



City of Cockburn

# Corporate Business Plan

## 2025-2029



**Cockburn**, the best place to be

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

June 2025



## 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 respects to the Elders, past and present.

Kookaburra Man at Coogee Live, Coogee Beach.

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Front cover photo: Aerial of Success, City of Cockburn.



## Message from the Mayor

It is with great pride that we present the City of Cockburn's Corporate Business Plan 2025-2029, a road map for turning our community's aspirations into tangible outcomes over the next four years.

At the heart of this plan is a steadfast commitment to delivering on the vision shaped by our community through the Strategic Community Plan 2025-2035. Our vision-Cockburn, the best place to be-is more than a motto; it reflects our community's shared belief in a City that is inclusive, sustainable, forward-thinking and deeply connected to place.

The projects outlined in this plan reflect a balance of ambition and responsibility. From transforming our local economy through innovation, investment attraction and international engagement to building a city that leads in climate resilience and the provision of an amazing array of services and facilities, every initiative is designed to meet the real needs of our growing and diverse population.

We are especially proud of the projects that enhance community wellbeing. Whether it's the redevelopment of Beale Park or the planning for Success Regional Reserve Masterplan upgrades, these investments underscore our focus on building safe, vibrant places that bring people together.

Cockburn's future is also one of mobility and connectivity. Through transport infrastructure upgrades, intersection safety improvement and active transport planning, we are preparing for growth while ensuring our neighbourhoods remain accessible and liveable.

As we deliver this plan, we are equally focused on our environment, revitalising natural spaces, planning for climate resilience and enhancing the appearance of our streetscapes. As Mayor, I'm proud that our city continues to lead in sustainable practices while also building strong foundations for growth.

This Corporate Business Plan is not just about what the City will do, it's about what we will achieve together. With strong leadership, dedicated staff and an engaged community, Cockburn is well-positioned to thrive in a dynamic and ever-changing world.

We thank our residents, local businesses, stakeholders and volunteers for their continued input and support. Together, we are building a City that future generations will be proud to call home.



A handwritten signature in black ink that reads "Logan K. Howlett". The signature is written in a cursive, flowing style.

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



# Our Council



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



**Chontelle Stone**  
Deputy Mayor  
and Councillor,  
Central Ward



**Carol Reeve-Fowkes**  
Councillor,  
East Ward



**Tarun Dewan**  
Councillor,  
East Ward



**Carol Zhang**  
Councillor,  
East Ward



**Kevin Allen**  
Councillor,  
West Ward



**Phoebe Corke**  
Councillor,  
West Ward



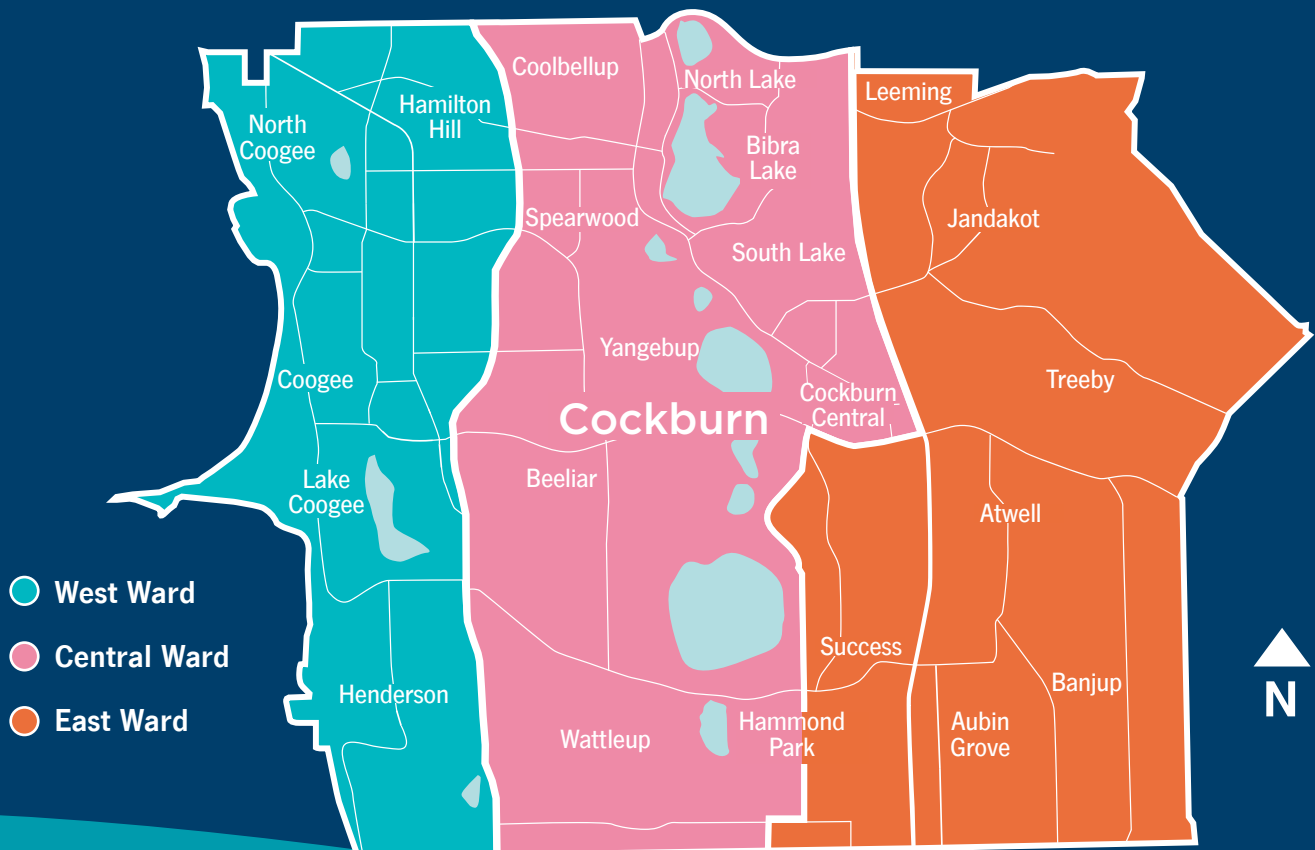
**Michael Separovich**  
Councillor,  
West Ward



**Philip Eva, JP**  
Councillor,  
Central Ward



**Tom Widenbar**  
Councillor,  
Central Ward



## CEO's Message

The Corporate Business Plan 2025-2029 is more than a planning document; it is our promise to the community to deliver outcomes that make a real difference in people's everyday lives. This plan sets the direction for the City's operational focus, outlining the projects, services and initiatives we will implement to achieve the community's long-term vision as articulated in the Strategic Community Plan 2025-2035.

As a City, we are navigating a time of transformation and opportunity. Our population is growing, our economy is diversifying, and the expectations on local government are continuing to evolve. This plan ensures we are prepared by setting clear priorities, strengthening service delivery and aligning resources to where they are most needed.

Over the next four years, we will deliver a significant pipeline of projects: major redevelopments of parks and clubrooms; floodlighting and accessibility upgrades across key reserves; strategic investments, innovation, and continued support for local businesses; and a focus on modernising our transport networks.

This plan also advances our commitment to environmental sustainability and climate resilience. From waste recovery and natural area management to enhanced streetscapes and green open spaces, our projects are designed to protect the environment while enriching community wellbeing.

Internally, we will continue building capacity and capability across the organisation, investing in digital innovation, data-driven decision-making, and robust governance frameworks. These are the foundations that allow us to deliver services that are responsive, efficient and aligned with community expectations.

I am proud of the collaboration between Council and our community that has gone into developing this plan. Together, we are building a city that is not only prepared for the future but actively shaping it. As CEO, I look forward to seeing the delivery of this plan bring positive change to our neighbourhoods, our economy and our shared environment.



A stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

**Daniel Simms**  
Chief Executive Officer



# What is a Corporate Business Plan

## Shaping Our Future: Introduction to the Corporate Business Plan 2025-2029

Welcome to the Corporate Business Plan (CBP) 2025-2029 for the City of Cockburn. This plan serves as a road map for the next four financial years, outlining our services, projects and activities that deliver on the vision established in the Strategic Community Plan 2025-2035.

### Our Commitment

We are dedicated to making Cockburn the best place to be, where everyone feels welcome, connected and supported. This plan translates the vision of our community into tangible services and projects.

### Key Features

This plan is your road map to a better future for our community. Here's what makes it robust:



**Aligned Vision:** We've directly connected this plan to the strategic outcomes in the Strategic Community Plan. This ensures everything we do reflects the community's and Council's vision.



**Community-Driven Focus:** Your needs are front and center. We've identified key areas of focus based on community feedback and the priorities set by Council.



**Actionable:** This plan outlines specific services and projects delivered by the city, with tangible milestones and outputs.



**Measurable Success:** We'll establish clear Key Performance Indicators (KPIs) to ensure we're on the right track and achieving the goals we set together.



**Financial Responsibility:** We're committed to responsible financial management, ensuring every project delivers maximum value for the community.

### Inside This Year's Corporate Business Plan

This plan outlines the City's direction for the next four years and provides key information for the year ahead. Here's what you'll find inside the Corporate Business Plan:



**Leadership Insights:** Messages from the Mayor and CEO.



**Plan Overview:** Introduction to the plan and our strategic framework.



**Our City in Focus:** Learn about Cockburn, our Council, and the services we offer.



**Delivering Results:** Explore details on the services, budget allocations and resources that deliver the five strategic outcomes in the Strategic Community Plan.



**Projects:** Details of key projects that achieve our strategic outcomes.



**Financial Future:** We break down our planned capital investments, asset management and budget.



**Managing Risks and Reporting:** Our approach to addressing challenges and keeping you informed.

### Working Together




Together, we can build a stronger and more vibrant City of Cockburn. This plan provides the framework for our journey, and we look forward to continuing it with you.

# How to read the Corporate Business Plan

We’ve designed the Corporate Business Plan to be clear, accessible and informative. The opening pages offer a high-level overview of our strategic direction, along with key statistics about our city-providing valuable context and helping you see the bigger picture.

Following this, the CBP dives into the details of our organisation and then outlines our key projects for the coming financial years. These projects are presented in a user-friendly table format.

## Understanding the Corporate Business Plan Project/Activity Table

-  **Project at a Glance:** The first column provides a clear title and unique identifier for each project along with a concise description of its purpose.
-  **Quarterly Milestones:** Moving across the table, you’ll see quarterly milestones for the upcoming financial year. These milestones are reported regularly to the Council to ensure progress is on track.
-  **Project Life Cycle:** The final section provides a clear picture of each project’s status for the following financial years. This lets you know if a project is in the planning phase, the design stage or the delivery stage.

### Our Economy - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
1A.01	Business Engagement Plan	Approval of Business	Report on Business Grants delivery round one.	Deliver targeted events for SMEs	Report on Business Grants delivery round two.			
	Deliver Plan							

 Project at a Glance

 Quarterly Milestones

 Project Life Cycle

### Where to find more

For in-depth details about projects and services, you can refer to the project and services plan documents on the City’s website.  
[www.cockburn.wa.gov.au/strategies-and-plans](http://www.cockburn.wa.gov.au/strategies-and-plans)

Overall, this format serves as a road map for the community, allowing you to see the anticipated projects and activities for the next four years.



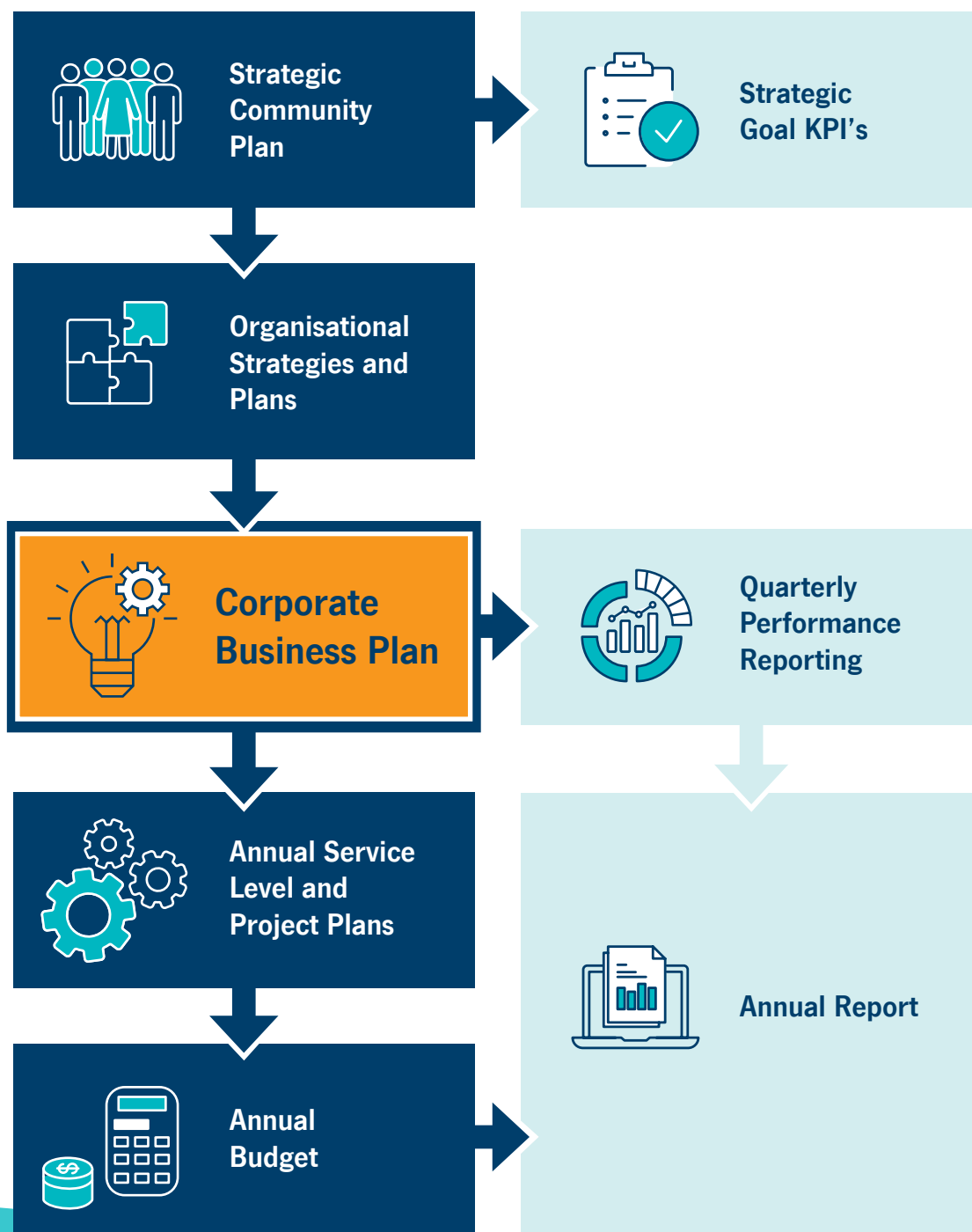


## Our Strategic Framework

Our Local Government operates within an Integrated Planning and Reporting Framework (IPRF). This framework, mandated by the Western Australian Government, ensures a structured and transparent approach to planning and decision-making.

The IPRF connects the long-term vision of our Strategic Community Plan with our current plans and strategies. It guides how we identify community needs, set strategic objectives, allocate resources, and ultimately measure our success in achieving those goals. Through the IPRF, we strive to deliver effective services, manage finances responsibly and remain accountable to the community we serve.

The following diagram illustrates the City's Integrated Planning and Reporting Framework and shows the City's strategies and plans within the framework.



# Our Strategy on a Page

This page presents the vision for Cockburn, highlighting our driving purpose. It also outlines our strategic objectives and outcomes as detailed in our Strategic Community Plan.

## Vision

Cockburn, the best place to be

## Purpose

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

## Our outcomes



1.

**Our  
Economy**



2.

**Our  
Environment**



3.

**Our  
Community**



4.

**Our  
Places**



5.

**Our  
Governance**

## Our objectives

**1A.** Empower and support local businesses

**2A.** Protect and enhance our natural areas and streetscapes

**3A.** Strengthen and facilitate a safe and secure Cockburn

**4A.** Plan for growth and sustainable development

**5A.** Facilitate transparent and accountable governance for today and tomorrow

**1B.** Facilitate economic growth and employment opportunities

**2B.** Facilitate sustainable waste management and resource conservation

**3B.** Promote and support active, healthy lifestyles through recreation and wellness

**4B.** Strengthen unique, liveable and adaptive places

**5B.** Strengthen engagement, communication and enhance customer experience

**1C.** Attract investment to the city by promoting innovation and economic opportunity

**2C.** Enhance climate resilience and champion environmental initiatives to mitigate impacts

**3C.** Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures

**4C.** Enhance connectivity and mobility through integrated transport networks

**5C.** Champion strategic partnerships and stakeholder collaboration

**1D.** Facilitate vibrant, connected commercial hubs and visitor experiences

**3D.** Foster connected, accessible communities and services

**5D.** Strive for financial sustainability and operational excellence



# About our City

## Our Economy



### <sup>3</sup>Jobs located in



Cockburn

51,957

Western Australia

1,308,799

Australia

13,262,616

Cockburn accounts for 4 per cent of Western Australia's total jobs, making it a significant contributor to the state's economy and providing employment opportunities for both local residents and commuters.

### <sup>3</sup>Businesses operating in



Cockburn

9,919

Western Australia  
246,661

Australia

2,662,998

Cockburn's business ecosystem comprises approximately 9,919 businesses, the majority of which are small-scale enterprises. This accounts for roughly 4 per cent of the total businesses operating in Western Australia.

### <sup>1</sup>Home ownership rate in



Cockburn

72.5%

Western Australia

69.2%

Australia

66%

Cockburn boasts a significantly higher home ownership rate than the national average, with 72.5 per cent of households owning their homes compared to 66 per cent. This trend is further reflected in the housing stock, with a greater prevalence of freestanding homes and a lower proportion of apartments in Cockburn than across Australia.

### <sup>2</sup>Value Added, GSP, GDP

Value added by Cockburn to the  
Australian economy

\$12.7 billion

Gross State Product (GSP) in Western Australia  
\$436.85 billion

Gross Domestic Product (GDP) in Australia  
\$2,668 billion

Cockburn contributes 4.5 per cent of the total value added by the Greater Perth region and represents 2.9 per cent of Western Australia's \$437 billion value added, demonstrating its role as a key driver of economic growth and improved living standards for Western Australians.

### <sup>1</sup>Households renting in



Cockburn

25.4%

Western Australia

27.3%

Australia

30.6%

### <sup>1</sup>Weekly median household income in



Cockburn

\$1,988

Western Australia

\$1,815

Australia

\$1,746

### <sup>4</sup>Cockburn development



Number of development applications received

910



Total value of development approvals

\$312 million

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>REMPAN 2024,

<sup>3</sup>Australian Bureau of Statistics 2024, <sup>4</sup>City of Cockburn Statistics 2025.

## Our Environment



<sup>4</sup>Seedlings planted in winter revegetation works



56,000

<sup>4</sup>Tree canopy cover in the City of Cockburn



18%

The City actively participates in environmental conservation through initiatives like winter revegetation, planting 56,000 seedlings. Cockburn also maintains a significant tree canopy cover of 18 per cent, contributing to the overall health and biodiversity of the area.

<sup>4</sup>Annual average solar energy generated from City facilities (megawatts)



1,150MW

The City generates an average of 29,000 tonnes of carbon dioxide equivalent annually from its operations. To offset this, Cockburn utilises solar energy, producing an average of 1,150 megawatts annually from its facilities.

<sup>4</sup>Number of parks and reserves



396

<sup>4</sup>City-managed coastline



15km

<sup>4</sup>Biodegradable dog bags dispensed annually



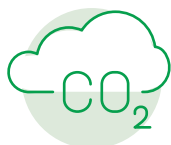
2,304,000

<sup>4</sup>Total hectares of parks and reserves



1572.5ha

<sup>4</sup>Average annual carbon emissions generated by City operations  
(tonnes of carbon dioxide equivalent)



29,000 tCO<sub>2</sub>e

<sup>4</sup>Hectares of bush reserves



1074.6ha

With a total of 396 parks and reserves, encompassing 1,572.45 hectares, Cockburn offers ample green spaces for its residents. Of these, 1,074.61 hectares are designated as bush reserves, preserving the City's natural environment.

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>REMPAN 2024, <sup>3</sup>Australian Bureau of Statistics 2024, <sup>4</sup>City of Cockburn Statistics 2025.



## Our Community



### <sup>4</sup>Number of sporting reserves/fields



30

### <sup>4</sup>Number of sporting clubs in Cockburn



~120

With 30 sporting reserves/fields and an estimated 120 sporting clubs, Cockburn offers a variety of opportunities for residents to participate in physical activities.



215

### <sup>4</sup>Number of playgrounds



2

### <sup>4</sup>Number of arts and cultural facilities



3

### <sup>4</sup>Number of libraries

### <sup>2</sup>Median age



Cockburn

37

Western Australia 38

Australia 38

### <sup>2</sup>Aboriginal and Torres Strait Islander people population



Cockburn

1.9%

Western Australia 3.3%

Australia 3.2%

Although Cockburn has a smaller percentage of Aboriginal and Torres Strait Islanders compared to the national average (1.9 per cent vs 3.2 per cent), the City recognises the importance of this population.

### <sup>1</sup>Couple families with children



Cockburn

47%

Western Australia 44.6%

Australia 43.7%

Cockburn is a popular choice for families. Nearly half of all residents (47 per cent) belong to couple families with children. With 215 playgrounds scattered throughout the City, there's always a fun spot for kids to explore.

### <sup>2</sup>Proportion of population born in

#### Australia



Cockburn

61.7%

Western Australia 65%

Australia 66%

#### United Kingdom



Cockburn

8%

Western Australia 8.9%

Australia 4.4%

#### New Zealand



Cockburn

2.7%

Western Australia 2.8%

Australia 2.1%

#### Philippines



Cockburn

2.4%

Western Australia 1.4%

Australia 1.2%

#### India



Cockburn

1.9%

Western Australia 2.3%

Australia 2.6%

#### South Africa



Cockburn

1.7%

Western Australia 1.7%

Australia 0.7%

#### Italy



Cockburn

1.4%

Western Australia 0.7%

Australia 0.6%

While the majority of residents were born in Australia (61.7 per cent), Cockburn boasts a diverse population with significant representation from the United Kingdom (8 per cent), New Zealand (2.7 per cent), and a growing Asian community (including Philippines and India).

### <sup>1</sup>Population with a university degree



Cockburn

24%

Western Australia 24%

Australia 26%

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>REMPAN 2024, <sup>3</sup> Australian Bureau of Statistics 2024, <sup>4</sup> City of Cockburn Statistics 2025.



## Our Places

2025		Description	2045		Cockburn's population is projected to experience a shift in age demographics. While the working-age population (25-64 years) is expected to grow, the proportion of older residents (65+) is also projected to increase. This indicates a growing demand for age-appropriate services and infrastructure.
8,443	6.20%	Preschool (0-4 years)	9,969	5.30%	
17,155	12.60%	School Age (5-14 years)	20,492	10.80%	
16,362	12.00%	Youth (15-24 years)	22,147	11.70%	
20,235	14.80%	Young Workers (25-34 years)	25,887	13.60%	
30,981	22.70%	Workers (35-49 years)	39,593	20.90%	
24,029	17.60%	Older Workers (50-64 years)	35,614	18.80%	
14,631	10.70%	Retirement (65-79 years)	25,158	13.30%	
4,552	3.30%	Elderly (80+)	10,823	5.70%	
Total 136,388			Total 189,683		

<sup>2</sup>Estimated population in 2025 **136,388**      <sup>2</sup>Projected population by 2045 **189,683**

<sup>2</sup>Estimated dwellings in 2025 **51,085**      <sup>2</sup>Projected dwellings by 2045 **73,860**

Cockburn is experiencing significant growth, with the population projected to increase by nearly 40 per cent: from 136,388 in 2025 to 189,683 in 2045. This growth is reflected in the housing market, with the number of dwellings expected to rise from 51,085 to 73,860 over the same period.

<sup>4</sup>Total kilometres of City-managed roads **894km**

<sup>4</sup>Total kilometres of City-managed footpaths **893km**

Cockburn's land area of 168.1 square kilometres is home to a population density of 811 people per square kilometre, indicating a relatively high concentration of residents. The City maintains a vast network of roads (894 kilometres) and footpaths (893 kilometres), ensuring connectivity and accessibility.

<sup>4</sup>Land area **168.1km<sup>2</sup>**

<sup>1</sup>Percentage of people who drove to work  
Cockburn **65.1%**      Western Australia 62.1%  
Australia 52.7%

<sup>1</sup>Percentage of households with two motor vehicles or more  
Cockburn **63.5%**      Western Australia 61.5%  
Australia 56.6%

Cars are the primary mode of transportation for Cockburn residents, with 65.1 per cent driving to work, compared to 62.1 per cent in Western Australia and 52.7 per cent nationally. A significant portion of households (63.5 per cent) own two or more motor vehicles, reflecting a reliance on private transportation. Public transport usage currently stands at 7.9 per cent, with most Cockburn residents commuting by train.

<sup>1</sup>Percentage of people who travelled to work by public transport  
Cockburn **7.9%**      Western Australia 7.4%  
Australia 4.6%

<sup>2</sup>Population density **811** people per square kilometre

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>REMPAN 2024, <sup>3</sup> Australian Bureau of Statistics 2024, <sup>4</sup>City of Cockburn Statistics 2025.



## Our Governance



<sup>4</sup>Number of people reached through our social media posts



3.5 million

<sup>4</sup>City of Cockburn website views



2.1 million

Cockburn has a strong online presence, with the official City of Cockburn website attracting 2.1 million views. The City's social media posts reach an impressive 3.5 million people, while the Comment on Cockburn website receives 72,876 visits.

<sup>4</sup>Visits to the Comment on Cockburn website



72,876

<sup>4</sup>Annual engagement responses received



2,200

<sup>4</sup>Budgeted capital spend (financial year 2026)



\$65 million

<sup>5</sup>Voter turnout for the 2023 Ordinary Election



26,848 (27.6%)

The 2023 Ordinary Election saw a voter turnout of 26,848 (27.6 per cent), indicating a moderate level of community participation in the democratic process.

<sup>4</sup>Customer requests raised



67,371

<sup>4</sup>Calls received by the Contact Centre



82,872

<sup>4</sup>Average wait time for the Contact Centre



85 seconds

<sup>4</sup>Calls resolved at first contact by the Contact Centre



65.3%

Cockburn's commitment to its residents is evident in its service delivery. The Contact Centre handles 82,872 calls annually, with an average wait time of 85 seconds and a 65.3 per cent first-contact resolution rate by the Contact Centre. This demonstrates efficient and responsive service.

<sup>4</sup>Average residential rates in financial year 2024

City of Armadale	\$2,237
City of Melville	\$1,989
City of Kwinana	\$1,967
City of Rockingham	\$1,923
City of Cockburn	\$1,729
City of Canning	\$1,676

Cockburn offers competitive residential rates compared to neighboring cities. The average residential rate in the financial year 2024 was \$1,729, lower than cities like Melville, Kwinana, Armadale and Rockingham.

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup> REMPLAN 2024,

<sup>3</sup> Australian Bureau of Statistics 2024, <sup>4</sup> City of Cockburn Statistics 2025,

<sup>5</sup> Western Australian Electoral Commission.

## Delivering Outcomes

The City of Cockburn is a thriving community of over 135,000 residents and 9,900 businesses. Guided by a clear vision outlined in our Strategic Community Plan, we strive to achieve five key outcomes and 18 strategic objectives.

To translate our Strategic Community Plan into action, we have a dedicated team of 629 staff organised into four Directorates, each overseeing specialised Business Units. These Business Units manage 22 Service Units, ensuring services reach everyone. Each year, we develop a Corporate Business Plan that transforms our strategic goals into tangible projects. This financial year 41 projects are being implemented. This is how we're actively shaping the future of Cockburn.

This graphic illustrates the structured approach we take to make Cockburn a fantastic place to live, work, and play. Discover how we use financial and human resources to deliver impactful projects and activities across our diverse community.



# Our Organisation

The City of Cockburn's organisational structure is designed to deliver on our vision of creating a vibrant, sustainable, and inclusive city – the best place to live, work, and play.

Directorate	Chief Executive Officer						Legal and Risk	Governance and Council Support	Advocacy and Public Policy
	Corporate and System Services			Community and Place		Infrastructure Services		Sustainable Development and Safety	
Business Unit	People and Organisational Performance	Information and Technology	Financial Services	Recreation and Place	Community Services	Parks, Fleet and Waste	Assets and Projects	Growth and Sustainability	Development and Safety
	People Experience	Business Systems	Financial Services	Recreation	Community Development	Waste and Fleet Services	Traffic and Major Projects	Sustainability	Health and Building Services
Service Unit	Organisational Capability and Performance		Procurement and Contracts			Library, Place and Culture	Community Services	Parks and Environment	Infrastructure Assets
	Communications and Engagement	Information and Technology		Property Services					Economic Development





# Our Economy

Cockburn is dedicated to building a thriving local economy that benefits everyone. Four key objectives guide this commitment: attracting investment and creating jobs, supporting vibrant commercial centers and a flourishing tourism industry.

Strategic Outcome		Strategic Objectives	
1.	<b>Our Economy</b>  Our City attracts investment supporting commercial and business growth. Our distinctive hubs facilitate and attract local business and visitor growth, providing employment and community access to services.	<div>1A. Empower and support local businesses.</div> <div>1B. Facilitate economic growth and employment opportunities.</div> <div>1C. Attract investment to the city by promoting innovation and economic opportunity.</div> <div>1D. Facilitate vibrant, connected commercial hubs and visitor experiences.</div>	

<b>Number of Projects</b>	<b>5</b>	<b>Number of Services</b>	<b>1</b>	<b>Total cost</b>	<b>\$1.76m</b>	<b>Full-time Equivalent Employees</b>	<b>5</b>
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## Services








Business and Economic Development

## Strategies, Plans and Frameworks

Economic Development Framework Action Plan










## Our Economy - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
1A.01 	<b>Business Engagement Plan</b>	Approval of Business Engagement Plan and implementation action schedule.	Report on Business Grants delivery round one.	Deliver targeted events for SMEs. Progress report on business centre activations.	Report on Business Grants delivery round two.			
<b>Deliver Plan</b> The City of Cockburn’s Business Engagement Plan 2025-26 provides a unified framework to empower a diverse and innovative local business community through targeted support, sector-specific initiatives, and strategic engagement across six key pillars.			Develop defence industry readiness upskilling program for SMEs in partnership with key stakeholders.		Deliver key event to celebrate and recognise Cockburn businesses.			
1C.01 	<b>International Engagement</b>	Plan development. Ongoing network development.	Plan approval. Ongoing network development.	Plan implementation. Report on outcomes of delegation visit to Council.	Follow up outcomes of delegation visit with stakeholders. Ongoing network development.			
<b>Deliver Program</b> This program supports local businesses to expand globally by facilitating international trade delegations that promote market access, strategic partnerships, and investment opportunities to drive economic growth in Cockburn.								

Keys:  Planning  Design  Delivery





## Our Economy - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
1C.02 	Investment Attraction Plan	Completed website and prospectus.	Finalised investment forum and first Investment familiarisation visit.	Identified professional development for investment facilitation.	Completed first round of professional development for investment facilitation.			
Develop and Deliver Plan This strategy aims to attract targeted investment in key industries to drive sustainable economic growth, create high-quality local jobs, and position Cockburn as a business-friendly destination with streamlined processes and a skilled workforce.								
1C.03 	Blue Economy and Defence	Finalise tenancy arrangements.	Finalise lease or purchase agreement of site. Appoint a Facilities Management Operator.	Complete fit-out and installation of infrastructure. Begin onboarding of anchor tenants and pilot activities. Operationalise hub management systems and protocols.	Host official opening event. Activate full operations.			
Fund and Deliver Hub This project positions the City as a leader in the Blue Economy by establishing a research and innovation hub that drives sustainable growth in marine and defence industries through industry collaboration, innovation, workforce development, and business capacity-building.								

Keys:  Planning  Design  Delivery



## Our Economy - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
1D.01	<b>Destination Plan</b>	Host Industry Destination Advisory Group: Industry Familiarisation for Tourism Western Australia.	Host Industry Destination Advisory Group: Hospitality Training workshop.	Host Industry Destination Advisory Group: Supported F18 Yacht Championship.	Host Industry Destination Advisory Group: Cross-promotion initiative between leading Cockburn visitor attractions.			
	<b>Deliver Plan</b> This project aims to position Cockburn as a premier visitor destination by promoting its unique attributes, aligning with stakeholder capabilities, celebrating Aboriginal heritage, supporting community aspirations, and enhancing collaboration with regional tourism partners.							

Keys:  Planning  Design  Delivery



# Our Environment

Protecting our natural environment is a top priority for the City of Cockburn. A comprehensive approach to environmental responsibility focuses on preserving natural areas, promoting sustainable resource management, and addressing the challenges of climate change.

Strategic Outcome		Strategic Objectives	
2.	<b>Our Environment</b> Our natural environment is valued and resilient to a changing climate. Our community enjoys our open spaces, bushland and coast and takes pride and ownership in their streetscapes. We use our resources with a focus on conservation and mitigate the impacts of climate change.	2A.	Protect and enhance our natural areas and streetscapes.
		2B.	Facilitate sustainable waste management and resource conservation.
		2C.	Enhance climate resilience and champion environmental initiatives to mitigate impacts.

Number of Projects	4	Number of Services	3	Total cost	\$72.37m	Full-time Equivalent Employees	149.4
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## Services





- Sustainability
- Environment, Parks and Streetscapes
- Waste and Fleet Services

## Strategies, Plans and Frameworks

- Climate Change Strategy 2020-2030
- Urban Forest Plan 2018-2028
- Waste Strategy 2020-2030
- Coogee Beach Foreshore Management Plan 2020-2070
- Waterwise Council Action Plan 2021-2026
- Natural Area Management Strategy 2012-2022






## Our Environment - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
2A.01 	<b>Increase appearance of major road streetscapes within the city</b>	Scope development and market engagement/award.	Traffic management approvals, commence landscaping works.	Landscaping works continue.	Landscaping works continue.			
<b>Deliver Project</b> This project seeks to revitalise key arterial road corridors by enhancing streetscapes to create visually appealing, vibrant, and welcoming environments.								
2A.02 	<b>Natural Area Management Strategy–Tramway Trail Stage 1 &amp; 2</b>	Consultant engaged.	Design 50%.	Design complete.				
<b>Deliver Strategy</b> The Tramway Trail Project aims to complete the last remaining trail from the City's 2013 Trails Master Plan, fulfilling longstanding commitments outlined in multiple strategic and planning documents.								

Keys:  Planning  Design  Delivery



## Our Environment - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
2B.01	<b>Adoption of Henderson Waste Recovery Park Master Plan</b>	Scope development and market engagement/award.	Document review, internal stakeholder engagement, Elected Members Workshop, draft plan.	Council report and adoption.				
<b>Develop Plan</b> The master plan will establish the long-term strategic framework for addressing the remaining operational lifespan of the landfill (approximately 5 years), including cell capping, post-closure management, and identifying future development opportunities.								
2B.02	<b>Cockburn Resource Recovery Park – Cell Capping</b>	Project planned to commence in FY27.						
Cockburn modernises its Resource Recovery Precinct with planning for sustainable waste management and essential upgrades like leachate ponds, landfill capping, and transfer station relocation.								

Keys:  Planning  Design  Delivery








# Our Community

Cockburn envisions a safe, healthy, and inclusive community where everyone feels welcome. Key objectives include fostering accessible and well-maintained community facilities, promoting a safe and secure environment for all residents, and celebrating our rich cultural heritage. This encourages a strong sense of community spirit and belonging for all.

Strategic Outcome		Strategic Objectives	
3.	<b>Community, Lifestyle and Security</b>		
Our diverse and valued community is engaged and involved in activities and events with access to services in local distinctive places. Our community feels safe, secure and connected and is active and healthy.			
		3A. Strengthen and facilitate a safe and secure Cockburn.	
		3B. Promote and support active, healthy lifestyles through recreation and wellness.	
		3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures.	
		3D. Foster connected, accessible communities and services.	

Number of Projects	23	Number of Services	5	Total cost	\$71.48m	Full-time Equivalent Employees	194.2
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## Services

	Library, Place and Culture		Health and Building Services
	Community Services Recreation Services		Rangers and Community Safety
	Community Development		

## Strategies, Plans and Frameworks

Age Friendly Strategy 2016-2021	Grant and Fee Funded Human Services Strategic Plan 2013-2018
Animal Management Exercise Plan 2020-2025	Library Service Strategy 2020-2025
Bushfire Risk Management Plan 2023-2028	Local Emergency Management Arrangements
Community Development Strategy 2021-2025	Masterplans and Revitalisation Strategies
Community Safety and Crime Prevention Plan 2022-2027	Public Open Space Strategy 2014-2024
Community Infrastructure Plan 2024-2041	Reconciliation Action Plan 2023-2025
Disability Access and Inclusion Plan 2023-2028	Volunteer Strategy 2021-2025
	Youth Services Strategy 2017-2022













## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3B.01 	<b>Manning Park Playground Upgrade</b>							
<b>Design and Deliver Upgrade</b> Manning Park playground is getting a much-needed upgrade. We'll be replacing the aging equipment with modern and exciting play features that will spark children's imaginations and caters to different ages and abilities.		Detail design and contract development	Market engagement/ tender advertising	Contract award	Construction			
3B.02 	<b>Atwell Reserve – Building Improvements</b>							
<b>Design Upgrade</b> This project will expand and refurbish existing sports facilities, including the addition of gender-neutral change rooms and storage, to meet City standards and support growing, inclusive participation in local football and cricket.		Executes State Government funding agreement	Report to Council	Market engagement for consultants	Contract awarded			
3B.03 	<b>Aubin Grove Reserve Floodlight Improvements</b>							
<b>Design Upgrade</b> This project will upgrade floodlighting across the reserve to Australian Standards, delivering enhanced visibility, safety, and inclusivity for both organised sports and general community recreation.		Reapply for CNLP Grant, Market engagement commenced	Contract awarded	Detailed Design	Detailed design complete			

Keys:  Planning  Design  Delivery









## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3B.04 	<b>Beeliar Reserve - Beeliar Reserve Clubroom Upgrade</b>							
<b>Plan Upgrade</b> The Beeliar Reserve Community Centre redevelopment will deliver modern, inclusive, and sustainable facilities – including upgraded change rooms, multipurpose spaces, and improved amenities – to meet growing community sport and recreation needs in the area.		Public consultation	Report to Council	TBD	TBD			
3B.05 	<b>Cockburn Coast Clubroom and Oval</b>							
<b>Plan Project</b> The Cockburn Coast Clubroom and Oval project will deliver a new active sports and recreation space in North Coogee, supporting community participation, social connection, and the health and wellbeing of the broader Port Coogee area.					Complete land purchase			
3B.06 	<b>Coogee Golf Complex</b>							
<b>Plan Project</b> This project involves comprehensive flora, fauna, and heritage assessments to guide the responsible planning of the proposed Coogee Golf Complex, ensuring environmental and cultural values are preserved while optimising development potential, pending business case approval.		Finalise heritage and environment assessment	Heritage and environmental assessment complete, report drafting for council commenced	Report to Council	TBD			









Keys:  Planning  Design  Delivery

## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3B.07 	<b>Legacy Park Floodlighting</b>							
<b>Design Upgrade</b> This project will deliver energy-efficient 100-lux LED floodlighting at Legacy Park to enhance safety, accessibility, and community use after dark, while supporting sustainability through detailed design and cost-effective implementation.		Market engagement begun	Contract awarded	Detailed design	Detailed design complete			
3B.08 	<b>Success Regional Reserve Masterplan – Playing Field Floodlights</b>							
<b>Plan Project</b> This project will implement energy-efficient 100-lux LED floodlighting at Success Reserve to enhance safety, accessibility, and community use after dark, while promoting sustainability through thoughtful design and cost-effective delivery.			Request for quote	Request for quote Contractor award	Concept design complete			
3B.09 	<b>Success Regional Reserve Masterplan – Netball Floodlights</b>							
<b>Deliver Upgrade</b> This project will upgrade lighting at the netball facility by installing energy-efficient LED floodlights across all 20 courts, enhancing visibility, safety and usability in line with Australian sports lighting standards.		Market engagement commenced	Contract awarded	Construction	Project completion			










Keys:  Planning  Design  Delivery

## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3B.10 	<b>Beale Park Redevelopment</b>							
<b>Deliver Redevelopment</b> The Beale Park Redevelopment will transform the reserve into a modern, inclusive hub for sport and community activity by delivering upgraded fields, facilities, and amenities - including a new clubhouse, gender-neutral changing rooms, and improved infrastructure - to meet growing local demand.		Preliminary work with appointed contractor begun	Demolition works (existing buildings) started		Project on track to FY26 approved works schedule and budget			
3B.11 	<b>Beeliar Reserve - Floodlighting</b>							
<b>Design Project</b> This project will enhance floodlighting at Beeliar Reserve with energy-efficient LED systems— including 100-lux lighting for general use and 300-lux for cricket— to improve safety, accessibility, and compliance with Australian sporting standards for evening activities.		Market engagement commenced	Contract awarded	Detailed design	Detailed design complete			
3B.12 	<b>Davilak Reserve Redevelopment</b>							
<b>Plan Redevelopment</b> This project will conduct a comprehensive review of Davilak Park - including community needs, site analysis, concept planning, and feasibility - to guide sustainable upgrades that transform it into a vibrant, inclusive community and recreation hub.		Public consultation	Report to Council	TBD	TBD			

Keys:  Planning  Design  Delivery











## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3B.13 	<b>Wally Hagan Redevelopment</b>	Elected Member strategic briefing on Advocacy outcomes	Report to Council	TBD	TBD			
<b>Plan Redevelopment</b> The Wally Hagan Stadium Redevelopment will deliver a state-of-the-art, multipurpose sport and recreation hub featuring eight indoor courts, community amenities, and a revitalised precinct - shaped by community input - to support the growing needs of Cockburn’s residents.								
3B.14	<b>Tempest Park Redevelopment</b>	Public Consultation	Report to Council	TBD	TBD			
<b>Plan Redevelopment</b> To ensure Tempest Park is the best fit for our community, the City is investigating upgrades to the reserve.								
3B.15	<b>Port Coogee Marina Expansion Stage 4 - Business Case</b>	Report to Council	TBD	TBD	TBD			
<b>Plan Expansion</b> Explore financial viability and market demand for Marina expansion including berth optimisation, industry trends, and community engagement								

Keys:  Planning  Design  Delivery









## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3B.16 	<b>Atwell Reserve Masterplan - Atwell Reserve (East)/Harmony Oval</b>	Project planned to commence in FY27.						
The City of Cockburn plans upgrades to Atwell Reserve aiming to improve amenity and recreation potential								
3B.17	<b>Hamilton Hill Community Centre</b>	Project planned to commence in FY27						
Due to a lack of community spaces in Hamilton Hill, the City will analyse the potential for development.								
3C.01 	<b>Next RAP Development 2026-2029</b>	Appoint personnel to commence review of 23-25 RAP.	Commence consolidation of RAP actions and develop engagement plan.	Commence engagement on consolidated RAP actions.	Develop draft innovate RAP to submit to Reconciliation Australia.			
<b>Plan Development</b> This project will provide internal resourcing to review, develop, and engage on the City of Cockburn’s next Innovate Reconciliation Action Plan, ensuring a collaborative and informed strategy for reconciliation from 2025 onward, subject to Reconciliation Australia and Council approval.								




Keys:  Planning  Design  Delivery

## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3C.02 	<b>Aboriginal Cultural and Visitors Centre (Advocacy Funding)</b>	Continue advocacy	Continue advocacy	Review advocacy funding commitments by Council	TBD			
<b>Advocacy Funding</b> The City will continue to raise the proposed ACVC project with relevant stakeholders and seek funding through suitable grant and philanthropic opportunities.								
3D.01 	<b>Port Coogee Community Space</b>	Concept design	Concept design		Business case			
<b>Plan Project</b> This project aims to deliver a flexible, accessible, and innovative community space in Port Coogee that supports a wide range of activities and future needs, while thoughtfully integrating with the surrounding urban environment and minimising impacts on residents and businesses.								
3D.02 	<b>Hosting ROYALS State Conference</b>	Promotion, website and ticketing live	Minimum 100 attendees confirmed	All functions and tours booked	Conference delivered			
<b>Deliver Conference</b> The City of Cockburn will proudly host this year’s annual conference, welcoming around 100 delegates for a weekend of events that showcase the City’s unique heritage and history, with a focus on strong attendance and delegate satisfaction.								

Keys:  Planning  Design  Delivery

## Our Community - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
3D.03 	<b>Arts and Culture Citywide Needs Approach</b>			Elected Member strategic briefing on approach				
<b>Design Approach</b> The City will develop a high-level Arts and Culture Approach that builds on previous community consultation to guide public art, heritage, and broader cultural initiatives, fostering a cohesive and vibrant cultural future.								
3D.04 	<b>Develop a Towns Team approach to activate Cockburn Central</b>	Develop plan to activate Cockburn Central using Towns Team approach.	Deliver engagement activities with stakeholders including residents, community groups and local business.	Support group to understand and participate in Towns Team approach.	Trial delivery of identified activation activities.			
<b>Design Approach</b> This project aims to develop an approach to work proactively with community groups, businesses, landowners and residents to foster a sense of ownership and pride at Cockburn Central.								

Keys:  Planning  Design  Delivery



# Our Places

As Cockburn continues to grow, strategies ensure the City’s infrastructure keeps pace. Key objectives include developing an attractive and connected built environment, establishing Cockburn Central as a major regional hub, and implementing an integrated and accessible transportation network.

Strategic Outcome		Strategic Objectives	
4.	<b>Our Places</b> <p>The City prioritises our resources and is dedicated to enhancing our distinctive and liveable areas to address the needs of our community. Our neighbourhoods and locations are linked through safe transportation choices, including roads, cycleways and pathways.</p>	4A.	Plan for growth and sustainable development.
		4B.	Strengthen unique, liveable and adaptive places.
		4C.	Enhance connectivity and mobility through integrated transport networks.

Number of Projects	21	Number of Services	4	Total cost	\$50.89m	Full-time Equivalent Employees	121.7
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## Services





-  Infrastructure Assets
-  Traffic and Major Projects
-  Strategic Planning
-  Development Services

## Strategies, Plans and Frameworks

Citywide Infrastructure Plan	Local Planning Scheme
Housing Affordability and Diversity Strategy 2018	Local Planning Strategy
Integrated Transport Strategy 2020-2030	Masterplans and Revitalisation Strategies
Local Commercial and Activities Centres Strategy	Parking Plan 2018-2028
	Road Safety Management Plan 2021-2030








## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4B.01 	Public Open Space Strategy Review	Commence document development	Complete document development (working draft)	Commence community engagement planning (Phase 2)	Complete community engagement planning (Phase 2) and present for Council consideration			
Design Strategy The City of Cockburn’s Public Open Space Strategy will guide the planning, improvement, and creation of a connected network of parks and green spaces to support community wellbeing, environmental protection, and future recreational needs.								
4C.01 	Banjup Local Area Traffic Management (LATM)	Construction finished						
Deliver Project The Banjup Local Area Traffic Management project aims to enhance safety and liveability by implementing traffic calming measures that deter non-local through-traffic and reduce vehicle speeds within the community.								
4C.02 	Cycling and Walking Plan Implementation	Market engagement commenced, consultant engaged	Project 50% complete	Project 85% complete	Plan presented to Council for endorsement			
Design Plan The City of Cockburn is revising its Bicycle and Walking Network Plan to develop a long-term vision that enhances connectivity, safety and accessibility for cycling, walking and micromobility across the community for all ages and abilities.								








Keys:  Planning  Design  Delivery

## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4C.03 	<b>Elderberry Drive, Semple Court and Berrigan Drive Intersection - Semple Berrigan Roundabout</b>	Market Engagement of Detailed Design Consultant Complete	Design 50% complete	Design complete	Market engagement package complete for FY27			
<b>Design Project</b> The City of Cockburn is upgrading the intersections of Berrigan Drive, Semple Court, and Elderberry Drive with a new roundabout and improved lighting to enhance safety and traffic flow and align with the future Ngort Drive road network.								
4C.04 	<b>Midterm review of Integrated Transport Strategy</b>	Review commenced	Review 50% complete	Review 100% complete	Report to Council (review concluded)			
<b>Design Strategy</b> This project will review the Integrated Transport Strategy to assess progress, identify key trends, and provide updated recommendations, ensuring the City continues to deliver safe, accessible, and sustainable transport solutions for the community.								
4C.05 	<b>Orsino Boulevard and Pantheon Avenue Intersection</b>	Market engagement of detailed design consultant complete	Design 50% complete	Design complete	Market Engagement Works Package complete for FY27			
<b>Design Project</b> The City of Cockburn is upgrading the Orsino Boulevard and Pantheon Avenue intersection with a new roundabout and enhanced lighting to improve safety, traffic flow and accessibility for all road users.								







Keys:  Planning  Design  Delivery

## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4C.06 	<b>Rowley Road, De Haer Road and Liddelow Road Intersection</b>	Market engagement of detailed design consultant complete	Design 50% complete	Design complete	Market Engagement Works Package complete for FY27			
<b>Design Upgrade</b> The City of Cockburn is upgrading the intersections of Rowley Road, Liddelow Road and De Haer Road by installing a new roundabout and improved lighting to enhance safety, visibility and traffic flow for all road users.								
4C.07 	<b>Hammond Rd Duplication Russell Rd to Rowley – Upgrade &amp; Extension Stage 1 – Russell to Frankland</b>	Market engagement of detailed design consultant complete	Design 50% complete	Design 85% complete	Design complete			
<b>Design Upgrade</b> The City of Cockburn is upgrading Hammond Road between Russell Road and Frankland Road by duplicating the carriageway and enhancing lighting, landscaping and pedestrian infrastructure to support future traffic volumes and improve safety and accessibility.								
4C.08 	<b>Beeliar Drive and Dunraven Drive Intersection (Blackspot Project)</b>	Detailed design continues (FY25)	Detailed design concluded (MRWA approvals will determine future project milestones)	Market engagement complete	Construction Commenced			
<b>Design and Deliver Upgrade</b> The City of Cockburn is improving safety at the Beeliar Drive and Dunraven Drive intersection by installing traffic signals to reduce crashes and provide safer access for drivers, pedestrians and cyclists.								

Keys:  Planning  Design  Delivery











## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4C.09 	<b>Rockingham/Phoenix Road Roundabout</b>	Market engagement package complete (Construction)	Construction commenced	Construction on track for EOFY completion	Construction finished			
<b>Deliver Upgrade</b> The City of Cockburn is upgrading the Rockingham Road and Phoenix Road intersection with a new roundabout and improved lighting to enhance safety, traffic flow, and access for all road users.								
4C.10 	<b>Rockingham Road Improvement – Coleville Crescent to Phoenix Road</b>	Land and service relocation planning ongoing	Planned service relocations commenced	Planned service relocations finished	Market engagement package complete for FY27			
<b>Improvement Project</b> The City of Cockburn is revitalising Rockingham Road through strategic upgrades to improve traffic flow, enhance pedestrian and cyclist safety, and create a more attractive, functional, and vibrant streetscape.								
4C.11 	<b>Rowley Road &amp; Lyon Road Intersection Upgrade</b>	Project planned to commence in FY27.						
Funded by the State Blackspot program, this project tackles the Rowley Road and Lyon Road crash-prone intersection to improve both safety and traffic flow.								

Keys:  Planning  Design  Delivery













## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4C.12 	<b>North Lake Road &amp; Discovery Drive Intersection</b>	Project planned to commence in FY27.						
Funded by the State Blackspot program, this project tackles the North Lake Road and Discovery Drive crash-prone intersection to improve both safety and traffic flow.								
4C.13 	<b>North Lake Road &amp; Elderberry Drive Intersection</b>	Project planned to commence in FY28.						
Funded by the State Blackspot program, this project tackles the North Lake Road and Elderberry Drive crash-prone intersection to improve both safety and traffic flow.								
4C.14	<b>Lyon Road &amp; Gibbs Road Intersection</b>	Project planned to commence in FY28.						
This State Blackspot project targets the Lyon Road and Gibbs Road intersection to enhance road safety and significantly improve pedestrian accessibility.								









Keys:  Planning  Design  Delivery

## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4C.12 	<b>North Lake Road &amp; Discovery Drive Intersection</b>	Project planned to commence in FY27.						
Funded by the State Blackspot program, this project tackles the North Lake Road and Discovery Drive crash-prone intersection to improve both safety and traffic flow.								
4C.13 	<b>North Lake Road &amp; Elderberry Drive Intersection</b>	Project planned to commence in FY28.						
Funded by the State Blackspot program, this project tackles the North Lake Road and Elderberry Drive crash-prone intersection to improve both safety and traffic flow.								
4C.14	<b>Lyon Road &amp; Gibbs Road Intersection</b>	Project planned to commence in FY28.						
This State Blackspot project targets the Lyon Road and Gibbs Road intersection to enhance road safety and significantly improve pedestrian accessibility.								

Keys:  Planning  Design  Delivery

## Our Places - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
4C.15	Hammond Rd Duplication Russell Rd to Rowley Rd – Hammond Road Upgrade & Extension Stage 2 – Frankland to Rowley	Project planned to commence in FY28.						
The City of Cockburn plans upgrades to Hammond Road aiming to improve traffic flow, safety and amenity.								
4C.16	Jandakot Road Upgrade – Skotsch Road to Warton Road	Project planned to commence in FY29.						
The City of Cockburn plans upgrades to Jandakot Road aiming to improve traffic flow, safety, and amenity.								
4C.17	Cycling and Walking Plan Implementation	Project planned to commence in FY27.						
Infrastructure enhancements to our Cycling and Walking Network in line with the Cycling and Walking Plan.								

Keys:  Planning  Design  Delivery








# Our Governance

The City of Cockburn is committed to good governance and effective communication with residents. Best practices in governance and partnerships, high-quality community engagement, and fostering a culture of innovation and excellence within the city are core objectives.

Strategic Outcome		Strategic Objectives	
5.	<b>Listening and Leading</b>  Our City is governed through transparent and accountable leadership with a focus on open communication, listening and engaging with our community, with an eye on the future.	5A. Facilitate transparent and accountable governance for today and tomorrow.  5B. Strengthen engagement communication and enhance customer experience.  5C. Champion strategic partnerships and stakeholder collaboration.  5D. Strive for financial sustainability and operational excellence.	

Number of Projects	5	Number of Services	8	Total cost	\$20.54m	Full-time Equivalent Employees	159.1
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## Services





 Organisational Capability and Performance	 Business Systems
 People Experience	 Strategic Finance
 Communications and Engagement	 Property Services
 Information, Technology and Customer	 Procurement and Contracts

## Strategies, Plans and Frameworks

- Asset Management Strategy 2017-2024
- City Asset Management Plans
- Strategic Communications Framework
- Record Keeping Plan 2022
- ICT Strategies










## Our Governance - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
5A.01 	<b>Develop Project Management Governance Framework</b>	Finalise consultation with internal stakeholders.	Finalise development of draft Project Management Governance Framework.	Delivery of final version.	Completed			
<b>Develop Framework</b> Development and deployment of a Project Management Governance Framework								
5D.01 	<b>Civic Facility Masterplan – Administration Building</b>	Business case and scope	Approval	Market engagement for detailed design	TBD			
<b>Plan Upgrade</b> This project will renew critical components of the administration building - particularly HVAC and roof systems - to ensure continued functionality and extend the asset’s usable life into the medium term.								

Keys:  Planning  Design  Delivery

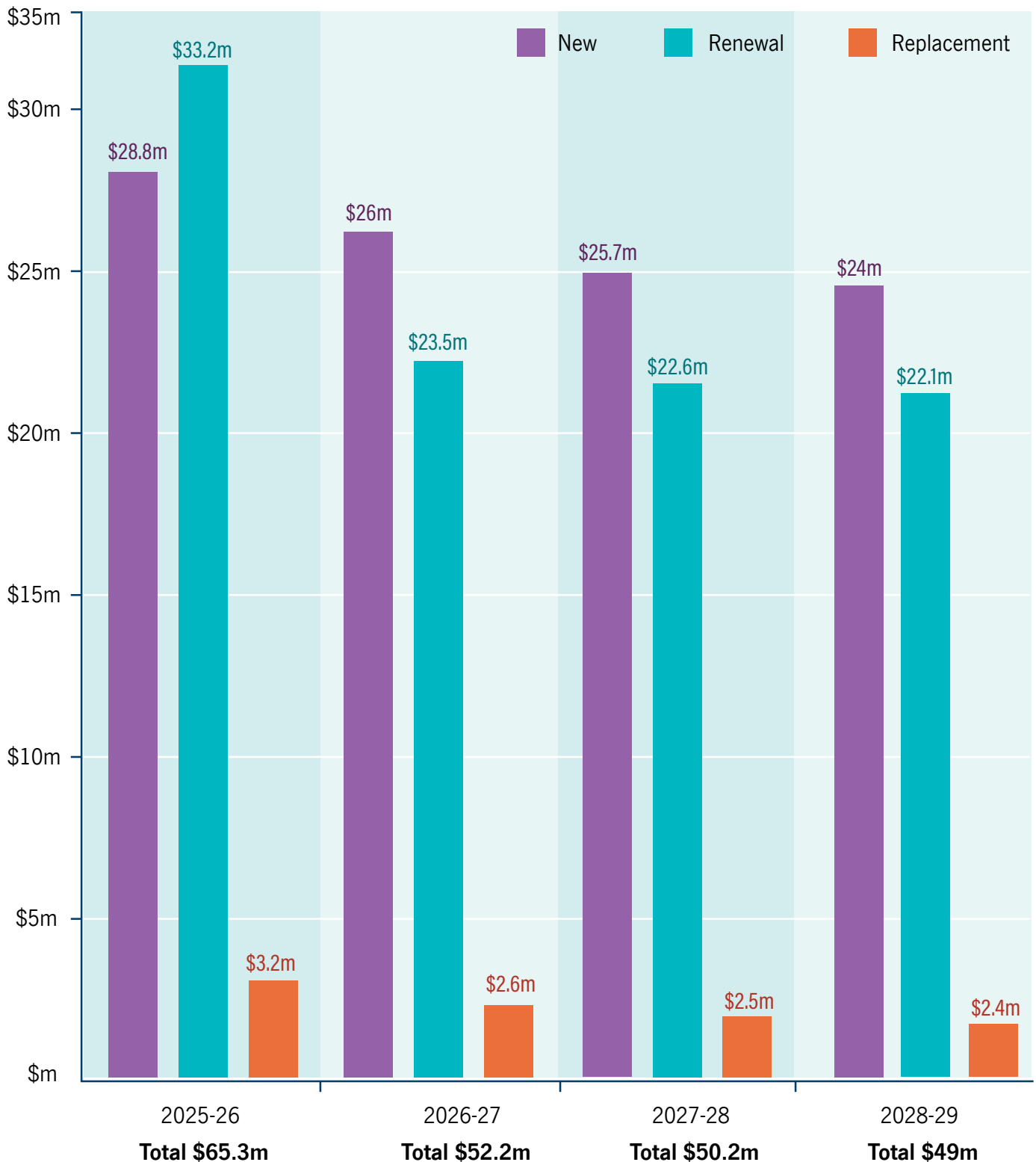
## Our Governance - Projects/Activities

Project/Activity		Milestones for 2025-26				2026-27	2027-28	2028-29
		Q1	Q2	Q3	Q4			
5D.02 	Migrate GIS Systems to Hosted Cloud	Identify hosted cloud platform for migration and develop migration plan.	Migration in process. 50% completed.	Complete migration, uplifting 100% of services to cloud.				
Deliver Project Migration of GIS systems from on-premise servers to a hosted cloud environment.								
5D.03 	TechOne CiAnywhere Project	Develop readiness assessment, create PMP, onboard Project Manager and Business System Analysts.	Migration of modules.	Migration of modules.	Migration of modules.			
Deliver Upgrade Upgrade of TechOne modules from Ci (old platform) to a modern CiA environment.								
5D.04 	Service Review Program	Delivery against methodology outputs	Delivery against methodology outputs; readiness for change process	Delivery against methodology outputs; readiness for change process; benchmarking and KPIs	Delivery against methodology outputs; readiness for change process; benchmarking and KPIs; implement change			
Deliver Project This project involves a comprehensive review of City services to improve resource allocation and service delivery, ensuring long-term financial sustainability and the continued provision of high-quality services for a growing community.								

Keys:  Planning  Design  Delivery

## Our Capital Investment

The City of Cockburn is investing \$204.6 million over the next four years to achieve our vision of Cockburn as the best place to be. This strategic capital investment program focuses on renewing and replacing existing infrastructure, upgrading current facilities, building new assets and strategically replacing aging ones. Below is a chart demonstrating our capital investment in each financial year.

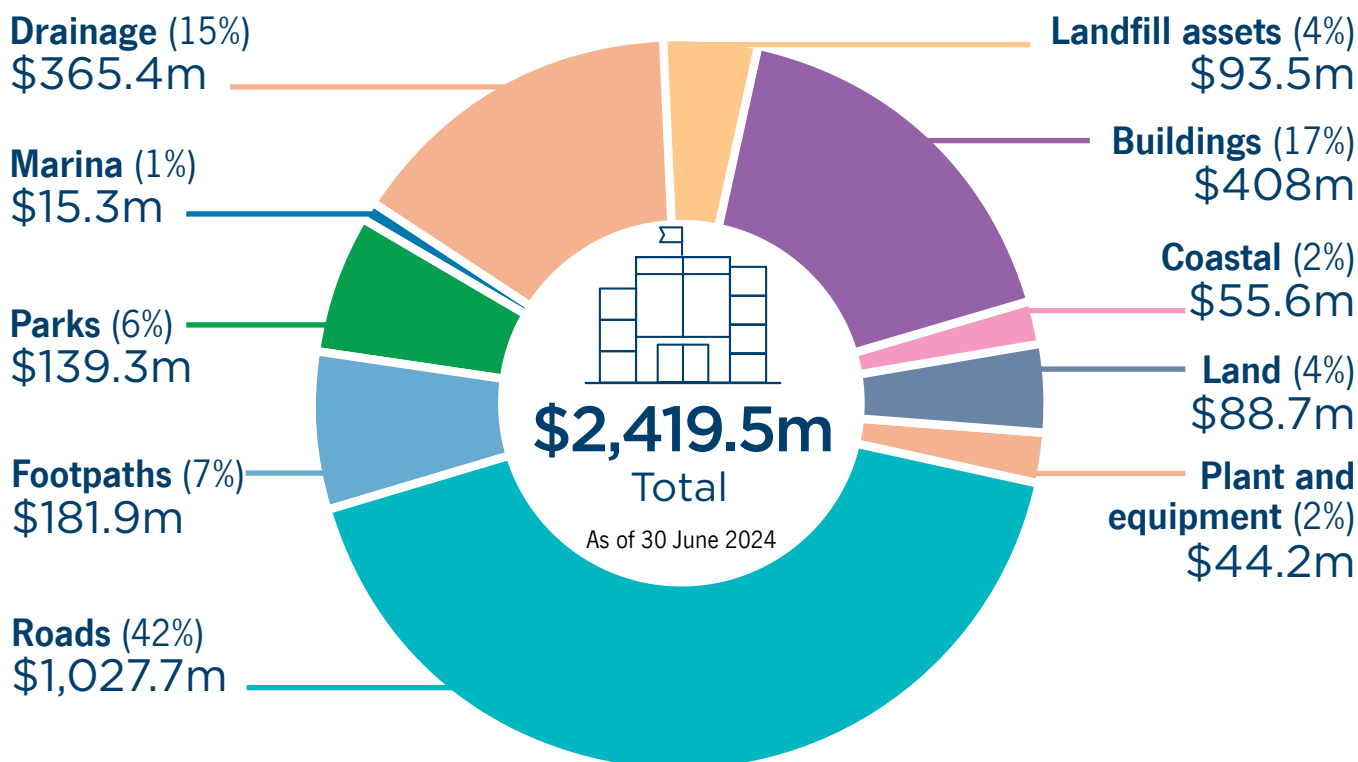


## Our Assets

The City of Cockburn thrives on a strong foundation of infrastructure. From the roads we travel to the parks we enjoy, our assets are essential for maintaining a high quality of life for residents and businesses.

The City takes a proactive approach to asset management, ensuring these assets are well-maintained, function efficiently, and deliver long-term value.

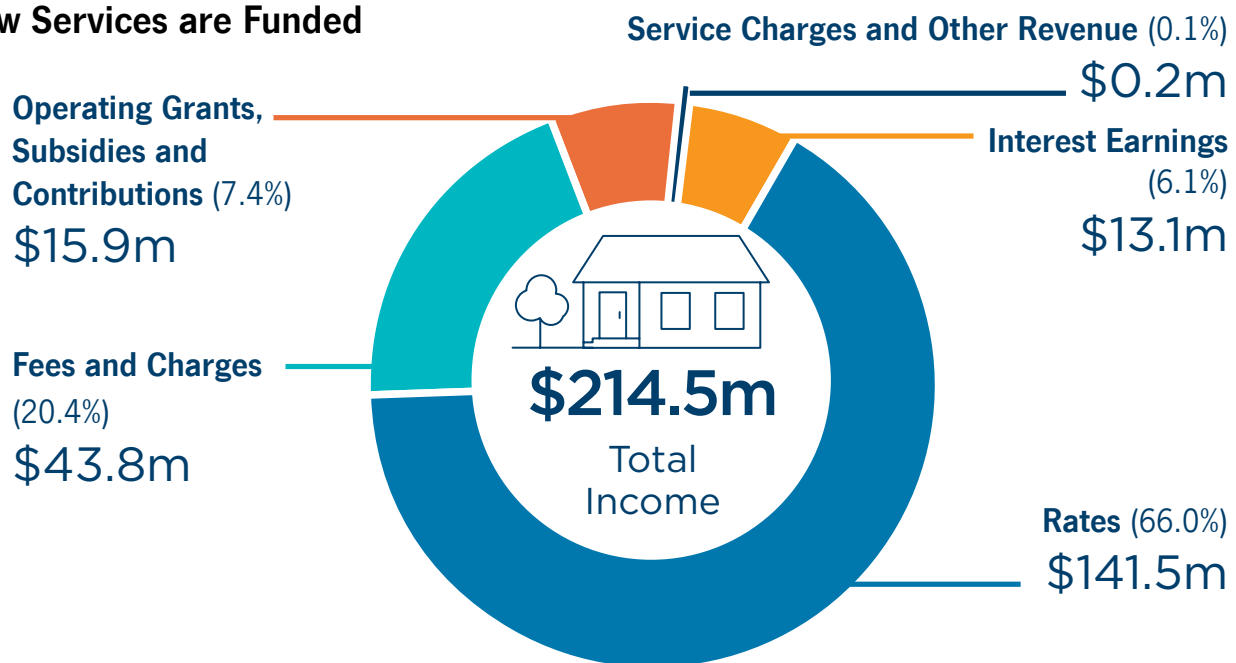
We've compiled key highlights about our City's assets with a replacement value of over \$2.4 billion. A pie chart accompanying this section provides a visual breakdown of asset value by class.



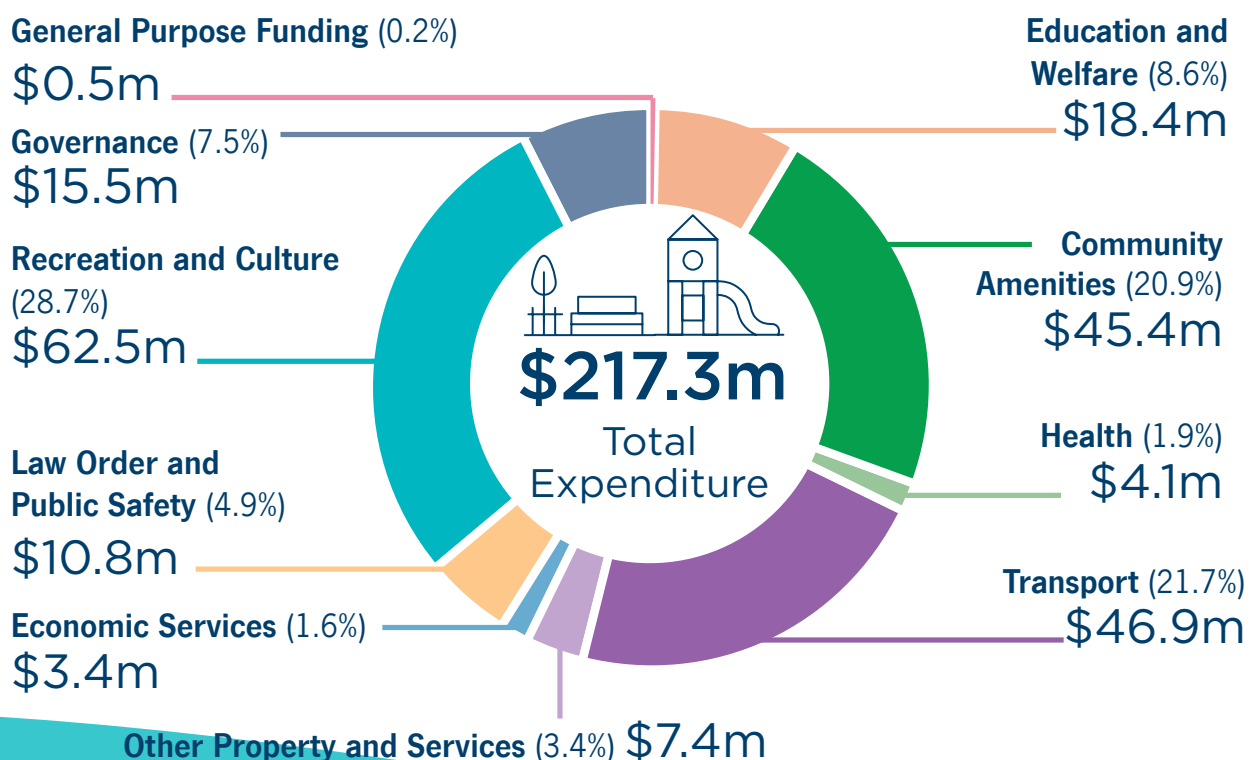
## Our Budget

The City of Cockburn is committed to responsible financial management. The financial year 2025-2026 budget projects income for this period to be \$214.5 million, while planned expenditures are set at \$217.3 million. The financial year 2025-2026 budget includes a small operating deficit which Council aims to resolve, returning to an operating surplus over a two-year period. This budget prioritises strategic investments that enhance our city's infrastructure, services, and overall wellbeing for residents and businesses. We've included a clear visual to show how the budget is distributed across key categories.

### How Services are Funded



### How Your Money is Spent





# Risk Management

The *Australian Standard AS ISO 31000:2018 Risk Management – Guidelines* defines risk as the effect of uncertainty on objectives.

Risk combines the likelihood and consequences of an event occurring. The Australian Standard defines these two elements as:



**Consequence:** Outcome of an event affecting objectives



**Likelihood:** Chance of something happening.

Local government legislation requires the City of Cockburn to ensure that it has effective risk management in place. This includes identifying and managing risks and opportunities of the business of local government. The City has in place a Risk Management Policy and Risk Management Framework that align with the Australian Standard.

The City's risk register comprises:



## Low risks 45%

These are managed with adequate controls and pose minimal uncertainty to the City's objectives.



## Moderate risks 50%

These are managed with adequate controls and could pose some disruption to the City's objectives.



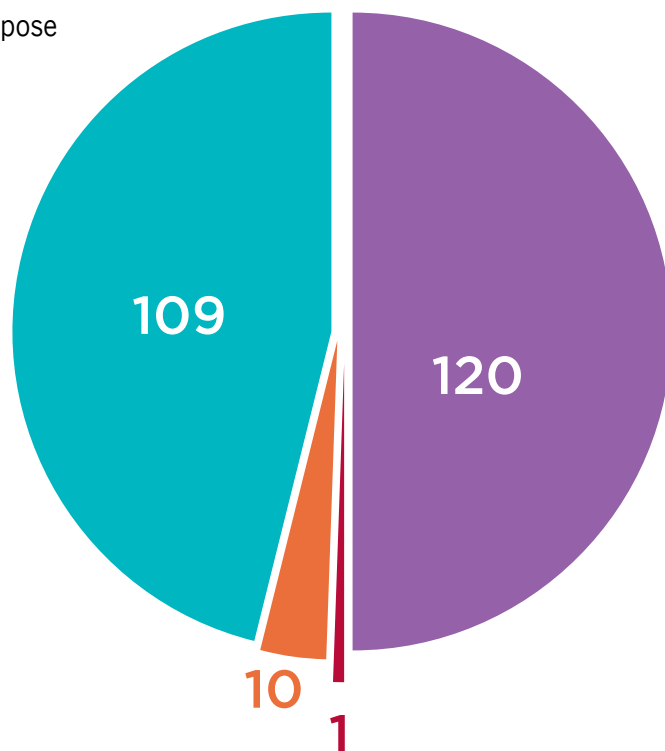
## Substantial risks 4%

These are managed with adequate controls and could cause significant disruptions to the City's objectives.



## High risk <1%

Least common risk, subject to at least quarterly review, and has potential to cause critical consequences.



# Reporting

The City of Cockburn is committed to keeping residents informed about progress towards the goals outlined in the Corporate Business Plan. We achieve this transparency through a multilayered reporting approach.



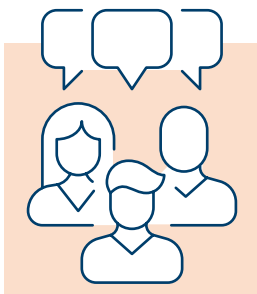
## Regular Monitoring and Updates

Throughout the year, City staff track key performance indicators (KPIs) tied to each Corporate Business Plan project. These KPIs serve as benchmarks for measuring success on objectives that directly translate the long-term vision of the Strategic Community Plan into actionable steps. Every quarter, a concise report is presented to the Council meeting, detailing progress on the CBP KPIs. Residents can stay informed by attending Council meetings (either physically or virtually) or by reviewing the publicly available meeting minutes.



## Comprehensive Annual Review

The City's Annual Report serves as a culmination of the year's efforts. This comprehensive document provides a detailed overview of achievements across various departments and initiatives. Importantly, it dedicates a significant section to progress made against the projects set in the Corporate Business Plan, highlighting how these projects contribute to the overarching goals of the Strategic Community Plan. This allows residents to see the bigger picture and understand how the City is performing in its pursuit of strategic goals. The Annual Report is readily available online and in print format, ensuring accessibility for all residents.



## Engaging with the Community

In addition to formal reports, the City recognises the value of community engagement. We may hold targeted discussions with specific community groups relevant to certain aspects of the Corporate Business Plan. This fosters a sense of shared ownership and allows residents to provide valuable feedback on initiatives that directly impact their lives.

These discussions can take various forms, such as community forums, online surveys, or targeted workshops. The whole community can provide input on the City's plans and priorities year-round through our online platform Comment on Cockburn: <https://comment.cockburn.wa.gov.au>

Community engagement allows residents to share ideas and concerns directly with the City, ensuring the Corporate Business Plan reflects the diverse needs and aspirations of the community it serves.





Coogee Jetty



C.Y. O'Connor Beach



Bibra Lake Reserve



Waliabup Skate Park, Bibra Lake





Port Coogee Marina



Omeo Wreck



Botany Park



Bibra Lake





**City of Cockburn**

Whadjuk Country

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**Cockburn**, the best place to be

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