi/English  
CoB: India  
ATSI (Yes or No): No



**Lara Kirkwood**  
Councillor,  
East Ward\*

Gender: Female | LB: English  
CoB: South Africa  
ATSI (Yes or No): No



**Kevin Allen**  
Councillor,  
West Ward

Gender: Male | LB: English  
CoB: Australia  
ATSI (Yes or No): No



**Michael Separovich**  
Councillor,  
West Ward

Gender: Male | LB: English  
CoB: Australia  
ATSI (Yes or No): No



**Phoebe Corke**  
Councillor,  
West Ward

Gender: Female | LB: English  
CoB: England  
ATSI (Yes or No): No

Age Range	Number of Elected Members
18-24	0
25-34	2
35-44	2
45-54	0
55-64	4
65+	2

ATSI = Identifies as Aboriginal or Torres Strait Islander

CoB = Country of Birth

LB = Linguistic background

\* = Resigned February 2023

# Elected Members Fees, Expenses and Allowances

In accordance with r29C(2)(f) of the *Local Government (Administration) Regulations 1996*, the City is required to publish the fees, expenses and allowances paid to Elected Members during the financial year. Below is a list of fees, expenses and allowances that have been paid to the Mayor and Councillors for the 2022-23 financial year.

Elected Members	Mayoral Allowance or Deputy Mayoral Allowance	Annual Meeting Attendance Allowance	Mileage Expenses	Childcare Costs	Information and Communication Technology Allowance	Other Approved Expenses	Amount
<b>Mayor Logan Howlett</b>	\$91,997.04 Mayoral Allowance	\$48,704.03	Nil	Nil	\$2,783.00	\$598.90	<b>\$144,082.97</b>
<b>Deputy Mayor Cr Tom Widenbar</b>	\$22,999.20 Deputy Mayoral Allowance	\$32,469.97	\$683.40	\$6,010.10	\$3,500.00	\$1,020.92	<b>\$66,683.59</b>
<b>Cr Philip Eva</b>	Nil	\$32,469.96	\$187.94	Nil	\$3,100.00	\$411.81	<b>\$36,169.71</b>
<b>Cr Chontelle Stone</b>	Nil	\$32,469.96	\$107.41	Nil	\$2,750.00	Nil	<b>\$35,327.37</b>
<b>Cr Lara Kirkwood*</b>	Nil	\$21,646.64	\$357.56	\$4,109.00	\$3,059.50	\$74.74	<b>\$29,247.44</b>
<b>Cr Carol Reeve-Fowkes</b>	Nil	\$31,766.44	\$651.85	Nil	\$4,375.00**	\$120.98	<b>\$36,914.27</b>
<b>Cr Tarun Dewan</b>	Nil	\$32,469.96	\$2,227.99	Nil	\$2,801.50	\$1,898.30	<b>\$39,397.75</b>
<b>Cr Kevin Allen</b>	Nil	\$32,469.96	\$198.46	Nil	\$2,745.00	Nil	<b>\$35,413.42</b>
<b>Cr Michael Separovich</b>	Nil	\$32,469.96	\$144.77	Nil	\$3,500.00	Nil	<b>\$36,114.73</b>
<b>Cr Phoebe Corke</b>	Nil	\$32,469.96	\$1,412.18	Nil	\$3,500.00	\$747.93	<b>\$38,130.07</b>

\* = Resigned February 2023.

\*\* = Pro-rata payment of \$875 for 8 July 2022 to 31 October 2022, plus \$3,500 for 2022-23 election.



# Elected Members Meeting Attendance

## Council Meetings

Elected Members	1 July 2022 – 30 June 2023	
	Ordinary Council Meeting (11)	Special Council Meeting (11)
Mayor Logan Howlett	11	11
Deputy Mayor Cr Tom Widenbar	11	11
Cr Philip Eva	10	9
Cr Chontelle Stone	11	9
Cr Lara Kirkwood*	7	4
Cr Carol Reeve-Fowkes	11	11
Cr Tarun Dewan	11	9
Cr Kevin Allen	10	7
Cr Michael Separovich	11	11
Cr Phoebe Corke	11	11

\* = Resigned February 2023.

## Committee Meetings

Elected Members	1 July 2022 – 30 June 2023			
	Audit Risk and Compliance Committee (5)	Governance Committee (5)	Organisational Performance Committee (4)	Expenditure Review Committee (5)
Mayor Logan Howlett	Not a member	Not a member	4	Not a member
Deputy Mayor Cr Tom Widenbar	3	5	Not a member	4
Cr Philip Eva	Not a member	2	1	Not a member
Cr Chontelle Stone	Not a member	5	4	4
Cr Lara Kirkwood*	Not a member	1	Not a member	Not a member
Cr Carol Reeve-Fowkes	Not a member	4	3	5
Cr Tarun Dewan	4	Not a member	4	4
Cr Kevin Allen	4	Not a member	Not a member	Not a member
Cr Michael Separovich	1 (Deputy)	5	4	5
Cr Phoebe Corke	5	5	4	5
Mr Glyn Geen (Independent Member)	4	Not a member	Not a member	Not a member

\* = Resigned February 2023. Committee Meeting: Code of Conduct and Complaints Committee (total: 0) for 1 July 2022 – 30 June 2023, as not required.

# Our Administration

## Executive Team 2022-23



**Daniel Arndt**  
Acting Chief  
Executive Officer



**Carol Catherwood**  
Acting Chief  
Built and Natural  
Environment



**Victoria Green**  
Executive  
Corporate Affairs



**Emma Milne**  
Executive  
Governance  
and Strategy



**David van Ooran**  
Chief Community  
Services



**Chantelle Hanrahan**  
Acting  
Executive People  
Experience and  
Transformation



**Nelson Mauricio**  
Acting Chief  
Financial Officer



**Anton Lees**  
Chief Operations  
Officer

## Remuneration of Employees

Number of employees of the City entitled to an annual salary of \$130,000 or more.

Annual Salary Range (\$)	Number of Employees
130,000 – 139,999	8
140,000 – 149,999	2
150,000 – 159,999	6
160,000 – 169,999	4
170,000 – 179,999	3
180,000 – 189,999	4
190,000 – 199,999	8
200,000 – 209,999	0
210,000 – 219,999	0
220,000 – 229,999	1
230,000 – 239,999	2
240,000 – 249,999	0
250,000 – 259,999	0
260,000 – 269,999	1
270,000 – 279,999	2
280,000 – 289,999	0

Annual Salary Range (\$)	Number of Employees
290,000 – 299,999	0
300,000 – 309,999	0
310,000 – 319,999	0
320,000 – 329,999	0
330,000 – 339,999	0
340,000 – 349,999	0
350,000 – 359,999	0
360,000 – 369,999	0
370,000 – 379,999	0

### Chief Executive Officer (CEO)

The remuneration paid to the CEO during 2021-22 was \$124,508.87 including superannuation. Tony Brun, former CEO, resigned 7 November 2022. Senior staff acted on higher duties after that time.



# Organisational Structure



# Awards and Achievements

Award or Agency	Place and Category
WA Coastal Awards for Excellence 2022	Special Commendation: Coastal Management and Adaptation – engineered fringing reef at C.Y. O'Connor Beach
Institute of Public Administration Australia Western Australia 2022 Achievement Awards	<p>Finalist:</p> <p>Best Practice in Collaboration between Government and any other Organisation – C.Y. O'Connor Beach engineered fringing reef project</p> <p>Best Practice in Health and Wellbeing – Cockburn Healthy Lifestyle Service in partnership with the City of Cockburn</p>
IAP2 Core Values Awards 2022	Finalist: Indigenous category and awarded the Judges Encouragement Award – for Creating Cockburn's Aboriginal Cultural and Visitors Centre
Local Government Professionals National Federation Awards 2022	Finalist: Highly Commended for Environmental Leadership and Sustainability Award – Renewable Energy Program
Planning Institute Australia – WA Planning Excellence Awards 2022	Finalist: Climate Change and Resilience – City of Cockburn's Climate Change Strategy
COTA WA Seniors Awards 2022	Winner: WA Age Friendly Local Government Award
Parks and Leisure Australia – WA Awards 2023	Finalist: Community Facility of the Year – Frankland Park Sporting and Community Facility
National Growth Areas Alliance (NGAA) Awards 2023	Partnerships & Building Connections - Commendation Award: City of Cockburn, Cockburn-Indonesia Trade Relationship (May 2023)
Water Corporation	City of Cockburn 10-year Gold Waterwise Council

Frankland Park Sporting and Community Facility







**City of Cockburn  
10-year Gold  
Waterwise Council -  
May 2023: (L-R) Mladen  
- Irrigation Supervisor,  
Sabbir - Senior  
Development Engineer,  
Lisa - Sustainability  
and Water Projects  
Officer, Alison - Parks  
Operations Coordinator  
and Daniel - City  
Facilities Technical  
Officer**



**WA Age Friendly Local Government Award  
- November 2022: Kayla - Senior Centre  
Programs Booking Officer and Julie - Senior  
Centre Coordinator**



**Partnerships & Building Connections,  
Commendation Award - May 2023: Michael -  
Manager Business and Economic Development  
and Victoria - Executive Corporate Affairs**

**C.Y. O'Connor Beach Engineered Fringing Reef**



# City Performance for the 2022-23 Financial Year

The City measures performance against the key community outcomes outlined in the Strategic Community Plan and by tracking progress of the priority projects outlined in the Corporate Business Plan (CBP). This section outlines the City's performance against each community outcome for the 2022-23 financial year.

## 1. Local Economy



### 1.1 Increased investment, economic growth, and local employment

a. Annual estimated value of issued development applications

2021-22: **\$315 Million**

2022-23: **\$227 Million**

b. Number of new local jobs generated

2016: **41,679\***

2021: **50,040\***

### 1.2 Thriving local commercial centres, businesses and tourism industry

a. Improved satisfaction with efforts to support and retain existing businesses

2021-22 Score: **57**

2022-23 Score: **55**

### 1.3 A City that is 'easy to do business with'

a. Improved satisfaction with the ease of doing business in the City

2020-21 Score: **58**

2022-23 Score: **53**

\*Source: Australian Bureau of Statistics 2021 Census data.



Cockburn Community Concert - February 2023: (L-R) Cr Philip Eva JP, Cr Lara Kirkwood, Deputy Mayor Cr Tom Widenbar, Kasey Chambers, Cr Chontelle Stone and Cr Carol Reeve-Fowkes

# Financial year 2022-23 CBP KPIs

## Key Projects

● = Not completed

● = Reforecast to FY24

● = Completed

Strategy	Project	Progress	Notes
1.1	Position Cockburn as a leader in the Blue Economy	●	
1.1	Develop visitor economy approach	●	Resourcing limitations, blue economy and defence industry were prioritised for delivery in FY23
1.2	Deliver business grants program supporting Economic Development Principles, Policy and Guide	●	
1.3	Small Business Friendly Approvals Project Implementation	●	



Indonesian Digital Exchange - December 2022: (L-R) Terina Grace - Black Swan Health, Steve Hall - Electrical and Communications Association of WA, Brett Peek - Austal, Michelle Clement - Western Australian Defence Science Centre, Kim Woods - South Metropolitan TAFE, Jessica Shaw MLA - Parliamentary Secretary to the Deputy Premier, Mayor Logan Howlett - City of Cockburn, Michael Carter - CCIWA, Dr Ian Martinus - Change Management Consultant, Victoria Green - City of Cockburn Executive Corporate Affairs and Andrew Outhwaite - For Blue





## 2. Environmental Responsibility

### 2.1 Improved satisfaction with environmental management and with provision of parks and open spaces

a. Community satisfaction with conservation and environmental management

2021-22 Score: **62**

2022-23 Score: **63**

b. Community satisfaction with playgrounds parks and reserves

2021-22 Score: **74**

2022-23 Score: **73**

### 2.2 Progress against KPIs identified in the State of the Sustainability Report

a. Per cent of sustainability strategy targets achieved each financial year:

Sustainability reporting has now been superseded by the Climate Change Strategy reporting, refer to outcome 2.3

### 2.3 Progress against actions in the City's Climate Change Strategy

a. Climate Change Strategy reporting

**51%** ongoing or complete, **29%** in progress and **20%** to be commenced



Tapper Park nature play area opening - August 2022: (L-R) Deputy Mayor Cr Tom Widenbar, Mayor Logan Howlett, Craig - Project Manager, Cr Carol Reeve-Fowkes, David Scaife MLA, Michelle Dunlop - Atwell Community Association, Jonelle Gilroy - President Atwell Community Association and Cr Tarun Dewan



# Financial year 2022-23 CBP KPIs

## Key Projects

● = Not completed

● = Reforecast to FY24

● = Completed

Strategy	Project	Progress	Notes
2.1	Coogee Beach Masterplan review	●	Resourcing limitations due to labour market conditions impacted project delivery
2.1	Review Urban Forest Plan 2018-2028	●	
2.1	Undertake Yandjet Park Yangebup Improvements	●	Resourcing, contracts and materials shortages impacted project delivery timeline
2.2	EV chargers at all City infrastructure with Solar	●	Resourcing limitations due to labour market conditions impacted project delivery
2.2	Waterwise Council Action Plan 2018-2028	●	
2.2	Henderson Waste Recovery Park Redevelopment	●	
2.3	Develop the Coastal Management and Development Plan	●	Development of the Coastal Management Development Plan has been superseded by development of the Coastal Hazard Risk Management and Adaptation Plan



Record-breaking use of reusable dishes and cutlery at Coogee Live saved

**32,000+**

items from the rubbish dump  
March 2023





### 3. Community, Lifestyle and Security

#### 3.1 Improved satisfaction with the City's provision of community, recreation and cultural services and facilities

a. Community buildings, halls, and toilets

2021-22 Score: **66**

2022-23 Score: **65**

b. Sport and recreation facilities

2021-22 Score: **71**

2022-23 Score: **72**

c. Festivals, events, and cultural activities

2021-22 Score: **71**

2022-23 Score: **68**

#### 3.2 Improved satisfaction with safety, security and health, and social connection activities

a. Opportunities to be included and connected to your community

2021-22 Score: **65**

2022-23 Score: **62**

b. Safety and security

2021-22 Score: **56**

2022-23 Score: **52**

c. Mobile security patrols

2021-22 Score: **62**

2022-23 Score: **56**

d. Access to health and community services

2021-22 Score: **68**

2022-23 Score: **66**

#### 3.3 Improved satisfaction with recognition and celebration of Aboriginal and Torres Strait Islander and other diverse cultures and heritage

a. Recognition and respect for Aboriginal people, culture and heritage:

2021-22 Score: **68**

2022-23 Score: **66**



Teddy Bears Picnic Event - October 2022



Belly dancing classes at Cockburn Seniors Centre - October 2022

# Financial year 2022-23 CBP KPIs

## Key Projects

● = Not completed

● = Reforecast to FY24

● = Completed

Strategy	Project	Progress	Notes
3.1	Review the Disability Access and Inclusion Plan	●	
3.1	Malabar BMX Park Redevelopment	●	Resourcing limitations, internal resource not sufficient to delivery Malabar within FY23
3.1	Beale Park Redevelopment	●	
3.1	Port Coogee Community Space	●	
3.1	Wally Hagan Recreation Centre Redevelopment	●	
3.1	Cockburn ARC – Health and Fitness Expansion	●	Resourcing constraints and conflicting priorities
3.1	Beeliar Reserve Redevelopment	●	Resourcing, contracts and materials shortages impacted project delivery timeline
3.1	Tempest Park Redevelopment	●	Resourcing, contracts and materials shortages impacted project delivery timeline
3.1	Santich Park – Upgrade	●	Resourcing, contracts and materials shortages impacted project delivery timeline
3.1	Manning Park Master Plan Implementation	●	Funding for Manning Park Masterplan was not included in the FY23 budget. To be addressed through the FY24 budgeting process
3.1	Review the Community, Sport & Recreation Facilities Plan 2018-2033	●	Key resource changes, reforecast to allow for greater level of stakeholder engagement and alignment with major review of the CBP
3.1	Multicultural Centre for Sport and Education – ARC Precinct	●	
3.2	Smart Buildings Project (Project BETTI)	●	
3.3	Aboriginal Cultural and Visitors Centre Development	●	Significant cost escalation required value engineering to be undertaken. The project timeline will be defined once scope is confirmed
3.3	Review the Reconciliation Action Plan 2018-2021	●	Reconciliation Australia timeframes have reforecast adoption to FY24



## 4. City Growth and Moving Around



### 4.1 Improved satisfaction with your local shopping area/centre and Cockburn as a place to live

#### a. Place to live

2021-22 Score: **79**

2022-23 Score: **77**

#### b. Satisfaction with how your local shopping area/centre is being developed

2021-22 Score: **58**

2022-23 Score: **58**

### 4.2 Improved satisfaction with development of Cockburn Central

2021-22 Score: **62**

2022-23 Score: **58**

### 4.3 Improved satisfaction with the City's transport network, cycleways, footpaths and parking

#### a. Traffic management and control on local roads

2021-22 Score: **58**

2022-23 Score: **56**

#### b. Footpaths and cycleways

2021-22 Score: **60**

2022-23 Score: **59**



Cockburn ARC Expansion Announcement - September 2022: (L-R) Simone McGurk - Women's Interests Minister Hon., Dale Alcock - Fremantle Football Club President, David Templeman - Sport and Recreation Minister Hon., David Scaife Cockburn MLA, Mark McGowan - Premier, Gabby O'Sullivan - Fremantle AFLW forward, Simon Garlick - Fremantle Football Club CEO, Mayor Logan Howlett - City of Cockburn and Victoria Green - City of Cockburn Acting CEO

# Financial year 2022-23 CBP KPIs

## Key Projects

● = Not completed

● = Reforecast to FY24

● = Completed

Strategy	Project	Progress	Notes
4.1	Prepare the new Local Planning Strategy for the District	●	
4.1	Prepare the new Local Planning Scheme for the District	●	Scheme review is dependent on outcomes of Local Planning Strategy review. Scheme review will commence once Local Planning Strategy is complete
4.1	Cockburn Central Town Centre parking facility feasibility study - AT GRADE	●	
4.1	Reconnecting Hamilton Hill (post Roe 9) Urban Renewal Project	●	
4.2	Cockburn Central Carparking Project (Cockburn Central West car parking - Poletti Road)	●	
4.3	Review and update the City's District Traffic Study 2018	●	
4.3	Advocacy for Cockburn Road Upgrade, Pedestrian Crossing and Car Parking	●	
4.3	Semple/Berrigan Realignment	●	Contracts and materials shortages impacted project delivery
4.3	Hammond Road Duplication	●	Project has reached 90% completion at the end of the FY23



Bethesda Clinic community open day - February 2023: (L-R) Cr Michael Separovich, Shareenah Virahsawmy - Health Hub Manager Australian Federal Police, David van Ooran - City of Cockburn Chief of Community Services and Mayor Logan Howlett





## 5. Listening and Leading

### 5.1 Improved satisfaction with the City's governance and financial sustainability

a. The City of Cockburn as the organisation that governs the local area

2021-22 Score: **67**

2022-23 Score: **65**

b. Value for money from Council rates

2021-22 Score: **58**

2022-23 Score: **58**

### 5.2 Improved satisfaction with the City's community engagement, communications and customer service

a. How the community is consulted about local issues (ability to have a say on local issues)

2021-22 Score: **60**

2022-23 Score: **49**

b. Value for money from Council rates

2021-22 Score: **66**

2022-23 Score: **64**

c. How the community is informed about City services and local issues (how the community is informed about what's happening in the local area)

2021-22 Score: **60**

2022-23 Score: **59**

d. Customer satisfaction surveys

2021-22 Score: **89%**

2022-23 Score: **86%**

### 5.3 Improved employee satisfaction with the City as an employer that effectively embraces change, innovation and technology

a. Employee culture survey – Employer rating score: how likely are staff to promote the City as an employer

2021-22 Score: **86**

2022-23 Score: **75**



International Women's Day - March 2023: (L-R) Lisa Kniebe - City of Cockburn, Cr Chontelle Stone, Karen Woodcock - Dress for Success, Ala Mojaddidi - Business Foundations, Kelley Chisholm - Business Station, Terina Grace - Black Swan Health, Martine Hoosen - Bookwiz Academy & Advisory, Alicia Menkveld - Savvy in Business, Genelle Surace - Small Business Development Corporation (SBDC)

# Financial year 2022-23 CBP KPIs

## Key Projects



= Not completed



= Reforecast to FY24



= Completed

Strategy	Project	Progress	Notes
5.1	Deliver Corporate Strategy Framework		Internal resource not sufficient to deliver FY23
5.1	Review Organisational Risk Management Maturity		
5.1	Review and Implement the Corporate Governance Framework		
5.1	Refine the long-term financial planning methods to better integrate with the City's Strategic Community Plan objectives and Implement COVID-19 financial measures		Item reforecast to FY24 to align with major CBP review, major SCP review, major Workforce Plan review. Alignment will enable integration
5.2	Progress community priorities highlighted in MARKYT Community Scorecard 2021		
5.3	Develop and Implement Smart Cities projects in partnership with South West Group		
5.3	Review requirements for required website upgrades		



Radiata Park, Aubin Grove - November 2022: (L-R) Aubin Grove Primary School students, Cr Lara Kirkwood, Mesha Steel - Aubin Grove Primary School Principal, Mayor Logan Howlett, Geoff Webb - Aubin Grove Community Association President, Debra de Groot - Aubin Grove Community Association Secretary/Treasurer and Cr Tarun Dewan



# Governance *Report*

## Compliance

Regulations 14 and 15 of the *Local Government (Audit) Regulations 1996* requires every local government to conduct a Compliance Audit for the period 1 January to 31 December each year and to complete a Compliance Audit Return (CAR) as produced by the Department of Local Government, Sport and Cultural Industries (DLGSCI). The CAR must be submitted to DLGSCI no later than 31 March each year.

The City submitted all completed 94 CAR questions into the DLGSCI file uploading facility on 28 March 2023.

The City utilises an online compliance management system for statutory forms such as financial disclosures, gifts, travel contributions and delegated authorities.

## Legislative Review

Section 3.16 of the *Local Government Act 1995* requires that all of the Local Laws of a local government must be reviewed within an eight-year period after their commencement to determine if they should remain unchanged or be repealed or amended. The City commenced a review of the *Standing Orders Local Law 2016*, and has deferred the review pending the finalisation of model meeting procedures to be delivered with the Local Government Act Reform.

## Freedom of Information

The *Freedom of Information (FOI) Act 1992* (the FOI Act) gives members of the public the right to access documents held by local governments, subject to limitations. The City prepared, as required by section 96 of the FOI Act, an up-to-date information statement and made it available to the public. The City received 22 FOI requests during the 2022-23 financial year.

## Public Interest Disclosure

The *Public Interest Disclosure (PID) Act 2003* promotes accountability within state and local government agencies and organisations by facilitating the disclosure of public interest information involving misconduct, offences and misuse of public resources or risks to public health or safety. The Act aims to protect informers who make public interest disclosures. In the 2022-23 financial year, the City had no disclosures under the PID Act.

## Audits – External and Internal

### External

The Western Australian Office of the Auditor General is responsible for auditing the local government sector and conducted four performance audits focused on local government in the following areas:

- Financial Audit Results – Local Government 2020-21, 17 August 2022
- Funding Volunteer Emergency and Fire Services, 22 December 2022
- Information Systems Audit – Local Government 2021-22, 29 March 2023
- Regulation of Air-handling and Water Systems, 21 April 2023.

The City has adopted the recommendations from the audit findings.

### Internal

No internal audits were completed during the financial year. An internal audit will be conducted in 2023 to examine the 'Acting through' principles of the *Local Government Act 1995* and their application within the City of Cockburn Administration. An Internal Audit Plan 2024–2026, accepted by Council, includes four internal audits planned to be conducted between 2024 and 2026, as follows:

- Contract management
- Effectiveness of service delivery planning and review processes
- Fleet management
- Climate change strategy – adaptation.

## Competition Principles Agreement

Embedded into the principles of Australia's National Competition Policy is competitive neutrality, which requires that the prices charged by Local Government operations should aim to recover the full costs of a business activity. The intent is to avoid artificial subsidies that do not provide for commercial operators to compete.

A number of the City's services are exempt from the Competition Policy, as it applies only to business activities that generate income in excess of \$200,000 from fee revenue that is directly generated from external users and an operating expenditure greater than \$2 million. Activities undertaken by the City which have previously been considered for market testing, owing to the competitive nature of the service include:



**Domestic waste collection**



**Waste disposal business**

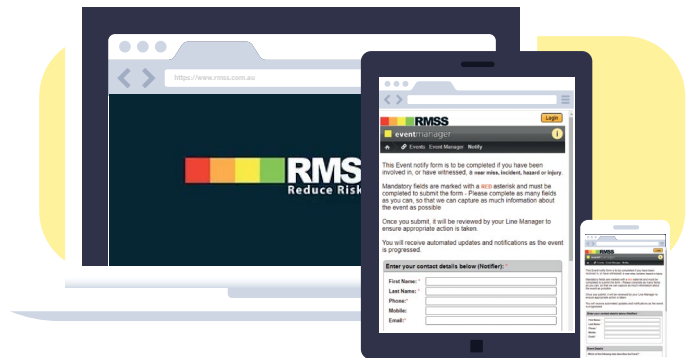


**Cockburn ARC (Aquatic and Leisure Centre).**

The City has resolved to retain the in-house provision of Cockburn ARC, domestic waste collection and its waste disposal business.

## Risk Management

The City procured the services of Moore (Australia) Pty Ltd to conduct a review of its risk management maturity. Following the review, the City has drafted a risk management improvement plan to implement the recommendations from the Moore review over the next two years.



## Business Continuity

A review of the City's business continuity management, facilitated by an external service provider, was conducted. The City's approach to business continuity was also a subject of the City's external Risk Maturity Review and will be the subject of further work in 2023-24.

Spearwood Avenue street mural -  
April 2023: (L-R) Sally Ridge, Haylee  
Fieldes (Fieldley) and Mitchell Low





# Recordkeeping Compliance *Report*

## Evaluation of Recordkeeping Systems

Work was undertaken with the organisation's Procurement and Rates and Revenue service units to review their recordkeeping practices through the knowledge management project. This resulted in a number of changes to processes to improve recordkeeping within the teams and reduce the amount of information stored outside the recordkeeping system.

The City's Recordkeeping Plan was reviewed in April 2022 and an amended Recordkeeping Plan was subsequently submitted to the State Records Commission and approved on 2 May 2023. The Plan must be reviewed again by 2 May 2028.

## Recordkeeping Training Program

All new staff are required to complete an online Records Awareness Training (RAT) course. The interactive course outlines the recordkeeping roles and responsibilities of all employees at the City of Cockburn. Participants must undertake and pass a short assessment at the completion of the course.

An online course outlining the specific recordkeeping responsibilities of Managers and Supervisors has also been implemented.

Regular training for new and existing staff is held on the use of the organisation's electronic document and records management system, called ECM.

## Evaluation of the Recordkeeping Training Program

All participants who attend ECM training are asked to complete a training feedback form. The feedback forms are regularly reviewed and suggestions for improvements are incorporated into the training program.

## Recordkeeping Induction Program

New staff must complete the RAT – and where relevant, ECM training – as part of their induction.

New managers/supervisors are also required to complete the online Recordkeeping Training for managers and supervisors.

## Capital Grants, Subsidies and Contributions

As per regulation 19BE of the *Local Government (Administration) Regulations 1996*, below are the amounts of capital grants, subsidies and contributions received by the City of Cockburn in the last three financial years for replacing and renewing assets.

Financial year 2022-23 (Audited)
\$18,946,612
Financial year 2021-22 (Audited)
\$11,713,792
Financial year 2020-21 (Audited)
\$15,713,474

## Trading Undertakings

There is no information about trading undertaking to be included in the Annual Report in accordance with regulation 19BB of the *Local Government (Administration) Regulations 1996*.

## Land Transactions

There is no information about land transactions to be included in the Annual Report in accordance with regulation 19BC of the *Local Government (Administration) Regulations 1996*.

# Breaches by Elected Members

## Minor breach complaints

Five minor breach complaints were received in 2022-23 and were reported to the Local Government Standards Panel. Two complaints were upheld. The cost of the complaints for the City was \$5,192.

One complaint was upheld by the State Administrative Tribunal against a former Councillor, Lee-Anne Smith, for breach of regulation 7(1)(b) of the *Local Government (Rules of Conduct) Regulations 2007 (WA)*. Former Councillor Smith made derogatory, sarcastic comments, and intended to cause detriment to Mr Stephen Cain, who was the CEO of the City of Cockburn at the time. The former councillor was required to make a public apology by way of a public notice in the West Australian newspaper on 17 June 2023.

Former Councillor Lee-Anne Smith also breached regulation 11 of the *Local Government (Rules of Conduct) Regulations 2007 (WA)* on three occasions when she failed to make an impartiality declaration at the City of Cockburn's Special Council Meetings held on 4 November 2019, 4 December 2019, and 13 January 2020.

The second complaint was sanctioned by the Local Government Standards Panel against Councillor Michael Separovich who committed one minor breach under the *Local Government Act 1995 (WA)* ("the Act") and Regulation 20 of the *Local Government (Model Code of Conduct) Regulations 2021* ("the Regulations").

The sanction by the Local Government Standards Panel was that Councillor Michael Separovich:

1. Publicly apologise by notice of public censure in the West Australian newspaper, when he threatened Mr Donald Mervyn Green, in relation to a minor breach complaint that was made against him by a member of the public.
2. Make the monetary payment of \$1,860.



Port Coogee Marina, North Coogee



# Building and Development Applications *Report*

## Building



**2,167**  
building permits issued



The average issuance time for a building permit in 2022-23 was:



Total value of building works  
**\$410m**

Certified  
**7**  
working days

Uncertified  
**19**  
working days

Building approvals for previous years compared to 2022-23 are as follows:

Year Ending	Number of Permits	\$million Value	\$million Fee	Residential	Commercial	Industrial	Other
30 June 2020	2,247	349	0.71	1,076	80	14	1,169
30 June 2021	3,444	616	1.24	1,993	121	9	1,321
30 June 2022	2,554	502	0.97	1,132	129	18	1,276
30 June 2023	2,167	410	1.42	832	225	N/A	1,054



Waliabup Bibra Lake Skate Park





## Development Applications

**809 development applications received,**  
a 7.11 per cent decrease from the  
previous year

**552 new lots were approved**  
(green title, survey strata and built strata),  
an increase of 24.38 per cent from the  
previous year

**491 development applications**  
were required to be determined within 60 days.  
The City determined 75.56 per cent of those  
applications within 60 days

The estimated construction value of all  
development applications received over the  
year was **\$323 million**, an increase of  
20.97 per cent or \$56 million.

**158 development applications**  
were required to be determined within 90 days.  
The City determined 65.45 per cent of those  
applications within 90 days



Cockburn from the air



# Community Engagement and Customer *Satisfaction*

The City is committed to engaging with its community and providing exceptional service. This section summarises the engagement undertaken in this financial year and outlines the results of the customer surveys.

## Community Engagement Report

The City undertakes community engagement throughout the year to seek feedback on various initiatives and to inform the community of its priorities.

The City's focus is to inform, consult and provide opportunities for active participation in City projects and activities. The City uses a variety of methods to seek feedback including listening posts, workshops, surveys, meetings, one-on-one conversations and more.

These projects are communicated using a number of mediums. Some examples include direct mail, newspaper advertisements, e-newsletters, social media and signage.

Over the past 12 months, the City has attracted community input via its Comment on Cockburn community engagement website which had:



Spearwood Library: Sandra - Library Technician and Clive - Branch Manager Spearwood Library

Parks and Environmental: Steven - Urban Forest Officer and Logan - Parks Supervisor

## Customer Satisfaction

The City undertakes independent customer satisfaction surveys\* across a number of service units each year. The percentage of satisfied customers reported is the number of customers who scored the service seven or more out of 10.



Property and Assets:  
James - Leading Hand  
Maintenance

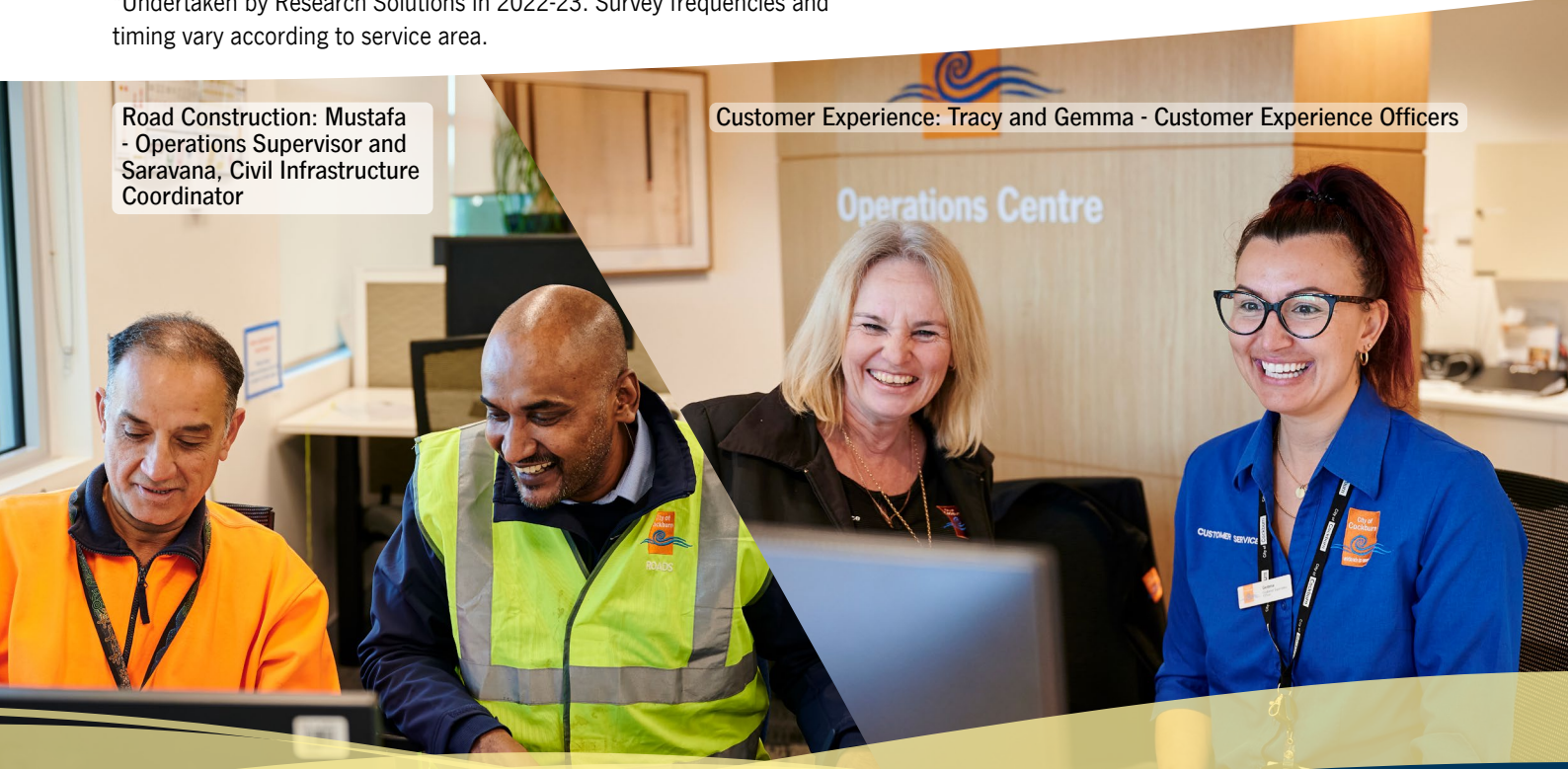
Service	% Satisfied customers
Henderson Waste Recovery Park Domestic	98
Youth Centre	98
Front Counter	98
CoSafe	97
Library - overall visit experience	96.5
Library - satisfaction with customer service	96.3
Ranger Services (customer requests)	96.3
Henderson Waste Recovery Park Commercial	94.2
Sports Field Hire and Booking Services	93.2
Swimming Pool Inspection Service	92.6
Cockburn Care	92
Seniors Services	91.7

Service	% Satisfied customers
Building Services	88.6
Port Coogee Marina (customer service)	86.6
Contact Centre	86.1
Development Services	84.7
Facility Booking and Management Services	82.4
Port Coogee Marina (infrastructure)	81.7
Community Centres and management of them	80.7
Sports Fields and management of them	77
Public Health Services (customer requests and food premise inspections)	71.9
Civil Infrastructure (construction and maintenance)	70.9
Environment, Parks and Streetscapes (customer requests)	63.7

\*Undertaken by Research Solutions in 2022-23. Survey frequencies and timing vary according to service area.

Road Construction: Mustafa  
- Operations Supervisor and  
Saravana, Civil Infrastructure  
Coordinator

Customer Experience: Tracy and Gemma - Customer Experience Officers





# Climate Change and Sustainability *Snapshot*

The City's Climate Change Strategy 2020-2030 sets a vision to continue being a leader in climate resilience and sustainability. We aim to become a carbon-neutral City and commit to working together to adapt to our changing climate.

The Strategy's Climate Resilience Roadmap, which forms our reporting framework until 2030, has 14 objectives and aspirational targets which are supported by a detailed action plan.

## Highlights

### Leadership, Education and Collaboration

- ✓ 42 free Home Eco Audits provided to residents, and 14 Sustainability Grants awarded
- ✓ Waste Wise Events Policy reviewed, strengthened and endorsed by Council
- ✓ Investment into the Greenhouse Action Fund continued.

### Mitigation

- ✓ Reduced the City's carbon emissions from electricity by 4% and petrol by 40%
- ✓ 14% renewable electricity with solar PV on 26 buildings
- ✓ Maintained a zero emission fleet with EV and hybrid fleet vehicles plus biodiversity offsets for remaining emissions
- ✓ Delivered two carbon-neutral events, Coogee Live and Christmas on the Green
- ✓ 64% increase in recovered waste materials (e.g., green waste, recycling).

### Adaptation

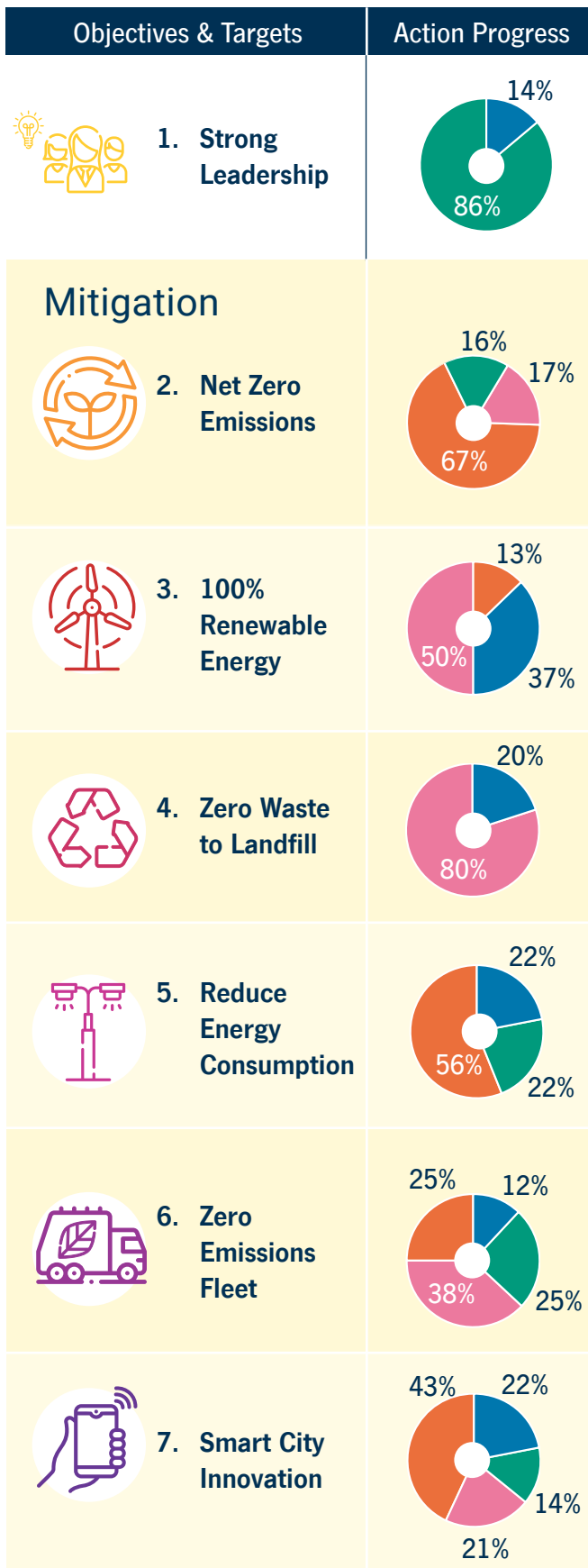
- ✓ Retained Gold Waterwise Council and Gold Waterwise Aquatic Centre status
- ✓ 41 Waterwise Verge Rebates supported, and 9 Landowner Biodiversity Grants awarded
- ✓ Area of conservation reserves increased by 1.9 ha
- ✓ Planted approximately 1,250 trees and 65,000 seedlings, increasing City wide canopy cover to 18%
- ✓ Public Health Plan and Bushfire Risk Management Plan updated to consider climate change risks.

Leeming Senior High School weeding at Bibra Lake - July 2022

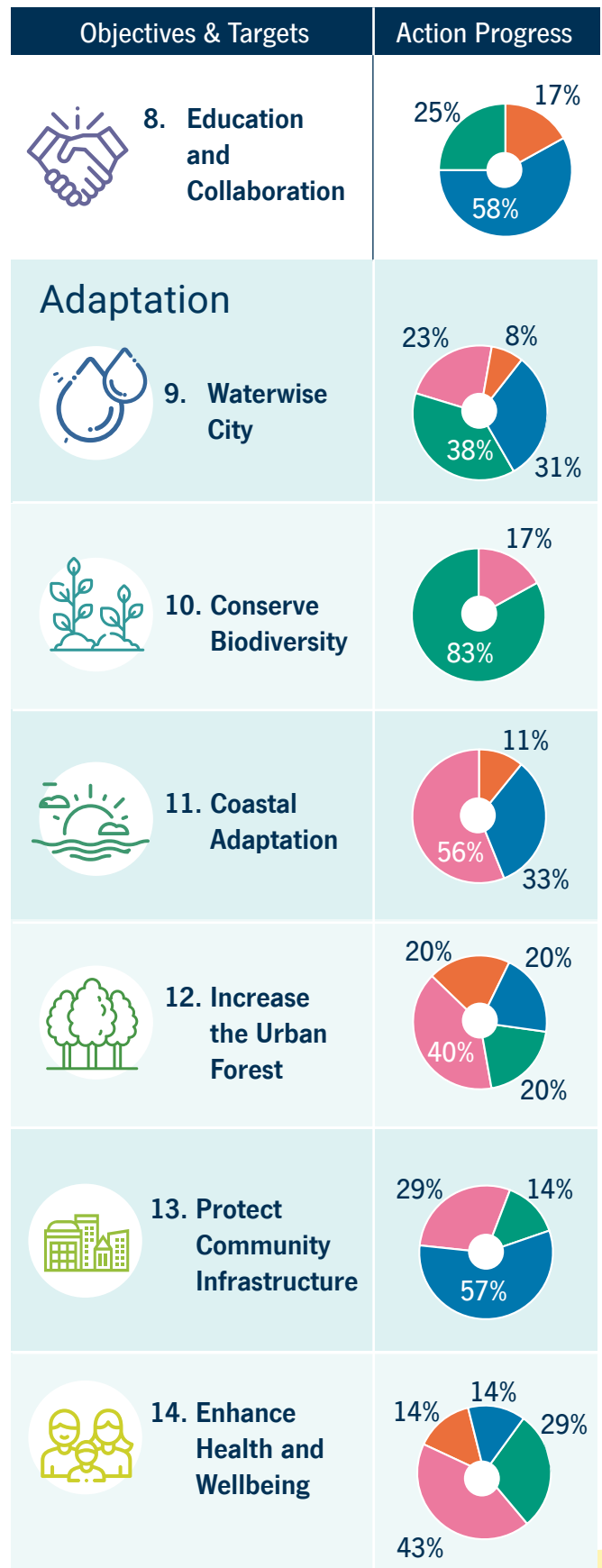
Community Planting - June 2023: (L-R) Katelyn - Leading Hand Bushland Maintenance and Perri - Bushland Maintenance Officer

# Climate Resilience Roadmap

**Key** ● = Ongoing ● = Completed



● = In Progress ● = To be Commenced





# Disability Access and Inclusion *Report*

The City's Disability Access and Inclusion Plan (DAIP) provides a framework for translating the principles and objectives of the *Disability Services Act 2003* into achievable initiatives. Below are the highlights for implementation of the DAIP for the 2022-23 financial year.

## **Outcome 1: People with disability can access City of Cockburn services and events**

Cockburn ARC hosted a Sports for All series of events in lead-up to International Day for People with Disability

Cockburn ARC purchased some accessible gym-related pieces of equipment to ensure all members of the community can participate in the centre

A new program was launched through the Cockburn Seniors Centre to assist seniors to learn and explore new technologies such as phones and tablets.

## **Outcome 2: People with disability have equal opportunity to access buildings and other facilities at the City of Cockburn**

A simple but effective initiative which has received positive feedback, was undertaken to improve the acoustics in the Seniors Centre for members

During the development of the Community, Sport and Recreation Facilities Plan the disability reference group was engaged to discuss the utilisation of current facilities and how to improve participation and access for people with disabilities

Further work has taken place over the past summer, to make our beaches more accessible with the installation of a new mobi-mat at C.Y. O'Connor Beach.

## **Outcome 3: People with disability receive information that is readily accessible from the City of Cockburn**

The City hosted a further round of accessible documents training delivered by Visibility

The City is currently reviewing the website to continue to enhance the accessibility of information and maintain its commitment to the Web Content Accessibility Guidelines 2.1 rating

The City has updated its Corporate Writing Style Guide to include several processes to ensure the accessibility of information. This includes audio descriptions and captioning for videos, appropriate language, and accessible templates.

## **Outcome 4: People with disability receive the same level of quality service as other people in the community from staff at the City of Cockburn**

A series of Auslan workshops was introduced to continue to develop the skills of staff to better interact and communicate with the Deaf community

60 staff attended a workshop on supporting people from the LGBTIQ+ community

97 staff attended disability awareness sessions and 27 completed the online refresher training.

**Outcome 5: People with disability have equal opportunity to lodge complaints to the City of Cockburn**

Key findings from the annual community scorecard were included in the review of the Disability Access and Inclusion Plan.

**Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by the City of Cockburn**

The City's Disability Reference Group continued to play an important role in the community engagement process, with contributions to a number of projects including the DAIP review, Community Sports & Recreation Facilities Plan, Disability Transport Framework and Cockburn Aboriginal Cultural and Visitors Centre

The City of Cockburn undertook the process of reviewing and updating its Disability Access & Inclusion Plan for 2023-2028. As part of the process, a series of community engagement sessions were undertaken in several formats. The community were able to provide comment through in person sessions, online sessions, online and hardcopy feedback forms, direct email, or phone contact.

**Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with the City of Cockburn**

The City has undertaken the development of its Diversity, Equity, Inclusion and Belonging Framework which outlines the plan to ensure all employees at the City of Cockburn are valued and included and receive equal opportunity in their employment. As part of this framework, a focus will include the employment of people with disability, stipulating a path by which the organisation can recruit and retain employees with disabilities

The City has engaged an organisation to assist in the development of this work.

The City adopted the 2023-2028 Disability Access and Inclusion Plan (DAIP) - June 2022

Cockburn Disability Sports Day - October 2022





# The Plan for the *Future*

This section of the annual report outlines the City's plans for the future, identifies emerging issues and provides an overview of the Strategic Community Plan and the Corporate Business Plan.

## Emerging Issues

### Economic Challenges

The Australian economy is facing challenges as global growth remains slow and the cost of living increases. The country's GDP growth is expected to be slow due to rising interest rates, declining real wealth and higher living costs. The increase in net arrivals following the reopening of the international border has supported employment growth; however, GDP per capita figures have declined for two consecutive quarters.<sup>1</sup> The unemployment rate is expected to rise as a result of output growth slowing. The City has experienced cost pressures over the last financial year; however, it remains well positioned in the current dynamic economic environment.<sup>2</sup>

### Environmental Challenges

Climate change impacts have been identified as a key factor for future planning. The City will need to be prepared for a possible rise in sea level, an increase in erosion impacts on vulnerable coastal areas, an increase in temperatures and a drying climate. Managing development and climate impacts on the City's tree canopy, decrease in groundwater availability and bushfire mitigation are also key environmental challenges for the future.<sup>3</sup> The City is actively investing in green infrastructure, promoting energy efficiency and renewable energy, supporting public transportation, and protecting and restoring natural areas.

Source: <sup>1</sup> Australian National Accounts: National Income, Expenditure and Product, June 2023, Australian Bureau of Statistics ([abs.gov.au](https://www.abs.gov.au/statistics/economy/national-accounts/australian-national-accounts-national-income-expenditure-and-product/jun-2023))

<sup>2</sup> Australia Economic Outcome OECD, June 2023, Australia projection note OECD Economic Outlook June 2023 by OECD ([issuu.com](https://issuu.com/oecd-publishing/docs/australia-oecd-economic-outlook-june-2023?fr=s0WVkyTUwNTY2MTA))

<sup>3</sup> Western Australian Climate Projections, September 2021 ([www.wa.gov.au](https://www.wa.gov.au/system/files/2022-01/Western_Australian_Climate_Projections_Summary.pdf))



City and Dockers Memorandum of Understanding - June 2023: (L-R) Luke Ryan - Fremantle Dockers, Jason - CoSafe Team Leader, Emily - Cockburn Ranger Team Leader, Rebecca - ARC Member Relations Team Leader, Mayor Logan Howlett, Simon Garlick - CEO Fremantle Dockers, Dave - Cockburn Parks team member and Aine Tighe - AFLW Dockers

## City Growth and Moving Around Challenges

Traffic congestion is a challenge in Cockburn and the greater Perth area, and it will continue to be a priority area due to population growth.<sup>4</sup> Steps taken at a local, state and federal level by improving public transportation, investing in new transportation infrastructure, implementing intelligent transportation systems, and other road improvement works aim to reduce congestion. The City will need to identify strategic partnerships and work collaboratively with the other local governments and the Federal and State governments to address this issue.

## Community, Lifestyle and Security Challenges

Services to enhance safety and security, and services to support our ageing, culturally diverse and growing community, continue to be important priorities into the future. Community safety and crime prevention issues are complex in nature and require all levels of government and the community to work together to achieve significant change over the life of this plan.<sup>5</sup> An increase in mental health and social issues will require the City to continue to increase provision or facilitation of responsive local social support and mental health services for the community.

## Listening and Leading Challenges

Financial sustainability challenges will continue, including pressure for rate capping, increasing ratepayer expectations and demand to decrease 'red tape', and increased materials costs. Over the next 10 years it is anticipated that society will continue its digital transformation journey that will enable new innovative products and services, drive efficiency and allow better decision-making. Legacy systems are also an emerging issue that are creating challenges for large organisations to be agile and adapt to change. Cybersecurity continues to be a global and local risk that will need to be managed into the future.

The City, like all local governments, faces challenges related to the balance between local autonomy and state control, disparities in resources among different levels of government, transparency and accountability concerns. The City will require governance to continue managing these challenges and the expectations of ratepayers.<sup>6</sup>

Source: <sup>4</sup> National, state and territory population, September 2023 Australian Bureau of Statistics (abs.gov.au)

<https://www.abs.gov.au/statistics/people/population/national-state-and-territory-population/mar-2023>

<sup>5</sup> Megatrends PWC, October 2022, (www.pwc.com) <https://www.pwc.com/gx/en/issues/assets/pdf/pwc-megatrends-october-2022.pdf>

<sup>6</sup> Technology Trends Outlook 2023, July 2023 (www.mckinsey.com)

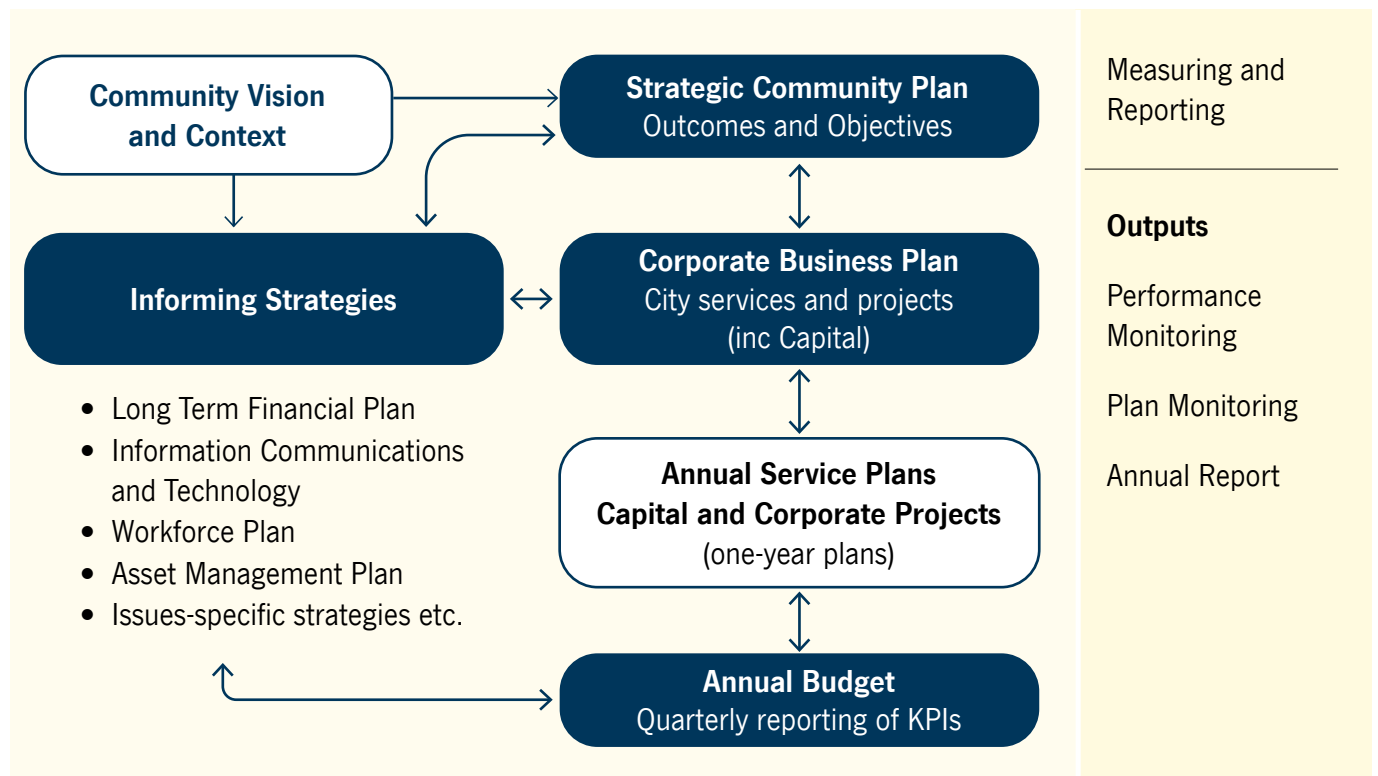
<https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/the-top-trends-in-tech#new-and-notable>



Upgrade to Goodchild Park clubrooms complete - November 2022: (L-R) Phoenix Lacrosse Club rep, Junior Phoenix Lacrosse Club rep, Colin Moir - President Phoenix Lacrosse Club, Junior Cockburn Cricket Club rep, Cockburn Cricket Club - James Matkovich and Jorja Goddin



# Integrated Planning and Reporting Framework



The flow chart above illustrates the Integrated Planning & Reporting Framework.



Cockburn Community Concert with Kasey Chambers - February 2023



## Strategic Community Plan

The City's Strategic Community Plan 2020-2030 sets the strategic direction for the organisation. A minor review of the plan was undertaken in 2021 and the next major review is scheduled for 2025. The City continues to deliver on the vision and outcomes identified through the Strategic Community Plan.

## Corporate Business Plan

The Corporate Business Plan 2020-2021 to 2023-2024 outlines the City's activities to deliver against the Strategic Community Plan 2020-2030. The Corporate Business Plan hinges on the acceptance of priorities, outcomes and strategic objectives included in the Strategic Community Plan.



Cockburn NAIDOC Community Event - July 2022



Show Off 18 Art Exhibition - March 2023



Volunteer of the Year Awards - October 2022: (L-R) Cr Philip Eva JP, Brad Marston - Marine Rescue Cockburn, Cr Tarun Dewan, Serena Gamble - Feed It Forward, Deputy Commander Brett Barbarich - Marine Rescue Cockburn, Kate De'Laney - Pregnancy and Infant Loss Australia, Gary Allen - Cooby Cares, Cr Chontelle Stone, Felicity Bairstow - The Wetlands Centre Cockburn, Mayor Logan Howlett, Serene Anderson - Friends of the Community (FoC), Vicky - City of Cockburn Environmental Education Officer, Joyce Gadalon, Brian Bell, Janet Bell, Morgan Campbell - Turtle Tracker, Connie (Concettina) Celenza - Fremantle All Abilities Netball Club, Marie Brand - Yangebup Progress Association, Jane Snare - Cooby Youth Space, Deputy Mayor Cr Tom Widenbar, Cr Lara Kirkwood and Cr Phoebe Corke



# The Year Ahead

Below are the priority projects the City is undertaking in the 2023-24 financial year to deliver against each of the community outcomes, as outlined in the Corporate Business Plan. For full details on the City's priority projects please refer to the City of Cockburn Corporate Business Plan 2020-2021 to 2023-2024 which is on the City's website.

## Local Economy

### Increased investment, economic growth and local employment

Position Cockburn as a leader in the Blue Economy

Develop Visitor Economy Approach

Development of investment attraction program and prospectus

Cockburn Blue Innovation Hub – operationalising

Development of the international engagement program

Development of strategic partnership program.

## Environmental Responsibility

### Protection and enhancement of our natural areas, bushland, parks and open spaces

Yandjet Park improvements.

### Sustainable resource management including waste, water and energy

EV chargers at all City infrastructure with solar

Cockburn Resource Recovery Park Redevelopment Stage 2.

### Address Climate Change

Implement Climate Change Strategy 2020-2030

Coastal Hazard Risk Management and Adaptation Plan.

## Community, Lifestyle and Security

### Accessible and inclusive community, recreation and cultural services and facilities that enrich our community

Development of new Youth Plan

Development of new Arts and Culture Strategy

Develop Public Art Masterplan

Commence Malabar BMX Park Redevelopment

Wally Hagan Recreation Centre Redevelopment business case

Cockburn ARC – Health and Fitness Expansion (Commence works)

Beale Park Redevelopment

Coogee Golf Course Review

Beeliar Reserve Redevelopment

Tempest Park Redevelopment

Santich Park – upgrade

Review the Community, Sport & Recreation Facilities Plan 2018-2033

Commence Omeo Public Amenities & Shelters Development

Development of new Age-friendly Plan

Review Public Health Plan 2013-2018.

### A safe and healthy community that is socially connected

Development of the Bushfire Risk Management Plan

### Aboriginal and Torres Strait Islander cultures and other diverse cultures and heritages are recognised and celebrated

Aboriginal Cultural and Visitors Centre Development (Commence works)

Review the Reconciliation Action Plan 2018-2021.

## City Growth and Moving Around

### An attractive, socially connected and diverse built environment

Local Planning Scheme Review (Commence Preparation)

Preparation of Coogee Beach Masterplan

Civic Facilities Planning.

### An integrated, accessible and improved transport network

Review and update the City's District Traffic Study 2018

Phoenix and Rockingham Road Roundabout (Commence works).



Turtle trackers - October 2022:  
Trained Turtle trackers volunteers

## Listening and Leading

### Best practice governance, partnerships and value for money

Local Law review

Risk maturity improvement program delivery

Major Strategic Review Program – Corporate Business Plan, Strategic Community Plan, Long-term Financial Plan and Workforce Plan

Develop approaches for the implementation of changes to the Integrated Planning and Reporting Framework as part of Local Government Reform.

### High quality and effective community engagement and customer service experiences

Implementation of Customer Experience Improvement Program.

### Employer of choice focusing on equity, innovation and technology

WHS compliance program

SaaS migration to the cloud

IT Personnel Hardware Refresh (previously called Staff Mobility Enablement). Zero client desktop replacement.



Hiroshima Tree Planting - August 2022: Coogee Primary School





Beach Clean-up - September 2022: Isabella - Perth NRM and Clare - City of Cockburn



Retired UFC Heavyweight Soa 'The Hulk' Palelei is Quintessentially Cockburn - October 2022: Scan QR code for article story



RSPCA WA Humane Awards, bronze medal - October 2022: City Rangers Sam and Isabelle



Cockburn Youth Service Pride & Progress Ball - October 2022: Leila and Bree



ANZAC Day at Memorial Hall - April 2022



Remembrance Day Youth Parade - November 2022



Coogee Live - March 2023



Australia Day Festival - January 2023



# Financial *Report*

To view the City of Cockburn's Annual Financial Report 2022-23 on the City's website visit the link below and scroll down. **(to be provided after the Financial Report is adopted by Council)**

[www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)







## City of Cockburn

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 This information is available in alternative formats upon request.

# Cockburn, the best place to be



Manning Park,  
Hamilton Hill