The Council of the City of Cockburn

Special Council Meeting
Agenda

Tuesday, 30 June 2026

PO Box 1215, Bibra Lake
Western Australia 6965

Cnr Rockingham Road and
Coleville Crescent, Spearwood

Telephone: (08) 9411 3444

Notice of Meeting

Pursuant to Clause 2.5 of Council's Standing Orders, a Special Meeting of Council has been called for Tuesday 30 June 2026. The meeting is to be conducted at 6:00 PM in the City of Cockburn Council Chambers, Administration Building, Coleville Crescent, Spearwood.

Purpose of Meeting

- To adopt the:
  - 2026-27 Annual Budget
  - Corporate Business Plan 2026-2030
  - 2026-27 Service Plans and Project Plans
  - Workforce Plan 2026-2030.

- To consider a request to demolish a number of structures at 1 Forrest Road, Hamilton Hill.

Daniel Simms
Chief Executive Officer

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Special Council Meeting, Tuesday, 30 June 2026

Agenda

1. Declaration of Meeting

Acknowledgement of Country
The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country. We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to the Elders, past and present.

2. Appointment of Presiding Member (If required)

3. Disclaimer

The Presiding Member will read the Disclaimer:

> Members of the public, who attend Council Meetings, should not act immediately on anything they hear at the Meetings, without first seeking clarification of Council's position.
>
> Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

4. Acknowledgement of Receipt of Written Declarations of Financial Interests and Conflict of Interest (by Presiding Member)

5. Apologies & Leave of Absence

6. Public Question Time

7. Deputations

8. Declaration by Members Who have Not Given Due Consideration to Matters Contained in the Business Paper Presented before the Meeting

9. Purpose of Meeting

- To adopt the:
  - 2026-27 Annual Budget
  - Corporate Business Plan 2026-2030
  - 2026-27 Service Plans and Project Plans
  - Workforce Plan 2026-2030.

- To consider a request to demolish a number of structures at 1 Forrest Road, Hamilton Hill.

10 Reports - CEO (and Delegates)

10.1 Sustainable Development and Safety

10.1.1 Demolition of Ancillary Structures - 1 Forrest Road, Hamilton Hill (Heritage Site - Cockburn Roads Board)

Executive	Director Sustainable Development and Safety
Author	Service Lead Planning
Attachments	1. Cover Letter ⇩ 2. Site Plan ⇩ 3. Structural Inspection Report ⇩ 4. Heritage Council Advice ⇩ 5. Historical Heritage Impact Assessment ⇩

Recommendation
That Council:

(1) APPROVES the demolition of the ancillary structures identified for removal on the approved site plan, subject to the following conditions:

Conditions:

1. Prior to demolition commencing, an archival record shall be prepared and approved by the City in accordance with the *Heritage Council of WA Guidelines.*
2. Prior to demolition commencing, an *Archaeological Chance Finds Discovery Procedure* is to be prepared and subsequently implemented by demolition contractors, to the City's satisfaction.

Footnotes:

a) This approval solely pertains to the two ancillary structures as indicated for removal on the approved plans (Attachment 2). The main 'Council Building' and the 'Ancillary Offices' do not form part of this approval.
b) This is a Planning Approval only. The applicant is advised that a Demolition Permit will be required to be lodged with the City's Building Services team prior to works occurring, pursuant to the Building Act.
c) The applicant is advised that any future application proposing the demolition of the former 'Council Building' and/or 'Ancillary Offices' will require an updated *Historical Heritage Impact Assessment* (including site inspection) in support of the proposal;

(2) NOTIFIES the applicant and those parties who made a submission on the proposal of Council's decision; and

(3) INSTRUCTS the CEO to write to the Minister for Transport, Hon. Rita Saffioti and the Director General Main Roads Western Australia, requesting Main Roads Western Australia physically secure the site to ensure that there is no ongoing unauthorised access to the site, and take all necessary measures, including restoration works, to ensure that the remaining heritage structures are suitably maintained and preserved.

Background

The City is in receipt of a development application from Main Roads WA (MRWA) for the demolition of two ancillary structures at 1 Forrest Road, Hamilton Hill (subject site). The site is included within the City's Municipal Inventory of Heritage Places (Local Government Inventory Reference #042). MRWA are the owners of the site.

The subject site at Lot 1 Forrest Road, Hamilton Hill occupies a historically prominent location at the intersection of Forrest Road and Rockingham Road, historically referred to as "The Peak". This intersection is evident on survey mapping as early as 1842 and formed part of an important transport network supporting early expansion south of Fremantle. The subject site's civic function originated in the early 20th century following long-standing discussions regarding relocation of the Fremantle Road Board offices closer to developing southern districts. In 1920, following a local referendum, land at "The Peak" was selected and purchased for this purpose. Construction of a new Road Board office commenced circa 1922, with the building officially opened in 1924.

The site subsequently operated as the administrative centre for local government in the district, initially as the Fremantle Road Board and, following administrative restructuring in 1954, as the Cockburn Road Board. Over time, the original building was expanded and modified, and additional structures were constructed on the site, including sheds and ancillary facilities supporting municipal depot functions.

From the mid-20th century onwards, the site evolved from a primary civic administrative function to a more mixed-use municipal and commercial tenancy role. By the 1970s, parts of the site (including outbuildings and yard areas) were leased to private tenants and commercial operators.

In 1977 the City (then the Town of Cockburn) sold the subject property to the MRWA, to facilitate the future construction of the Roe Highway extension.

In more recent decades, the site has been occupied by a range of commercial uses, including medical, professional and service-based tenants. However, it has since fallen into disuse and is currently largely vacant, with evidence of deterioration, vandalism and informal occupation. Overall, the site retains historical associations with the early development of local government administration in the Cockburn district, while also reflecting broader patterns of subdivision, infrastructure expansion and municipal evolution in Hamilton Hill during the 20th century.

Typically, the demolition of buildings and structures do not require development approval pursuant to Clause 61 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. However, that exemption does not apply to heritage protected places and as such, a Development Application has been triggered in this instance.

This application has been brought to Council for determination, as City officers to not have delegated authority to determine applications for the demolition of heritage protected structures as per the City's Register of Delegations.

The application proposes the removal of two ancillary structures on the subject site. The exact dates that the structures were erected are unknown, however aerial imagery from successive years can give a general indication of when the structures may have been constructed. In a 1942 aerial photograph, the structures that are the subject of this application do not appear onsite.

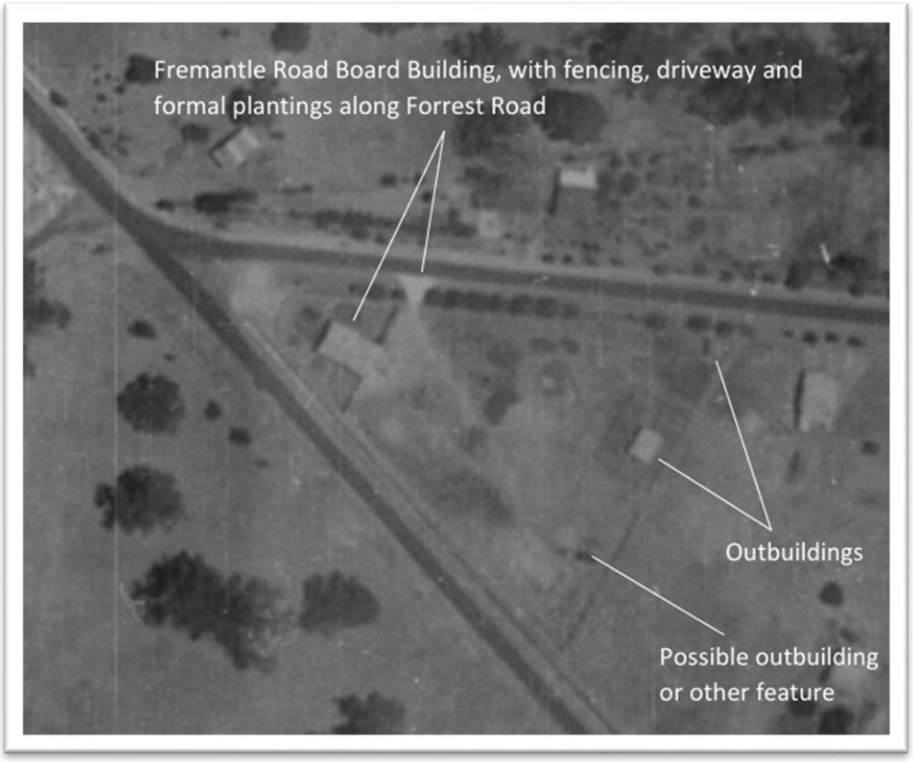


Figure 1 – 1942 Aerial Photograph (Courtesy of Geoscience Australia)

By 1952, the elongated outbuilding (likely used as stables or later to house vehicles) that runs parallel to Rockingham Road was constructed.

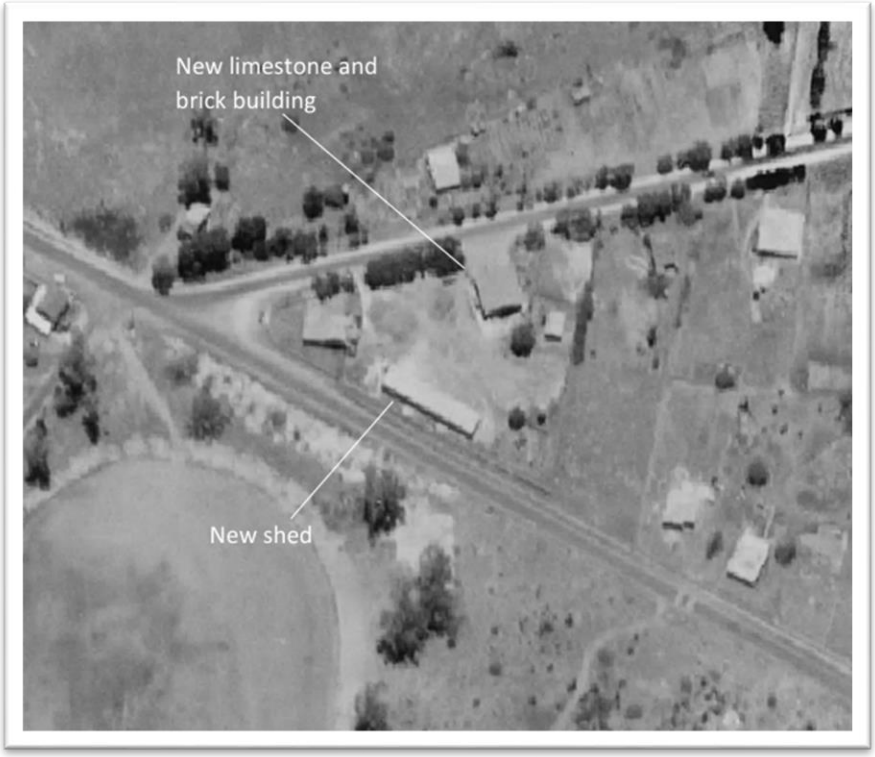


Figure 2 – 1953 Aerial Photograph (Courtesy of Landgate)

Finally, in 1965, all structures that are currently on site can be seen.



Figure 3 – 1965 Aerial Photograph (Courtesy of Landgate)

The applicant has identified ongoing issues associated with unlawful occupation, anti-social behaviour, and site security as a key justification for the proposed demolition of the ancillary structures.

The City acknowledges that these concerns are genuine and require an appropriate response, particularly where they relate to public safety, liability, and the management of vacant land. The information provided indicates that the site has experienced repeated instances of trespass and associated risks following the cessation of tenancy, despite attempts to secure the site.

However, it is important to recognise that security concerns and site mismanagement are not, in themselves, sufficient justification for the removal of heritage structures, particularly where those structures form part of a place identified as having heritage value. Issues relating to unlawful occupation, deterioration, or vandalism are relatively common across vacant or underutilised sites and are typically addressed through improved property management, security measures, maintenance, or adaptive reuse, rather than demolition as a primary response.
From a heritage planning perspective, the focus should remain on:

- The heritage value and contribution of the structures to the overall place
- The potential for adaptive reuse or reactivation of buildings, particularly those capable of accommodating future uses
- The extent to which the proposed works represent the minimum necessary intervention to address identified issues

In this instance, the subject site forms part of a recognised former municipal complex with historical associations to the development of local government in the area. While some structures, particularly the ancillary structures, are acknowledged to be in poor condition and of a more ancillary nature, the overall place retains heritage value that warrants careful consideration.

The City therefore considers that demolition should not be driven primarily by circumstances arising from vacancy or inadequate site management, as this may inadvertently incentivise neglect of heritage assets as a pathway to redevelopment. Instead, emphasis should be placed on protecting heritage significance where feasible, while balancing legitimate safety and management concerns.

Notwithstanding the above, and as outlined elsewhere in this report, the proposed demolition is limited in scope to two ancillary structures, which are of lesser heritage significance and in a degraded condition. In this context and having regard to the practical challenges associated with ongoing occupation and structural condition, the removal of these specific structures is considered acceptable.



Figure 4 – Rockingham Road Street Elevation

Importantly, this position reflects a careful balance between heritage conservation principles and site management realities and should not be taken as support for broader demolition of heritage fabric based solely on security concerns. Future proposals affecting the primary building or the site should continue to prioritise adaptive reuse, conservation, and retention of key heritage elements wherever practicable.

Submission

N/A

Report

Local Planning Policy 4.4 – Heritage Conservation Design Guidelines

The City's Heritage Conservation Design Guidelines (LPP 4.4) provide the primary framework for assessing development affecting heritage places identified on the Local Government Inventory (LGI). The policy seeks to ensure that development is undertaken in a manner that recognises and respects the heritage significance of places, while also allowing for their ongoing use and evolution over time.

The key objectives of the policy are to ensure that works, including alterations, additions, changes of use and demolition, are responsive to the heritage significance of a place, and to encourage outcomes that support the conservation, interpretation, and continued relevance of heritage assets within the community.

The policy also aims to provide clarity and consistency in decision-making, balancing heritage protection with reasonable development expectations.

The subject site is identified as a Management Category C (Significant) place on the LGI. Under the policy framework, Category C places are recognised as making a meaningful contribution to local heritage, however they do not require the same level of protection as places on the Heritage List (Categories A and B).

For Category C places:

- Retention of the place is encouraged, and modifications should, where feasible, avoid detracting from its heritage values and retain original fabric
- However, demolition may be supported, subject to consideration of heritage significance and other planning matters
- Where demolition is approved, an archival record is typically required to document the place prior to its removal, and consideration may be given to interpretation of the site's history.

In this context, the policy framework supports a balanced approach, where heritage significance is carefully considered, but flexibility is provided to allow removal of lesser elements, particularly where they are degraded, of limited significance, or do not meaningfully contribute to the overall heritage value of the site.

Potential for Adaptive Reuse and Structural Inspection Report

The structural inspection report prepared by BPA Engineering (December 2019) provides additional context regarding the condition and ongoing viability of the buildings on site, including the two ancillary structures proposed for demolition.

While the report is now several years old, there is no evidence that any substantive remediation or upgrade works have been undertaken since that time.

On this basis, it is reasonable to conclude that the findings remain relevant and, if anything, the condition of the buildings is likely to have further deteriorated due to ongoing exposure, vacancy, and lack of maintenance.

The report identifies a clear distinction in structural condition between the primary building (former council chambers) and the ancillary structures. Building 1 (the main building) is generally described as being in sound condition (as assessed in 2019), with defects largely limited to cracking, corrosion, and maintenance-related issues that are capable of repair.

In contrast, the condition of the ancillary structures is significantly poorer. In particular:

- Building 2 is described as being in very poor condition, with severe corrosion to the roof sheeting, missing and compromised structural elements, termite damage, and inadequate structural capacity. The report explicitly concludes that this building should be demolished.
- Building 3 exhibits a range of structural deficiencies, including corroded purlins, buckled roof trusses, termite damage, and framing issues affecting overall capacity and stability.

These findings indicate that the ancillary structures are not only degraded but also suffer from fundamental structural issues that would require extensive intervention to rectify.

While in theory adaptive reuse is a preferred outcome for heritage structures, in this instance the scale of works required to bring the ancillary structures to a usable and compliant standard would be substantial and potentially prohibitive.

The extent of deterioration and structural deficiency suggests that adaptive reuse would effectively require partial reconstruction rather than repair, raising questions as to the practicality and heritage benefit of retaining these elements in their current form.

Importantly, the report also indicates that reuse potential remains more viable for the primary building, which retains a higher level of structural integrity and lends itself more readily to repair and adaptive reuse. This reinforces the distinction between the significance and condition of the main building compared to the ancillary structures.

State Heritage Council Referral

The Department of Planning, Lands and Heritage (DPLH) undertook a preliminary heritage assessment of the former Council Buildings at 1 Forrest Road, Hamilton Hill, as part of the Government Heritage Property Disposal Process. Places are required to be considered as part of this process if they are more than 60 years old; listed on an existing heritage list such as a local government; or display other evidence of potential cultural heritage significance.

The assessment concluded that, while the site has local historical and heritage value, it does not meet the threshold of cultural heritage significance required for inclusion on the State Register of Heritage Places and therefore does not warrant a full heritage assessment**.** As a result, no further referrals under the Government Heritage Property Disposal Process are required for the disposal of the property.

While comparable civic buildings exist within the metropolitan area and are listed on the State Register, these were considered to demonstrate higher levels of heritage significance, scale, or landmark value. In contrast, the Hamilton Hill site is more appropriately recognised at a local level.

Supporting Heritage Impact Assessment

The Historical Heritage Impact Assessment (HHIA) submitted in support of this application provides a useful overview of the historical context and potential heritage values of the subject site. However, there are several material limitations that affect the extent to which the report can be relied upon in assessing the current proposal.

Most significantly, the HHIA has been prepared as a desktop-based assessment, with no site inspection undertaken due to safety concerns. This has resulted in a number of gaps in the assessment, including:

- Reliance on aerial imagery, historical sources, and secondary information, rather than direct observation
- Absence of archival recording, measured drawings, photographs, and detailed condition assessments

- Acknowledgement within the report itself that a site visit and updated assessment are required prior to demolition.

These limitations mean that key aspects of the site (particularly the condition, integrity, and relative significance of individual structures) have not been fully verified. Accordingly, while the HHIA provides a useful high-level context, it does not represent a comprehensive or definitive assessment of heritage significance or impact.

A further limitation relates to the scope of the assessment. The HHIA has been prepared on the basis of demolition of the entire site, including the former Council Chambers and all associated buildings, and therefore assesses impacts at the level of the overall heritage place. In doing so, it identifies that full demolition would result in a major impact and loss of heritage significance.

In contrast, the current application is more limited in scope, seeking approval for the demolition of ancillary structures only, rather than the removal of the principal building or the heritage place as a whole. The HHIA does not clearly distinguish between the heritage value of the primary building and that of the ancillary structures, and its conclusions are therefore not directly aligned with the scale of works proposed.

The HHIA assessment is summarised below:

- Whilst the buildings and structures on the site are in a deteriorated state there is enough spatial coherence to convey the site's historical role as municipal chambers and a depot precinct
- The buildings and features of the 1950s era constructions are moderately intact, although some fabric has been lost and alterations have occurred over time
- While the place retains elements indicative of its original use, it is not a rare or highly authentic example of a well-maintained council building; and when compared to other early to mid-20th century council building and depot structures in Western Australia its level of preservation is moderate, providing a representative, though not exceptional example

- Low/moderate level of potential for subsurface archaeology across much of the site, with a higher potential for underfloor subsurface archaeology, dating to the early 20th century, within the original footprint of the c.1922 building, providing that no major subfloor works have occurred during the later renovation and extension.

In considering the application, it is therefore necessary to interpret the HHIA with caution. While the report confirms that the place as a whole has heritage value as a former municipal complex, it also indicates that:

- The buildings have undergone substantial modification over time and are in a degraded condition
- The site is not a rare or highly intact example when compared to similar places
- The structures are ancillary in nature and located within areas of generally lower heritage and archaeological significance

Taking these factors into account, and recognising the limitations of the supporting documentation, it is considered that the demolition of the ancillary structures can be supported, subject to appropriate conditions (such as archival recording where feasible). Importantly, this position reflects the more limited scope of the application and the comparatively lower contribution of the ancillary structures to the overall heritage significance of the site.

It is also emphasised that support for this application should not be interpreted as endorsement of the HHIA findings in relation to the entire site, nor as support for the demolition of the primary building or the heritage place as a whole. Any future proposal involving more extensive demolition or redevelopment would require a comprehensive site inspection and an updated and site-specific heritage impact assessment.

While the HHIA is subject to notable limitations in both methodology and scope, it provides sufficient contextual information to inform the current application. On this basis and having regard to the reduced scope of works and the relative significance of the ancillary structures, the proposal is considered acceptable from a heritage perspective.

The former Council Building is considered the most significant structure on the site given its former use, condition, potential for adaptive reuse and landmark siting on the corner of Forrest and Rockingham Road. The DPLH decision of the Government Heritage Property Disposal Process (GHPDP) is acknowledged, however this only determines the place is below threshold for inclusion on the State Register of Heritage Places.

It is therefore the City’s expectation that any future proposals for demolition works to the main former Council Building will require a more comprehensive heritage assessment, including site inspection, and condition report to enable assessment of proposed works or demolition.

Archaeological Potential

The HHIA identifies the majority of the site outside of the former Council building as having low archaeological potential due to past disturbances and no evidence for any notable historical constructions before the 1920s. Therefore, an archaeological watching brief is not considered necessary for the proposed demolition of the two ancillary structures.

However, the location is a prominent landform in the historical landscape, formerly known as 'The Peak'. This is the triangular intersection between Forrest Road and Rockingham Road, appearing on maps as early as 1842. It is therefore possible archaeological material may be encountered during ground disturbing work, including unexpected loose finds of a varied nature related to all periods of occupation of the site.

The HHIA recommends an Archaeological Chance Finds Discovery Procedure to be prepared for the site, along with a heritage induction to be delivered to all contractors prior to commencement of works.

The Archaeological Chance Finds Discovery Procedure and associated induction should include:

- Guidance on identification of potential archaeological cultural materials, including images of both historical and Aboriginal artefacts or features.
- Process to follow if a suspected archaeological find is encountered, along with guidance on how and who to report the find to and how best to protect it in the interim.
- Contractor handout outlining key steps in the chance finds discovery process and identifies key personnel and their contact details for specific roles and responsibilities.

Strategic Plans/Policy Implications

Our Community
A diverse, active, and connected community that feels safe and has access to local services.
• Strengthen and facilitate a safe and secure Cockburn.

Our Places
Enhancing distinctive, liveable areas with well-connected, safe transport options.
• Strengthen unique, liveable and adaptive places.

Budget/Financial Implications

Nil

Legal Implications

Should the applicant be aggrieved by Council's decision, they may seek a review of the decision by the State Administrative Tribunal. This may lead to significant costs for the City, particularly where legal representation is engaged.

Community Consultation
This application was advertised on the City's Comment on Cockburn page for a period of 14 days in accordance with clause 64 of the Planning and Development (Local Planning Schemes) Regulations 2015. In addition to that, individual letters were sent to neighbouring properties within a 200m radius of the site. The Hamilton Hill Community Group was also engaged directly however provided no comment.

One objection was received during the consultation period, as outlined below:

> I object to the proposed demolition of the heritage buildings at 1 Forrest Road, Hamilton Hill.
>
> While I acknowledge that the structures themselves may not date directly from the Swan River Colony period, they remain significant as part of Hamilton Hill's broader heritage landscape.
>
> Hamilton Hill sits on Beeliar Noongar Boodja, with a deep cultural history extending long before European settlement. The later colonial, civic, horse-racing and market-gardening histories of the area should be understood within this much older landscape of Aboriginal connection, dispossession and continuing custodianship.
>
> The outbuildings are modest, working structures, but this is part of their value. They help tell the story of Hamilton Hill's semi-rural past, including horse stables, transport, local government, market gardening and the everyday working life of the district.
>
> Much of this historic character has already been lost. I am concerned that demolishing these structures would further erode the layered history of Hamilton Hill and the former Cockburn Roads Board site.
>
> I respectfully request that alternatives to demolition be explored, including retention, adaptive reuse or partial conservation where possible.

The submission is noted and the broader historical context of the locality, including Aboriginal cultural significance and the evolution of Hamilton Hill, is acknowledged. While the ancillary structures contribute to the understanding of the site's former municipal and semi-rural functions, they are of limited individual heritage significance and have been substantially altered and degraded over time. The proposed demolition is therefore considered acceptable, subject to appropriate archival recording and heritage mitigation measures to ensure the site's history is documented.

The City has considered the potential for adaptive reuse in its assessment of the proposal and notes that the significant degradation of the ancillary structures would likely make any conservation efforts prohibitive.

Risk Management Implications

Whilst the applicant has mentioned their intention for the future disposal of the subject property, the demolition of these buildings would potentially address the current anti-social behaviours, associated with unauthorised persons occupying the subject property.

Advice to Proponent(s)/Submitters

The Proponent(s) and those who made a submission have been advised that this matter is to be considered at the 30 June 2026 Special Council Meeting.

Implications of Section 3.18(3) Local Government Act 1995

Nil

OFFICIAL

mainroads WESTERN AUSTRALIA

CELEBRATING OUR CENTENARY YEAR 1926 TO 2026

Enquiries: trish.nakich@mainroads.wa.gov.au
Our Ref: 05/6839-02
Your Ref:

19 May 2026

Planning Department
City of Cockburn
PO Box 1215
Bibra Lake DC WA 6965

Dear Sir or Madam,

Application for Development Approval – Demolition of two (2) structures at Lot 1 (1) Forrest Road, Hamilton Hill

Main Roads is seeking Development Approval for the demolition of two (2) structures located on Lot 1 (1) Forrest Road, Hamilton Hill.

The property includes four (4) structures; the main building constructed circa 1922 which formerly housed the Fremantle Road Board, the Cockburn Road Board and the Cockburn Council, as well as three (3) outbuildings, two of which are in very poor condition and are proposed to be demolished.

Main Roads acknowledges the heritage significance of the site and has referred the matter to the Department of Planning, Lands and Heritage for consideration through the Government Heritage Property Disposal Process (GHPDP). A copy of the GHPDP decision letter is provided in support of this application and is understood to address the heritage considerations associated with the proposed works.

Main Roads acquired the property in 1977 for the Roe Highway project, which is no longer proceeding. The property has been declared surplus and is being considered for disposal, potentially to the City of Cockburn.

Until recently, the property has been leased to commercial tenants. Since the tenants vacated, the property has become subject to unlawful occupation, resulting in increasing safety, security and anti-social behavioural concerns. Despite additional measures to secure the site and multiple removals of the trespassers by Police, the unlawful occupation and associated concerns are ongoing.

The demolition of the two (2) structures occupied by the trespassers is considered a solution to the poor structural condition and to detract from ongoing unlawful occupation.

The following documents are attached in support of this application:

- Site aerial plan
- Photos of structures
- Certificate of Title
- Historical Heritage Impact Assessment
- GHPDP decision letter
- Structural inspection report

Main Roads Western Australia
Don Aitken Centre, Waterloo Crescent, East Perth WA 6004
PO Box 6202, East Perth WA 6892

mainroads.wa.gov.au
enquiries@mainroads.wa.gov.au
138 138

Given the escalating risks associated with unlawful occupation of the structures, Main Roads requests that the application be prioritised to facilitate demolition works and reduce the ongoing safety issues with this site.

Yours sincerely



Jenella Voitkevich
A/Manager Portfolio Property and Accommodation
Transport Portfolio Land and Property Services

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Attachment 1: site aerial plan



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Attachment 2: photos of structures



Rockingham Road street elevation



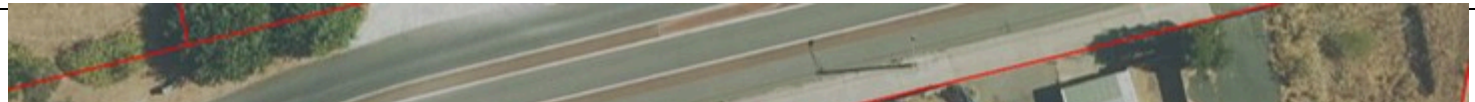
Structures 3 and 4 – to be demolished



Structure 4 – to be demolished



Structure 3 – to be demolished



1 Forrest Rd, Hamilton Hill

Structural Inspection Report

M15819



BPA Project Number: M15819

BPA Engineering
Civil & Structural Consultants

INTRODUCTION

BPA Engineering were requested, by Dwayne Rowland of Kardan Construction, to undertake a structural audit of the existing buildings at 1 Forrest Rd, Hamilton Hill.

An inspection was undertaken by Aaron Murray, a Director and Structural Engineer with BPA Engineering, on the 3rd December 2019. At that time Building 4 was not accessible, so a follow up inspection was undertaken on the 17th December 2019. The inspection was a visual inspection only of those areas that were accessible.

There are four buildings on the site. Refer to the cover page for an aerial photo reference plan.

The roof structure was not visible in Building 1 and the ceiling space was not accessible; nor was access available to the basement of Building 1. The other buildings had visible roof structure. For lightweight roofs (sheet metal), the footings are critical to the structural integrity and capacity of the building. Footing sizes and condition was not investigated.

Building 1 consists of an accountant's offices and a community hall. The building appears to have been extended a number of times in the past, with the original building housing the accountant's office, then the hall (previously Council Chambers) added, followed by the East wing now housing a kitchen and storage.

Building 2 appears to have been stables or similar.

Building 3 is a mechanics workshop. Originally it appears to have been a truck servicing workshop used by the City / Shire of Cockburn.

Building 4 may also have been an original building on the site. It appears to be a workshop, though currently used as storage. There are a number of lean-tos and attached sheds surrounding the original building.

SUMMARY

BUILDING 1

The majority of this building appears to be in sound condition. Refer to the attached report for details. There are some cracks requiring repair while others are cosmetic. The steelwork to the North verandah requires some repair work. Steel posts are corroding and damaging the concrete and brickwork in various locations. The limestone wall at the basement entry has embedded steel that is severely corroded. This must be removed. The South West verandah slab has subsided and should be removed, and further investigation undertaken to discover the cause. The basement should be accessed for a termite inspection.

BPA Engineering
Civil & Structural Consultants

BUILDING 2

Building 2 is in very poor condition. This building contains the amenities for the mechanics workshop and possibly for Building 4 as well. These amenities are also in very poor condition. Refer to the attached inspection report for our observations.

The roof sheeting is severely corroded with numerous holes. A number of timber purlins have been notched, compromising their capacity. Some purlins along the North face are missing. Most of the original posts have been replaced with steel or timber. The remaining original posts are in poor condition and are unlikely to provide the tie-down capacity for the roof. Some of the new posts are not correctly fitted. The West end of the building is termite damaged.

In our opinion, this building should be demolished.

BUILDING 3

Building 3 is a steel framed shed. There appear to be some structural deficiencies with the framing of the shed, particularly for support of the end walls. The purlins on the West side have corroded and the North East corner has timber framing that has deteriorated (weathered) and requires replacement. The South West corner has termite damage and the sheet metal wall is acting as retaining. The soil requires excavating away from the walls on the South West and along the East wall.

Some of the roof trusses are buckled from impact damage. These would require replacement. The roof design appears to be as a portal frame; however, the knee of the portal is not correctly framed to tie into the trusses.

Refer to the attached inspection report.

BUILDING 4

Building 4 is primarily brick and timber trusses, with attached lean-tos or sheds to the North and South. Refer to the attached inspection report for details.

The Northern portion of the building is severely termite damaged. It is not structurally sound and should be treated with caution. The roof timbers in this region would require replacing. Some rafter members may be salvageable but would require inspection for termite damage before re-use. The remainder of the structural timber appears to be in fair condition. Eaves linings and gutters are generally in poor condition and require replacement.

The lean-to on the North side of the building does not appear to be adequately fixed back to the main building wall. Footings or tie downs were not investigated.

The South side shed has some corrosion near its perimeter. The framing support is trusses; however, the webs within the trusses are no coincident; therefore, making it act as a Vierendeel truss. This has much less capacity. Given that the truss is constructed from steel angles, it does not appear that it would have adequate capacity for the span (note that a design check has not been undertaken).

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Site Visit

PROJECT:	1 Forrest Road, Hamilton Hill M15819	DATE:	3/12/2019
VISIT NAME:	Building 1	REPORT NO:	001
AUTHOR:	Aaron Murray	STATUS:	Final

VISIT DETAILS

WEATHER:	Fine	START TIME:	8:45 AM
		END TIME:	10:45 AM

GENERAL COMMENTS: A building inspection was carried out by Aaron Murray of BPA Engineering at 1 Forrest Rd, Hamilton Hill. There are 4 buildings on the site. The initial inspection on the 3rd December 2019 was of three of the buildings, being (1) the accountant's office and hall, (2) an old stables / storage building and (3) the mechanics workshop. The final building (4), being used for storage, was inspected on the 17th December 2019. Refer to the attached aerial view showing building reference numbers.

PARTICIPANT NAME	COMPANY	TITLE	EMAIL
Aaron Murray	BPA Engineering	Director	amurray@bpaeng.com.au

OBSERVATIONS

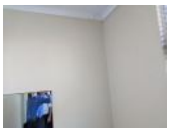
Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
REPORT NO: 001

LOCATION:	B1 - Male Toilet		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-001	Cracks observed to various walls and one across the floor. Moisture damage to ceiling paintwork. The external wall has a significant crack over the window opening.	• Most of the cracks observed were cosmetic. They do indicate that some movement has occured in the foundations; however, most are not of structural significance. • The vertical cracks over the window in the external brick should be stitched using the Helifix Crack Repair System.	    

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
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LOCATION:	B1 - Female Toilet		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-002	Cracks in wall above window, near toilet. Moisture damage to ceiling paintwork. The external wall has a significant crack over the window opening.	• Most of the cracks observed were cosmetic. They do indicate that some movement has occured in the foundations; however, most are not of structural significance. • The vertical cracks over the window in the external brick should be stitched using the Helifix Crack Repair System.	   

LOCATION:	B1 - Filing room antechamber		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-003	Small crack above side of door opening	• The crack appears to be cosmetic and may be patched if required.	

Site Visit

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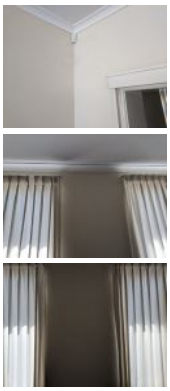
LOCATION:	B1 - Entry Foyer		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-004	Crack in wall between doors, and some ceiling cracks	• The crack between the doors is indicative of some foundation movement. This crack should be stitched at every second course using the Helifix Crack Repair System.	 

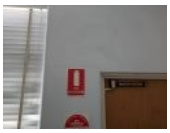
LOCATION:	B1 - Accountant's offices		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-005	Cracking around top of wall / cornice. Some moisture damage to ceiling paintwork	• Cracking along the cornice can be a symptom of a number of things. Commonly, the roof timbers expand and contract with variations in temperature and moisture. This can lead to minor movements that crack the brittle plaster. • Externally, some sag was noticeable in the roof; likely due to moisture and long term loads. • Where leaks occur, they should be traced and repaired to avoid damge to ceilings. As it was summer (and dry) at the time of inspection, the ceiling was not wet at the time of inspection.	 

LOCATION:	B1 - Meeting Hall		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-006	Crack in the brickwork below the window in the meeting hall. This appeared to above the entry to the basement. Externally, there was some deterioration of the foundation limestone; and the embedded steel was corroded.	• The crack should be repaired using the Helifix Crack Repair System. • The crack is likely due to the condition of the supporting wall. As there was no access to inspect within the basement, we can only go on the condition of the external wall, which was deteriorating. • The external basement wall should have the corroding steel removed and the mortar joints re-pointed. As the wall appears to be limestone, it will likely require lime mortar for repair works. (Cementitious mortar may cause further damage to the limestone blocks)	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
REPORT NO: 001

LOCATION:	B1 - East of Hall		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-007	The wall beside the door to the meeting room has stepped cracking from the top of the door. The East side piers between the windows were cracked vertically.	• Repair the crack using the Helifix Crack Repair System. Reinforce at two course centres. • The vertical cracks in the piers should be repaired using the Helifix Crack Repair System.	

LOCATION:	B1 - Kitchen		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-008	Horizontal crack from top of Eastern door in kitchen.	• This crack is in a weakened portion of the wall due to the positon of the door and window. Patch and monitor for future movement.	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
REPORT NO: 001

LOCATION:	B1 - North Verandah		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-009	Metalwork above the north entry and windows to the hall was corroded through. The timber threshold step is weathered and does not appear to have been painted in some time. The verandah post base is embedded in the brickwork upstand and is corroding, resulting in cracking. The concrete verandah slab has cracked. It was also noted that there are no dowpipes off the verandah gutter.	• The metalwork above the door appeared to be cosmetic, to hide the end of the sheeting; however, it was also clear that water has run over the top ends of the roof sheets. • Ensure that the top end of the roof sheets are correctly turned up. • Remove the damaged flashing. Replace if desired. • The timber step should be sanded back and painted or varnished. • The brickwork around the verandah post should be removed. Prop the verandah, cut off the post at the top of the brickwork level and weld on a new base plate; reinstate the brickwork, then bolt the new base plate down with drilled and epoxied anchors. Anchors should have at least 200mm embedment.	

LOCATION:	B1 - Verandah (West end)		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-010	Post near the West end of the hall verandah has peeled paint. Corrosion deposits stain the West wall - indicating that the gutter is leaking and causing corrosion of the fixings. The steel beam below the gutter appears to have significant corrosion.	• The paint on the verandah post appears to be an incompatible paint applied over galvanising. Clean back the outer paint coating; etch prime, then re-apply paint treatment using an epoxy based intermediate coat and polyurethane (or similar) finish coat. • Investigate the condition of the gutter. Remove and replace the corroded fixings where the gutter has leaked. • Further investigate the steel beam (would likely require removal of the gutter). Depending on condition, either replace the beam, or clean it back to steel (bristle blast or power tool clean) and apply a 3 coat paint system.	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
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LOCATION:	B1 - Near driveway		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-011	The limestone foundation on the West side of the driveway has deteriorated.	• Monitor for future damage. If re-pointing mortar, use lime mortar or similar.	

LOCATION:	B1 - Garden bed		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-012	Downpipe in garden bed adjacent driveway spills onto ground near foundations	• Re-direct stormwater away from foundations.	

LOCATION:	B1 - NE Stairs		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-013	Stair has subsided. Outer handrail has been removed. Inner handrail may have been impact damaged. It has also corroded and spalled the brickwork surrounding it.	• Seal the horizontal crack in the stair and monitor for futher subsidence. • Repair brickwork and replace handrails.	   

Site Visit

DATE: 3/12/2019
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LOCATION:	B1 - NE Stair roof		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-014	Timber lining to eaves of main roof and lining to stair roof have deteriorated.	• Replace missing timber lining. • Paint existing timber lining to provide protection.	

LOCATION:	B1 - North wall		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-015	The north wall (filing room) has some mortar loss.	• Re-point missing mortar.	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
REPORT NO: 001

LOCATION:	B1 - NW Entry		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-016	Entry steps to the accountant's office are cracked. The steel post on the right is embedded in the concrete and has severely corroded. The West end of the porch has a similar embedded post base plate that has corroded resulting in large cracks in the concrete.	• While in poor condition, the steps are function. Over time, they will deteriorate further. To prolong the life of the stairs, inject cracks with Roadware 10-Minute Concrete Mender; or an epoxy such as Sikadur 52. • Break out the concrete around the base of the steel posts; prop the roof structure; cut off the column above the floor level and install a base plate; re-instate the concrete using a bonding agent and keyed in reinforcing bars; Fix down the new base plate. Ensure all steel is treated with a 3 coat system e.g. PUR5 (AS/NZS 2312.1)	  

LOCATION:	B1 - NW Corner		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-017	Horizontal cracking at corner near switch board.	• Repair the cracks using Helifix Crack Repair System. For horizontal cracks this does not involve reinforcement.	  

Site Visit

DATE: 3/12/2019
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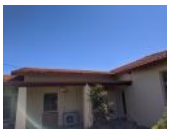
LOCATION:	B1 - West Fence		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-018	Brick fence has cracked and is leaning outward.	• Expansion of the brickwork has likely contributed to the movement of the wall. • Cut a joint in the wall near where it has cracked. Then break back and re-build adjacent cracked brickwork.	  

LOCATION:	B1 - SW Pier		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-019	Brick pier at South West corner is cracked horizontally.	• In our opinion, it is unlikely that the brick pier is reinforced. The small roof over is a sheet roof, rather than tile, so the cracking may be the result of uplift forces. • Chase a tie down rod into the pier, fixing to the timber beam at the top and chemically anchored into the concrete at the base.	

LOCATION:	B1 - SW		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-020	Refrigerated air conditioning unit in wall is corroded.	• This does not affect the function of the building.	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
REPORT NO: 001

LOCATION:	B1 - SW Verandah		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-021	The SW verandah has cracked and subsided. The roof over shows considerable sag.	• The cause of the subsidence is unknown. • Remove the slab and investigate the cause. This may include water leaks or poor compaction. • Roof is likely to have saged as a result of moisture and long term loads. Review with internal ceiliing moisture damage. Repair any leaks or re-seal tile roof.	   

LOCATION:	B1 - Basement		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-022	The basement was not accessible. There was some deterioration of the limestone blockwork and mortar around the basement entry. Embeded steel in the blocks has corroded and expanded.	• The basement should be accessed for a termite inspection. • Remove corroded steel from the limestone blocks. • Re-point the joints with lime mortar or similar to prevent damage to the limestone blocks.	   

Site Visit

DATE: 3/12/2019
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LOCATION:	B1 - East of Hall		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-023	The exterior face of the hall had a significant crack above the pier between windows.	• Stitch the cracks using Helifix Crack Repair System. Reinforce at every second bed joint.	

LOCATION:	B1 - SE Corner		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-024	The downpipe on the South face of the SE corner of the building is severely corroded.	• Replace this downpipe. Ensure stormwater is directed away from the base of the wall.	 

LOCATION:	B1 - Kitchen stairs		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-025	The stair up to the unused kitchen door had spalled around the embedded handrail posts.	• Remove the handrail and embedded steel. • Repair the stair and replace the handrail. • Alternatively, if not required for escape, demolish the stairs and brick up the door to the kitchen.	 

Site Visit

DATE: 3/12/2019
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LOCATION:	B1 - NE Exterior		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-026	Downpipes were corroded away near their base with one also being partially crushed.	• Trim the corroded portions of the downpipes and replace the bottom portion, redirecting water away from the footings. If no garden beds are available for this disposal, then install a soakwell.	 

LOCATION:	South Brick Fence		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
001-037	The brick wall / fence to the south of Building 1 has grouted in posts from an old fence. The steel has corroded and expanded resulting in cracking of the brickwork.	• Core out the corroding posts and grout up the post holes. If brickwork has spalled, the replace the adjacent bricks.	

Site Visit

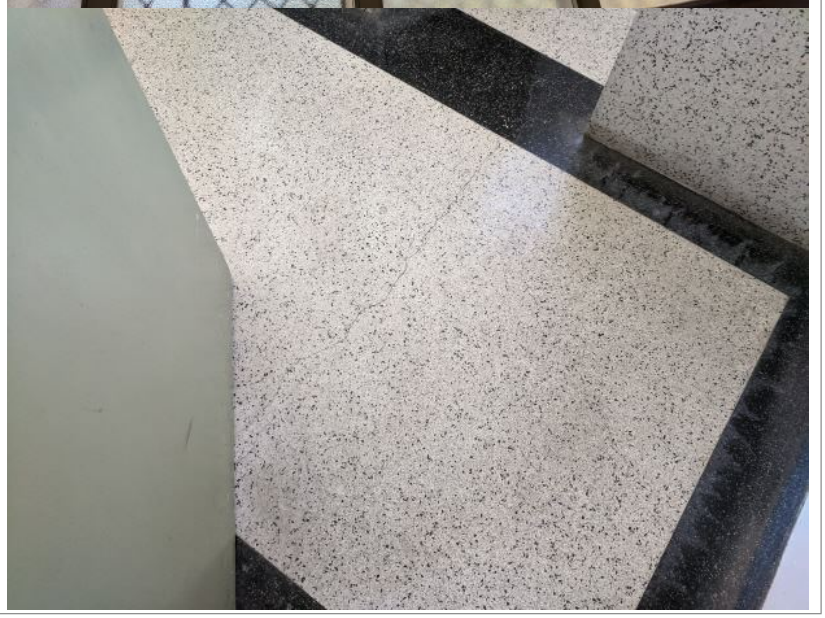
DATE: 3/12/2019
SITE VISIT: Building 1
REPORT NO: 001

PHOTOS

ITEM:	PHOTO:
001-001	

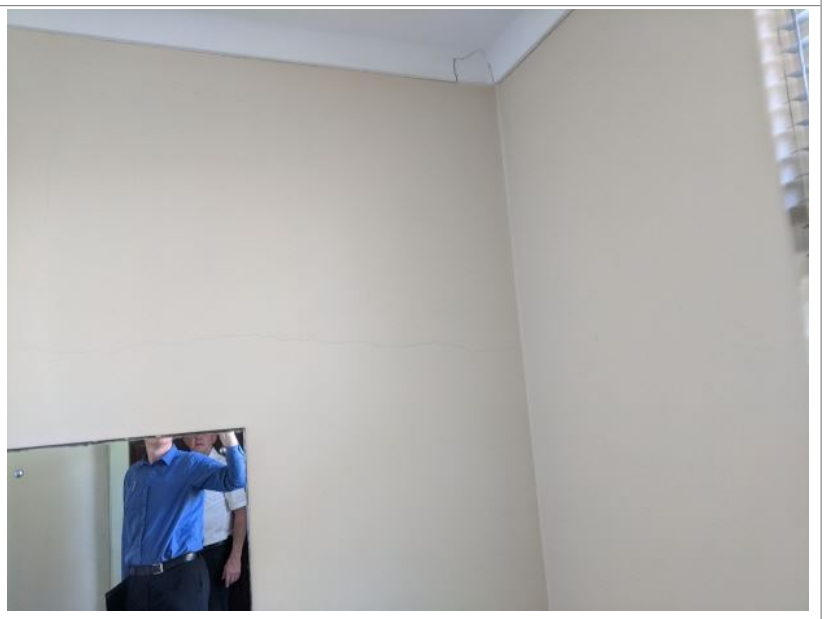
Site Visit

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SITE VISIT: Building 1
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ITEM:	PHOTO:
	 

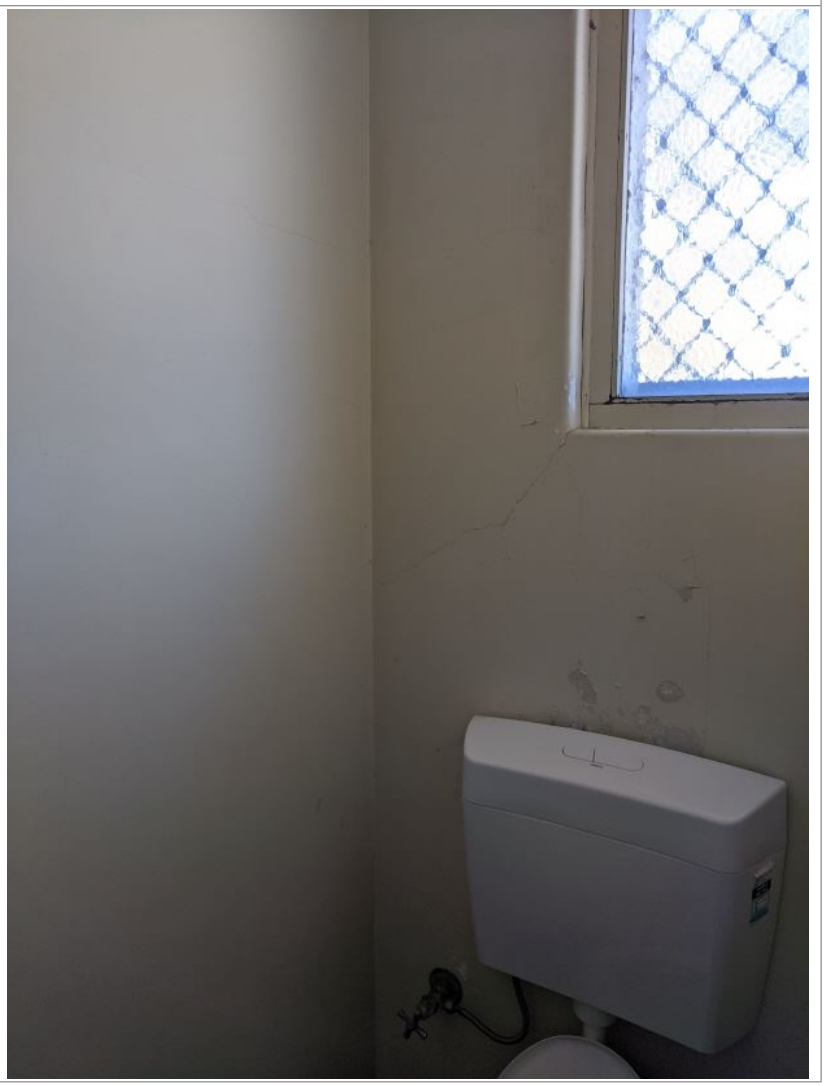
Site Visit

DATE: 3/12/2019
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ITEM:	PHOTO:
	
001-002	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
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ITEM:	PHOTO:
	

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DATE: 3/12/2019
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ITEM:	PHOTO:
	

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ITEM:	PHOTO:
	
001-003	

Site Visit

DATE: 3/12/2019
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ITEM:	PHOTO:
001-004	

Site Visit

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ITEM:	PHOTO:
001-005	

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ITEM:	PHOTO:
001-006	

Site Visit

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ITEM:	PHOTO:
001-007	

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ITEM:	PHOTO:
	
001-008	

Site Visit

DATE: 3/12/2019
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ITEM:	PHOTO:
001-009	

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ITEM:	PHOTO:
	

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ITEM:	PHOTO:
	
001-010	

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ITEM:	PHOTO:
	 

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DATE: 3/12/2019
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ITEM:	PHOTO:
001-011	
001-012	

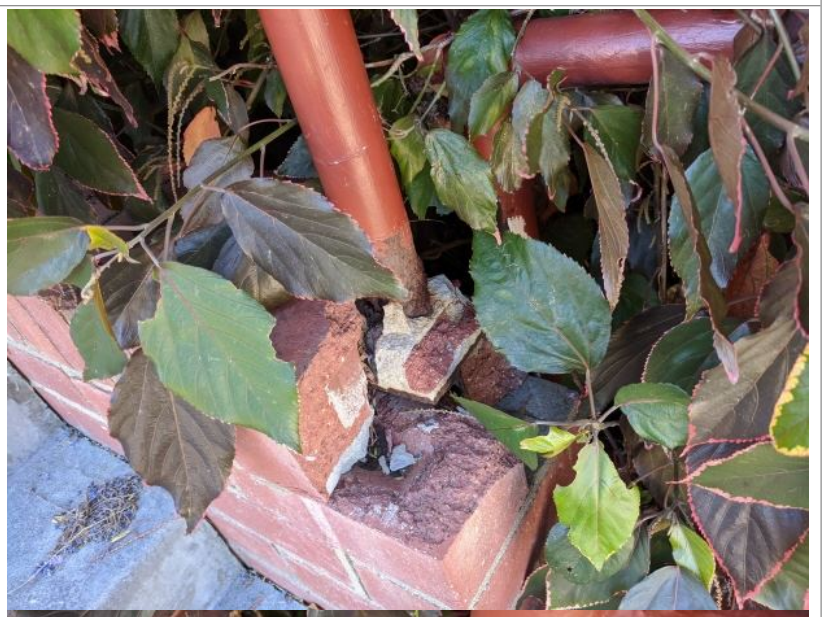
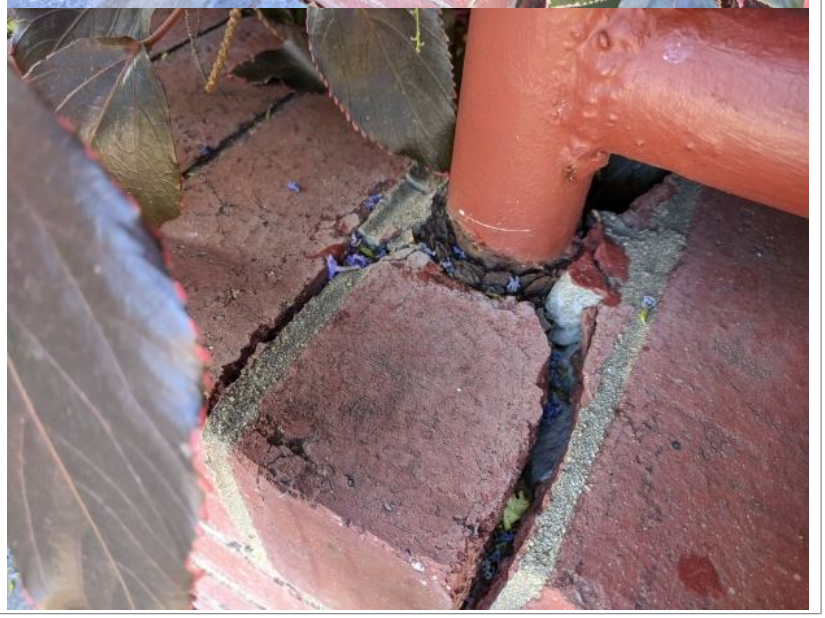
Site Visit

DATE:	3/12/2019
SITE VISIT:	Building 1
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ITEM:	PHOTO:
001-013	

Site Visit

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SITE VISIT: Building 1
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ITEM:	PHOTO:
	 

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ITEM:	PHOTO:
001-014	

Site Visit

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ITEM:	PHOTO:
	

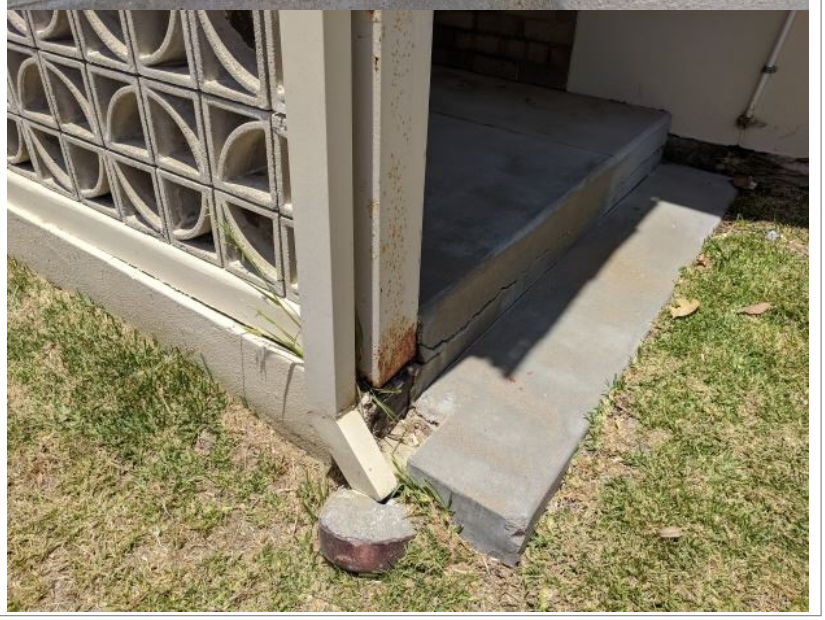
Site Visit

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ITEM:	PHOTO:
001-015	
001-016	

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ITEM:	PHOTO:
	 

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ITEM:	PHOTO:
001-017	

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ITEM:	PHOTO:
	
001-018	

Site Visit

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ITEM:	PHOTO:
	 

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ITEM:	PHOTO:
001-019	
001-020	

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ITEM:	PHOTO:
001-021	

Site Visit

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ITEM:	PHOTO:
	 

Site Visit

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ITEM:	PHOTO:
001-022	

Site Visit

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ITEM:	PHOTO:
	 

Site Visit

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ITEM:	PHOTO:
001-023	

Site Visit

DATE: 3/12/2019
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REPORT NO: 001

ITEM:	PHOTO:
001-024	

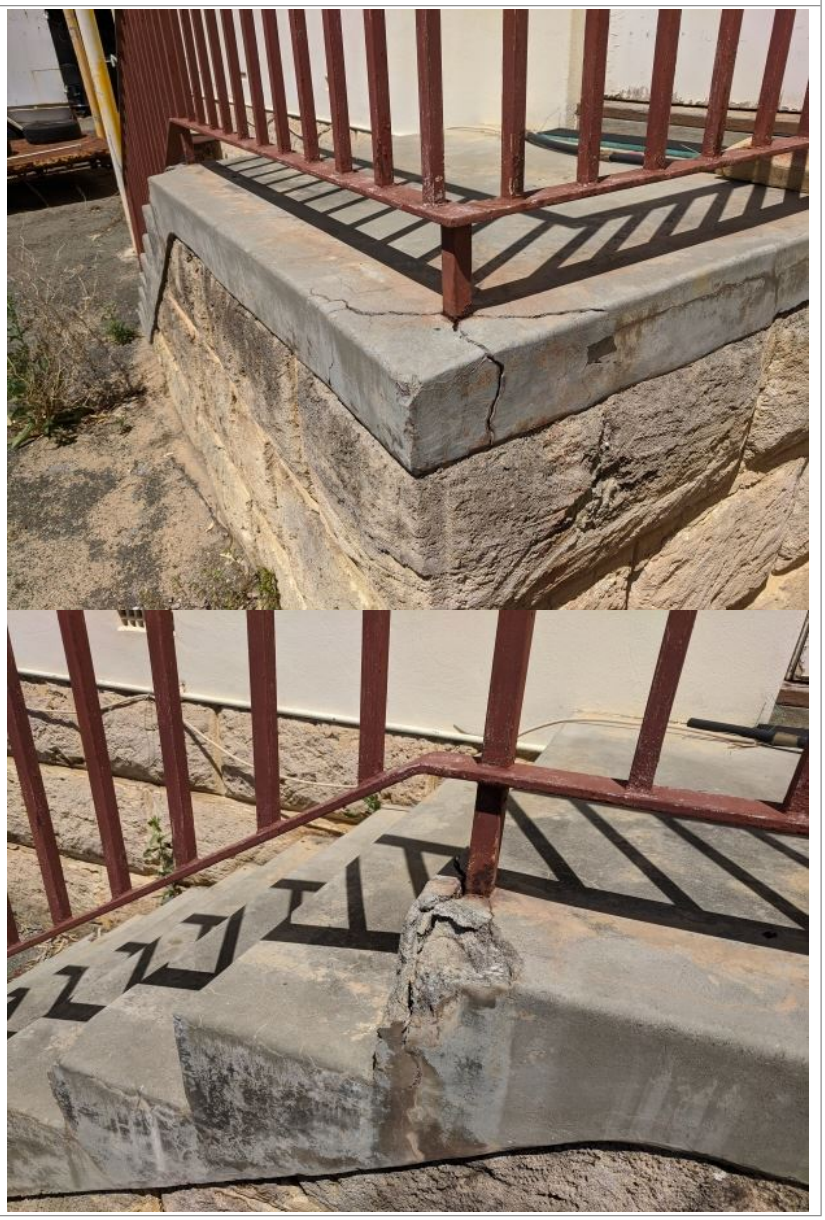
Site Visit

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SITE VISIT: Building 1
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ITEM:	PHOTO:
	

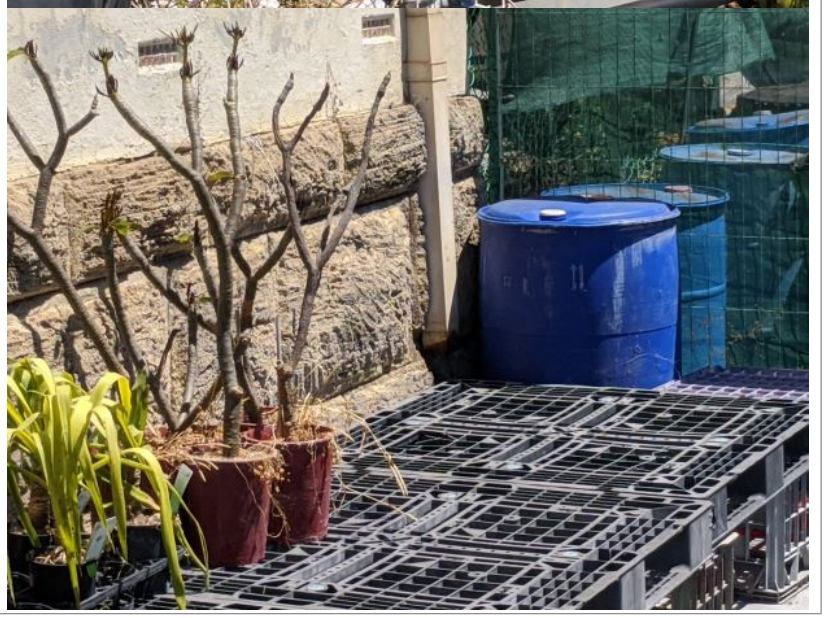
Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
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ITEM:	PHOTO:
001-025	

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DATE: 3/12/2019
SITE VISIT: Building 1
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ITEM:	PHOTO:
001-026	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 1
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ITEM:	PHOTO:
001-037	

BPA Engineering
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Site Visit

PROJECT:	1 Forrest Road, Hamilton Hill M15819	DATE:	3/12/2019
VISIT NAME:	Building 2	REPORT NO:	002
AUTHOR:	Aaron Murray	STATUS:	Final

VISIT DETAILS

WEATHER:	Fine	START TIME:	8:45 AM
		END TIME:	10:45 AM

GENERAL COMMENTS: A building inspection was carried out by Aaron Murray of BPA Engineering at 1 Forrest Rd, Hamilton Hill. There are 4 buildings on the site. The initial inspection on the 3rd December 2019 was of three of the buildings, being (1) the accountant's office and hall, (2) an old stables / storage building and (3) the mechanics workshop. The final building (4), being used for storage, was inspected on the 17th December 2019. Refer to the attached aerial view showing building reference numbers.

PARTICIPANT NAME	COMPANY	TITLE	EMAIL
Aaron Murray	BPA Engineering	Director	amurray@bpaeng.com.au

OBSERVATIONS

LOCATION:	B2 - West End (Ext)	
ITEM	OBSERVATIONS	PHOTO
002-001	A large vertical crack was evident in the end wall of the building. The flashing on the NW corner was partially detached. On the SW corner, a tarp had been placed over the roof. The opening in the wall to the toilet has a timber surround that has deteriorated.	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

LOCATION:	B2 - SW Exterior	
ITEM	OBSERVATIONS	PHOTO
002-002	The South West corner of the building has a flashing that has severely corroded. The remainder has a timber barge board.	 

LOCATION:	B2 - South Exterior	
ITEM	OBSERVATIONS	PHOTO
002-003	The steel roof beams were railway irons built	 

LOCATION:	B2 - SE Corner	
ITEM	OBSERVATIONS	PHOTO
002-004	The East end of the roof has a corroded flashing along the South wall. An edge purlin remained in the end bay.	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

LOCATION:	B2 - Roof (East)	
ITEM	OBSERVATIONS	PHOTO
002-005	The edge purlin was missing in the first two bays. The sheeting had been replaced. The remaining purlin (back from the edge) in the end bay had been deeply notched.	 

LOCATION:	B2 - Roof	
ITEM	OBSERVATIONS	PHOTO
002-006	Timber purlins along the North face have been notched.	  

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

LOCATION:	B2 - Roof Sheeting	
ITEM	OBSERVATIONS	PHOTO
002-007	Generally the roof sheeting was in very poor condition, with extensive corrosion and many holes.	   

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

LOCATION:	B2 - Roof (West)	
ITEM	OBSERVATIONS	PHOTO
002-008	The edge purlin is missing along the North face near the West end of the building.	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

LOCATION:	B2 - West End	
ITEM	OBSERVATIONS	PHOTO
002-009	The West end of the building has comprehensive termite damage.	   

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

LOCATION:	B2 - North Face	
ITEM	OBSERVATIONS	PHOTO
002-010	Columns along the North face are timber or steel. The original posts appear to have been timber. Those remaining are badly weathered or termite damaged. A number have been replaced with steel columns; however, they are largely untreated or have welds that are untreated. Tie down fixings are compromised by timber deterioration, corrosion or inadequate anchors.	    

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SITE VISIT: Building 2
REPORT NO: 002

PHOTOS

ITEM:	PHOTO:
002-001	

Site Visit

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REPORT NO: 002

ITEM:	PHOTO:
002-002	 

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ITEM:	PHOTO:
002-003	

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ITEM:	PHOTO:
002-004	
002-005	

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DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	
002-006	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	

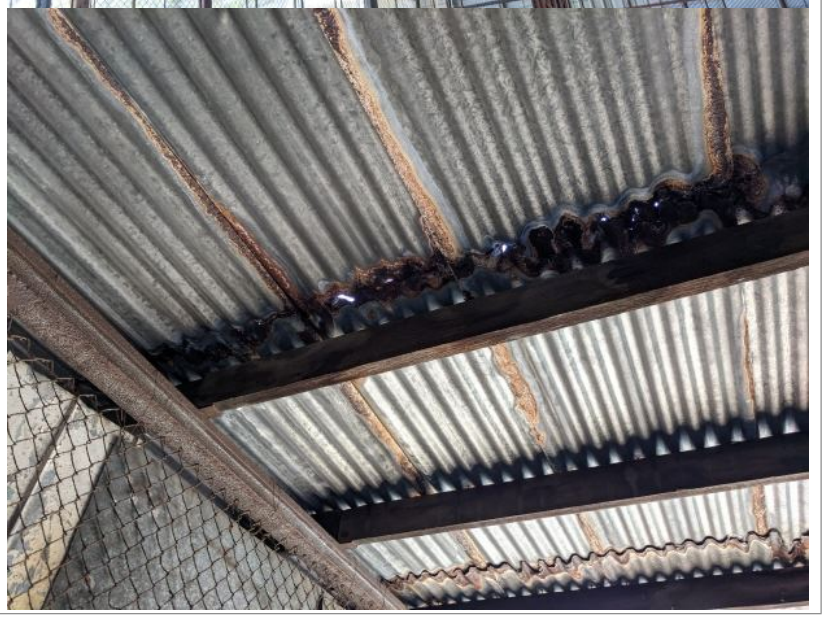
Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
002-007	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
002-008	

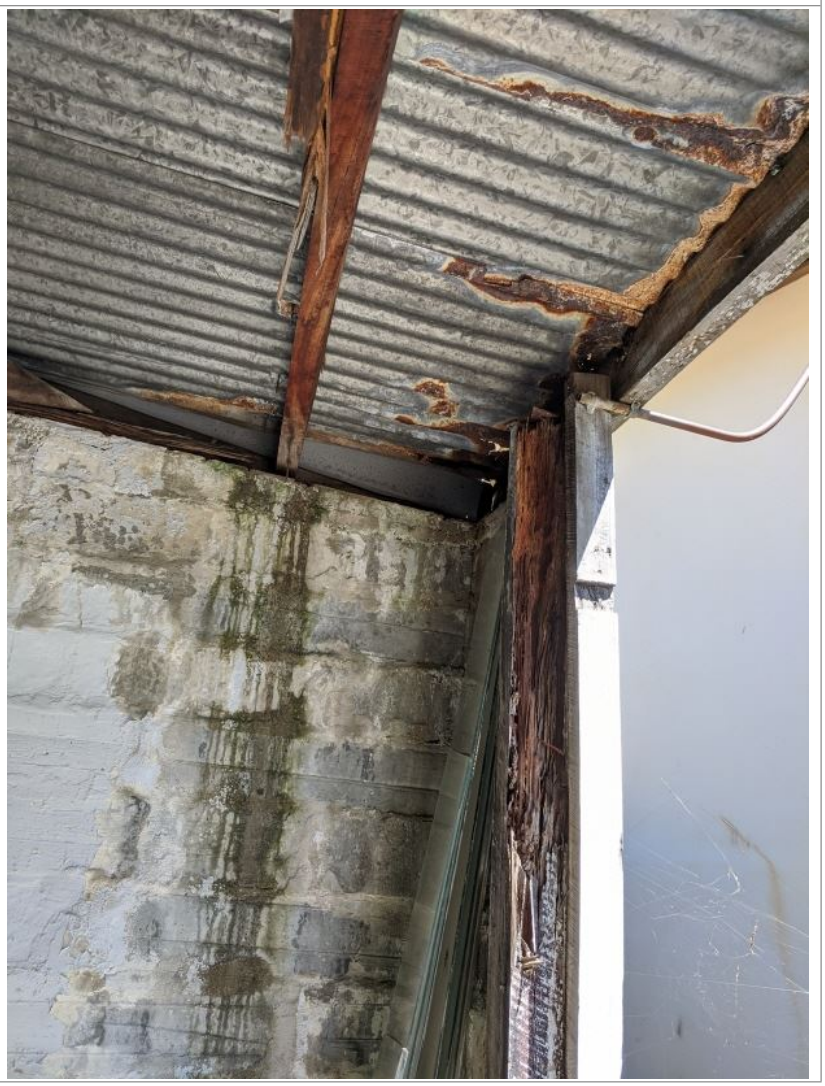
Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
002-009	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	
002-010	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 2
REPORT NO: 002

ITEM:	PHOTO:
	 

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Site Visit

PROJECT:	1 Forrest Road, Hamilton Hill M15819	DATE:	3/12/2019
VISIT NAME:	Building 3	REPORT NO:	003
AUTHOR:	Aaron Murray	STATUS:	Final

VISIT DETAILS

WEATHER:	Fine	START TIME:	8:45 AM
		END TIME:	10:45 AM

GENERAL COMMENTS: A building inspection was carried out by Aaron Murray of BPA Engineering at 1 Forrest Rd, Hamilton Hill. There are 4 buildings on the site. The initial inspection on the 3rd December 2019 was of three of the buildings, being (1) the accountant's office and hall, (2) an old stables / storage building and (3) the mechanics workshop. The final building (4), being used for storage, was inspected on the 17th December 2019. Refer to the attached aerial view showing building reference numbers.

PARTICIPANT NAME	COMPANY	TITLE	EMAIL
Aaron Murray	BPA Engineering	Director	amurray@bpaeng.com.au

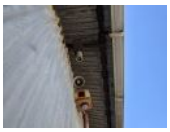
OBSERVATIONS

LOCATION:	B3 - Trusses		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-001	The roof trusses near the entry to the building and further in are buckled. They appear to have been sustained impacts - we understand that prior to becoming a mechanics workshop, the building was a truck workshop and was likely damaged at that time. The centre of the first bay has cross bracing rods but does not have a horizontal brace, thus rendering them ineffective.	• The structural capacity of the trusses has been compromised. • The spandrel above the entry sliding door is not adequately restrained by the bracing.	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

LOCATION:	B3 - Truss knees		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-002	The knees of the trusses have a corner brace to act as a portal frame; however, it is braced to the truss bottom chord only, compromising the capacity of the truss to act as a portal.	• Additional web members would be required within the truss to effectively act as a portal frame.	

LOCATION:	B3 - Purlins		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-003	The purlins are CHS members. The purlin at the eaves and one row in are heavily corroded, particularly on the West side. The roof sheet is also affected where in contact with the purlins.	• The edge purlins are no longer protected by the galvanising coating that has delaminated. • Some material loss has occured as a result of corrosion. It would be difficult to determine the remaining capacity of the section.	 

LOCATION:	B3 - SW Corner		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-004	Timber wall support in the South West corner is termite damaged.	• Timber requires replacement.	   

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

LOCATION:	B3 - SW Corner (Ext)		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-005	Soil is built up against there sheet wall of the shed in the SW corner. There was no evidence of retaining.	• The buildup of soil has likely provided an entry path for the termites. • The wall of the shed does not have capacity to retain this soil.	 

LOCATION:	B3 - NE Corner		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-006	The downpipe has corroded away. Timber at the corner has deteriorated and pulled away from the structure. Wall sheeting at the bottom of the wall near the tap has corroded away and appears to have been replaced. Rock and soil is built up against the base of the wall.		

LOCATION:	B3 - Office		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
003-007	A cross brace as the entry to the lean-to office has been cut.	• The brace on the opposite diagonal should be replaced with a compression strut.	

Site Visit

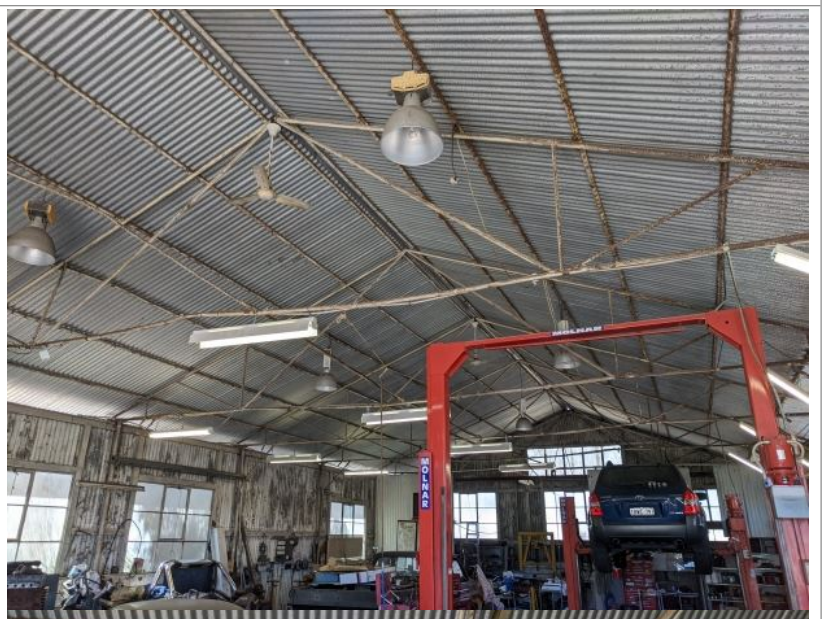
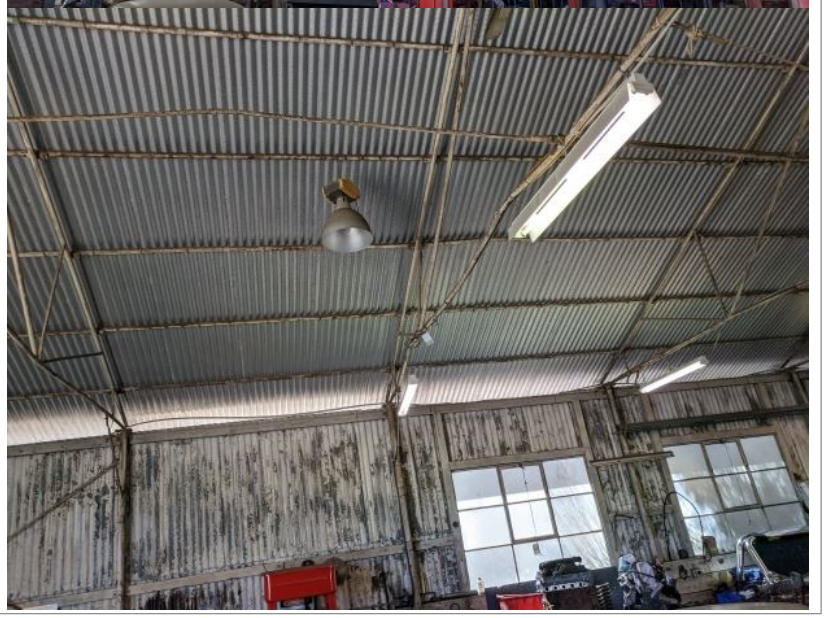
DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

PHOTOS

ITEM:	PHOTO:
003-001	

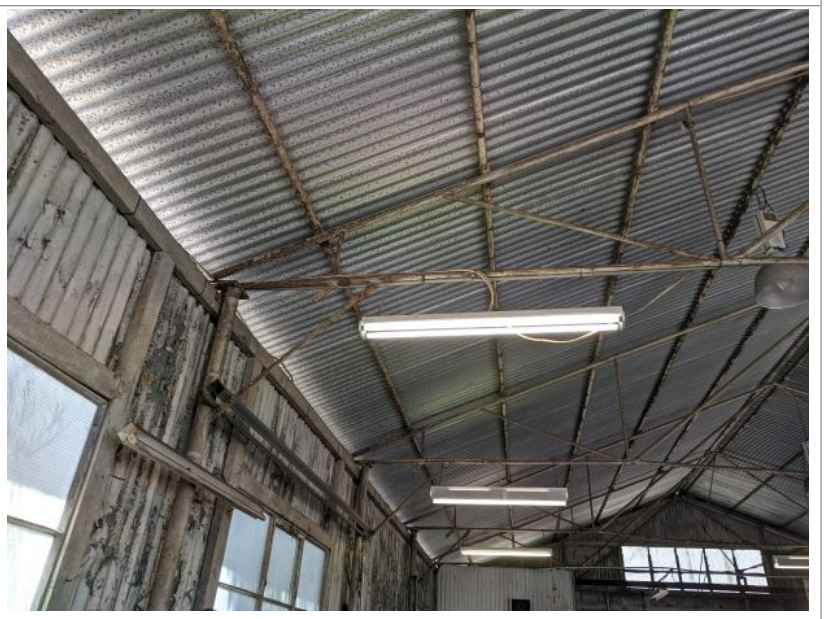
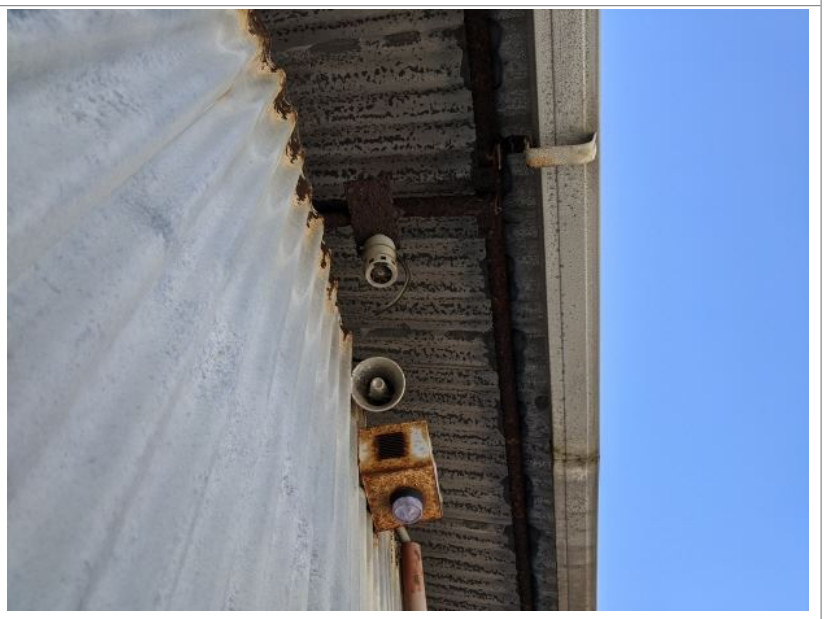
Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
003-002	
003-003	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
	
003-004	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
	 

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
	
003-005	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
003-006	

Site Visit

DATE: 3/12/2019
SITE VISIT: Building 3
REPORT NO: 003

ITEM:	PHOTO:
003-007	

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W: www.bpaeng.com.au

Site Visit

PROJECT:	1 Forrest Road, Hamilton Hill M15819	DATE:	17/12/2019
VISIT NAME:	Building 4	REPORT NO:	004
AUTHOR:	Aaron Murray	STATUS:	Final

VISIT DETAILS

WEATHER:	Fine	START TIME:	11:00 AM
		END TIME:	12:15 PM

GENERAL COMMENTS: A building inspection was carried out by Aaron Murray of BPA Engineering at 1 Forrest Rd, Hamilton Hill. There are 4 buildings on the site. The initial inspection on the 3rd December 2019 was of three of the buildings, being (1) the accountant's office and hall, (2) an old stables / storage building and (3) the mechanics workshop. The final building (4), being used for storage, was inspected on the 17th December 2019. Refer to the attached aerial view showing building reference numbers.

PARTICIPANT NAME	COMPANY	TITLE	EMAIL
Aaron Murray	BPA Engineering	Director	amurray@bpaeng.com.au
Dwayne Rowland	Kardan Construction		dwayne@kardan.net.au

OBSERVATIONS

LOCATION:	B4 - Entry Lean To		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-001	The lean-to truss is fixed to the wall sheeting using a single bolt. Purlins are improperly lapped	• At least two fixings should be installed. Ensure there is timber within the wall to fix to.	 

Site Visit

DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

LOCATION:	B4 - North		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-002	The timber structure supporting the north face of the building is severely damaged by termite activity. Timber members providing lateral support over the doors have also been compromised.	• The north face of the building requires demolition and re-construction. • Note that the facade cladding may be asbestos.	

LOCATION:	B4 - North		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-003	The ridge beam has disintegrated due to termite activity. The central support beam was removed due to termite damage and not replaced. Struts for the ridge and trusses are unsupported.	• The roof is not structurally sound. • The Northern bay of the building requires demolition and re-construction.	

Site Visit

DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

LOCATION:	B4 - North		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-004	A Platform has been added in using lightweight sections.	• The capacity did not appear adequate for floor loads. • Consideration should be given to either removing the platform, or a design review to check its load capacity.	 

LOCATION:	B4 - Main		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-005	Beyond the North bay of the building, the majority of the timber structure appeared to be in acceptable condition.		

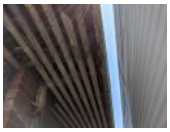
LOCATION:	B4 - South		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-006	A power switch was hanging suspended rather than fixed to the wall.	• Electrician to review	

LOCATION:	B4 - South East (Shed)		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-007	The entry to the attached shed on the south of the main building had evidence of impact damage.	• This truss may require replacement.	 

Site Visit

DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

LOCATION:	B4 - South Fence		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-008	The fence posts and rails were corroded; though did not appear to be structurally compromised at the time of inspection.	• These will have a limited life and may begin to fail in the intermediate term (2 to 5 years).	 

LOCATION:	B4 - East		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-009	The eaves gutter on the East side was corroded out. Some of the slat lining timbers were damaged, particularly near the North corner. Some windows were broken.	• The gutters require replacement. • Eaves linings require repair or replacement of damaged areas. They should also be painted to provide protection to the timber.	  

LOCATION:	B4 - South West		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-010	The purlins for the shed were generally corroded; however, this was considerably worse along the West side. There was no flashing on the interface between wall and roof.	• Purlins will require replacement near the perimeter in the intermediate term. To extend the life, a flashing could be installed.	

Site Visit

DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

LOCATION:	B4 - NE Office		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-011	The flooring to the office was chipboard on a steel frame. The spacing of the supports appeared to be too great resulting in a flexible floor.	• This is primarily and issue for use and comfort.	

LOCATION:	B4 - NE Corner		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-012	The brick pier at the corner of the building appears to have some brick displacement.	• The top portion of the pier should be broken down and rebuilt.	

LOCATION:	B4 - NW corner		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-013	The gutter appears to be missing on part of the West face. The remaining gutter is severely corroded. The eaves lining is badly weathered.	• The eaves lining and gutter require replacement. • Note also that the facade cladding may be asbestos.	

LOCATION:	B4 - North		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-014	The north face has no eaves overhang and there is no edge flashing. Windows appear to be broken.	• A flashing should be installed to seal the roof edge. • Windows will require replacement with the timber framing. • Note that the cladding may be asbestos.	

Site Visit

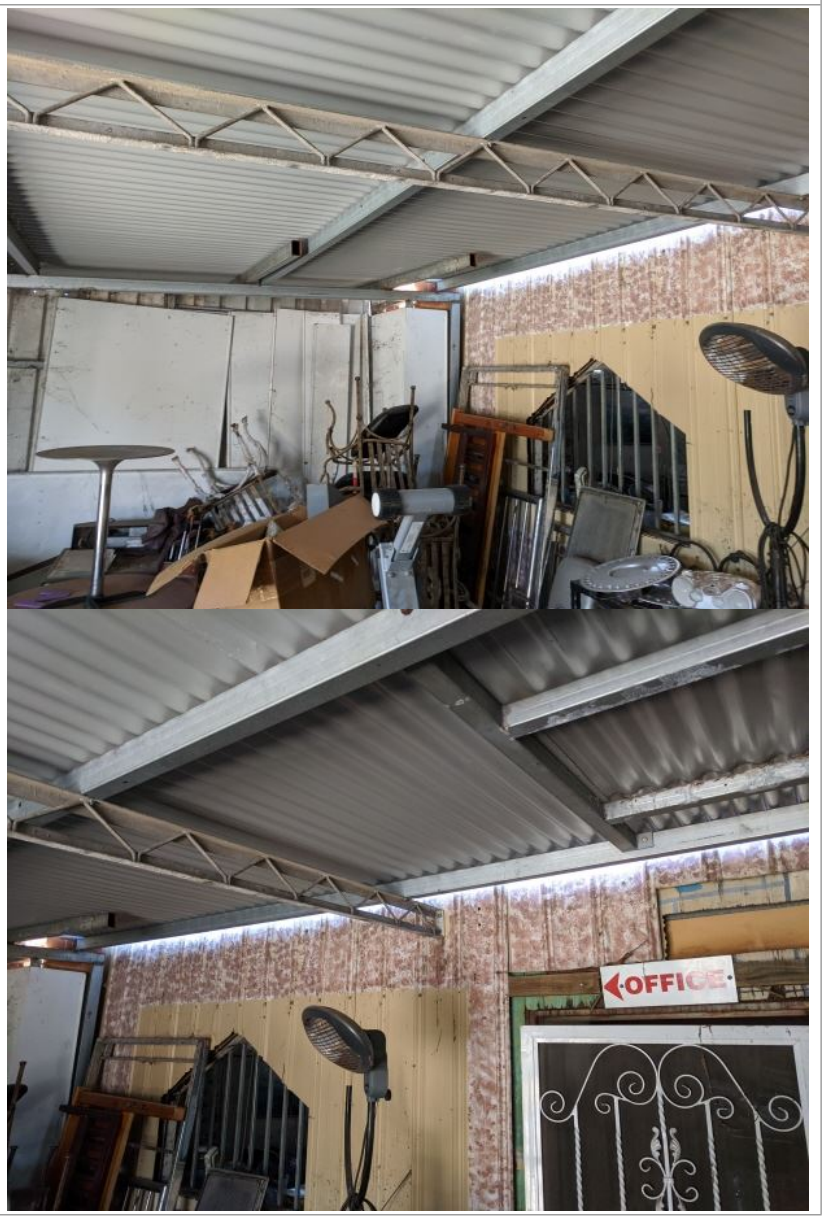
DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

LOCATION:	Wall / Fence near B1		
ITEM	OBSERVATIONS	DISCUSSION	PHOTO
004-015	The fence around the yard adjacent building 4 and near building 1 has spalled around the fixings for the fence posts. The bottom rail at the return to building 1 is not connected to the post.	• Remove the fence and rebuild the brickwork where required. • Install a fence by core drilling and grouting the posts at least 400mm into the brickwork. • Connect the fence rails to the posts.	  

Site Visit

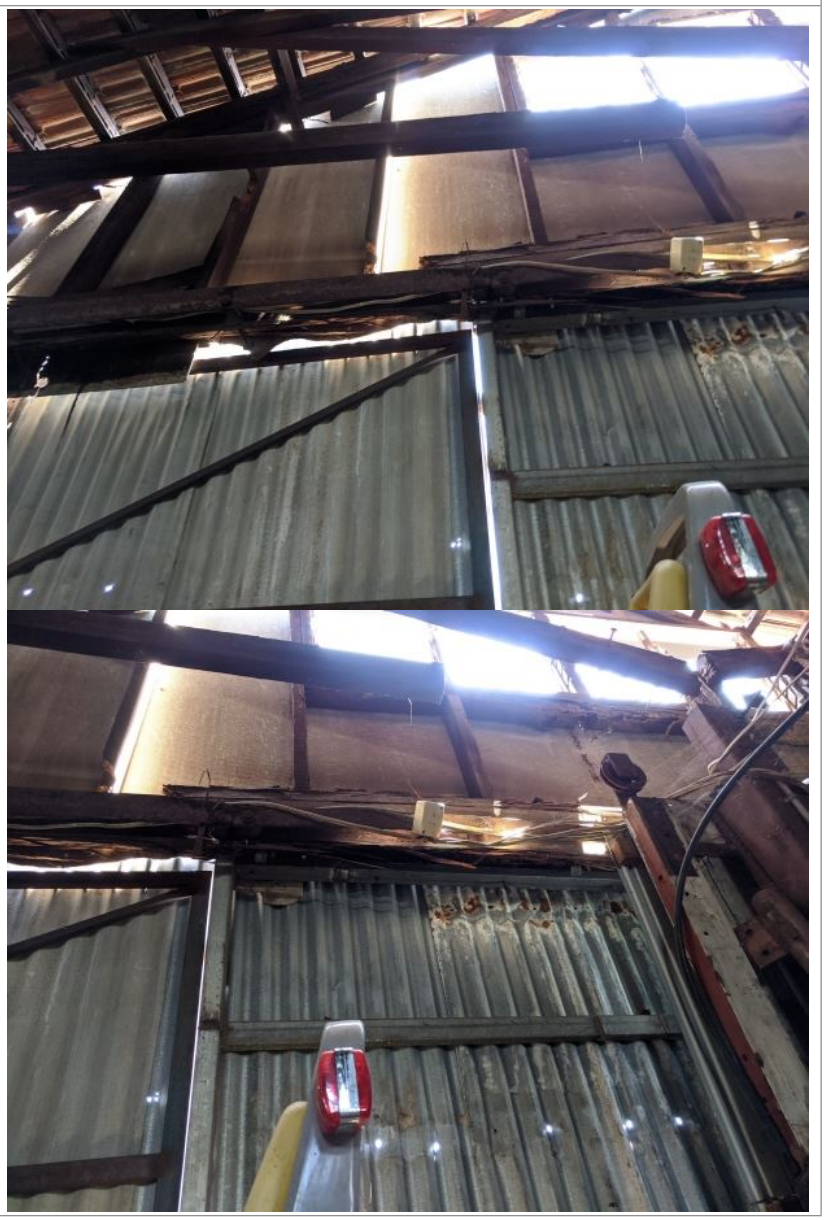
DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

PHOTOS

ITEM:	PHOTO:
004-001	

Site Visit

DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

ITEM:	PHOTO:
004-002	

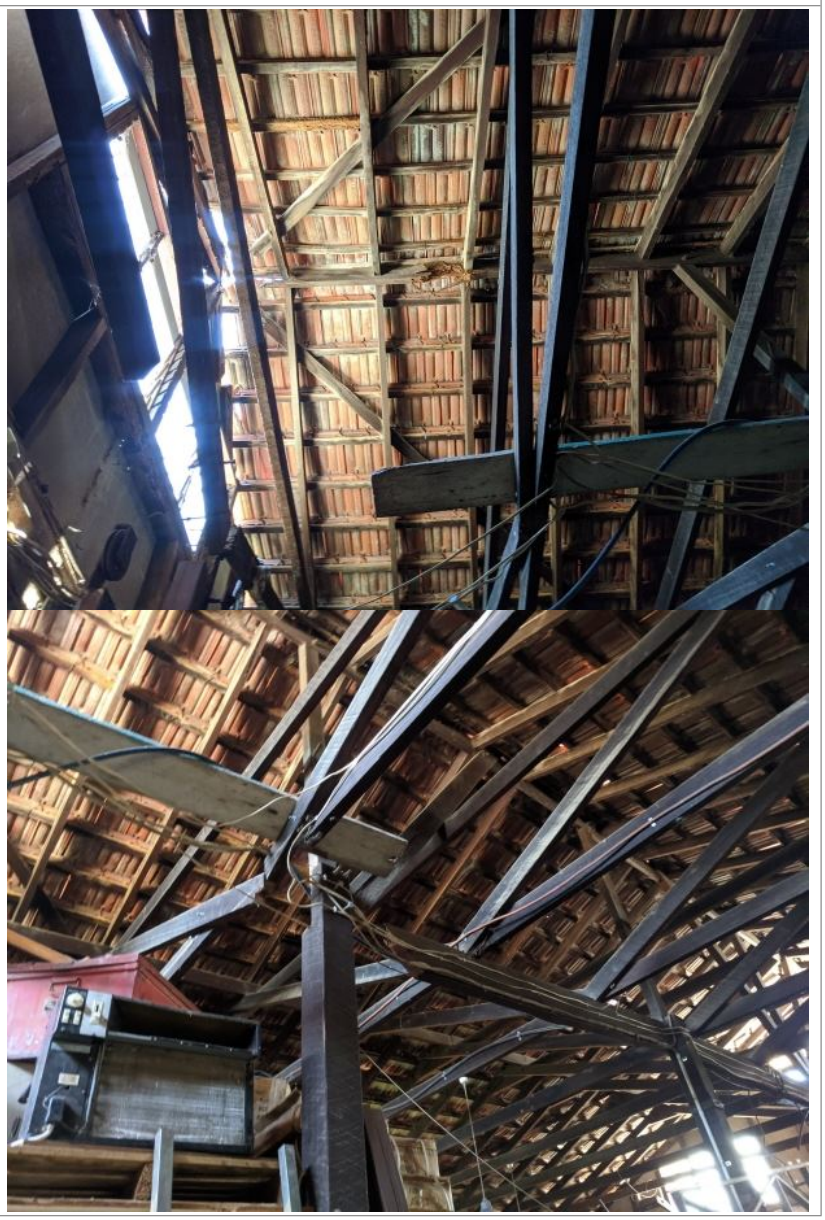
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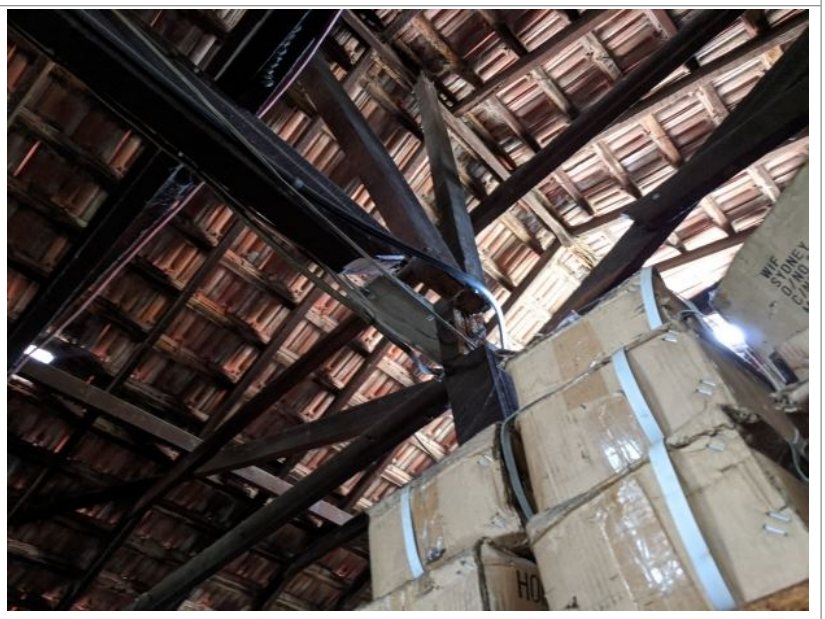
Site Visit

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SITE VISIT: Building 4
REPORT NO: 004

ITEM:	PHOTO:
004-003	

Site Visit

DATE: 17/12/2019
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REPORT NO: 004

ITEM:	PHOTO:
	
004-004	

Site Visit

DATE: 17/12/2019
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ITEM:	PHOTO:
	
004-005	

Site Visit

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ITEM:	PHOTO:
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004-007	

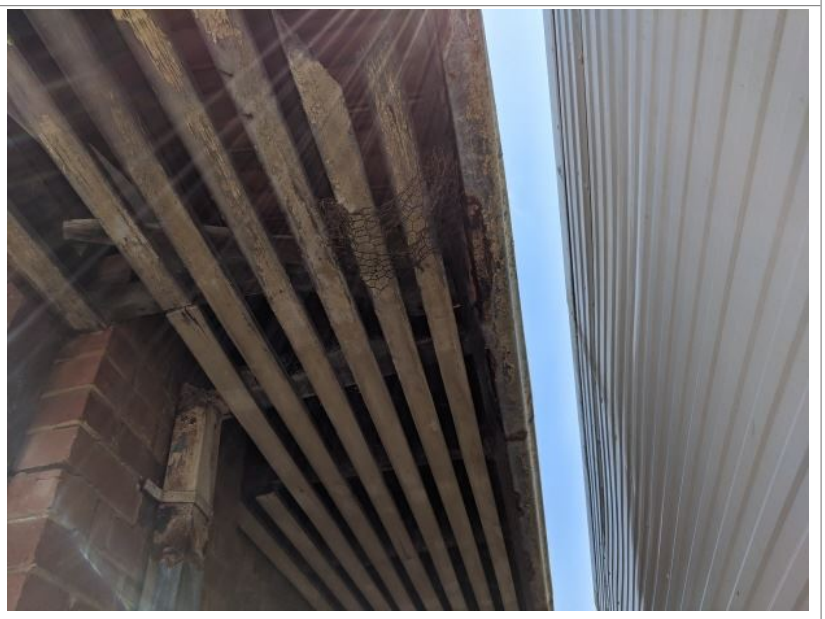
Site Visit

DATE: 17/12/2019
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ITEM:	PHOTO:
	
004-008	

Site Visit

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004-009	

Site Visit

DATE: 17/12/2019
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Site Visit

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ITEM:	PHOTO:
004-010	
004-011	

Site Visit

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ITEM:	PHOTO:
004-012	
004-013	

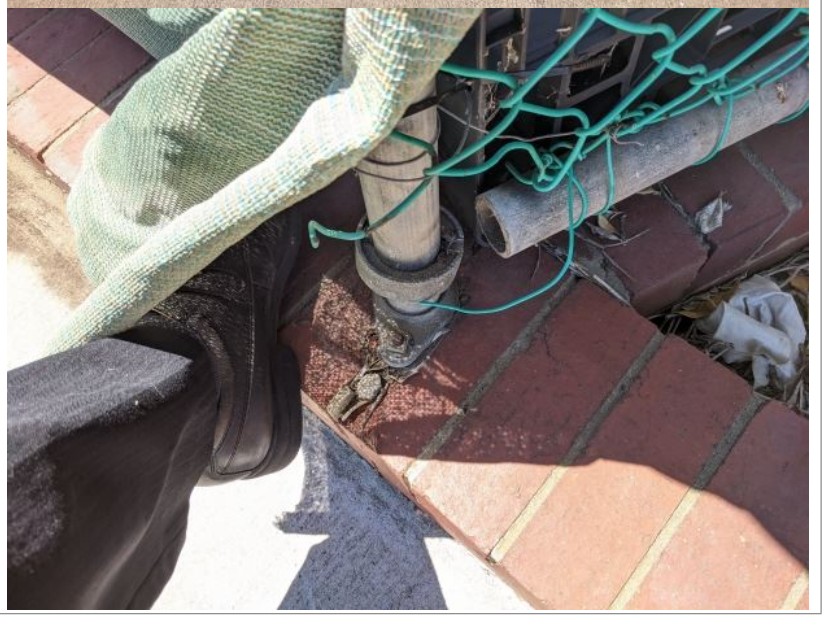
Site Visit

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SITE VISIT: Building 4
REPORT NO: 004

ITEM:	PHOTO:
004-014	
004-015	

Site Visit

DATE: 17/12/2019
SITE VISIT: Building 4
REPORT NO: 004

ITEM:	PHOTO:
	 

PRODUCT SHEET – PS/HB01

HELIFIX
SUSTAINABLE STRUCTURAL SOLUTIONS

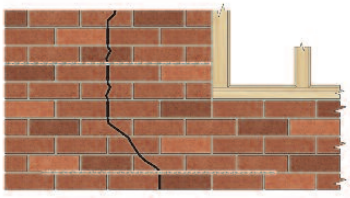
HeliBar

Helical stainless steel reinforcing bar for masonry repair and strengthening in both remedial and new build situations

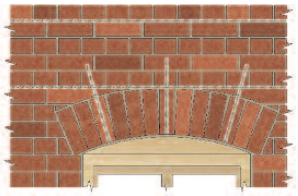


Applications

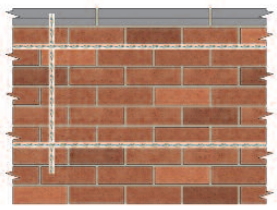
- Crack stitching
- Lintel repair and creation
- Forming deep masonry beams
- Horizontal structural restraint (when used with BowTie systems)
- Reconnecting separated walls
- Securing parapet walls
- Support existing masonry when creating new openings
- Reinforcing new build masonry
- Seismic upgrades for existing masonry
- Repairing bridges, tunnels and arches



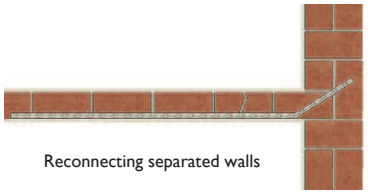
Crack stitching



Lintel reinstatement



Securing parapet walls



Reconnecting separated walls

Features

- Austenitic stainless steel helical bars
- Combines great axial strength with flexibility
- Accommodates differential building movement
- No additional stresses introduced into structure
- Generates high tensile strength with mortar (new build only) or HeliBond grout
- Extremely economical compared with alternative methods
- May remove or reduce the need for mass underpinning
- Fully concealed once installed
- Avoids expensive taking down and rebuilding
- Minimal disruption to building's fabric or occupants
- Spreads structural loads to avoid secondary cracking
- Reduces the potential for cracking in shrinkable materials



HeliBar is inserted into HeliBond grout within a cut slot

Over 50 standard repair specifications are available online, covering all common structural faults.
Relevant Repair Details: CS01 to CS03; LB01 & LB04; LR01 & LR10; PW02; RW03; SC01; SN01; NH03

Scan the QR Code for full Product Information, Case Studies and downloadable Repair Details

PRODUCT SHEET – PS/HB01

Installation Procedures

Example Application: Crack Stitching

1. HeliBar to be long enough to extend a minimum of 500mm either side of the crack or 500mm beyond the outer cracks if two or more adjacent cracks are being stitched using one rod.
2. Where a crack is less than 500mm from the end of a wall or an opening, the HeliBar is to be continued for at least 200mm around the corner and bonded into the adjoining wall or bent back and fixed into the reveal, avoiding any DPC.
3. For solid masonry in excess of 230mm thick and in a cavity wall where both leaves are cracked, the wall must be crack stitched on both sides.
4. If there is render/plaster, this thickness must be added to the depth of slot. Crack stitching must be installed in the masonry and never in the render.
5. Ensure the masonry is well wetted or primed to prevent premature drying of the HeliBond due to rapid de-watering, especially in hot conditions. Ideally additional wetting of the slot should be carried out 1 to 2 minutes prior to injecting the HeliBond grout.
6. Do not use HeliBond when the air temperature is +4°C and falling or apply over ice. In all instances the slot must be thoroughly damp or primed prior to injection of the HeliBond grout.



1. Rake out or cut slots into the horizontal mortar beds, a minimum of 500mm either side of the crack



4. Using the HeliBar Insertion Tool push one HeliBar into the grout to obtain good coverage



2. Clean out slots and flush with clean water and thoroughly soak the substrate within the slot



5. Insert a further bead of HeliBond over the exposed HeliBar, finishing 12mm from face and 'iron' firmly into the slot using the HeliBar Insertion Tool



3. Using the Helifix Pointing Gun, inject a bead of HeliBond along the back of the slot



6. Re-point the mortar bed and make good the vertical crack with CrackBond TE3

Slot Depth and Spacing

	Single skin/ Cavity wall	Solid Masonry		
		Up to 102.5mm	102.5mm to 225mm	Over 230mm
Depth of slot	25 – 35mm		25 – 40 mm	25 – 40mm On both sides
Vertical Spacing	Every 4 courses (approx. 340mm)			

Characteristic Material Properties

HeliBar Diameter	4.5mm	6.0mm	SuperSix	8.0mm	10.0mm
Product Code	HBR45	HBR60	HBR60S	HBR80	HBR10
Cross Sectional Area (mm^2)	5.6	8.1	9.4	10.0	15.0
Stock Length (m)	7.0	7.0	7.0	7.0	7.0
Pitch (mm)	25	29	30	39	45
Ultimate Tensile Strength (MPa)	1400	1112	1200	1100	1088
Tensile Strength (kN)	8.0	9.5	11.2	11.4	16.7
0.2% Proof Stress (MPa)	1150	840	1000	860	770
Shear Strength — Averaged (MPa)	900	650	770	700	750
Grade of Stainless Steel	ASTM304	ASTM316	ASTM304	ASTM316	ASTM316
Weight (g/m)	53	58	73	80	120

HELIFIX
SUSTAINABLE STRUCTURAL SOLUTIONS

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email: sales@helifix.com.au
www.helifix.com.au

January 2014

Department of **Planning, Lands and Heritage**

GOVERNMENT OF WESTERN AUSTRALIA

Our ref: P10191
Enquiries: Katrina Carrello, 6552 4014

Meg McCorry
Heritage Contractor
Environment and Heritage Directorate
Main Roads Western Australia
Via email to: meg.mccorry@mainroads.wa.gov.au

Dear Ms McCorry

GOVERNMENT HERITAGE PROPERTY DISPOSAL PROCESS
P10191 COUNCIL BUILDINGS (FMR), 1 FORREST ROAD, HAMILTON HILL

Thank you for referring *Council Buildings (fmr)* on behalf of Main Roads Western Australia, to the Department of Planning, Lands, and Heritage under the provisions of the Government Heritage Property Disposal Process (GPHDP).

As the delegate of the Heritage Council, I consider that while *Council Buildings (fmr.)* has heritage value, it is unlikely to have the cultural heritage significance required to meet the condition for entry in the State Register and therefore does not warrant a full assessment. A copy of the preliminary review is enclosed for your information.

No further referrals under the Government Heritage Property Disposal Process are required on the part of Main Roads Western Australia in terms of disposing of this place.

The City of Cockburn has also been informed of this decision and provided with a copy of the preliminary review for consideration in terms of its Local Government Heritage Survey and any Heritage List associated with its planning scheme.

If you would like to discuss this decision, please contact Senior Heritage Officer Katrina Carrello, at the Department of Planning, Lands and Heritage on 6552 4014 or at Katrina.Carrello@dplh.wa.gov.au.

Yours sincerely

Kristi Clarke
A/Assistant Director General
Heritage and Property Services

26 March 2026
Enc

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OFFICIAL

HERITAGE COUNCIL OF WESTERN AUSTRALIA

PRELIMINARY REVIEW

P10191 Council Buildings (fmr), 1 Forrest Road, Hamilton Hill

The Historic Heritage database (inHerit) entry for the place, which also includes a curtilage map, can be read at:

https://inherit.dplh.wa.gov.au/Public/Inventory/Details/7211e33f-2339-4182-863e-e732a7076834?preview=true

The place is included in the City of Cockburn Local Heritage Survey.

The place is a former municipal complex comprising four buildings arranged across the lot, at the corner of Forrest and Rockingham Roads:

- A rendered brick building with tiled roof (original building c.1922 with modifications c.1953–1965, and c.1965–1970);
- A limestone machinery shed with brick quoining, corrugated iron walls, and tile roof (c.1942–1953);
- Corrugated iron shed with rough rendered exterior walls (c.1942–1953) at the southern boundary[1];
- Corrugated iron shed (c.1953–1965) at the south-east boundary.

The complex was the location of the Fremantle Road Board office (later renamed the Cockburn Road Board) and opened in 1924 to provide closer facilities for residents of Hamilton Hill and Spearwood. The limestone building was thought to be the original council chambers/road board building, although historic aerial imagery indicates the extant limestone structure was not constructed until c.1942–1953. It is likely the existing rendered brick building incorporates the original road board building with additional modifications made over time.

Thematic Analysis

There is one thematic history relevant to the consideration of this place:

- Thematic History of Western Australia[2] (WA Thematic)

Analysis: The original use of this place as a municipal complex reflects the following State themes in the WA Thematic:

Governing – Government & Politics:

- 1871 – *Municipalities Act* makes municipalities of Perth, Fremantle, Albany, Guildford, Bunbury, Busselton, Geraldton and York; *Road Districts Act* provides for election of local roads boards.

1 It has been suggested this building was a former stables though this could not be verified.

2 'A Thematic History of Western Australia' (incl. Framework Spreadsheet & Narratives). Prepared for the Heritage Council of WA by Clare Menck, Historian, June 2018.

Infrastructure – Development of Settlements & Services:

- 1871 – creation of municipalities/roads boards sees construction of town halls, shire offices, etc, develop.
- 1900 – Perth transitioning from country town to thriving centre; expanded train network and introduction of trams allow workers to live further from place of employment and subsequently residential suburbs develop.

Infrastructure – Transport and Communications:

- 1871 – *Municipalities Act* creates local authorities with jurisdiction over most roads, but small populations mean little funds available.

Comparative Analysis

Hamilton Hill

Council Buildings (fmr), Hamilton Hill is associated with suburban expansion south of Fremantle. There are three State Registered places in Hamilton Hill which demonstrate the early development of the suburb:

- P504 *Newmarket Hotel* (RHP) (c.1912) – a two-storey limestone and brick hotel building constructed to service the expansion of industry and agriculture south of Fremantle from the late nineteenth century, particular the horse racing industry which thrived from the 1900s-1970s.
- P533 *Manning Estate, Hamilton Hill* (RHP) (c.1850s; 1866; c.1900) – part of the original estate established by prominent Fremantle merchant Charles Manning in the 1850s-1860s that is representative of the early settlement and development of the district, and rare for its association with farming land that is no longer practiced in the area.
- P9242 *Randwick Stables* (RHP) (1923/1924) – represents the large number of registered horse stables that operated in the region in the first half of the twentieth century and subdivision of the outlying areas of Fremantle in the 1890s and 1900s.

Limestone Buildings in Hamilton Hill

Council Buildings (fmr), Hamilton Hill includes a limestone shed with brick quoining, initially believed to be the first building constructed. Of the above State Registered examples, two have a similar construction:

- P504 *Newmarket Hotel* (RHP)
- P9242 *Randwick Stables* (RHP)

Council Buildings

A search in the Historic Heritage database for municipal buildings, including halls, offices, or administration buildings, in the metropolitan area reveals 36 State Registered places. The following civic buildings are most comparable to *Council Buildings (fmr), Hamilton Hill*:

- P431 *Canning Town Hall* (RHP) (1909; 1926) – an important community focal point for civic and social activities that represents the history and development of the Canning area.
- P484 *Claremont Council Offices & Surroundings* (RHP) (1932; 1935; 1978-79; 1984) – comprising the council offices, library, and war memorial. The place is

a prominent civic landmark that has been the administrative centre for Claremont since 1932, replacing the original 1899 municipal offices.

- P789 *Public Buildings, East Fremantle* (RHP) (1899-1902) – includes a former police station, post office, and town hall. This group of civic buildings were constructed during the rapid expansion of Fremantle during the WA gold boom.
- P1015 *Fremantle Town Hall* (RHP) (1887) – a significant location of civic and cultural activities in the Fremantle community since its construction.
- P1038 *North Fremantle Town Hall (fmr)* (RHP) (1902; 1906) – municipal offices in North Fremantle until the 1960s that demonstrates the past prosperity of the Town of North Fremantle and reflects the confidence of the town's civic leaders in the early 1900s.
- P1953 *Perth Town Hall* (RHP) (1868-1870) – a focal point of civic and social activities since 1870, the place is an integral component of a precinct of public buildings associated with nineteenth century colonial administration.
- P2097 *Council House, Perth* (RHP) (from 1960-63) – demonstrates the continuous development of the site as part of the central precinct for State and Local Government in Perth and reflects the growth of the city and corresponding Council administration.
- P2195 *Leederville Town Hall & Recreation Complex* (RHP) (1904; 1906; 1914; 1924) – representative of the development and rapid growth of Leederville in the pre-WWI period and marks a phase in the establishment of municipal buildings in the suburb.
- P2216 *North Perth Town Hall Complex* (RHP) (1902; 1910) – a significant feature in the development of North Perth, the place marks a time when its population and income were sufficient to support the creation of a municipality.
- P2393 *Old Council Offices, South Perth* (RHP) (1904; 1937; 1977) – has associations with the development of the suburb and local government of South Perth and reflects the attitudes of the time when Road Board Offices were considered to be significant public buildings and a public expression of civil pride.
- P2460 *Guildford Town Hall & Library* (RHP) (from 1900) – including a town hall and former council chambers that is representative of the development of local government in the City of Swan region, that forms an integral component of community life in the area.
- P2509 *Midland Town Hall* (RHP) (1906-7; 1923-24) – the formal centre of local government.

Conclusion

Council Buildings (fmr), Hamilton Hill is a former municipal complex that is associated with the suburban expansion south of Fremantle, established to provide closer facilities for residents of Hamilton Hill and Spearwood.



HISTORICAL HERITAGE IMPACT ASSESSMENT FOR P10191 *COUNCIL BUILDINGS (FMR)* AT LOT 1 FORREST ROAD, HAMILTON HILL, WESTERN AUSTRALIA

NOVEMBER 2025

For Main Roads Western Australia

archae-aus

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Cover Image: 1939 Military Mapping Photography for Fremantle Coast, Pinjarra (Cropped Image; Source: Geosciences Australia; MAP2623 – 1382).

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Warning

Please be aware that this report may contain images of deceased persons and the use of their names, which in some Aboriginal communities may cause sadness, distress or offence.

Disclaimer

The authors are not accountable for omissions and inconsistencies that may result from information which may come to light in the future but was not forthcoming at the time of this research.

Spatial Information

All spatial information contained in this report uses the Geocentric Datum of Australia (GDA94), Zone 50, unless otherwise specified. All information obtained from Main Roads Western Australia is assumed to be accurate to two decimal places. All spatial information obtained during fieldwork was taken using a handheld Garmin GPS with a purported accuracy of ±3 m. Where we report spatial information collected in the field, we have opted for a slightly wider degree of accuracy of ±5 m.

Authorship

This report (2024) was written by Lucy Sinclair [BA (Hons) Archaeology, *UWA*] and Tehya Scholz [BA (Hons) Archaeology and History, UNDA], with editorial assistance from Reneé Gardiner [BA (Hons) Archaeology, La Trobe].

The maps were produced by Tehya Scholz.

Acknowledgements

Archae-aus would like to acknowledge the City of Cockburn, especially Denise Cook and Donna di Renzo, for their assistance with the historical research. We would also like to thank Meg McCorry from Main Roads Western Australia for providing support during the project.

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SECTION ONE – INTRODUCTION

OVERVIEW AND AIMS OF THE HHIA

Archae-aus was engaged by Main Roads Western Australia (Main Roads) to prepare a Historical Heritage Impact Assessment (HHIA) and Archival Record for the Local Government Inventory Place, P10191 *Council Buildings (fmr)* at Lot 1 Forrest Street (Part Lot 1), Hamilton Hill, WA (the Project Area). Main Roads is proposing to demolish the buildings at this place and has been advised by the City of Cockburn to undertake the HHIA and prepare an Archival Record of the place prior to demolition.

Due to safety concerns raised by Archae-aus and Main Roads regarding the current occupation of the site by squatters, the planned site visit has been postponed until the matter is resolved. Accordingly, the archival recording of the buildings, features and spaces at the site cannot be undertaken at this time. It is recommended that the recording be completed once the site has been secured and deemed safe for entry, and prior to the commencement of any demolition works.

This report complies with the Heritage Council guidelines for the preparation of a Historical Heritage Impact Statement (or Assessment).[1]

Project Area

The Project Area is at Lot 1 Forrest Street, Hamilton Hill, within the City of Cockburn (Map 1, Map 2). The lot is triangular in shape, situated at the intersection of Forrest Road to the north and Rockingham Road to the south, with a paddock immediately to the east. It covers an area of approximately 6,445 m², with the frontages along Forrest Road measuring approximately 142 m, 136 m along Rockingham Road, and 100 m along the eastern boundary adjoining a neighbouring paddock.

The lot contains four main buildings, including the former Council Building (constructed c. 1922), which housed the Fremantle Road Board from 1924 (possibly constructed from 1922) and later the Cockburn Road Board (see Appendix Two), as well as three outbuildings comprising two sheds and a main residence.

Place Description

The following place description is based on observations of aerial, satellite and Google Street View imagery and may need to be refined during the site visit.

The place at Lot 1 Forrest Road, Hamilton Hill is a municipal site comprising four primary buildings arranged across a generally triangular lot, with access from Forrest Road at the northern end. The southernmost building is the former council chambers, a rendered brick structure with a tiled roof, forming the civic focus of the site; it has undergone renovations and extensions which have encased the original c.1922 Road Board / Council building.

Towards the central northern portion is a machinery shed, constructed of limestone with quoined corners on the eastern and western façades, corrugated iron walls, and a tile roof, which may have been replaced with corrugated iron in recent years; the combined limestone and brick façade provides some aesthetic interest within an otherwise utilitarian precinct.

[1] https://www.wa.gov.au/system/files/2021-05/HER-Heritage-Impact-Statement-A-Guide-2020.pdf

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Two additional ancillary buildings, comprising corrugated iron sheds, including one with rough rendered exterior walls, are located along the south and southeastern boundaries and are now in a dilapidated condition. A bitumen hardstand links the buildings, providing vehicular circulation, and first appears in aerial imagery in 1981.

The site is defined along Forrest Road and Rockingham Road by a low brick retaining wall, which forms a curved peak at the intersection and encloses a raised lawn area. Vegetation is limited, consisting of a small stand of medium-height shrubs and trees along the Forrest Road entrance to the council chambers, along the southeast boundary behind a shed, and an isolated tree at the southern intersection. Cyclone wire fencing, with shade cloth covering some sections, encloses the site along both street frontages.

Overall, the place reflects the functional layout and character of a typical 20th-century municipal precinct, exhibiting low aesthetic and architectural significance, aside from the limited visual interest provided by the limestone and brick façade of the machinery shed located along Forrest Road at the rear of the former council chambers. All buildings show evidence of degradation, vandalism, and graffiti.

Limitations

This HHIA has been prepared based on the desktop assessment only. A site visit could not be undertaken due to safety concerns; therefore, an archival recording and a final impact assessment will need to be completed once the site has been secured and is safe to access.


384080
384120
384160
384200
384240
384280
6449720
6449680
6449640
6449600
N
Limestone Structure
Main Residence
Sheds
Perth
Project Area
Legend
Project Area
Map 1. Overview of the Project Area
0 10 20 m
Drafted by Tehya Scholz
Last updated: 14/10/2025
Satellite imagery source: Google Satellite
GDA94 / MGA zone 50 (EPSG:28350)
archae-aus


384000
384100
384200
384300
384400
6449700
6449600
6449500
N
Council Buildings (fmr)
(P 10191)
Greenslades House
(P 10169)
Greenslades Shop
(P 10170)
Johnson's Stables
(P 10179)
Moreton Bay Fig Tree
(P 17016)
Hamilton Hill Primary School
(P 505)
Hamilton Hill Memorial Hall
(P 503)
Perth
Project Area
Legend
Project Area
Heritage Council Local Heritage Places
Map 2. Historical Heritage Places Intersecting and Adjacent to the Project Area
0 25 50 75 100 m
Drafted by Victoria Huntley
Last updated: 14/10/2025
Satellite imagery source: Google Satellite
GDA94 / MGA zone 50 (EPSG:28350)
archae-aus

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HISTORICAL HERITAGE LISTINGS

WA Historical Heritage Listings

State Heritage Register

A search of the Western Australia State Register of Heritage Places indicates there are no State Registered Places within the Project Area.

City of Cockburn Local Government Inventory

The City of Cockburn adopted its first Local Government Inventory (previously referred to as the Municipal Heritage Inventory) in 1997 and subsequently updated it in 2017 and 2021 (final version available). The most significant places (Management Categories A and B) are also included on the Heritage List. The adoption of a Heritage List is a requirement of the City of Cockburn Town Planning Scheme No. 3 (the Scheme), and these places are protected under the Scheme.

There is one place included in the Local Government Inventory within the Project Area: P10191 *Council Buildings (fmr)*, also known as Spearwood Estate Agency, Cockburn Council Chambers (fmr), Fremantle District Road Board (fmr). Its management category is classed as C-Significant (see Appendix One for listing).

P10191 Council Building (fmr)

The following information has been obtained from the Heritage Council of Western Australia's InHerit[2] database and the City of Cockburn Local Government Inventory[3].

Status

Adopted on the Municipal Inventory on 10 April 2014 under Management Category C:

> *Significant Contribut[ion] to the heritage of the locality. Conservation of the place is desirable. Any alterations or extensions should be sympathetic to the heritage values of the place, and original fabric should be retained wherever feasible.*

Physical Description

Council Buildings (fmr) were originally two rooms constructed from limestone with quoins. Many extensions have been made to the original building, and a new terracotta roof has been added. The building is on the very busy Rockingham Road and is [was] occupied by various commercial interests such as medical and paramedical professionals, real estate agents and accountants. This building is located within the Controlled Access Highway Reserve for the now-defunct Roe Freeway proposal.

Construction Date

c.1922

City of Cockburn Statement of Significance

P10191 *Council Buildings (fmr)* is associated with the Fremantle Road Board, which had jurisdiction over Cockburn before the Cockburn District Road Board was created in 1955.

[2] https://inherit.dplh.wa.gov.au/Public/Inventory/Details/7211e33f-2339-4182-863e-e732a7076834

[3] https://gisservices.cockburn.wa.gov.au/hyperlinkspublic/LocalGovtInventory/042-CouncilBuildings(Fmr).pdf

Historical Context

Limited historical sources are available for the Project Area and so the following section provides a brief historical timeline, especially of the wider area, with a focus on European land use. Additional contextual information and references are provided in Appendix One and Two.

Historical Timeline

1829 – The land was initially acquired by Captain George Robb (and later by several others including Charles and Victor Manning of Davilak Estate).

1842 – The intersection between Forrest and Rockingham Roads that form the Project Area (also historically known as "The Peak", first appears on the 1842 surveyor general map; Figure 1). Strangely, these roads and intersection do not appear on the supposedly later 1859-1861 map (Figure 2), which may suggest that Figure 2 might be older than Figure 1.

1850s – Charles Manning bought land now known as Manning Park, establishing the Davilak Estate.

1863 – Hall's land sold to Charles Manning, which became part of the Davilak Estate.

1880-1890 – Gold rush era caused a boom in the population of Cockburn and surrounds, with the Fremantle Road Board overseeing an increase in road construction and maintenance.

1887 – Lime burner Frederick Outram claimed all the land between Forrest Road, Rockingham Road and Blackwood Avenue. The historical information is unclear as to whether 'The Peak' was the location of his 4-room stone house on the once larger property (see Appendix Two and Figure 3).

1899 – Davilak Estate was subdivided into 42 smaller lots following the death of Lucius Manning, with even smaller allotments created between Hamilton Hill and North Lake later on.

1901 – Discussions were initiated around moving the Fremantle Road Board office out of Fremantle and into areas where new roads were being constructed; the nearby junction at Rockingham and Hamilton Hill Roads (now Cockburn Road) was identified as a potential candidate (Figure 4).

1920 – Referendum held to decide where to relocate the Fremantle Road Board office, with several options considered, including at "The Peak" (current Project Area). "The Peak" won the vote. The land, comprising two acres, was purchased from a Mr Thomas (possibly Thomas O'Beirne who was a prominent Fremantle businessman) (Figure 5 to Figure 8, and see Appendix Two).

1922 – Construction possibly started on the new Fremantle Road Board office (according to the City of Cockburn Listing).

1924 – The new Fremantle Road Board office was officially opened (Figure 10, Appendix Two).

1926 – Electricity was connected in Hamilton Hill, earlier than neighbouring suburbs such as Bibra Lake and Jandakot.

1930 – The Fremantle Road Board office was ransacked with thieves smashing windows and stealing objects (Figure 12, Appendix Two).

1954 – Fremantle Road Board became the Cockburn Road Board (Figure 13, Appendix Two).

1976 – A separate meter was installed to isolate the yard and sheds from the office. In addition, an offer was made by private tenants to rent the 'Old Council Chambers' and an offer was made from Shell Company to rent the shed (silver painted), bitumised area and 'Town Planning Office' on Forrest

Road, as part of the lease agreement Shell was intending to install underground tanks and upgrade the depot.

In July 1976, the Metropolitan Region Planning Authority sent a letter to the Town of Cockburn offering to buy the land for future roadworks, with the Council able to continue to operate from the council chamber, reception area and kitchen (Part Lot 10 Corner Forest / Rockingham Roads) (Lewis 1976).

Present - By the 21st century, the site was being used by commercial tenants such as medical and paramedical professionals, mechanic, real estate agents and accountants. Currently, the lot is largely vacant, except for squatters.

Historical Maps



Figure 1. 1842 – Hamilton Hill and Manning Lake, with inset containing Project Area (Source: SROWA Cons_3869_Cockburn Sound_004)

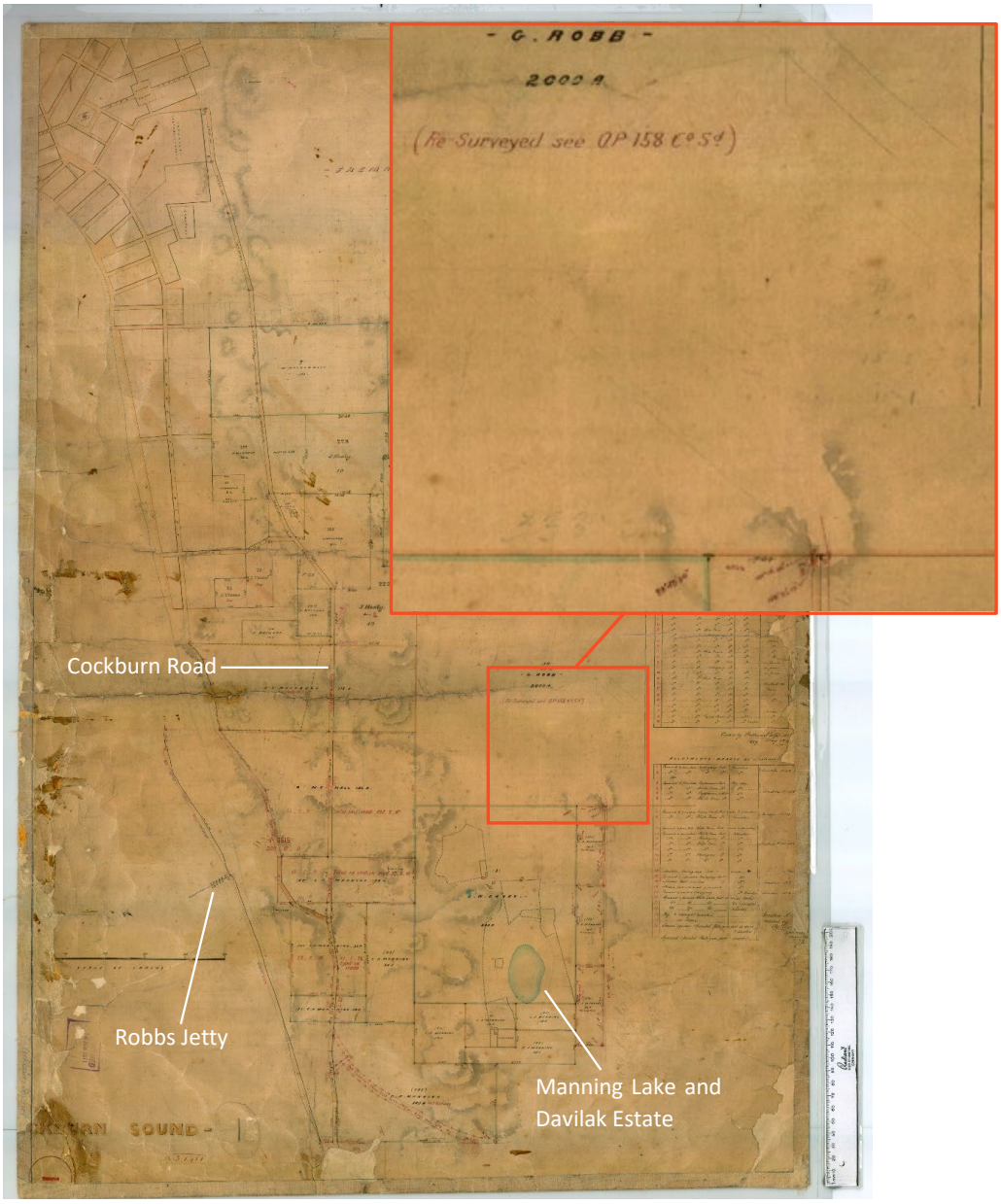


Figure 2. 1859-1861 – Hamilton Hill Locations (Manning Lake), with inset containing Project Area (within G.Robb's land) (Source: SROWA Cons 3869_Cockburn_Sound_001)

Aerial Timeline of the Project Area

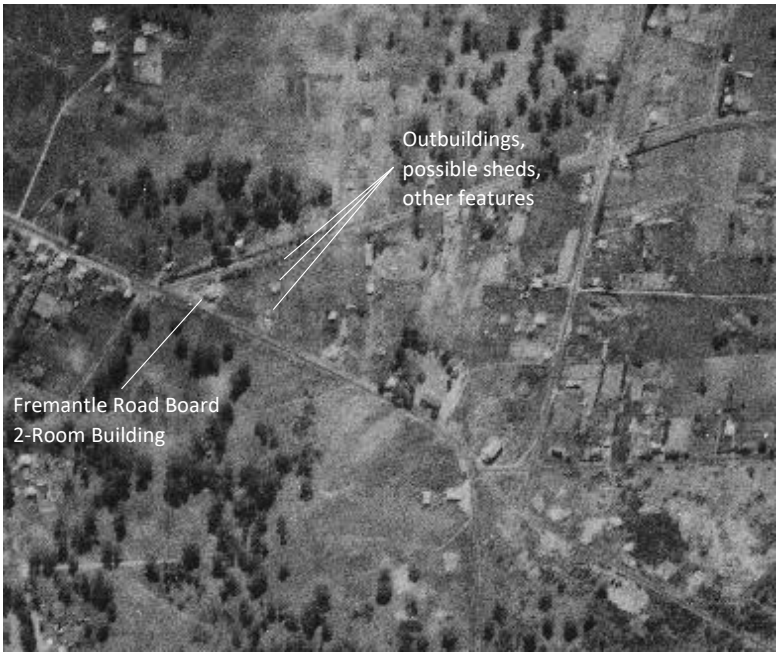


Plate 1. 1939 Aerial Photograph of the Project Area (Courtesy of Geoscience Australia)

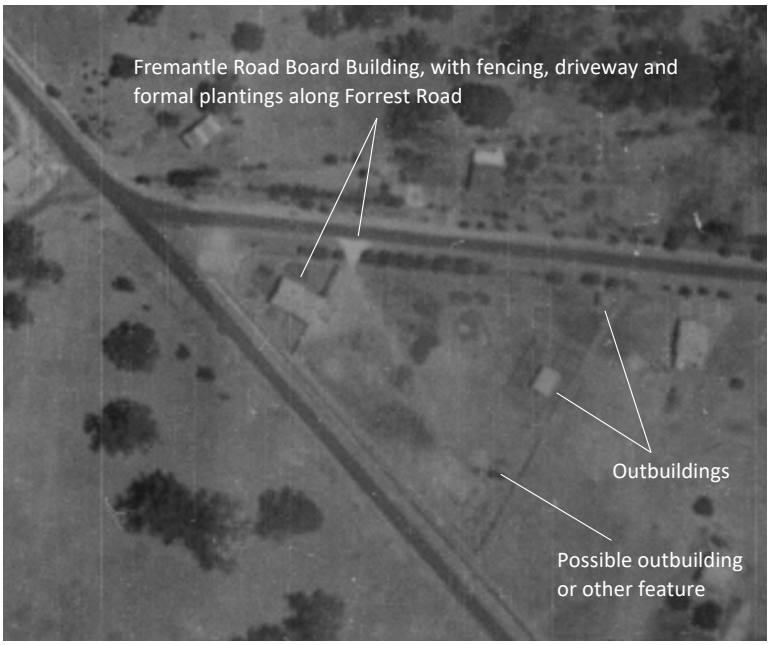


Plate 2. 1942 Aerial Photograph of the Project Area (Courtesy of Geoscience Australia)



Plate 3. 1953 Aerial Photograph of the Project Area (Courtesy of Landgate)



Plate 4. 1965 Aerial Photograph of the Project Area (Courtesy of Landgate)



Plate 5. 1974 Aerial Photograph of the Project Area (Courtesy of Landgate)



Plate 6. 1981 Aerial Photograph of the Project Area (Courtesy of Landgate)



Plate 7. 2000 Aerial Photograph of the Project Area (Courtesy of Landgate)



Plate 8. 2025 Aerial Photograph of the Project Area (Courtesy of Landgate)

Recent Photographic Timeline of the Project Area



Plate 9. 2025 - Southwest boundary of the Project Area (Courtesy of Google Maps)



Plate 10. 2025 - Northwest boundary of the Project Area (Courtesy of Google Maps)

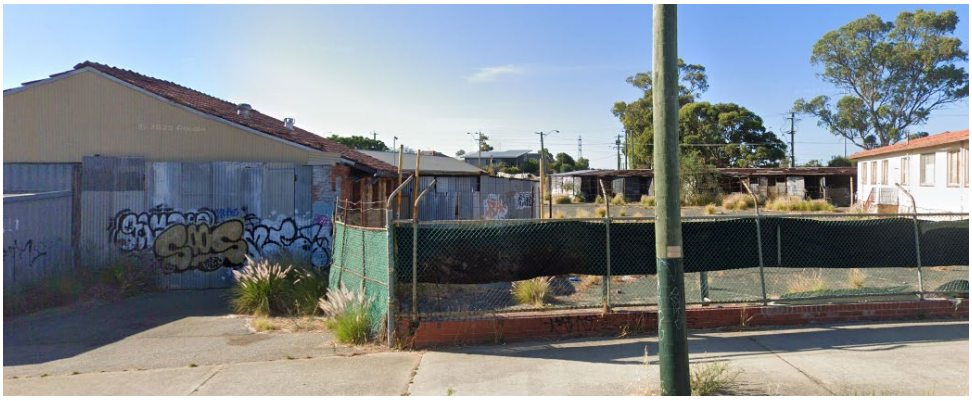


Plate 11. 2025 – South boundary of the Project Area (Courtesy of Google Maps)



Plate 12. 2024 – North boundary of the Project Area (Courtesy of Google Maps)



Plate 13. 2021 - Southwest boundary of the Project Area (Courtesy of Google Maps)



Plate 14. 2021 - Northwest boundary of the Project Area (Courtesy of Google Maps)



Plate 15. 2021 – South boundary of the Project Area (Courtesy of Google Maps)



Plate 16. 2021 - North boundary of the Project Area (Courtesy of Google Maps)



Plate 17. 2017 - Southwest boundary of the Project Area (Courtesy of Google Maps)



Plate 18. 2017 - Northwest boundary of the Project Area (Courtesy of Google Maps)



Plate 19. 2017 - South boundary of the Project Area (Courtesy of Google Maps)



Plate 20. 2017 - North boundary of the Project Area (Courtesy of Google Maps)



Plate 21. 2014 - Southwest boundary of the Project Area (Courtesy of Google Maps)



Plate 22. 2014 - Northwest boundary of the Project Area (Courtesy of Google Maps)

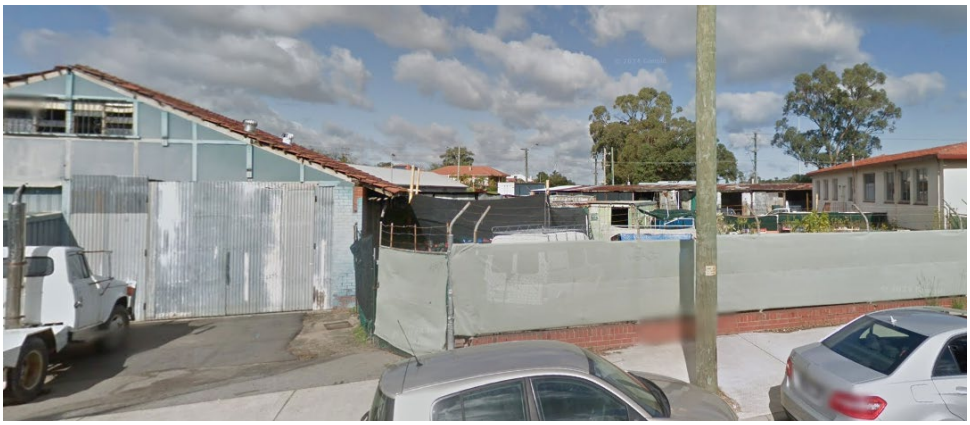


Plate 23. 2014 - South boundary of the Project Area (Courtesy of Google Maps)



Plate 24. 2014 - North boundary of the Project Area (Courtesy of Google Maps)



Plate 25. 2009 - Southwest boundary of the Project Area (Courtesy of Google Maps)



Plate 26. 2008 - Northwest boundary of the Project Area (Courtesy of Google Maps)



Plate 27. 2009 - South boundary of the Project Area (Courtesy of Google Maps)



Plate 28. 2009 - North boundary of the Project Area (Courtesy of Google Maps)

SECTION TWO – IMPACT ASSESSMENT AND RECOMMENDATIONS

INTRODUCTION

Heritage places and landscapes constitute a non-renewable component of Western Australia's cultural heritage that are vulnerable to direct and indirect impacts resulting from ground-disturbing activities and infrastructure upgrades. This section outlines the potential impacts of the proposed works on the identified heritage values of the place and provides recommendations to manage and mitigate those impacts.

Guiding Principles

Relevant sections from the Burra Charter (2013) have been used to assist in the assessment of risk and in the construction of recommendations management of heritage in the Project Area, including the following articles:

Article 2. Conservation and management

2.1 Places of cultural significance should be conserved.

2.2 The aim of conservation is to retain the cultural significance of a place.

2.3 Conservation is an integral part of good management of places of cultural significance.

2.4 Places of cultural significance should be safeguarded and not put at risk or left in a vulnerable state.

Article 3. Cautious approach

3.1 Conservation is based on a respect for the existing fabric, use, associations and meanings. It requires a cautious approach of changing as much as necessary but as little as possible.

3.2 Changes to a place should not distort the physical or other evidence it provides, nor be based on conjecture.

Article 7. Use

7.1 Where the use of a place is of cultural significance it should be retained.

7.2 A place should have a compatible use.

Article 8. Setting

Conservation requires the retention of an appropriate setting. This includes retention of the visual and sensory setting, as well as the retention of spiritual and other cultural relationships that contribute to the cultural significance of the place. New construction, demolition, intrusions or other changes which would adversely affect the setting or relationships are not appropriate.

Article 9. Location

9.1 The physical location of a place is part of its cultural significance. A building, work or other element of a place should remain in its historical location. Relocation is generally unacceptable unless this is the sole practical means of ensuring its survival.

ARCHAEOLOGICAL POTENTIAL

Archaeological Assessment

Archaeological potential refers to the likelihood of physical remains surviving at a place. Based on the desktop assessment and City of Cockburn heritage inventory, the following place types, features, and elements are known or have the potential to be located within the Project Area:

1. Historical structures, such as the Council buildings, two sheds and a residence.
2. Historic structural remains, including materials and features associated with domestic, civil, farming, transportation and commercial activities.
3. Retaining walls and other landscape modifications and related features.
4. Potential historic subsurface finds and features.
5. Loose historic surface finds and isolated artefacts.

Any archaeological remains will be disturbed by the proposed demolition works, with a higher chance of encountering historical features and artefacts in areas deemed to have moderate to high archaeological potential. The significance of these potential archaeological remains is moderate to low due to the major modifications that have taken place over the years to the original c.1922 building and yard, and their similarity to other municipal buildings of a comparable age and style.

Descriptions of each ranking or potential are provided below and specifically relate to the assessment of the historical archaeological potential at P10191 *Council Buildings (fmr)*.

Moderate to High Potential

The following criteria are used to identify areas of moderate to high archaeological potential:

- Minimal to some modern disturbance, including superficial and limited impacts to subsurface soils.
- Evidence of past historical land use and activity.
- Associated with features and objects of higher historical significance.

At Lot 1 Forrest Road, the original footprint of the c.1922 building is considered to have higher potential for underfloor archaeological deposits, with greater value and interest compared with the rest of the site. Given past modifications to this building and unknown condition of underfloor deposits, it is therefore deemed an area of moderate to high potential (see Map 3).

Potential Finds

- Office stationery and equipment, including items that show early 20th century technologies
- Evidence of early 20th century construction methods and materials.
- Evidence of changing technologies, materials and construction techniques at the site, from 20th century through to the mid-century.
- Personal items dated to the early 20th century such as buttons, thread, hair pins, combs, coins, keys, nails and other small paraphernalia that might fall through floor boards.

Low Potential

The following criteria are evaluated to determine areas of low archaeological potential:

- High level of modern disturbances, including major earthworks.
- No or limited evidence of past historical land use and activity in the form of substantial structures or features.
- Any built or remnant features have low historical significance.

At Lot 1 Forrest Road, the majority of the site is considered to have low archaeological potential due to past disturbances and no evidence for any notable historical constructions before the 1920s (Map 3).

Potential Finds

- Unexpected loose finds of a varied nature related to all periods of occupation of the site.
- Poorly preserved features and objects from any time period that can provide little insight into the past people and former activities carried out at the site.

Historical Landscape

While most of the site exhibits limited potential for historical archaeology, the location occupies a prominent landform in the historical landscape, formerly known as “The Peak”, at the triangular intersection between Forrest Road and Rockingham Road. This intersection appears on maps as early as 1842 (Figure 1). These roads are some of the earliest major roads that helped to expand the wider Fremantle settlement, including areas to the south along the Cockburn Sound coastline and inland towards the Beeliar Wetlands and Jandakot Agricultural District (City of Cockburn, 2025).

HERITAGE IMPACT ASSESSMENT

The proposed demolition of Lot 1 Forrest Road will have a direct impact on the listed heritage values of the place, by removing key structures and features that reflect its former use as the Fremantle and Cockburn Road Boards and City of Cockburn Council Building and depot.

The following aspects of the proposal are considered likely to have a detrimental impact on the heritage significance of the place. The reasons for these impacts, as well as measures to minimise them, are discussed in the Summary of Archaeological and Heritage Impacts:

- Significant landscape modifications, impacting the historical and semi-rural setting and character of the area.
- Removal of structures and features associated with P10191 *Council Buildings (fmr)*, including complete demolition of extant buildings.
- Disturbance to, or removal of, surface or subsurface historical archaeology.

Direct and Indirect Impacts

Local Heritage Place P10191 *Council Buildings (fmr)* occupies the entire site at Lot 1 Forrest Road, Hamilton Hill. This heritage place includes the former c.1922 Fremantle and later Cockburn Road Boards office (later the extended Council chambers), and the three additional buildings, comprising the main residence and two sheds. The proposed works within the Project Area will affect the entire curtilage of the site, resulting in the partial or complete loss of heritage significance associated with the structures and their setting.

Despite these impacts, the proposal presents opportunities to contribute positively to the general amenity of the broader area. Key elements of heritage value to consider when planning major modifications to this location include:

- Built heritage: The former Council buildings and associated outbuildings, which require careful consideration to preserve, interpret and/or document any heritage elements prior to demolition, including the retention or salvage of any well-preserved historic elements that could be adapted or reused in any future developments of the site.
- Archaeology: Structures and sub-surface deposits identified as moderate to high archaeological potential, which may require mitigation through archival recording, monitoring, and/or salvage excavation prior to demolition.
- Landscape features: Cultural landscape values related to remnant trees, historic fence lines, “The Peak,” the alignment of Forrest and Rockingham Roads, intact farmland to the north, and open spaces such as the Kerry Street School grounds, should all be considered in any future development of the site. In particular, future development should respect the historical context and visual prominence of the site at this key historical intersection that dates to at least 1842.

Where impacts are unavoidable, mitigation measures should align with best practice, including: archival recording, interpretive signage, archaeological monitoring, and adherence to relevant government heritage disposal and development guidelines. Any new building or modification should be sympathetic to the local historical character and setting, reflecting the prominence of the location while minimising further loss of heritage values.

SUMMARY OF HERITAGE IMPACTS

Table 1. Summary of Heritage Impacts for P10191 *Council Chambers (fmr)*

Area of Impact	Degree of Impact	Statutory Agency / Listing	Stakeholders
Part of Lot 1 Demolition of all four buildings within the precinct.	Major disturbance Permanent damage resulting in major loss of significance	City of Cockburn Local Heritage Survey Category C - Some Significance Conservation of the place is desirable Any alterations or extensions should reinforce the significance of the place, and the original fabric should be retained wherever feasible	City of Cockburn Commercial tenants Local residents Squatters

Heritage Values and Explanation (Desktop Research)

Scientific – archaeological

Demolition and construction work in this area would impact the structures within the Project Area, including the former Council Chamber buildings and two sheds.

An assessment of archaeological potential, based on desktop research, suggests there is a moderate level of potential for subsurface archaeology across much of the site. There is a higher level of potential for underfloor subsurface archaeology, dating to the early 20th century, within the original footprint of the c.1922 building, providing that no major subfloor works have occurred during the later renovation and extension of this original structure. In terms of the archaeological significance, any potential artefacts and features that are dated to the early 20th century would be of particular interest, as well as any remains that provide an insight into the use of the site over time, which is otherwise not clearly understood in the available documentary evidence.

Other Heritage Values

The City of Cockburn have not identified any aesthetic, historic, social or spiritual values for P10191 *Council Buildings (fmr)*.

The former Council building and associated structures within the Lot 1 Forrest Road Project Area are currently in a degraded condition. Despite this, the site retains sufficient spatial integrity to reflect its historical function as municipal chambers and a depot, with the original mid-century layout and relationships between buildings and surrounding spaces still discernible. The early 20th century structure, on the other hand, has been completely obscured due to major extensions and alterations that took place from the 1950s (Plate 3).

The buildings and features of the 1950s era constructions are moderately intact, although some fabric has been lost and alterations have occurred over time. While the place retains elements indicative of its original use, it is not a rare or highly authentic example of a well-maintained council building. When compared to other early to mid-20th century council building and depot structures across Perth and regional areas, its level of preservation and maintenance is moderate, providing a representative, though not exceptional, example of this building type.


384120
384160
384200
384240
384280
6449680
6449640
N
Perth
Project Area
Legend
Project Area
Archaeological Potential
Moderate
Low
Map 3. Archaeological Potential within the Project Area
0
10
20 m
Drafted by Tehya Scholz
Last updated: 30/10/2025
Satellite imagery source: Google Satellite
GDA94 / MGA zone 50 (EPSG:28350)
archae-aus

IMPACT MANAGEMENT STRATEGIES

A number of recognised management strategies have been used to mitigate against impacts on historic heritage. The relevant strategies identified for this Project include:

- Conducting a site visit to undertake archival recording prior to demolition works.
- Undertaking archaeological monitoring or an archaeological watching brief during ground disturbing works.
- Undertaking recording and salvage excavation if any archaeological finds are encountered during ground disturbance works.

By commissioning this HHIA and liaising with City of Cockburn and the DPLH; Main Roads has already begun to reduce the risks associated with historical heritage within the Project Area. The management strategies proposed in the *Summary of Archaeological and Heritage Impacts* section of the HHIA, should be considered by Main Roads.

Archaeological Chance Finds Discovery Procedure and Heritage Induction

Prior to any ground disturbing works occurring within the direct impact footprint, Main Roads WA and their contractors should follow an Archaeological Chance Finds Discovery Procedure. A heritage induction that explains this procedure in further detail should be delivered to contractors prior to works commencing. The Archaeological Chance Finds Discovery Procedure and associated induction should include:

- Guidance on the identification of potential archaeological cultural materials, including images of both historical and Aboriginal artefacts or features that may be encountered.
- A process to follow if a suspected archaeological find is encountered, along with guidance on how and who to report the find to and how best to protect it in the interim.
- A procedure that provides clear steps in managing the unlikely discovery of any skeletal remains.
- A contractor handout that outlines key steps in the chance finds discovery process and identifies key personnel and their contact details for specific roles and responsibilities.

Government Approvals and Processes

Main Roads, as the responsible agency, will need to send the DPLH details of all the properties that are being considered for the planned disposal or demolition. Places will need to be considered as part of this process if they:

- Are more than 60 years old.
- Are already listed on an existing heritage list such as a local government inventory (Local Heritage Survey / Municipal Inventory).
- Display other evidence of potential significance in terms of aesthetic, historic, social or scientific value.

Once the assessment information is submitted to the DPLH, a preliminary review is presented to the Heritage Council to determine if a heritage assessment is warranted. It is noted that there are currently no statutory listings or a previous Heritage Council assessment of P10191 *Cockburn Chambers (fmr)* recorded on the inHerit database.

WA State Register of Heritage Places

There are **no places** included on the State Heritage Register or the Assessment Program within the Proposal Area.

Local Heritage Survey and Heritage List

Approval from City of Cockburn is required if there is planned ground disturbance works, development and/or demolition of a building/structure within the curtilage of a heritage place included on the Local Heritage Survey or Heritage List (under the Council's Town Planning Scheme). Based on the Proposal Area footprint, provided by Main Roads as part of this HHIA, there is **one place** that will be directly impacted by the works (P10191 *Council Buildings (fmr)*), as discussed in the *Summary of Archaeological and Heritage Impacts.*

RECOMMENDATIONS

It is **recommended** that:

1. Main Roads liaise with the City of Cockburn for P10191 *Council Chamber (fmr)*, which is listed on the Local Government Inventory as a Management Category C place, to discuss the proposed demolition works (currently in progress).
2. A site visit is required to carry out an archival recording of the place, in line with the Heritage Council's guidelines, once the premises have been secured.
3. An archaeological watching brief should be undertaken during demolition and proposed ground-disturbance works. Should significant archaeological deposits be uncovered, an archaeologist will need to assess them and advise on the appropriate actions before works proceed.
4. An Archaeological Chance Finds Discovery Procedure, along with a heritage induction, should be developed and delivered to Main Roads and all contractors prior to commencement of works.
5. This HHIA should be updated if new information becomes available prior to any ground-disturbing works.

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APPENDIX ONE – HERITAGE LISTINGS

CITY OF COCKBURN LOCAL GOVERNMENT INVENTORY

(On next page)

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LOCAL GOVERNMENT INVENTORY

COUNCIL BUILDINGS (FMR)

C Significant



LGI #	042
PIN No.	
LOT/PLAN DIAGRAM	
LOCATION	Pt Lot 1, No 1 Forrest Road, Hamilton Hill
OTHER NAME(S)	Spearwood Estate Agency; Cockburn Council Chambers (fmr); Fremantle District Roads Board (fmr)
CONSTRUCTION DATE(S)	1922

STATEMENT OF SIGNIFICANCE

Council Buildings (fmr) is associated with the Fremantle Roads Board, which had jurisdiction over Cockburn before the Cockburn District Roads Board was created in 1955.

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LOCAL GOVERNMENT INVENTORY

PHYSICAL DESCRIPTION

Council Buildings (fmr) were originally two rooms constructed from limestone with quoins. Many extensions have been made to the original building and a new terracotta roof has been added. The building is situated on the very busy Rockingham Road and is now occupied by various commercial interests such as medical and paramedical professionals, real estate agents and accountants.

This building is located within the CAH Reserve for the future Roe Freeway.

ARCHITECTURAL STYLE	-----	
CONSTRUCTION MATERIALS	*Walls*	Limestone; other brick
	Roof	Ceramic tile
	Other	-----
ORIGINAL USE	Governmental	Office or administration building
CURRENT USE	Commercial	Shopping complex
HISTORIC THEMES	Social & civic activities	Government & politics

HISTORY

The Fremantle District Roads Board at first held their meetings in Fremantle. However, as the people of Spearwood and Hamilton Hill sought their independence from the Town of Fremantle, they planned for offices to be built in an area more representative of the Roads Board. The block of land where the offices were eventually built was known as 'the Peak'. It was a five acre block owned by Victor Manning, midway between Blackwood Avenue and Owen Road. This was one of a choice of a few blocks of land at first considered for the site of the Fremantle Roads Board offices. In 1920 a referendum was held to guide the final site choice. 'The Peak' was selected and the offices were completed in 1922. A greater area of jurisdiction came when the Jandakot Roads Board was dismantled in 1923.

In 1931 the Fremantle Roads Board was still a very small organisation employing only one person as a secretary. Roads Board minutes in the cellars of the Old Council offices reveal interesting stories about the financial state of the Board, especially during the Depression.

ARCHITECT/DESIGNER	-----
ASSOCIATED PEOPLE	-----
CONDITION	Good
INTEGRITY	Low
AUTHENTICITY	Medium

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LOCAL GOVERNMENT INVENTORY

OTHER LISTINGS	*HCWA No. 10191*	-----
	Register National Estate	-----
	National Trust WA	-----
SUPPORTING INFORMATION	National Estate Study	
ASSESSOR(S) NAME	Community Committee, c/o City of Cockburn Eddie Marcus, History Now	
ADDITIONAL NOTES	-----	
DATE OF LAST ASSESSMENT	October 2009	

APPENDIX TWO – HISTORICAL CONTEXT

BROADER HISTORICAL CONTEXT

Post-1829

Aboriginal Displacement and Survival

The Swan River Colony was established by the British in 1829, causing the displacement of Noongar people throughout the southwest as the colony expanded. Noongar groups experienced the rapid collapse of their way of life. Not to diminish the devastating impact caused by colonisation, it is important to recognise too that the historical record of the southwest demonstrate examples of tenacity and adaptations in the face of colonisation, which are often not widely discussed or acknowledged, let alone celebrated, in the general historical narratives about Western Australia.

This includes key Noongar participation in formative colonial activities and important industries, such as exploration, agriculture and pastoralism, the possum fur industry, product innovation and entrepreneurship, and many others. In addition, they created hybrid economies and communities on the fringe of mainstream society to survive, overcome, and resist the hardships and exclusion directly or indirectly imposed by European settlers and institutions, this discrimination was formalised through polices such as the *Aborigines Act 1905* and the later *Native Administration Act 1936* (Haebich, 1988; Laurie, 1994; Walshe *et al.*, 2019).

In the Cockburn district specifically, were the Beeliar Nyungar people led by Midgegooroo (City of Cockburn, 2024). Midgegooroo and his son Yagan resisted European occupation; however, as stated by the City of Cockburn were punished by the colony with outlaw status, imprisonment, and execution (2024). Disease encumbered many of the Beeliiar Nyungar elders and those left were forced from their lands by the colonial government (City of Cockburn, 2024)).

Early maps note that the general area around the Project Area was comprised of limestone hills covered in grass trees (*Xanthorrhoea* sp.), white gums (likely *Eucalyptus wandoo*) and Jarrah (*Eucalyptus marginata*) trees. It is probable that banksias (*Banksia* spp.), marris (*Corymbia Calophylla*) and tuart (*Eucalyptus gomphocephala*) trees were also present, with ancient tuarts still present on the nearby Clontarf Hill, Woodman Point and in other parts of the Fremantle area[4]. Noongar people would have likely moved through this area between the Beeliar Wetlands, up to Clontarf Hill and out to the coast. It is possible that early European roads followed these original pathways or bidi, such as Forrest Road, which leads out to Waliabup (Bibra Lake).

European Occupation

Nineteenth Century

Hamilton Hill was settled in 1829, with Captain George Robb establishing a 2,000-acre farm stretching from Hamilton Hill to North Lake. Robb's land, later referred to as Robb's Grant was subdivided by Sidney Smith in 1830 and 1831 after giving up the property. Small land grants were given to Charles Macfaull, who printed the Swan River Colony's first newspaper and Henry Edward Hall (Heritage Council of Western Australia, 1996; City of Cockburn, 2025). Hall's land was later sold to Charles

[4] https://www.bushlandperth.org.au/campaigns/celebrating-tuart-woodlands/

Manning in 1863, where he would develop Davilak estate (Heritage Council of Western Australia, 1996).

Davilak Estate

The land in which the Davilak Estate was eventually built was purchased by Charles Manning in the 1850s (Harvey, 2020). The land parcel bought by Charles Manning is known as Manning Park (City of Cockburn, 2019). The first building completed was a 10-room estate (Harvey, 2020). This initial building ran as a farm to supply the Manning's main house in Fremantle (City of Cockburn, 2024). Additionally, the government rented the land from the Manning's to house convicts whilst building the Rockingham Road (Harvey, 2020).This house burnt down in the 1860s and in 1866 a new house was built by Charles Manning (Harvey, 2020). The new house was a 14-room cottage built by convicts from locally sourced limestone (Harvey, 2020). The cottage was associated with several outbuildings and became known as the Davilak Estate (Plate 29).



Plate 29. Davilak Estate c. 1900. Courtesy of City of Cockburn Library. (Harvey, 2020, p.34)

Following the death of Lucius Manning, Charles Manning's son, much of the Davilak Estate was subdivided and sold to new settlers hoping to buy land for market gardening. This land, previously George Robb's original grant, was divided into 42 smaller lots and sold in 1899. These were later divided into smaller allotments extending between Hamilton Hill and North Lake.

The Gold Rush

Between 1880 and 1890, the gold rush caused the population of Cockburn and surrounding suburbs to expand rapidly. As a result, Hamilton Hill became an important area for producing food and building materials to support Western Australia's population boom. The suburb's swampy lands were ideal for market gardening, and the limestone ridges near the coast were used for quarrying and burning (City of Cockburn, 2025).

During the gold rush boom, Afghan cameleers began arriving in the Cockburn district (Harvey, 2020). Originally the camels were housed at the quarantine facilities at Woodman Point (Harvey, 2020). However, it quickly became apparent that there was no room left at Woodman Point and the extra camels were moved to Davilak House (Harvey, 2020). The Manning's family estate house camel camps for three years (Plate 30) (Harvey, 2020). After the gold rush, the camels were freed into the bush (Harvey, 2020).



Plate 30. Camel camp at Davilak Estate. Courtesy of City of Cockburn Library. (Harvey, 2020, p. 31)

Early Twentieth Century

Creating Industry

As Hamilton Hill's population continued to expand, various industries became popular. Robb Jetty was the only cattle port in the Perth metropolitan area in the 1870s. As a result, many meat competitors gathered here for business. It wasn't until the 1890s when steamships become more reliable, where businesses began to ship cattle from the Kimberely in large quantities. However, with only one cattle port and a lack of facilities, Robb Jetty developed rapidly. In 1896, the onset of tick-disease and tuberculosis within cattle meant that a quarantine jetty was added to the holding facilities at Robb Jetty. Between 1898 and 1911, six competing slaughterhouses and factories were built near Robb Jetty (City of Cockburn, 2025b). By 1900, at least 10 small private abattoirs and piggeries were established throughout Hamilton Hill (Heritage Council of Western Australia, 2006).

Despite laws to govern the health and safety of these places, various health inspectors noted the cruel, unsanitary and unsafe conditions of these small slaughterhouses. In 1909, the Public Abattoir Act was introduced, making these private establishments illegal, discontinuing the practice of small-scale abattoirs by 1916 (City of Cockburn, 2025).



Plate 31. Cattle on the beach near Robb Jetty, 1911 (Courtesy of the City of Cockburn)

Horse racing played a significant role in the development of Hamilton Hill and South Fremantle. The first horse racing was held at South Beach in 1833. This event increased during the 1890s, especially as racecourses were introduced in places such as Helena Vale, Canning Park and Belmont. Unregistered courses such as those at Coogee and Woodman's Point also operated during this time. This led to the development of horse stables and training tracks at South Fremantle and Hamilton Hill, and businesses such as Blacksmiths and saddlers. In 1912, the Newmarket Hotel (P00504) was constructed, named after London's centre for horse racing. The Newmarket Hotel catered to those involved in market gardens, horse breeders and trainers, and slaughterhouse workers such as those at Robb Jetty (Heritage Council of Western Australia, 2006).

Wartime

In 1929, the Hamilton Hill Memorial Hall was established, commemorating the men and women who left the area to serve the First World War. During the Second World War, the Cockburn area was used for military training and military defence (City of Cockburn, 2024). The Naval Base off the Cockburn shore was a prominent training camp (City of Cockburn, 2024). Several searchlights and anti-aircraft batteries were also located off the shore and lake chains (City of Cockburn, 2024). Unfortunately, many Italian migrants in the Coogee area were taken to internment camps as 'enemy aliens' after Italy joined the Axis powers which had a lasting impact on the interned men and their families across WA (City of Cockburn, 2024).

Expanding Hamilton Hill

In the 1920s, Hamilton Hill became more dormant, families commuting to work in the Fremantle area. Larger parcels of land supported families, allowing them to grow their own food. By 1926, electricity was connected in Hamilton Hill, unlike neighbouring settlements such as Bibra Lake and Jandakot which became connected in the 1950s.

In 1954, Hamilton Hill was resumed by the State Housing Commission after the post-war industrial boom, the Commission building houses for the rapidly growing population of Perth. Various families lived in decommissioned military camps such as Naval Base or in shanty towns such as Robb Jetty. The construction of houses was an attempt by the State Housing Commission to catch up on six years of housing, as construction was paused during the Second World War. In the 1960s East Hamilton Hill was created upon the establishment of new housing (City of Cockburn, 2025).

History of P10191 Council Buildings (fmr)

The Fremantle District Road Board was formed in 1871. In the first 20 years of the Boards existence, members served on the Fremantle Town Council looking exclusively at the development of the Fremantle. The Board's role was to provide the roads that connected Fremantle to other towns within the Colony. In 1900, the Jandakot Agricultural Area was established, bring an influx of settlers to the eastern part of the Fremantle District. Settlers from this area argued that the Road Board should look at the development of the whole district and not exclusively Fremantle. This led to the construction of halls and better roads from Fremantle to Jandakot. In 1913, the suburb of Spearwood was developed, sparking questions about independence and proper representation (Berson, 1978).

From as early as 1901, there had been discussion about moving the Fremantle Road Board Office to the junction of the Rockingham and Hamilton Hill Roads[5], which is where the historical Newmarket Hotel currently stands. A block known as *the Peak* at the junction of Forrest and Rockingham Road was eventually chosen to become the Road Board office for Hamilton Hill. This 5-acre block was originally owned by a Mr Thomas – likely the Fremantle historical figure Thomas O'Beirne (the land was previously thought to be owned by Victor Manning but has since been verified by local researcher Mr Joe Baker that it was Mr Thomas' land that was sold to the Fremantle Road Board[6]). Prior to Mr Thomas' ownership of 'The Peak', the 1900 rate book shows that Frederick Outram Snr was the owner of a larger lot (Lot 10 depicted in green in Figure 3).

It was believed that the Hamilton Hill school house was rented as a temporary office by the Board, until a new office was officially opened at *the Peak* in 1924; however, according to a letter from the editor by a Mr Pearce in 1920, "Mr Dowse brought forward a resolution to rent the schoolmaster's quarters at Hamilton Hill State School, which the Board turned down, the chief reason being that the Education Department would only lease it for one year" (Figure 15). Today, this place is known as the P10191 *Council Buildings (fmr)*. The Fremantle Road Board was renamed the Cockburn Road Board in 1954 (Figure 13).

In 1967, plans were drawn up for the new extension to the original building and includes evidence of earlier extensions (date of the earlier extension is unknown) (Figure 14). A series of historical letters were provided to Archae-aus by the City of Cockburn (Figure 15 to Figure 18), indicating that the main building and sheds were going to be rented out to commercial tenants (see Figure 15).

[5] 1908 'SPEARWOOD AND COOGEE.', *The Empire (Fremantle, WA : 1907 - 1908)*, 1 August, p. 7., viewed 29 Oct 2025, http://nla.gov.au/nla.news-article227982697

[6] Information from Mr Baker was provided by City of Cockburn 30 October 2025.

In April 1976, a separate meter was installed to isolate the yard and sheds from the office, at a cost of $126 (Figure 15). In addition, an offer was made by private tenants to rent the 'Old Council Chambers' and a separate offer was made from Shell Company to rent the shed (silver painted), bitumised area and 'Town Planning Office' on Forrest Road; as part of the lease agreement Shell was intending to spend $25-30,000 to install underground tanks and upgrade the depot. The original offer made by Shell to rent the site ($5,000) was rejected by the council in favour of $6,000 to $6,500 per annum (Figure 18). However, the letter from Shell is able to provide an insight into the buildings at the site at the time (Figure 16):

> *…premises comprising the yard, 60' x 35' shed, old garages, toilet block, fibro and weatherboard shed and the office….*

In July 1976, the Metropolitan Region Planning Authority sent a letter to the Town of Cockburn offering to buy the land for future roadworks for a sum of $130,000, with the Council able to continue to operate from the council chamber, reception area and kitchen (Part Lot 10 Corner Forest / Rockingham Roads) (Lewis 1976).



Figure 3. 1925 Boundaries overlaid on a post 1922 aerial photograph (date unknown) (Image created by Mr Joe Baker, Courtesy of the City of Cockburn)

Up until to recently, the site was being used by commercial tenants such as medical and paramedical professionals, mechanic, real estate agents and accountants. Currently, the lot is largely vacant, except for squatters.

Relevant Newspaper Articles



FREMANTLE ROADS BOARD.

SUGGESTED REMOVAL OF OFFICE.

At the last meeting of the above body held on Tuesday night last, Mr. J. A. Hicks moved the following motion, viz.: "That the time has arrived when in the best interests of the district, the office of the board should be removed from within the Fremantle Municipality, to a more convenient position within the Roads Board's own district, and that a site should be obtained as near as possible at the junction of the Rockingham and Hamilton Hill-roads." The proposer explained that the primary object of the movement was to enable the resident settlers and ratepayers of the district to take a more active interest in roads board matters, and to give the secretary, who is also foreman of works, a better chance of supervising the works going on in the district, it being important that in his capacity of foreman of works, he should be near the works in progress, also that as the district was growing in importance, it was desirable that the resident settlers should have better facilities for identifying themselves with roads board affairs, as they are the people who are making and developing the district and therefore more particularly interested and concerned in its welfare. The site suggested is right on the track where the whole of the settlers from Coogee, Spearwood, Jandakot and Bibra Lake had to pass when coming to market. Mr. Hicks informed the Board that a petition was in circulation in the district which could not be presented at that meeting as some of the sheets had not yet reached him. He urged the board not to make the question a party one, nor to decide hurriedly, but to adjourn the discussion until the next meeting, when the petition would be presented. Mr. Geo. Wills seconded the motion, and strongly supported same, explaining at length the many disadvantages, and the great inconvenience, which in his opinion, exist at present by reason of the office being located in the town of Fremantle, instead of in the district —contiguous to the resident settlers.

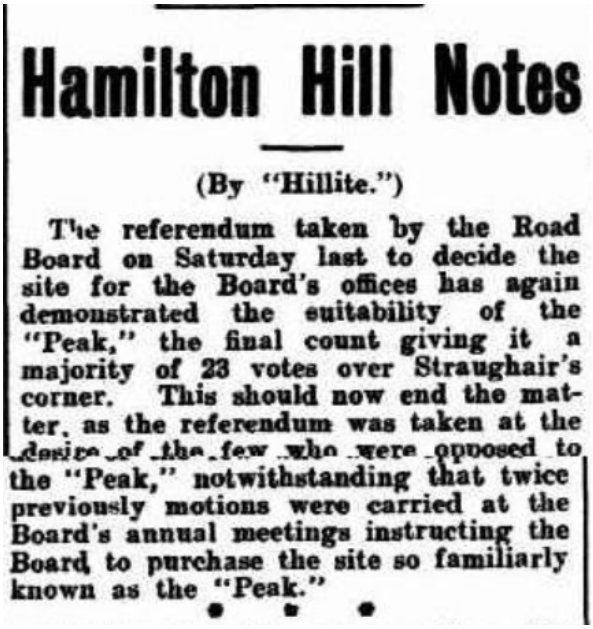
The discussion was somewhat animated, and an amendment was proposed by Mr. A. E. Davies that the board's office remain where it is, as he considered it the most convenient place. The amendment was carried, Messrs. Holmes, Davies, Mell and Dixon voting for the amendment, and Messrs. J. A. Hicks and Geo. Willis voting for the motion.

The motion having been lost, Mr. Hicks desired to move a further amendment to the effect that further discussion of the subject be adjourned until the next meeting, in order that the petition still being signed by ratepayers could be received and considered, but the chairman, Mr. J. Hammond, ruled that it would be out of order.

Both Messrs. Hicks and Willis expressed their opinion that there is a strong feeling on the part of a large number of the settlers in favor of the movement. It is, therefore, probable that the question will be again brought forward at an earl date.

Figure 4. 1901 – Fremantle Road Board suggested removal of office from Fremantle to Hamilton Hill

1901 'FREMANTLE ROAD BOARD.', *The Umpire (Fremantle, WA, 1896 - 1903)*, 12 October, p. 4., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article257750130



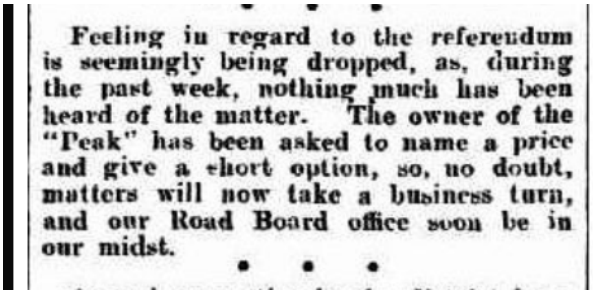
Hamilton Hill Notes

(By "Hillite.")

The referendum taken by the Road Board on Saturday last to decide the site for the Board's offices has again demonstrated the suitability of the "Peak," the final count giving it a majority of 23 votes over Straughair's corner. This should now end the matter, as the referendum was taken at the desire of the few who were opposed to the "Peak," notwithstanding that twice previously motions were carried at the Board's annual meetings instructing the Board to purchase the site so familiarly known as the "Peak."

Figure 5. 1920 – Referendum to vote for new location of the Fremantle Road Board

1920 'Hamilton Hill Notes', *The Fremantle Times (WA : 1919 - 1921; 1932)*, 26 November, p. 3., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article256643236



Feeling in regard to the referendum is seemingly being dropped, as, during the past week, nothing much has been heard of the matter. The owner of the "Peak" has been asked to name a price and give a short option, so, no doubt, matters will now take a business turn, and our Road Board office soon be in our midst.

Figure 6. 1920 – Proposed purchase of 'The Peak'

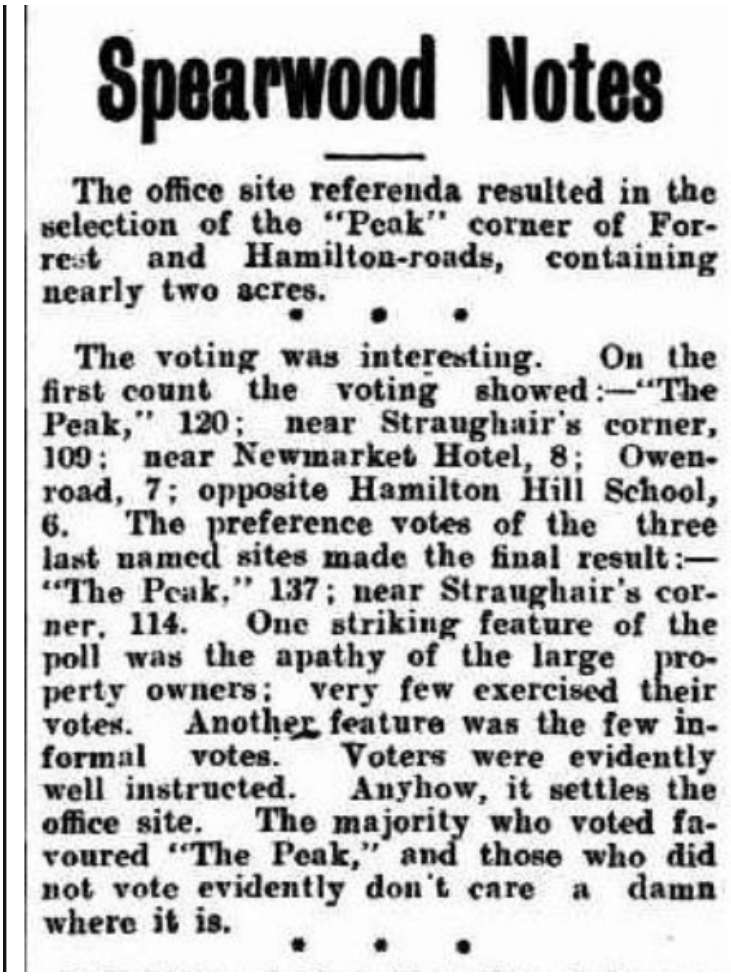
1920 'Hamilton Hill Notes', *The Fremantle Times (WA : 1919 - 1921; 1932)*, 3 December, p. 3., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article256643317



The "Peak" site has been purchased by the Roads Board at a satisfactory price. When will the next move take place, and what will it be?

Figure 7. 1920 – Purchase of 'The Peak'

1920 'Hamilton Hill Notes', *The Fremantle Times (WA : 1919 - 1921; 1932)*, 17 December, p. 1., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article256643485



Spearwood Notes

The office site referenda resulted in the selection of the "Peak" corner of Forrest and Hamilton-roads, containing nearly two acres.

* * *

The voting was interesting. On the first count the voting showed:—"The Peak," 120; near Straughair's corner, 109; near Newmarket Hotel, 8; Owen-road, 7; opposite Hamilton Hill School, 6. The preference votes of the three last named sites made the final result:—"The Peak," 137; near Straughair's corner, 114. One striking feature of the poll was the apathy of the large property owners; very few exercised their votes. Another feature was the few informal votes. Voters were evidently well instructed. Anyhow, it settles the office site. The majority who voted favoured "The Peak," and those who did not vote evidently don't care a damn where it is.

* * *

Figure 8. 1920 – New Fremantle Road Board Offices Opened

1920 'Spearwood Notes', *The Fremantle Times (WA : 1919 - 1921; 1932)*, 26 November, p. 3., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article256643224

(To the Editor.)

"The Same Mr. Pearce" writes:—

"Your Searpwood Correspondent (Mr. Angus McLeod) seems to take pleasure in placing me in an unfavourable light in your columns. I would treat his remarks with the contempt they deserve but some of the ratepayers do not know him as well as I do. He insinuates that I am behind the times.

"If any ratepayers would take the trouble to peruse the minute book of the Board they will find that my work on the Board compares favourably with that of any other member, even with that of the "great' 'Angus McLeod, during his six years of membership of the Board.

"Perhaps Sir, it would be as well to give the ratepayers the history of what happened re office site. First of all, Mr. Dowse brought forward a resolution to rent the schoolmaster's quarters at Hamilton Hill State School, which the Board turned down, the chief reason being that the Education Department would only lease it for one year, and the majority of the Board thought the master ought to live there. The next move was at the annual ratepayers meeting held at Hamilton Hill. Mr. Mitchinson moved that "the office be procured in the district,' which was carried unanimously. Several ratepayers, including Cr. Daly, Mr. Winfield, Mr. H. S. Dixon, advocated the site known as the 'Peak.' The Board then received an offer from Mr. Thomas (the owner of the 'Peak') to sell the property to the Board for £100.

"At a meeting of the Board held on December 17, 1918 Mr. Cooke moved the following resolution, 'that the finance committee go into the matter and report next meeting.' Seconded by Mr. Bassett. W. Pearce moved as an amendment, 'that a special committee be appointed, consisting of J. Cooke, H. S. Dixon, and the chairman (Mr. McLeod) go into the matter and report at the next meeting,' the amendment being carried.

"At the next meeting of the Board (January 14, 1919) the committee had no report to make. Mr. H. S. Dixon gave a verbal report, and recommended the 'Peak.' Mr. Love then moved, 'that the report of the special committee appointed to report on sites for the Road Board office be held over till next meeting.' I then moved the following amendment, 'that negotiations for the purchase of the 'Peak' from Mr. Thomas be entered into.' This was seconded by Mr. H. S. Dixon, and on the amendment being put to the meeting the voting recorded was equal, the chairman (Mr. McLeod) giving his casting vote in favour of the motion, which was carried by four votes to three. Mr. Cooke was absent.

"A paragraph of Mr. McLeod's notes reads as follows: 'The same Mr. Pearce moved two years ago that the Peak be purchased. He didn't want ratepayers consulted then, and he didn't name a price. His motion, if carried, may have committed the Board to a sum of £100.' You will see that Mr. Thomas had fixed the price at £100 for the 'Peak.' My amendment was to negotiate, and had it been carried, I presume that the Board would have made the best possible bargain with Mr. Thomas. As for consulting the ratepayers the matter never cropped up. I may say, Sir, that the special committee never presented a report, so the matter lapsed until the annual Road Board elections in April, 1919. At a meeting held at the Olivet Hall previous to the elections, Mr. Tylee and I advocated the purchase of the 'Peak,' and we were returned at one of the most spirited elections held in the district for twenty years. Mr. McLeod was defeated, so you see, Sir, that I had a mandate from the ratepayers to fight for the 'Peak.'

In conclusion, I am a constant reader of your valuable paper, and I don't mind how much criticism your correspondent deals out to me, so long as it is fair, as 'fair play is bonny play.' All my actions since I have been a member of the Fremantle Road Board will bear the light of day. Thanking you in anticipation."

Figure 9. 1920 – Letter to the Editor

1920 '(To the Editor.)', *The Fremantle Times (WA : 1919 - 1921; 1932)*, 10 September, p. 4. , viewed 14 Nov 2025, http://nla.gov.au/nla.news-article256642361



FREMANTLE ROAD BOARD.

New Offices Opened.

The new offices of the Fremantle Road Board were officially opened by the Minister for Works (Mr. Alex. McCallum) on Saturday last. About 40 representative people attended the ceremony, including Messrs. G. Potter, W. H. Kitson, and S. H. Gray, M's.L.C., and J. B. Sleeman, M.L.A., the Mayor of Fremantle (Mr. John Cooke), and the members of the board.

The chairman of the board (Mr. William Pearse) presided, and in welcoming the Minister, enumerated many requirements of the district which he considered should be brought under the Government's notice. Particularly was the provision of road maintenance urged.

After officially declaring the offices open, Mr. McCallum dwelt at length on the many activities of the board and how he, as Minister for Works, intended to grant to local governing bodies more financial support than had been granted by the previous Government. The principles he held before his election to Cabinet would, he said, now be put into operation, as time and finance permitted. Naturally, he could not empty the Government coffers into the Fremantle district, but he had granted £10,000 to be immediately expended on roads between Fremantle and Armadale, the ultimate grant being £40,000, which would be spent when available. With reference to the drainage of the Peel Estate, he had made available £1,000 to be expended in research work, so that information would be forthcoming, from which a comprehensive scheme for the drainage work could be established. The matter of the sand drift menace had been mentioned and while he could not say very much at the present time regarding it, investigations were being made which would possibly result in a new industry being formed in the district in which the sand from the drift would play an important part and would prove a decided asset instead of a menace as at present.

During the afternoon a presentation of a framed photograph of members of the board was made to the Mayor of Fremantle who, prior to the last elections when he voluntarily retired, had been an active member of the board for 21 years. Mr. A. Sanderson (officer controlling Local Governing Bodies) made the presentation and Mr. Cooke suitably replied.

The new offices are built of brick and stone on a site known as The Peak, at the junction of Hamilton Hill and Forrest roads. The contractor was Mr. W. Sloan and the architects Messrs. Allen and Nicholas. A programme of children's sports had been arranged in connection with the opening ceremony, but owing to the inclemency of the weather this had to be postponed.

Figure 10. 1924 – New Fremantle Road Board Offices Opened

1924 'FREMANTLE ROAD BOARD.', *The West Australian (Perth, WA : 1879 - 1954)*, 26 May, p. 5., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article31233080



FREMANTLE ROADS BOARD

After an interval of four weeks, the Board met in their office at Hamilton Hill on Tuesday night. Present: A. McLeod in Chair; E. Atwell, A. Bailey, E. Follington, J. N. Greenslade, A. Mayor, A. Newman, J. Robinson, A. Sage.

The Automobile Club applied for permission to use a telephone extension from the Board's Office, stating it was their intention to place a patrol there at the intersection of (Rockingham and Forrest Road, on holidays and Sundays.—The request was granted.

Figure 11. 1929 – Automobile Club telephone extension from Board Office.

1929 'FREMANTLE ROAD BOARD', *The Advertiser (Fremantle, WA : 1921 - 1932)*, 11 January, p. 3., viewed 28 Oct 2025, http://nla.gov.au/nla.news-article255954267



FREMANTLE BURGLARY

Roads Board Office Entered

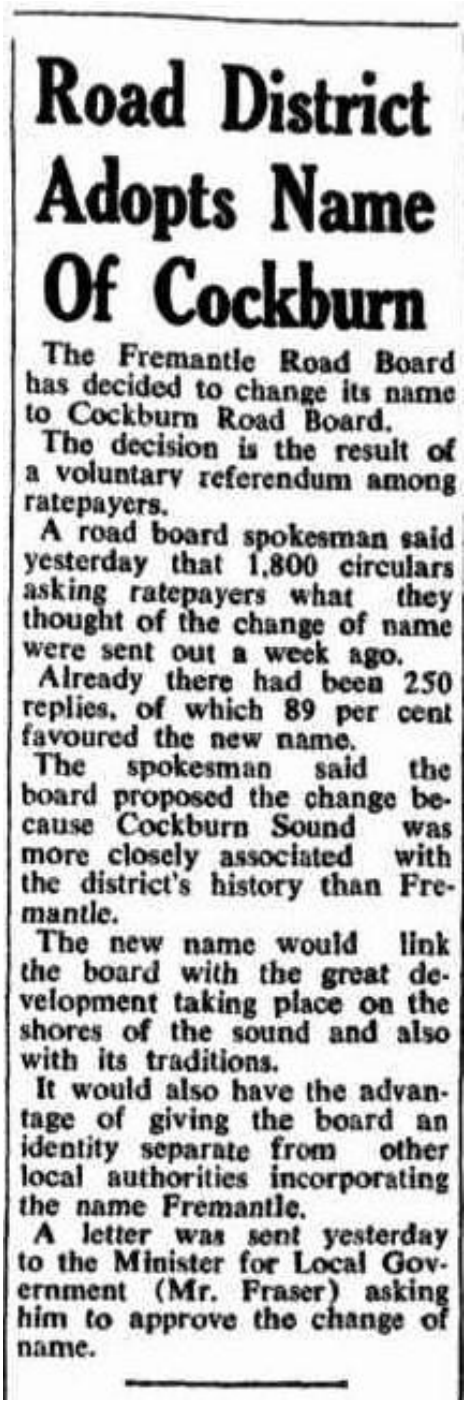
After ransacking the Fremantle Road Board's office at Hamilton Hill last night thieves made off with a typewriter, a Burrows adding machine, and a small quantity of stationery.

Entrance was effected by smashing the pane of a rear window and lifting the latch. The typewriter was found subsequently on the road at some distance from the Road Board office, but the other property iss till missing. The adding machine is valued at £32, and any person finding such a machine is requested to communicate with the Fremantle C.I.D. Det. Porter is making investigation.

National Library of Australia

Figure 12. 1930 – Burglary at the Road Board Office

1930 'FREMANTLE BURGLARY', *The Daily News (Perth, WA : 1882 - 1955)*, 15 March, p. 2. (FINAL SPORTING EDITION), viewed 28 Oct 2025, http://nla.gov.au/nla.news-article83500492



Road District Adopts Name Of Cockburn

The Fremantle Road Board has decided to change its name to Cockburn Road Board.

The decision is the result of a voluntary referendum among ratepayers.

A road board spokesman said yesterday that 1,800 circulars asking ratepayers what they thought of the change of name were sent out a week ago.

Already there had been 250 replies, of which 89 per cent favoured the new name.

The spokesman said the board proposed the change because Cockburn Sound was more closely associated with the district's history than Fremantle.

The new name would link the board with the great development taking place on the shores of the sound and also with its traditions.

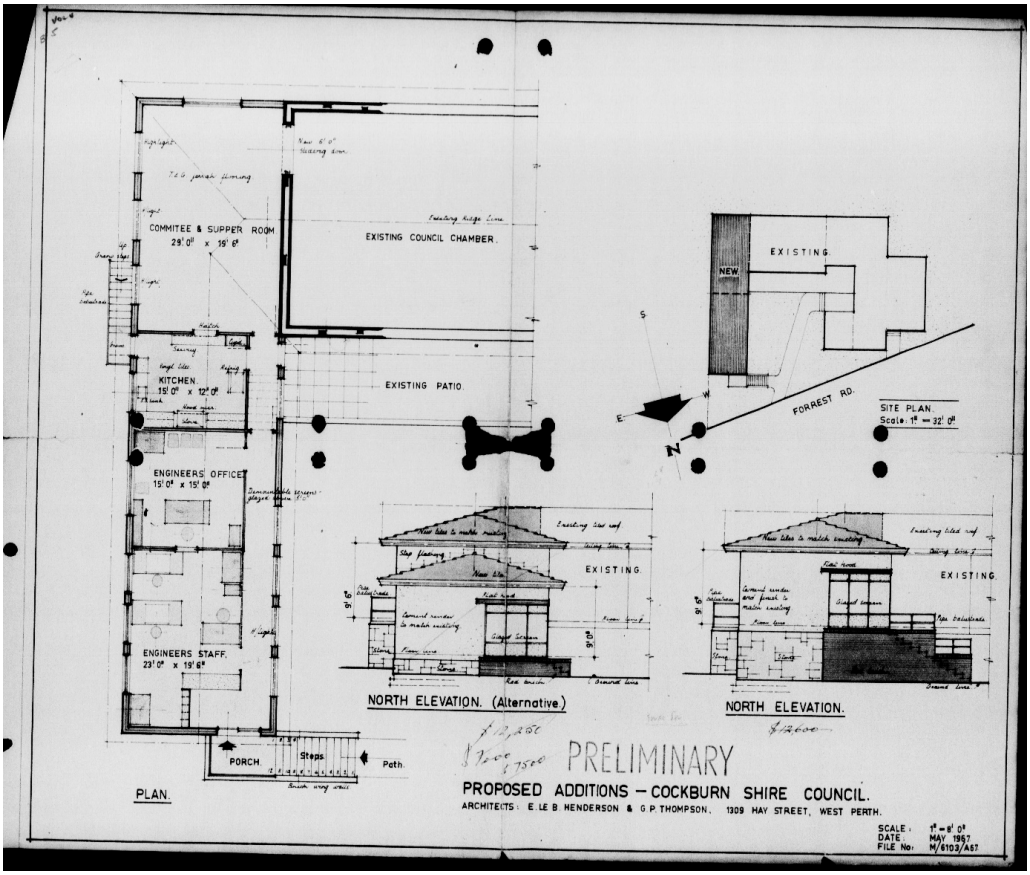
It would also have the advantage of giving the board an identity separate from other local authorities incorporating the name Fremantle.

A letter was sent yesterday to the Minister for Local Government (Mr. Fraser) asking him to approve the change of name.

Figure 13. 1954 – Road District adopts name of Cockburn

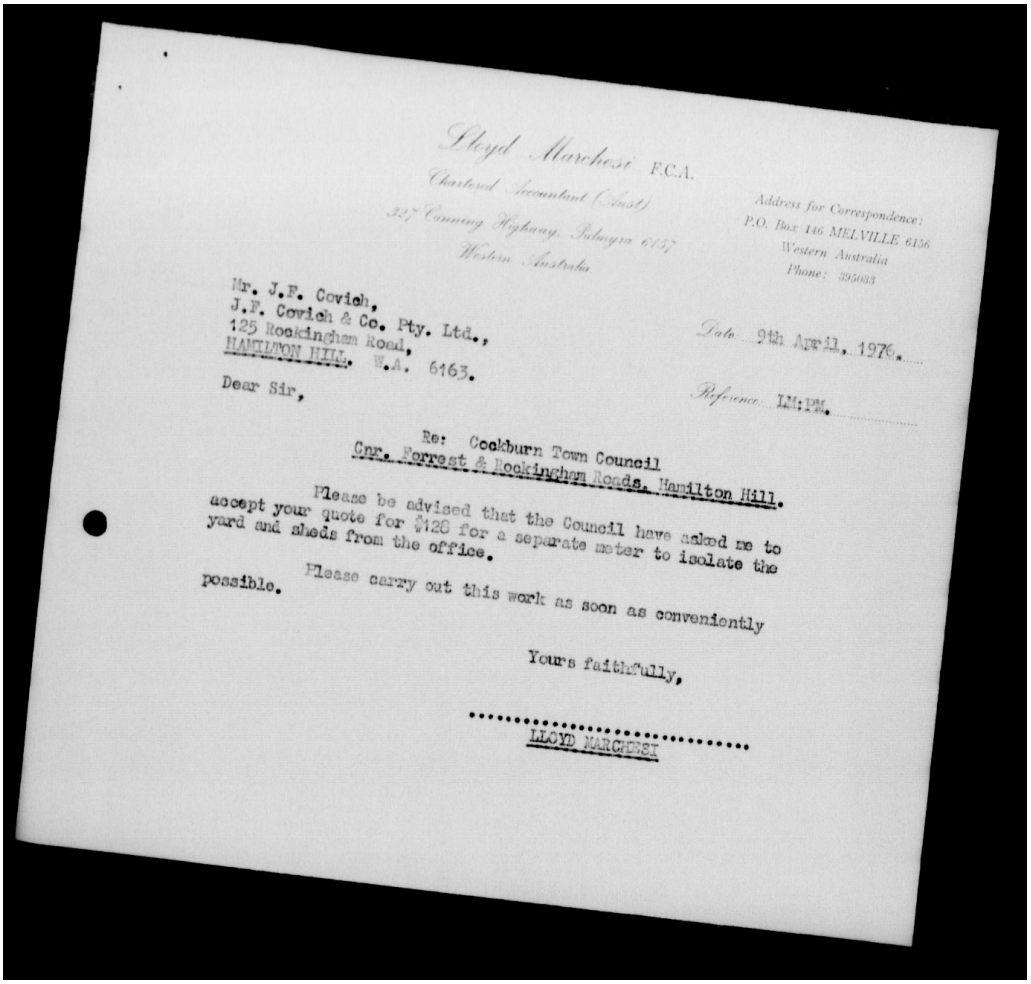
1954 'Road District Adopts Name Of Cockburn', *The West Australian (Perth, WA : 1879 - 1954)*, 27 November, p. 5., viewed 29 Oct 2025, http://nla.gov.au/nla.news-article52966882

Figure 14. 1967 – Proposed Additions to the Cockburn Shire Council Building



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Figure 15. 1976 – Letter regarding new meter to isolate the yard and sheds from the office (Courtesy of City of Cockburn)



Lloyd Marchesi F.C.A.
Chartered Accountant (Aust.)
327 Canning Highway, Palmyra 6157
Western Australia

Address for Correspondence:
P.O. Box 146 MELVILLE 6156
Western Australia
Phone: 395033

Mr. J.F. Covich,
J.F. Covich & Co. Pty. Ltd.,
125 Rockingham Road,
HAMILTON HILL. W.A. 6163.

Date 9th April, 1976.

Reference LM:VM.

Dear Sir,

Re: Cockburn Town Council
Cnr. Forrest & Rockingham Roads, Hamilton Hill.

Please be advised that the Council have asked me to accept your quote for $126 for a separate meter to isolate the yard and sheds from the office.

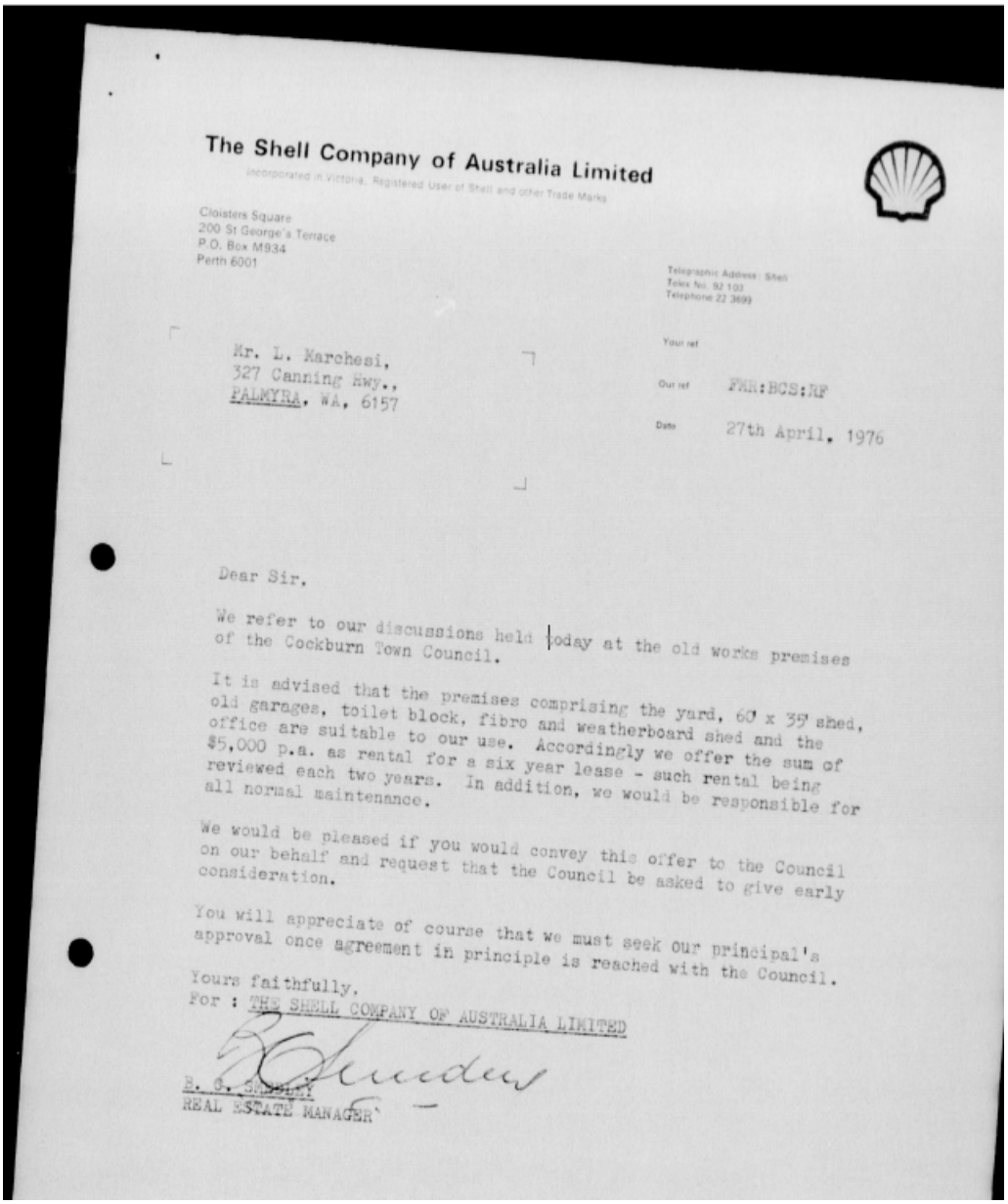
Please carry out this work as soon as conveniently possible.

Yours faithfully,

.....
LLOYD MARCHESI

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Figure 16. Shell Company offer to lease former council chambers site (Courtesy of City of Cockburn)



The Shell Company of Australia Limited

Incorporated in Victoria. Registered User of Shell and other Trade Marks

Cloisters Square
200 St George's Terrace
P.O. Box M934
Perth 6001

Telegraphic Address: Shell
Telex No. 92 103
Telephone 22 3699

Your ref

Our ref FMR:BCS:RF

Date 27th April, 1976

Mr. L. Marchesi,
327 Canning Hwy.,
PALMYRA, WA, 6157

Dear Sir,

We refer to our discussions held today at the old works premises of the Cockburn Town Council.

It is advised that the premises comprising the yard, 60' x 35' shed, old garages, toilet block, fibro and westherboard shed and the office are suitable to our use. Accordingly we offer the sum of $5,000 p.a. as rental for a six year lease - such rental being reviewed each two years. In addition, we would be responsible for all normal maintenance.

We would be pleased if you would convey this offer to the Council on our behalf and request that the Council be asked to give early consideration.

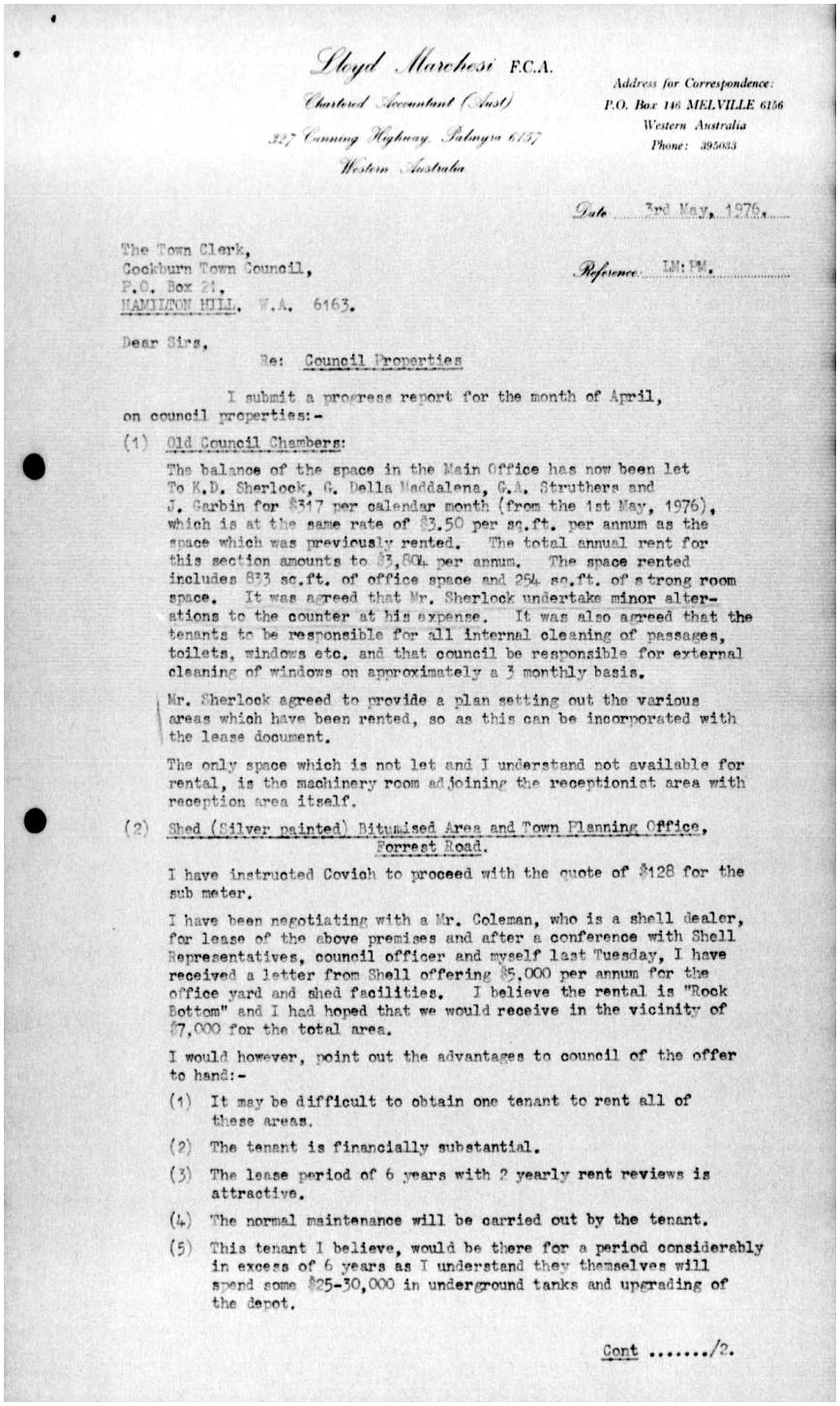
You will appreciate of course that we must seek our principal's approval once agreement in principle is reached with the Council.

Yours faithfully,
For : THE SHELL COMPANY OF AUSTRALIA LIMITED

R. C. SMALLEY
REAL ESTATE MANAGER

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Figure 17. 1976 – Letter regarding leasing the property (2 pages) (Courtesy of City of Cockburn)



Lloyd Marchesi F.C.A.
Chartered Accountant (Aust)
327 Canning Highway, Palmyra 6157
Western Australia

Address for Correspondence:
P.O. Box 146 MELVILLE 6156
Western Australia
Phone: 395033

Date 3rd May, 1976.

The Town Clerk,
Cockburn Town Council,
P.O. Box 21,
HAMILTON HILL, W.A. 6163.

Reference LM:PM.

Dear Sirs,

Re: Council Properties

I submit a progress report for the month of April, on council properties:-

(1) Old Council Chambers:

The balance of the space in the Main Office has now been let To K.D. Sherlock, G. Della Maddalena, G.A. Struthers and J. Garbin for $317 per calendar month (from the 1st May, 1976), which is at the same rate of $3.50 per sq.ft. per annum as the space which was previously rented. The total annual rent for this section amounts to $3,804 per annum. The space rented includes 833 sq.ft. of office space and 254 sq.ft. of strong room space. It was agreed that Mr. Sherlock undertake minor alterations to the counter at his expense. It was also agreed that the tenants to be responsible for all internal cleaning of passages, toilets, windows etc. and that council be responsible for external cleaning of windows on approximately a 3 monthly basis.

Mr. Sherlock agreed to provide a plan setting out the various areas which have been rented, so as this can be incorporated with the lease document.

The only space which is not let and I understand not available for rental, is the machinery room adjoining the receptionist area with reception area itself.

(2) Shed (Silver painted) Bitumised Area and Town Planning Office, Forrest Road.

I have instructed Covich to proceed with the quote of $128 for the sub meter.

I have been negotiating with a Mr. Coleman, who is a shell dealer, for lease of the above premises and after a conference with Shell Representatives, council officer and myself last Tuesday, I have received a letter from Shell offering $5,000 per annum for the office yard and shed facilities. I believe the rental is "Rock Bottom" and I had hoped that we would receive in the vicinity of $7,000 for the total area.

I would however, point out the advantages to council of the offer to hand:-

(1) It may be difficult to obtain one tenant to rent all of these areas.

(2) The tenant is financially substantial.

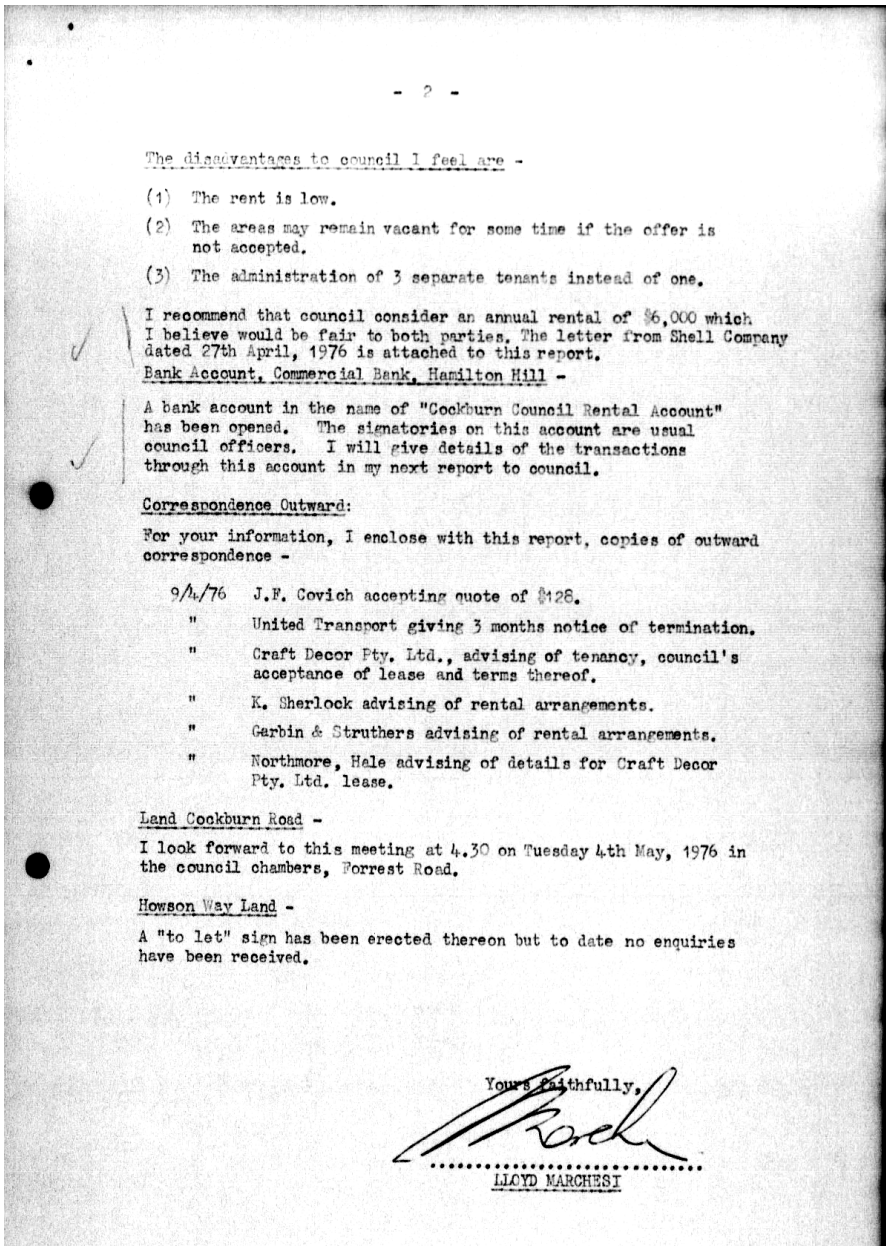
(3) The lease period of 6 years with 2 yearly rent reviews is attractive.

(4) The normal maintenance will be carried out by the tenant.

(5) This tenant I believe, would be there for a period considerably in excess of 6 years as I understand they themselves will spend some $25-30,000 in underground tanks and upgrading of the depot.

Cont ...../2.

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- 2 -

The disadvantages to council I feel are -

(1) The rent is low.

(2) The areas may remain vacant for some time if the offer is not accepted.

(3) The administration of 3 separate tenants instead of one.

I recommend that council consider an annual rental of $6,000 which I believe would be fair to both parties. The letter from Shell Company dated 27th April, 1976 is attached to this report.

Bank Account, Commercial Bank, Hamilton Hill -

A bank account in the name of "Cockburn Council Rental Account" has been opened. The signatories on this account are usual council officers. I will give details of the transactions through this account in my next report to council.

Correspondence Outward:

For your information, I enclose with this report, copies of outward correspondence -

9/4/76 J.F. Covich accepting quote of $128.

" United Transport giving 3 months notice of termination.

" Craft Decor Pty. Ltd., advising of tenancy, council's acceptance of lease and terms thereof.

" K. Sherlock advising of rental arrangements.

" Garbin & Struthers advising of rental arrangements.

" Northmore, Hale advising of details for Craft Decor Pty. Ltd. lease.

Land Cockburn Road -

I look forward to this meeting at 4.30 on Tuesday 4th May, 1976 in the council chambers, Forrest Road.

Howson Way Land -

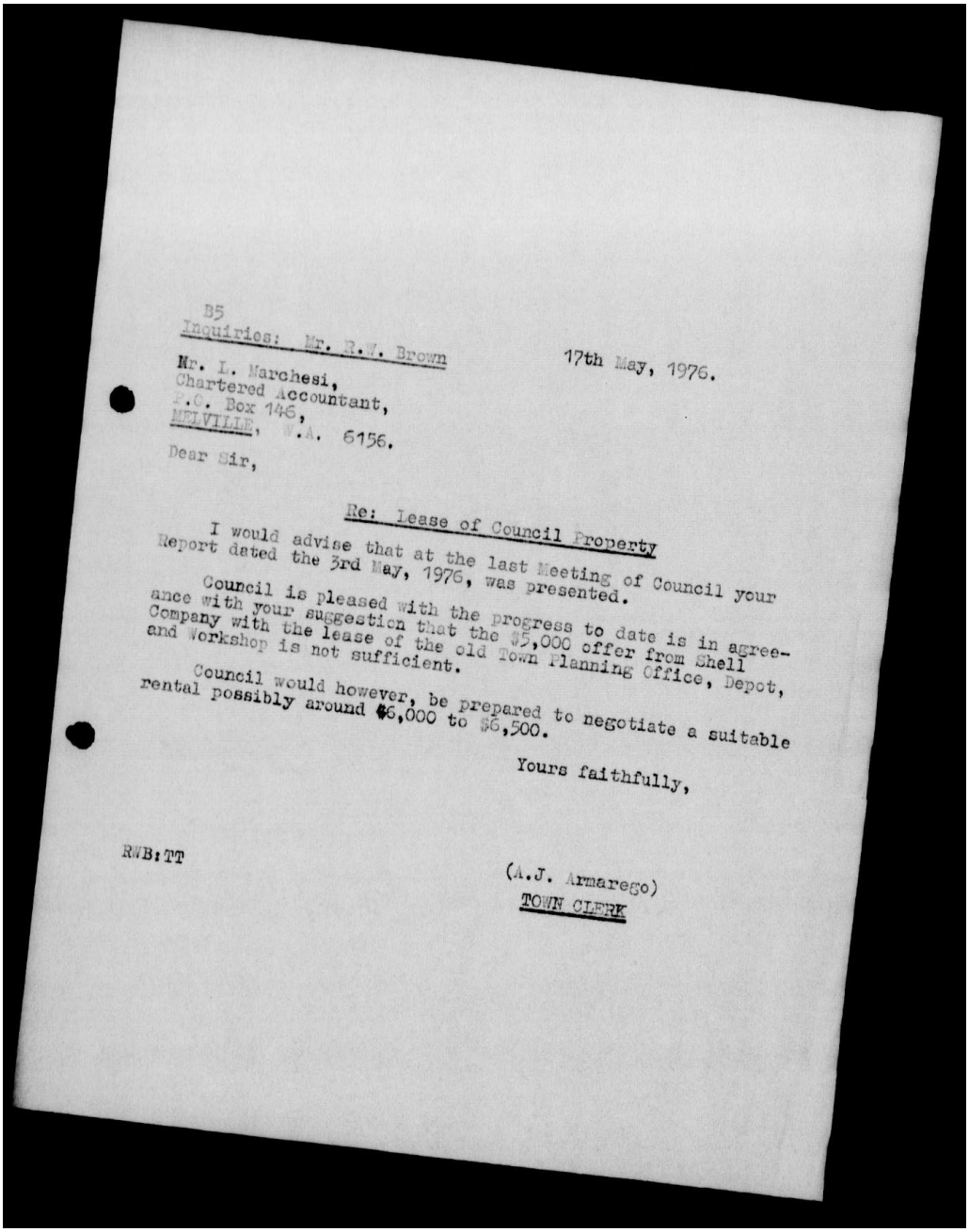
A "to let" sign has been erected thereon but to date no enquiries have been received.

Yours faithfully,

LLOYD MARCHESI

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Figure 18. 1976 - Letter of council rejection of Shell Company rental offer (Courtesy of City of Cockburn)



B5
Enquiries: Mr. R.W. Brown 17th May, 1976.

Mr. L. Marchesi,
Chartered Accountant,
P.O. Box 146,
MELVILLE, W.A. 6156.

Dear Sir,

Re: Lease of Council Property

I would advise that at the last Meeting of Council your Report dated the 3rd May, 1976, was presented.

Council is pleased with the progress to date is in agreeance with your suggestion that the $5,000 offer from Shell Company with the lease of the old Town Planning Office, Depot, and Workshop is not sufficient.

Council would however, be prepared to negotiate a suitable rental possibly around $6,000 to $6,500.

Yours faithfully,

RWB:TT

(A.J. Armarego)
TOWN CLERK

APPENDIX THREE – ARCHIVAL RECORD TEMPLATE

As discussed, an archival record of P10191 *Council Buildings (fmr)* was unable to be made at this stage. Once the site has been secured and is safe to enter and carry out recordings, a standard archival record will need to be completed, as per the Heritage Council of WA's Guide to Preparing an Archival Record[7]. No current condition report, heritage plans, or previous archival reports exist for this place.

STANDARD ARCHIVAL RECORD

Key Minimum Requirements

- Background
- Statement of Significance
- Location Plan
- Base Plan
- Reproduction of Archival Documents
- Heritage Assessment Documentation or Brief Written History
- Certificate of Title
- Photographs
- Measured Drawings to sketch standard, including site plan, floor plans, external elevations, other significant details.
- Bibliography
- Archaeologist report / input (included in this document).

Table 2. on the following page outlines the key Standard Archival Record requirements and identifies whether some of these requirements have been already complied with, are not relevant for this place or further assessment is required (i.e. site visit or archaeological investigations). The final Archival Record document will amalgamate sections of this report into a standalone Archival Record Report that follows the structure outlined in Table 2.

[7] https://www.wa.gov.au/system/files/2021-04/HER-Guide-to-Preparing-an-Archival-Record-2019.pdf

Table 2. Archival Recording Requirements

HCWA Standard Archival Recording Requirement	Comments
Proposed Archival Report Template	
Background	The background to the project has been outlined in this HHIA document.
Statement of Significance	This will include the current City of Cockburn Statement of Significance and Archae-aus' preliminary archaeological significance assessment for this place (included in this HHIA document).
Location Plan	A location plan has been included with this HHIA document.
Base Plan	A base plan has been included with this HHIA document.
Reproduction of Archival Documents	All available archival documents have been identified and reproduced in this HHIA document, with links to the original sources provided.
Heritage Assessment Documentation or Brief Written History	No Heritage Assessment Documentation exists; however, a brief written history has been included in Appendix Two of this HHIA document and is summarised in Section One.
Certificate of Title	To be obtained.
Photographs	A site visit is required prior to demolition in order to photograph the key historical built elements and features, along with areas that contain potential archaeology.
Measured Drawings (Sketch Standard)	A site visit is required prior to demolition to be able to complete any measured drawings of the site and buildings.
Bibliography	A bibliography has been created for this place as part of the HHIA desktop research and will be added to if any further research comes to light during the archival recording process.
Archaeologist Report / Input	Archae-aus archaeologists have compiled this HHIA document and have evaluated the potential for archaeology at this place based on the available historical sources and aerial imagery.
Additional Elements to Include if Available and/or Relevant	
Photogrammetric drawings and negatives	No archival drawings or negatives were identified during the desktop research.
CAD drawings	One archival CAD drawing was identified during the desktop research (Figure 14).
Samples, details of furnishings, finishes or materials	Site visit is required to confirm.
Ancillary machinery and service equipment details	Site visit is required to confirm.
Remote sensing	Not necessary.
Full archaeological report	A full archaeological report may be required if significant archaeological materials are identified during the site visit or are unexpectedly uncovered during the demolition works.
Archaeological zoning plan	Archaeological zoning plan included in this document.
Video of film records	None identified during desktop research.
Oral history	None identified during desktop research.

HCWA Standard Archival Recording Requirement	Comments
Aerial photography / Satellite Imagery / Photomosaic	Aerial and satellite imagery included in this document.
Topographical Mapping	Not applicable.

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Archae-aus Pty Ltd

1/107 Stirling Highway
North Fremantle WA 6159

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10.2 Corporate and System Services

10.2.1 Adoption of Corporate Business Plan 2026-30, FY27 Service Plans, FY27 Project Plans, and endorsement of Workforce Plan 2026-2030

Responsible Executive	Director Corporate and System Services
Author(s)	Business Planning Specialist and General Counsel
Attachments	1. Corporate Business Plan 2026-2030 ⇩ 2. Service Plans 2026-2027 ⇩ 3. Project Plans 2026-2027 ⇩ 4. Workforce Plan 2026-2030 ⇩

RECOMMENDATION
That Council:

(1) ADOPTS the Corporate Business Plan 2026-30, as shown in Attachment 1 to the subject report;

(2) ADOPTS the Service Plans 2026-2027, as shown in Attachment 2 to the subject report;

(3) ADOPTS the Project Plans 2026-2027, as shown in Attachment 3 to the subject report; and

(4) ENDORSES the Workforce Plan 2026-2030, as shown in Attachment 4 to the subject report.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

Background

The Integrated Planning and Reporting (IPR) Framework mandates the development of a 'Plan for the Future,' comprising a 10-year Strategic Community Plan, a four-year Corporate Business Plan and supporting Resource Plans.

This report presents the following components of the IPR Framework for adoption:

- Corporate Business Plan 2026–2030 (CBP)
- Service Plans 2026/27
- Project Plans 2026/27
- Reviewed Workforce Plan (2026-2030) (WFP).

Submission

N/A

Report

This report presents the CBP, Service Plans, Project Plans and WFP for adoption.

Additional information on each plan is included below.

Corporate Business Plan 2026-2030 (Attachment 1)

A Corporate Business Plan (CBP) is a key strategic document that outlines how the City will deliver on its long-term vision over the medium term. It acts as a practical roadmap, translating the Strategic Community Plan into clear priorities, services, projects and initiatives that guide the organisation's day-to-day operations and decision-making.

The purpose of the Corporate Business Plan is to ensure that Council's strategic direction is implemented in a structured, accountable and measurable way. It aligns resources, planning and performance monitoring to deliver agreed outcomes for the community, while providing transparency on what will be delivered, when it will occur, and how success will be measured.

Service Plans 2026-2027 (Attachment 2)

Service Plans are key operational documents that outline how the City will deliver its services to the community over the financial year. They translate the strategic direction set out in the Strategic Community Plan and Corporate Business Plan into practical actions by defining the scope of each service, its core functions, and the activities to be undertaken.

The primary purpose of Service Plans is to ensure alignment between strategic priorities and service delivery, providing clarity on what each service is responsible for achieving and how performance will be measured. They also integrate service delivery with the resources required to support it, including operating budgets, asset responsibilities, and workforce capacity, ensuring services are planned and delivered in a financially sustainable and coordinated manner.

Through this approach, Service Plans support effective planning, informed decision-making, and strengthened accountability, while enhancing transparency by clearly articulating the services delivered, the resources allocated, and the outcomes intended for the community.

Project Plans 2026-2027 (Attachment 3)

Project plans are detailed annual operational documents that outline the specific projects being delivered by the City, providing a deeper level of detail than the summaries presented in the Corporate Business Plan. They clearly define each project's purpose, scope, timelines, budget, and expected community benefits, ensuring a structured and transparent approach to delivery.

The purpose of project plans is to bridge the gap between strategic intent and delivery by translating Council priorities into actionable projects. They include defined quarterly milestones that are reported to Council as quarterly milestone progress updates, as well as a clear delivery timeline across the planning, design, and delivery phases of each project.

This enables consistent monitoring, supports informed decision-making, and provides visibility of progress, risks, and resource allocation throughout the project lifecycle.

Workforce Plan 2026-2030 (Attachment 4)

A Workforce Plan is a strategic document that outlines how an organisation will ensure it has the right people, with the right skills, in the right roles, at the right time to deliver its services and achieve its long-term objectives.

Within the City of Cockburn's planning framework, the Workforce Plan plays a critical role in linking strategic intent with service delivery, ensuring the organisation has the capability and capacity to meet current and future community needs in a sustainable and financially responsible manner.

The primary purpose of a Workforce Plan is to build a capable and resilient organisation, resourced to deliver on the City's vision and priorities. It brings together workforce initiatives into a single, coordinated strategy, providing a clear rationale for workforce development priorities and investment.

Strategic Plans/Policy Implications

Listening & Leading
A community focused, sustainable, accountable and progressive organisation
• Best practice Governance, partnerships and value for money.
• High quality and effective community engagement and customer service experiences.
• Employer of choice focusing on equity, innovation and technology.

Budget/Financial Implications

The CBP, Service Plans, Project Plans, and WFP have been fully costed within the 2026-27 Annual Budget.

Legal Implications

Under section 5.56(1) of the *Local Government Act 1995,* all local governments are required to develop and maintain a plan for the future. In addition, regulation 19DA of the *Local Government (Administration) Regulations 1996,* requires each local government to have a CBP and associated informing plans. The documentation submitted for endorsement complies with these legislative requirements. Failure to meet these obligations would constitute non-compliance with the *Local Government Act 1995*.

Community Consultation

Formal community consultation is not required, as these documents serve as internal planning tools.

The City's corporate planning is led by Council and informed by regular community feedback mechanisms, including the Liveability Survey.

Internal stakeholders have been consulted and have provided comprehensive input throughout the development process.

Risk Management Implications

The City is required to have a CBP, and associated informing plans, that makes provision for at least four financial years and that clearly specifies outcomes, projects and services. This ensures that the City proactively plans for the future and meets all legislative requirements.

Advice to Proponent(s)/Submitters

N/A

Implications of Section 3.18(3) Local Government Act 1995

Nil

City of Cockburn

Corporate Business Plan

2026-2030



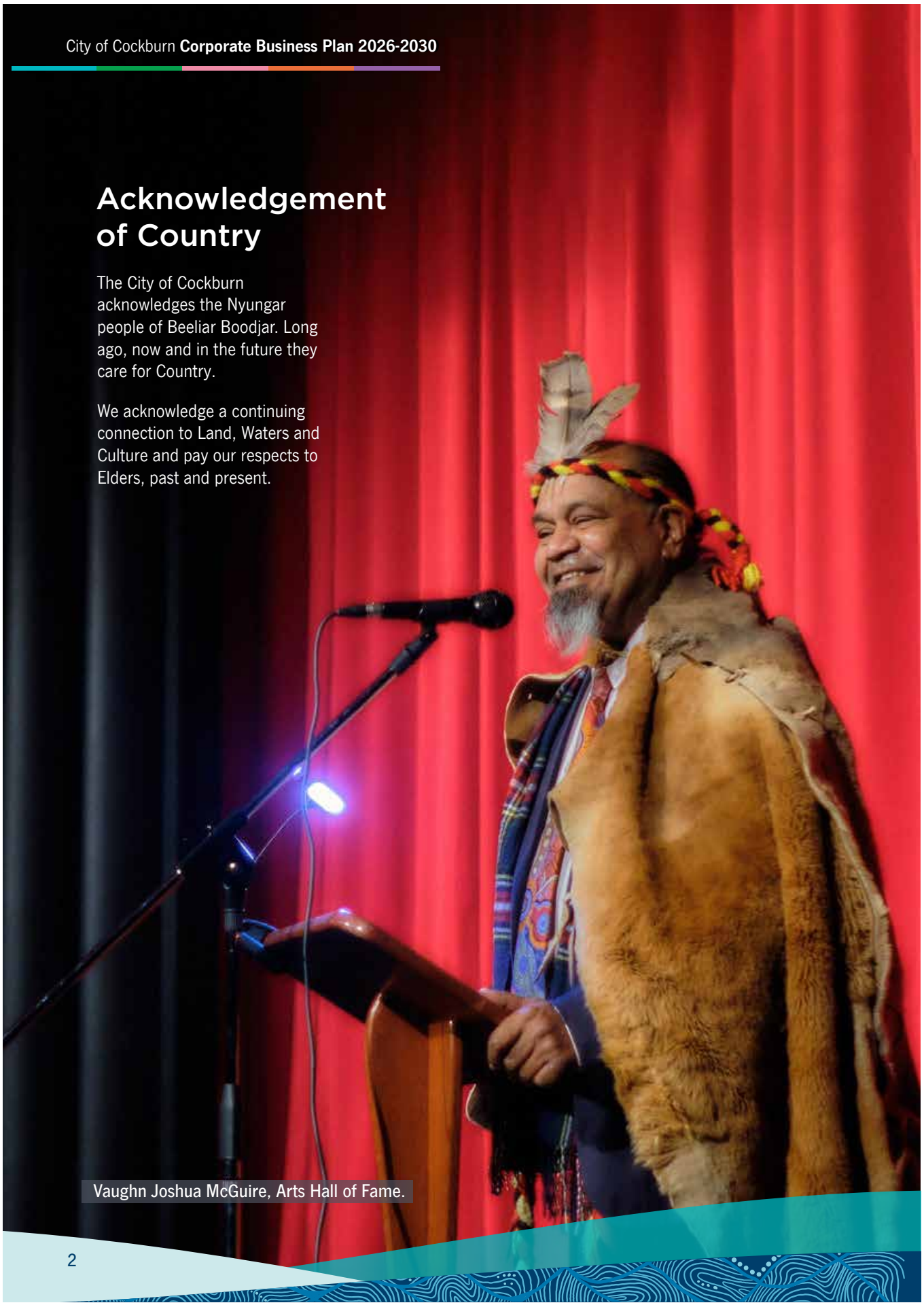
Cockburn, the best place to be

www.cockburn.wa.gov.au

Acknowledgement of Country

The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country.

We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to Elders, past and present.



Vaughn Joshua McGuire, Arts Hall of Fame.

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Front cover photo: Aerial of Port Coogee Marina, City of Cockburn.

Message from the Mayor

It is my pleasure to present the City of Cockburn's Corporate Business Plan 2026–2030, our commitment to delivering on the aspirations of our community and shaping a future we can all be proud of.

Cockburn continues to grow as a vibrant, diverse and connected community. This Plan reflects what matters most to our residents: a safe and inclusive community, a strong local economy, sustainable environmental outcomes, and places that bring people together. It demonstrates how Council will continue to invest in services, infrastructure and initiatives that enhance the quality of life for our community, now and into the future.

Over the next four years, we will deliver a broad program of projects that strengthen community connection, support active and healthy lifestyles, and create welcoming and accessible places. In the coming year, we will deliver key initiatives including streetscape upgrades that enhance the character and liveability of our neighbourhoods, new floodlighting at community sporting ovals such as Aubin Grove Reserve and Anning Park, and important road upgrades including Orsino Boulevard, Pantheon Avenue and the Beeliar Drive and Dunraven Drive intersections to improve safety, accessibility and connectivity across our City. From new and enhanced community infrastructure, to initiatives that celebrate and recognise our diverse cultures and support reconciliation, we are committed to fostering a city where everyone feels a sense of belonging.

We also recognise the importance of protecting and enhancing our natural environment. Our continued focus on biodiversity, coastal resilience and sustainability initiatives ensures that Cockburn's natural assets will be preserved for future generations, while supporting our community to take an active role in environmental stewardship.

Supporting our local economy remains a priority. Through initiatives that promote local business growth, attract investment and create employment opportunities, we are working to ensure that Cockburn remains a place where businesses can thrive and residents can access meaningful local jobs.

This Plan has been informed by the voices of our community and guided by Council's commitment to responsible decision-making. We acknowledge that we are operating in a changing environment, and we remain focused on balancing growth with affordability, sustainability and community wellbeing.

On behalf of Council, I thank our community for your continued engagement, ideas and passion for Cockburn. Together, we will continue to build a city that is inclusive, resilient and full of opportunity.



Logan Howlett.

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



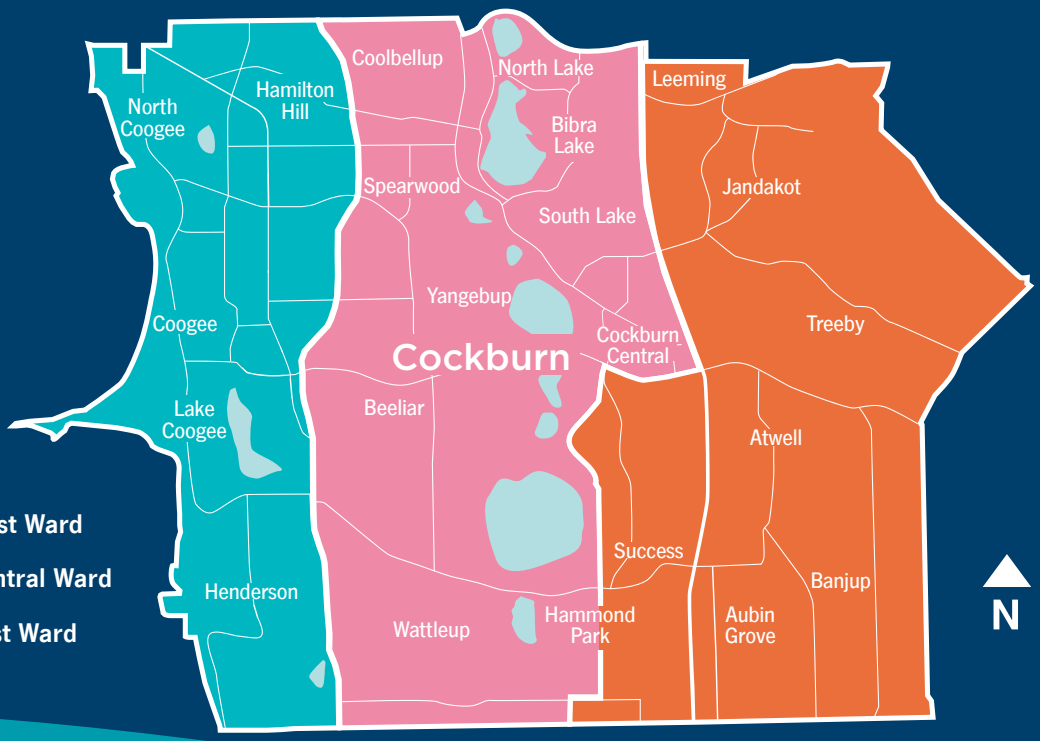
Hilda Srhoy
Councillor, West Ward



Philip Eva, JP
Councillor, Central Ward



Tom Widenbar
Councillor, Central Ward



Chief Executive Officer's Message

The Corporate Business Plan 2026–2030 provides a clear and practical framework for how the City of Cockburn will deliver services, projects and outcomes for our community over the next four years.

This Plan translates the City's Strategic Community Plan 2025-2035 into coordinated operational delivery. It aligns our services, projects, workforce and financial resources to ensure that we deliver on Council's priorities in a structured, measurable and accountable way.

The Plan is underpinned by a significant and diverse program of projects and activities that will be delivered across the life of the Corporate Business Plan. These projects range from major infrastructure investments and transport improvements, to digital transformation initiatives and organisational capability uplift. Together, they represent a coordinated and strategic approach to delivering value for our community while strengthening the City's long-term sustainability.

Financial sustainability and disciplined prioritisation remain critical. The City continues to operate in a complex environment, with significant cost pressures, increasing service demand and the need to balance renewal and growth. Through robust planning, governance and performance monitoring, the organisation will continue to manage these challenges while maintaining service quality and delivering key priorities.

Importantly, this Plan reflects the strength of the City's Integrated Planning and Reporting framework, ensuring alignment between long-term vision, medium-term planning and day-to-day operations. It provides transparency on what we will deliver, how we will deliver it, and how success will be measured.

I would like to express my appreciation to the Mayor and Councillors for their leadership, considering the views of our community through the Strategic Community Plan and setting the priorities for delivery in this Corporate Business Plan. I would also like to acknowledge the contribution of our staff, whose professionalism and commitment are critical to delivering the outcomes outlined in this Plan. Through their efforts, and in partnership with Council and the community, we will continue to deliver services and projects that make a meaningful difference to the City of Cockburn.





Daniel Simms
Chief Executive Officer

What is a Corporate Business Plan

Shaping Our Future: Introduction to the Corporate Business Plan 2026-2030

Welcome to the Corporate Business Plan (CBP) 2026-2030 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.

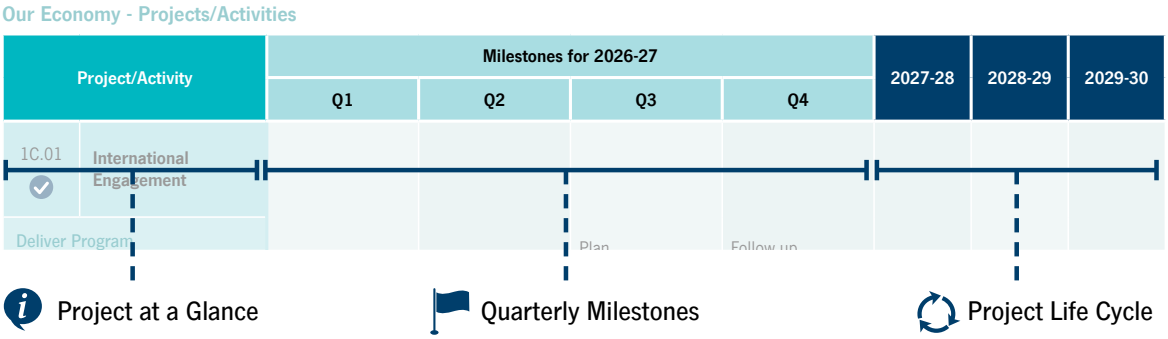
Following this, the CBP dives into the details of our organisation and then outlines our key projects for the coming financial years. These projects are presented in a user-friendly table format.

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.

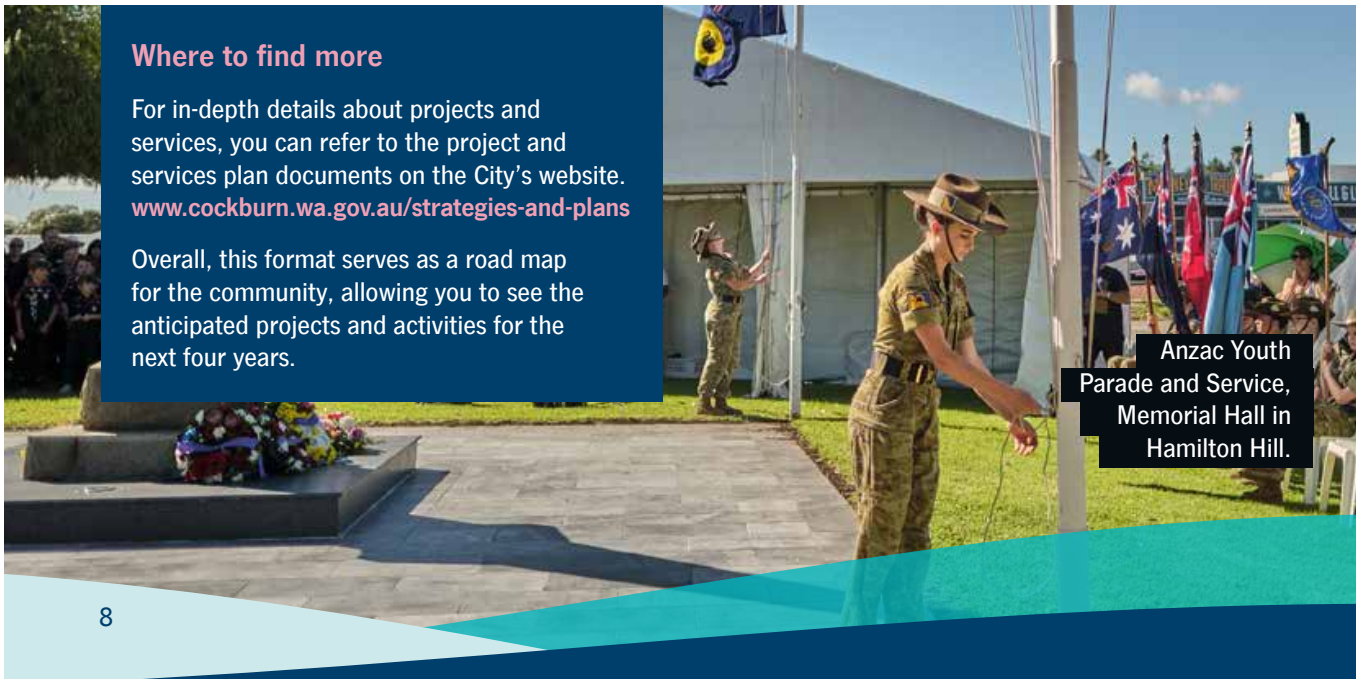
Project Life Cycle: The final section provides a clear picture of each project's status for the following financial years. This lets you know if a project is in the planning phase, the design stage or the delivery stage.



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

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.



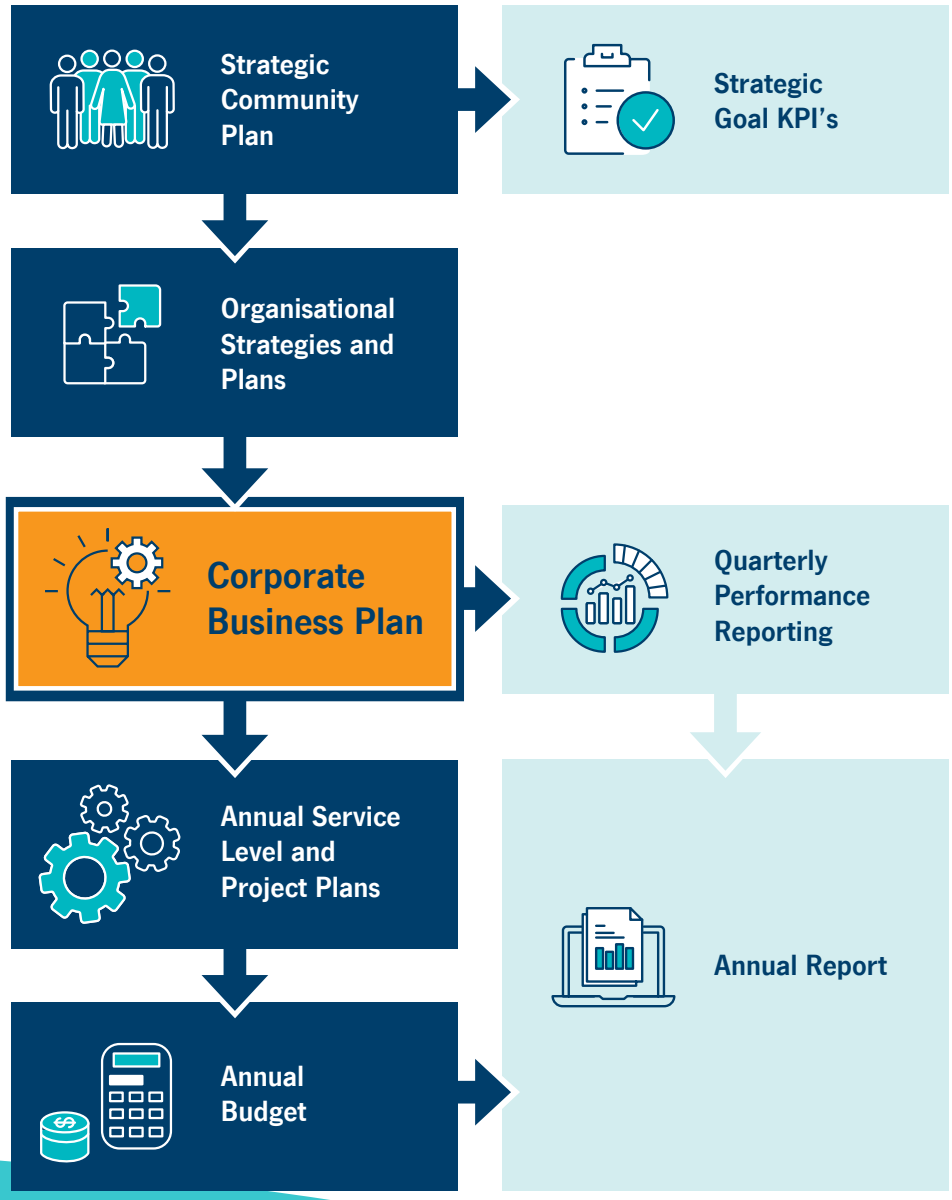
Anzac Youth Parade and Service, Memorial Hall in Hamilton Hill.

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

[3]Jobs located in

Cockburn
68,692

Western Australia
1,638,138

Australia
14,503,088

Cockburn accounts for 4.2 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.

[1]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.

[1]Households renting in

Cockburn
25.4%

Western Australia
27.3%

Australia
30.6%

[1]Weekly median household income in

Cockburn
$1,988

Western Australia
$1,815

Australia
$1,746

[3]Businesses operating in

Cockburn
10,366

Western Australia
246,661

Australia
2,729,648

Cockburn's business ecosystem comprises approximately 10,366 businesses, the majority of which are small-scale enterprises. This accounts for roughly 4 per cent of the total businesses operating in Western Australia.

[2]GRP, GSP and GDP

Gross Regional Product (GRP) in Cockburn to the Australian economy
$13.12 billion

Gross State Product (GSP) in Western Australia
$465.11 billion

Gross Domestic Product (GDP) in Australia
$2.7 trillion

Cockburn contributes 5.3 per cent of the total value added by the Greater Perth region and represents 2.9 per cent of Western Australia's $465 billion value added, demonstrating its role as a key driver of economic growth and improved living standards for Western Australians.

[4]Cockburn development

Number of development applications received
936

Total value of development approvals
$438 million

Source: [1] City of Cockburn, 2021 Census, Australian Bureau of Statistics, [2]Profile id 2026, [3]Australian Bureau of Statistics 2026, [4]City of Cockburn Statistics 2026.

Our Environment

[4]Seedlings planted in winter revegetation works

49,000

[4]Tree canopy cover in the City of Cockburn

26%

The City actively participates in environmental conservation through initiatives like winter revegetation, planting 49,000 seedlings. Cockburn also maintains a significant tree canopy cover of 26 per cent, contributing to the overall health and biodiversity of the area.

[4]Annual average solar energy generated from City facilities (megawatts)

1,185MW

The City generates an average of 38,200 tonnes of carbon dioxide equivalent annually from its operations. To offset this, Cockburn generates solar energy, producing an average of 1,185 megawatts annually from its facilities.

[4]Number of parks and reserves

406

[4]City-managed coastline

15km

[4]Biodegradable dog bags dispensed annually

3,072,000

[4]Total hectares of parks and reserves

1,584.6ha

[4]Hectares of bush reserves

1074.6ha

With a total of 406 parks and reserves, encompassing 1,585 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.

[4]Average annual carbon emissions generated by City operations
(tonnes of carbon dioxide equivalent)

38,235 tCO2e

Source: [1]City of Cockburn, 2021 Census, Australian Bureau of Statistics, [2]Profile id 2026, [3]Australian Bureau of Statistics 2026, [4]City of Cockburn Statistics 2026.

Our Community

[4]Number of sporting reserves/fields
32

[4]Number of sporting clubs in Cockburn
~110

With 32 sporting reserves/fields and an estimated 120 sporting clubs, Cockburn offers a variety of opportunities for residents to participate in physical activities.

218 [4]Number of playgrounds

2 [4]Number of arts and cultural facilities

3 [4]Number of libraries

[2]Median age

Cockburn	Western Australia	Australia
37	38	38

[2]Aboriginal and Torres Strait Islander people population

Cockburn	Western Australia	Australia
1.9%	3.3%	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.

[1]Couple families with children

Cockburn	Western Australia	Australia
47%	44.6%	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.

[2]Proportion of population born in

	Cockburn	Western Australia	Australia
Australia	61.7%	65%	66%
United Kingdom	8%	8.9%	4.4%
New Zealand	2.7%	2.8%	2.1%
Philippines	2.4%	1.4%	1.2%
India	1.9%	2.3%	2.6%
South Africa	1.7%	1.7%	0.7%
Italy	1.4%	0.7%	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).

[1]Population with a university degree

Cockburn	Western Australia	Australia
24%	24%	26%

Source: [1] City of Cockburn, 2021 Census, Australian Bureau of Statistics, [2]Profile id 2026, [3] Australian Bureau of Statistics 2026, [4]City of Cockburn Statistics 2026.

Our Places

2026		Description	2046	
8,835	6.3%	Preschool (0-4 years)	10,985	6.0%
17,415	12.4%	School-age (5-14 years)	21,752	11.8%
17,030	12.1%	Youth (15-24 years)	21,260	11.6%
21,349	15.2%	Young Workers (25-34 years)	25,083	13.7%
31,951	22.8%	Workers (35-49 years)	25,083	13.7%
23,539	16.8%	Older Workers (50-64 years)	33,482	18.2%
15,333	10.9%	Retired (65-79 years)	22,838	12.4%
4,944	3.5%	Elderly (80+)	11,801	6.4%
Total 140,396			Total 183,657	

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.

[2]Estimated population in 2026 140,396

[2]Projected population by 2046 183,657

[2]Estimated dwellings in 2026
52,510

[2]Projected dwellings by 2046
74,789

Cockburn is experiencing significant growth, with the population projected to increase by nearly 40 per cent: from 140,395 in 2026 to 189,657 in 2046. This growth is reflected in the housing market, with the number of dwellings expected to rise from 52,510 to 74,789 over the same period.

[4]Total kilometres of City-managed roads
909.6km

[4]Total kilometres of City-managed footpaths
905.6km

Cockburn's land area of 168.1 square kilometres is home to a population density of 835 people per square kilometre, indicating a relatively high concentration of residents. The City maintains a vast network of roads (910 kilometres) and footpaths (906 kilometres), ensuring connectivity and accessibility.

[4]Land area
168.1km^2

[1]Percentage of people who drove to work
Cockburn 65.1%
Western Australia 62.1%
Australia 52.7%

[1]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.

[1]Percentage of people who travelled to work by public transport
Cockburn 7.9%
Western Australia 7.4%
Australia 4.6%

[2]Population density
835 people per square kilometre

Source: [1] City of Cockburn, 2021 Census, Australian Bureau of Statistics, [2]Profile id 2026, [3] Australian Bureau of Statistics 2026, [4]City of Cockburn Statistics 2026.



Our Governance

[4]Number of people reached through our social media posts

2.58 million

[4]City of Cockburn website views

3.27 million

Cockburn has a strong online presence, with the official City of Cockburn website attracting 3.3 million views. The City's social media posts reach an impressive 2.6 million people, while the Comment on Cockburn website receives 74,814 visits.

[4]Visits to the Comment on Cockburn website

74,814

[4]Annual engagement contributions

2,651

[4]Budgeted capital spend (financial year 2027)

$64.1 million

[5]Voter turnout for the 2025 Ordinary Election

26,069 (29.76%)

The 2025 Ordinary Election saw a voter turnout of 26,069 (29.8 per cent), indicating a moderate level of community participation in the democratic process.

[4]Customer requests raised

56,370

[4]Calls received by the Contact Centre

73,782

[4]Average wait time for the Contact Centre

251 seconds

Cockburn's commitment to its residents is evident in its service delivery. The Contact Centre handles 73,782 calls annually, with an average wait time of 251 seconds. This demonstrates efficient and responsive service.

[4]Average residential rates in financial year 2025

City of Armadale	$2,383
City of Melville	$2,139
City of Kwinana	$2,138
City of Rockingham	$2,109
City of Cockburn	$1,866
City of Canning	$1,883

Cockburn offers competitive residential rates compared to neighboring cities. The average residential rate in the financial year 2025 was $1,866, lower than cities like Melville, Kwinana, Armadale and Rockingham.

Source: [1] City of Cockburn, 2021 Census, Australian Bureau of Statistics, [2]Profile id 2026, [3] Australian Bureau of Statistics 2026, [4]City of Cockburn Statistics 2026, [5] 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				Service Unit	Governance, Legal and Compliance		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
Service Unit	People Experience	Business and Spatial Systems	Strategic Finance	Recreation Services	Community Development	Waste and Fleet Services	Traffic and Major Projects	Sustainability	Health and Building Services
	Organisational Capability and Performance		Procurement and Contracts					Strategic Planning	Rangers and Community Safety
	Communications and Engagement	Information Technology and Customer	Property Services	Library, Place and Culture	Community Services	Parks and Environment	Infrastructure Assets	Economic Development	Development Services

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

1. Our Economy

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.

Strategic Objectives

1A. Empower and support local businesses.

1B. Facilitate economic growth and employment opportunities.

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

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

Number of Projects	2	Number of Services	2	Total cost	$1.8m	Full-time Equivalent Employees	8

Services

Advocacy and Public Policy

Economic Development

Strategies, Plans and Frameworks

Economic Development Framework Action Plan



Henderson Industrial and Commercial Precincts



Cockburn Central

Our Economy - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
1C.01 **International Engagement** **Deliver Program** This project aims to position Cockburn as an attractive destination for international investment by connecting local businesses with global markets, fostering strategic partnerships, and promoting the City's economic strengths to drive job creation, innovation, and long-term business growth.	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.	✓		
1C.03 **Blue Economy and Defence (Research and Innovation Hub)** **Design Project** 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.	Assess RFQ outcomes and confirm financial viability of the Henderson Research and Innovation Hub.	Present and secure Council adoption of the business plan.	Initiate architect design tender. Progress anchor tenant and key stakeholder engagement.	Commence early design works.	⚙	✓	

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

2. Our Environment

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.

Strategic Objectives

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	3	Number of Services	3	Total cost	$86.03m	Full-time Equivalent Employees	159.89

Services

- Parks and Environment
- Sustainability
- Waste and Fleet Services

Strategies, Plans and Frameworks

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


Bibra Lake Reserve


Manning Park


Woodman Point Ammo Jetty

Our Environment - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
2A.01 **Increase appearance of major road streetscapes within the city** Deliver Project This project aims to enhance the visual appeal and environmental quality of key arterial roads through landscaping and streetscape improvements, creating more attractive, greener and healthier urban environments across the city.	Landscaping works continue.	Landscaping works complete.					
2A.02 **Natural Area Management Strategy – Tramway Trail Stage 1 & 2** Design Project This project aims to enhance community connectivity and environmental outcomes by completing the Tramway Trail, linking natural areas and urban spaces while strengthening biodiversity and access to recreation and cultural experiences.	Funding submission complete.	Subject to funding round - Funding agreement signed.	Subject to funding - Market engagement.	Subject to funding - Construction commenced.	✓		

Keys: Planning Design Delivery

Our Environment - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
2B.01 	**Cockburn Resource Recovery Park – Cell Capping**	Project planned to commence in FY28.						
Plan Project This project aims to undertake future cell capping at the Cockburn Resource Recovery Park (Henderson) and deliver ongoing maintenance to ensure the facility remains compliant, operational and fit-for-purpose.								

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

3. Community, Lifestyle and Security

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.

Strategic Objectives

- 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	24	Number of Services	5	Total cost	$65.5m	Full-time Equivalent Employees	183.8

Services

- Community Development
- Rangers and Community Safety
- Community Services
- Recreation Services
- Library, Place and Culture

Strategies, Plans and Frameworks

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

Our Community - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
3B.01 **Manning Park Playground Upgrade** Design Upgrade This project aims to upgrade and modernise the Manning Park playground, providing inclusive and engaging play opportunities that encourage physical activity, support family use, and strengthen community connection with the natural environment.	Detailed design and contract development.	Detailed design and contract development.	Tender documents prepared.	Funding agreed.	✓		
3B.02 **Atwell Reserve – Building Improvements** Deliver Upgrade This project aims to upgrade and expand changeroom facilities to provide modern, inclusive and fit-for-purpose amenities that support participation in sport, enhance accessibility, and improve functionality for clubs and community users.	Detail design completed and tender document preparation.	Market engagement.	Award of works contract and Commence construction.	Construction delivery 25%.	✓		
3B.03 **Aubin Grove Reserve – Floodlight Improvements** Deliver Upgrade This project aims to upgrade floodlighting across Aubin Grove Reserve to improve safety, accessibility and usability, supporting increased participation in sport and recreation and enabling greater community use during evening hours.	Market engagement commenced.	Contract Award.	Construction commenced.	Construction completed.			

Keys: Planning Design Delivery

Our Community - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
3B.04 **Beeliar Reserve – Beeliar Reserve Clubroom Upgrade** Design Upgrade This project aims to redevelop the Beeliar Reserve community facility to deliver modern and accessible clubrooms that support sport and community activities, enhance participation, and strengthen social connection.	Prepare consultancy scope and quotation.	Contract Award Market engagement for consultancy contract.	Commence detailed design.	Continue detailed design.	✓	✓	
3B.05 **Cockburn Coast Clubroom and Oval Stage 1** Design Project This project aims to deliver new sporting infrastructure in North Coogee, including a sports oval and supporting amenities, to meet growing population demand and provide opportunities for recreation, social connection and community wellbeing.	Prepare consultant quotation documents.	Award consultancy contract.	Detailed Design.	Detailed Design complete.	✓		

Keys: Planning Design Delivery

Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27 Q1	Q2	Q3	Q4	2027-28	2028-29	2029-30
3B.07	**Legacy Park Floodlighting**	Project planned to recommence in FY30.						✓
Design Upgrade 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.								
3B.08 ⚙	**Success Regional Reserve Masterplan – Playing Field Floodlights**	Prepare consultant quotation documents.	Award consultancy contract.	Detailed Design.	Detailed Design complete.	✓		
Design Project This project aims to improve lighting infrastructure at Success Reserve to enhance safety, accessibility and usability, supporting increased participation in sport and community activities while reducing operational and environmental impacts.								
3B.10 ✓	**Beale Park Redevelopment**	Separable Portion 1 complete.	Separable Portion 2 complete.	Project Complete.				
Deliver Redevelopment This project aims to transform Beale Park into a modern, inclusive recreation hub by delivering upgraded facilities, improved infrastructure and enhanced public spaces that support sport, community activities and increased participation.								

Keys: Planning ⚙ Design ✓ Delivery

Our Community - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
3B.11 **Beeliar Reserve – Floodlighting** Design Project This project aims to install energy-efficient floodlighting at Beeliar Reserve to improve safety, accessibility and capacity for sport and community use, supporting participation and optimising use of the reserve.	Prepare consultant quotation documents.	Award consultancy contract.	Detailed Design.	Detailed Design Complete.	✓		
3B.12 **Davilak Reserve Redevelopment** Design Redevelopment This project aims to implement a long-term master plan to upgrade Davilak Reserve into a key community hub, increasing capacity for sport and recreation while enhancing inclusivity, accessibility and community connection.	Prepare scope for consultancy quotations.	Market engagement for consultancies.	Commence detailed design.	50% Detailed Design Complete.	⚙	✓	✓
3B.13 **Wally Hagan Redevelopment** Design Redevelopment This project aims to develop a modern, multipurpose indoor recreation hub that meets growing demand for court sports and community activities, supporting active lifestyles and strengthening community participation.	State Funding Agreement Executed.	Preparation for s3.59 Business Plan and Engagement.	TBD	TBD	⚙	✓	✓

Keys: Planning Design Delivery

Our Community - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
3B.14 **Tempest Park Redevelopment** Plan Project To ensure Tempest Park is the best fit for our community, the City is investigating upgrades to the reserve.	Project planned to commence in FY29.				Planning	Design	Delivery
3B.15 **Port Coogee Marina Expansion Stage 4** Plan Upgrade Explore financial viability, market demand for Marina expansion including berth optimisation, industry trends, and community engagement.	Project planned to commence in FY28.				Design	Delivery	
3B.16 **Atwell Reserve Masterplan – Atwell Reserve East – Floodlights** Plan Project This project aims to install energy-efficient floodlighting at Atwell Reserve to improve safety, accessibility and capacity for sport and community use, supporting participation and optimising use of the reserve.	Project planned to commence in FY28.				Design	Delivery	

Keys: Planning Design Delivery

Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.17	**Hamilton Hill Community Centre** Due to a lack of community spaces in Hamilton Hill, the City will analyse the potential for development.	Project planned to commence in FY30						
3B.18 	**Treeby East Reserve Development** Design Project This project aims to deliver new sporting infrastructure at Treeby East Reserve, establishing a flexible and shared-use community recreation space that supports population growth and future staged development.	Prepare scope for consultancy quotations.	Market engagement for consultancies.	Commence detailed design.	50% Detailed Design Complete.			
3B.19 	**Cockburn ARC – Aquatic Renewal Phase 1 and 2** Plan Upgrade This project aims to renew critical aquatic infrastructure at Cockburn ARC to ensure safe, reliable and high-quality facilities that support ongoing community participation in aquatic programs and recreation.	Phase 1 – Design start. Phase 2 – Scoping and prepare request for quotation for consultancy	Phase 1 – Market engagement. Phase 2 – Award consultancy contract.	Phase 1 – works commenced. Phase 2 – Commence detailed design.	Phase 1 – works complete. Phase 2 – Continue detailed design.			

Keys:  Planning  Design  Delivery

Our Community - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
3B.20 **Anning Park Floodlights** Deliver Upgrade This project aims to upgrade floodlighting at Anning Park with energy-efficient LED systems to improve safety, accessibility and usability, supporting increased participation in sport and optimising reserve use.	Complete detailed design and prepare tender documentation for works contract.	Market engagement for works contract.	Construction commenced.	Construction complete.			
3B.21 **Prinsep Park Development** Plan Project This project aims to develop Prinsep Park into a key sporting and community space that meets the needs of a growing population, providing new recreation opportunities and supporting community connection and active lifestyles.	Advertise RFQ for business case and concept designs.	Progress site analysis and feasibility assessment.	Complete draft concept designs for community consultation.	Complete business case.	⚙	⚙	✓
3B.22 **Treeby East Clubroom** This project aims to deliver a new clubroom at Treeby East as a shared facility, supporting population growth while enabling organised sport and recreation, and enhancing inclusivity, accessibility and community connection.	Project planned to commence in FY29.				💡	⚙	✓

Keys: 💡 Planning ⚙ Design ✓ Delivery

Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.23	**Cockburn Central Legacy Oval Clubroom**	Project planned to commence in FY30.						
This project aims to deliver a new clubroom at Cockburn Central (Legacy Oval) to support population growth in a high-density area, enabling organised sport and recreation while enhancing inclusivity, accessibility and community connection.								
3C.01 	**Next RAP Development 2026–2029**	Seek approval from Reconciliation Australia on final draft RAP.	Present RAP to Council for adoption. Community announcement to promote awareness and accountability.					
Plan Delivery This project aims to develop and implement a new Reconciliation Action Plan that strengthens relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples through measurable actions that support reconciliation outcomes across the community.								

Keys:  Planning  Design  Delivery

Our Community - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
3C.02 ✓ **Aboriginal Cultural and Visitors Centre (Advocacy Funding)** Advocacy Funding This project aims to advocate for and secure funding for the Aboriginal Cultural and Visitors Centre by engaging stakeholders and pursuing grant and philanthropic opportunities to support delivery of the facility.	Provide advocacy update to elected members.	Continue advocacy.	Provide advocacy update to elected members.	Continue advocacy.			
3D.01 💡 **Port Coogee Community Space** Plan Project This project aims to provide flexible and accessible community spaces that support social, cultural and recreational activities, strengthening community connection, identity and wellbeing within the Port Coogee precinct.				Secure land tenure.	💡	⚙	✓

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

4. Our Places

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.

Strategic Objectives

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	16	Number of Services	4	Total cost	$50.76m	Full-time Equivalent Employees	95.7

Services

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

Strategies, Plans and Frameworks

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

Our Places - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
4A.01 **Commercial Strategy Review** Design Strategy This project aims to guide the sustainable development of commercial and industrial land by providing a strategic framework that supports economic growth, investment attraction, job creation and alignment with community needs and planning policies.	Commence Retail Needs Assessment (RNA).	Complete Retail Needs Assessment (RNA).	Analyse and report findings of RNA to Council.	Commence Preparation of Draft Commercial Strategy.	Design	Design	
4B.01 **Public Open Space Strategy Review** Design Strategy This project aims to develop a strategic framework for a connected network of parks and green spaces that supports community health, environmental sustainability, and access to recreation across a growing city.	Undertake Phase 2 Community Engagement.	Report on Phase 2 Engagement Outcomes.	Finalise Strategy Documentation.	Present to Council for Final Adoption.			
4C.03 **Elderberry Drive, Semple Court and Berrigan Drive Intersection – Semple Berrigan Roundabout** Design Project This project aims to improve safety and traffic flow at a complex intersection by installing a roundabout, reducing crash risks, enhancing visibility and creating a more efficient and controlled road environment.	15% Design completed.	Detailed Design complete.	Market engagement for works contract.	Award of works contract.	Delivery		

Keys: Planning Design Delivery

Our Places - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
4C.05 **Orsino Boulevard and Pantheon Avenue Intersection** Deliver Project This project aims to improve road safety and traffic efficiency by installing a roundabout, reducing crash risks, enhancing traffic flow and improving visibility for drivers and pedestrians.	Detailed Design complete.	Market engagement for works contract.	Award of works contract.	Project complete.			
4C.06 **Rowley Road, De Haer Road and Liddelow Road Intersection** Design Upgrade This project aims to improve safety and traffic flow by replacing an uncontrolled intersection with a roundabout, reducing crash risks, enhancing visibility and supporting more efficient vehicle movement.	Detailed Design progressing.	Detailed Design progressing.	Market engagement for works contract.	Award of works contract.	✓		
4C.07 **Hammond Rd Duplication Russell Rd to Rowley – Upgrade and Extension Stage 1 - Russell to Frankland** Design Upgrade This project aims to duplicate Hammond Road to support future traffic demand, reduce congestion and improve safety, while enhancing the road environment through lighting, landscaping and improved pedestrian facilities.	Detailed Design progressing.	Detailed Design progressing.	Detailed Design complete.	Market engagement for works contract.	✓	✓	

Keys: Planning Design Delivery

Our Places - Projects/Activities

Project/Activity	Milestones for 2026-27 Q1	Q2	Q3	Q4	2027-28	2028-29	2029-30
4C.08 **Beeliar Drive and Dunraven Drive Intersection (Blackspot Project)** Deliver Upgrade This project aims to improve safety and reduce crash risk by installing traffic signals at a high-risk intersection, providing clearer traffic control and safer crossing opportunities for all road users.	Market engagement for construction contract.	Contract award.	Construction commenced.	Construction completed.			
4C.09 **Rockingham/Phoenix Road Intersection** Plan Upgrade This project aims to improve safety and traffic flow by upgrading traffic signals and intersection design, reducing crash risk and providing safer, more predictable movement for drivers and pedestrians.	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.	Design	Delivery	
4C.11 **Rowley Road and Lyon Road Intersection Upgrade** Plan Upgrade This project aims to reduce crash risk and improve traffic management by installing traffic signals at a high-risk intersection, enhancing safety and predictability for all road users.	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.	Planning	Design	Delivery

Keys: Planning Design Delivery

Our Places - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
4C.12 **North Lake Road and Discovery Drive Intersection** Design Project This project aims to improve safety and reduce crash risk by installing traffic signals at a high-risk intersection, enhancing traffic control, visibility and pedestrian safety.	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
4C.13 **North Lake Road and Elderberry Drive Intersection** Plan Upgrade This project aims to improve safety and traffic flow at a crash-prone intersection by installing traffic signals, reducing collision risk and improving accessibility for drivers, pedestrians and cyclists.	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
4C.14 **Lyon Road and Gibbs Road Intersection** Plan Upgrade This project aims to improve safety by upgrading traffic signal operations, reducing crash risks and improving traffic flow and pedestrian access at a high-risk intersection.	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			

Keys: Planning Design Delivery

Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4C.15	**Hammond Road Duplication Russell Road to Rowley – Upgrade and Extension Stage 2 Frankland to Rowley**	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
Plan Project This project aims to duplicate Hammond Road to improve traffic capacity, reduce congestion and enhance safety, while delivering improved road infrastructure, landscaping and pedestrian facilities.								
4C.16	**Jandakot Road Upgrade**	Project planned to commence in FY29.						
This project aims to duplicate Jandakot Road from Fraser Road to Warton Road through a staged delivery approach, increasing capacity and improving traffic flow along this key east–west transport corridor.								

Keys: Planning Design Delivery

Our Places - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
4C.18 ✓ **Roads Resurfacing Program** Deliver Program This project aims to restore and extend the life of the City's road network through targeted resurfacing works, improving road safety, driving comfort and reducing long-term maintenance requirements.	Road resurfacing program 25% complete.	Road resurfacing program 50% complete.	Road resurfacing program 75% complete.	Road resurfacing program 100% complete.			
4C.19 ✓ **Drainage New and Upgrade Program** Deliver Program This project aims to upgrade and construct drainage infrastructure to reduce flooding, improve stormwater management and protect roads, properties and public infrastructure.	Tender documents prepared.	Market engagement.	Construction commenced.	Projects Completed.			

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

5. Listening and Leading

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.

Strategic Objectives

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	10	Total cost	$25.64m	Full-time Equivalent Employees	172.46

Services

- Business and Spatial Systems
- Communications and Engagement
- Governance, Legal and Compliance
- Health and Building Services
- Information Technology and Customer
- Organisational Capability and Performance
- People Experience
- Procurement and Contracts
- Property Services
- Strategic Finance

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 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
5B.01 **Website Redevelopment** Design Project This project aims to modernise the City's corporate website by replacing the current content management system, improving security, accessibility and system integration, and delivering a streamlined, user-friendly digital experience for the community.	Tender released. Vendor evaluation and selection.	Contract finalisation. Project initiation and onboarding.	Project planning. CMS and design phase begins.	Build and Development phase. Content audit and migration planning.	✓		
5B.02 **Infrastructure as a Service** Deliver Project This project aims to migrate on-premises server infrastructure to a cloud-based model to improve scalability, resilience and security, while reducing costs and enabling more efficient and flexible IT service delivery.		Tender released. Vendor evaluation and selection. Contract finalisation.	Project planning. Project initiation and onboarding. CMS selection and design phase begins.	Build and Development phase. Content audit and migration Complete.			
5D.01 **Civic Facility Masterplan – Administration Building** Plan Facility This project aims to investigate options for a new civic and administration facility, ensuring future infrastructure is fit-for-purpose while managing the ongoing condition and functionality of existing buildings.	Reference Group to be formed and Terms of Reference considered.	Commence drafting development of draft Business Case and Scope.	Present draft Business Case and Scope for consideration by Council.	Market Engagement for Detailed Design.	⚙	✓	✓

Keys: Planning Design Delivery

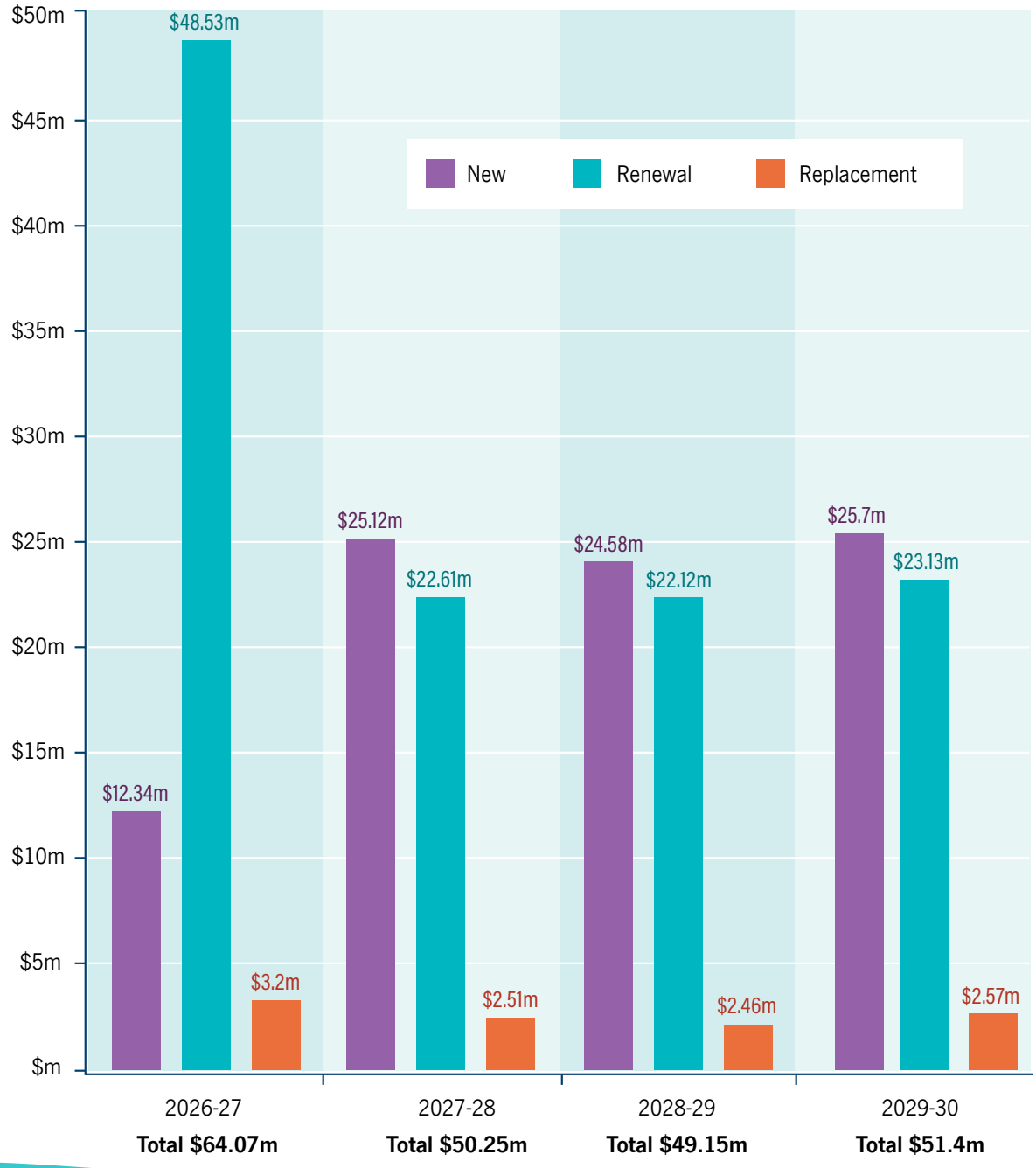
Our Governance - Projects/Activities

Project/Activity	Milestones for 2026-27				2027-28	2028-29	2029-30
	Q1	Q2	Q3	Q4			
5D.03 ✓ **TechOne CiAnywhere Project** Deliver Upgrade This project aims to upgrade the City's TechnologyOne platform to a modern CiAnywhere environment, enabling system modernisation, improved processes, enhanced security and better support for flexible and efficient service delivery.	Planning and readiness preparation for Stages 1B.	Go live of Animal Management, Infringements and Sundry Debtors modules.	Planning and readiness preparation for Stage 2.	Go live of Compliance Enforcement and Lease applications.	✓	✓	
5D.04 ✓ **Service Review Program** Deliver Program This project aims to review and improve the City's services to ensure they remain aligned with community needs, support efficient resource allocation and contribute to long-term financial sustainability.	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.	✓		

Keys: Planning Design Delivery

Our Capital Investment

The City of Cockburn is investing $214.9 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 $2.5 billion. A pie chart accompanying this section provides a visual breakdown of asset value by class.

909km
Roads

905km
Pathways

66.3ha
Active sporting areas

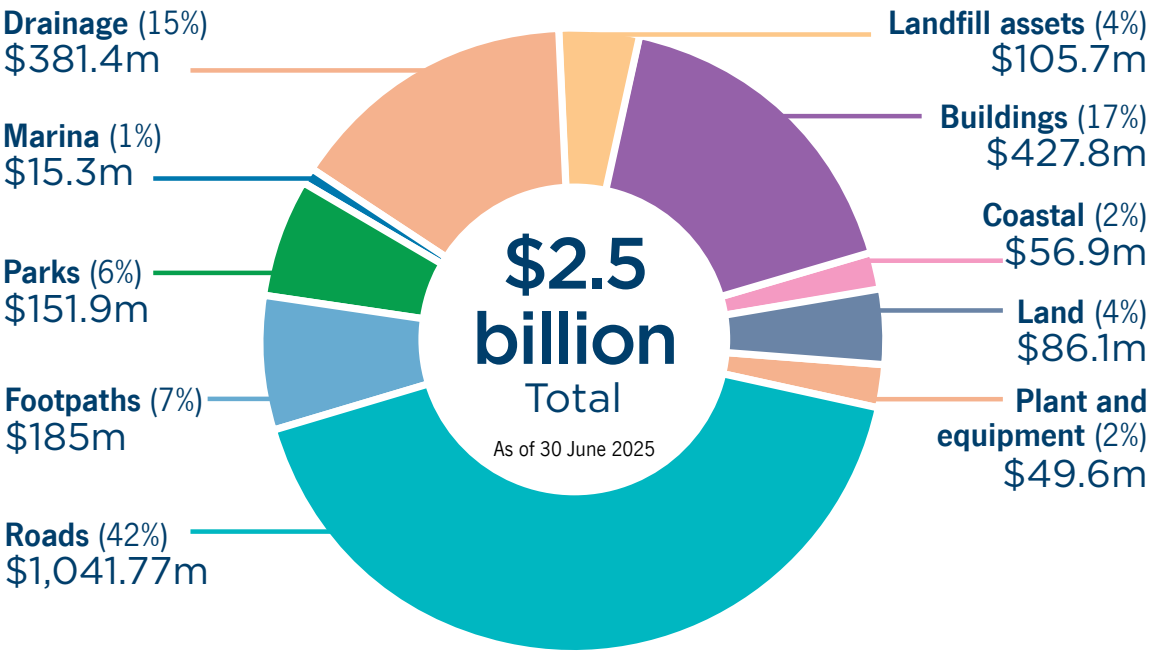
143
Number of building assets

- **29** Sports and recreation facilities
- **35** Civic buildings
- **79** Community buildings

406
Parks and Reserves

1074ha
Bush Reserves

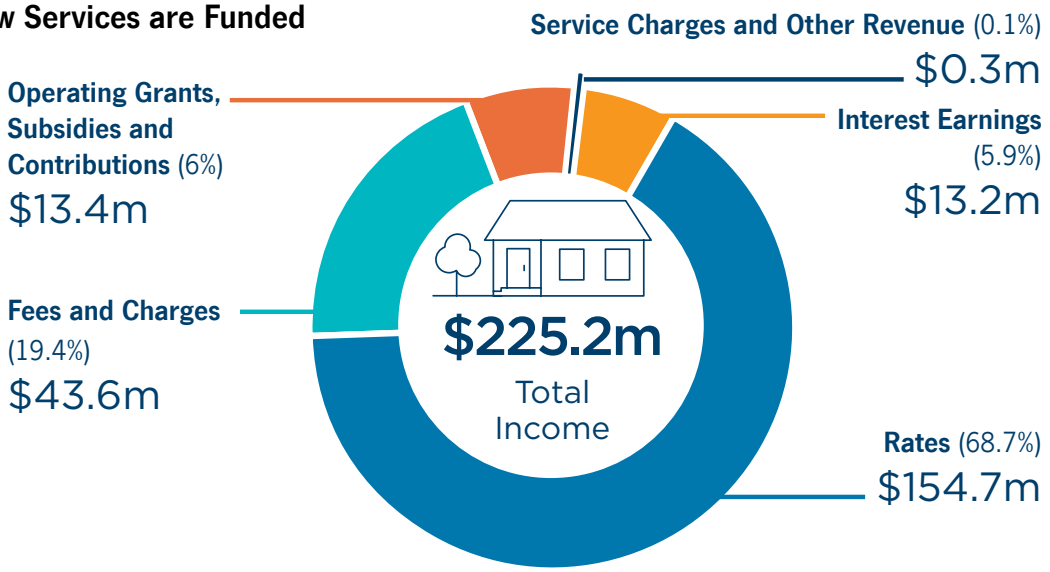
353ha
Passive Reserve area



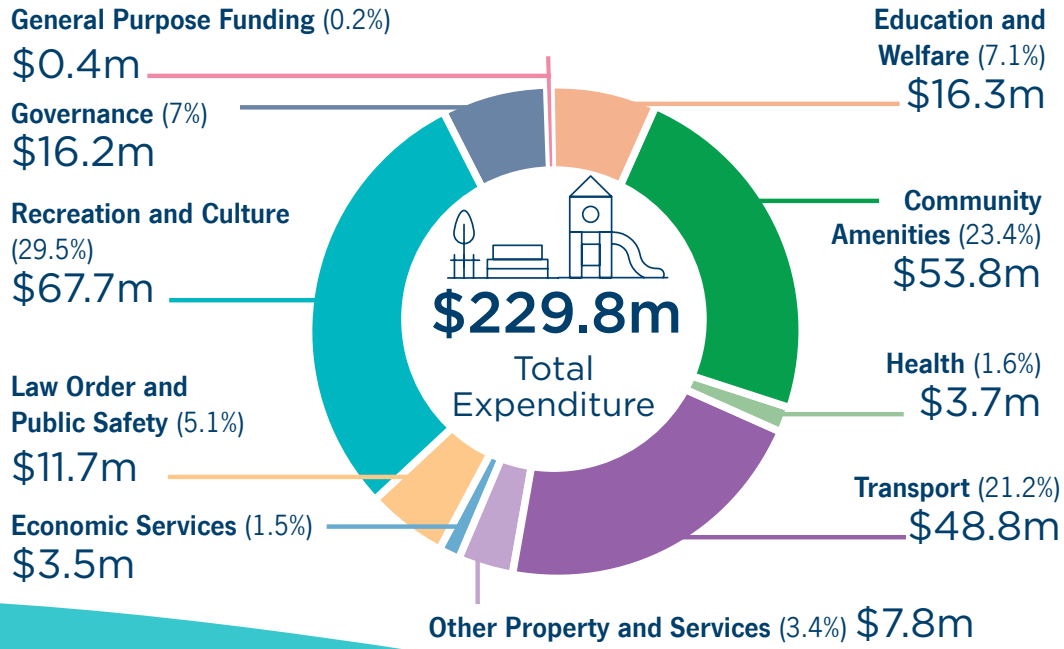
Our Budget

The City of Cockburn is committed to responsible financial management. The financial year 2026-2027 budget projects income for this period to be $225.2 million, while planned expenditures are set at $229.8 million. The financial year 2026-2027 budget includes a small operating deficit which Council aims to resolve, returning to a balanced budget in the near future. 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 **48.5%**

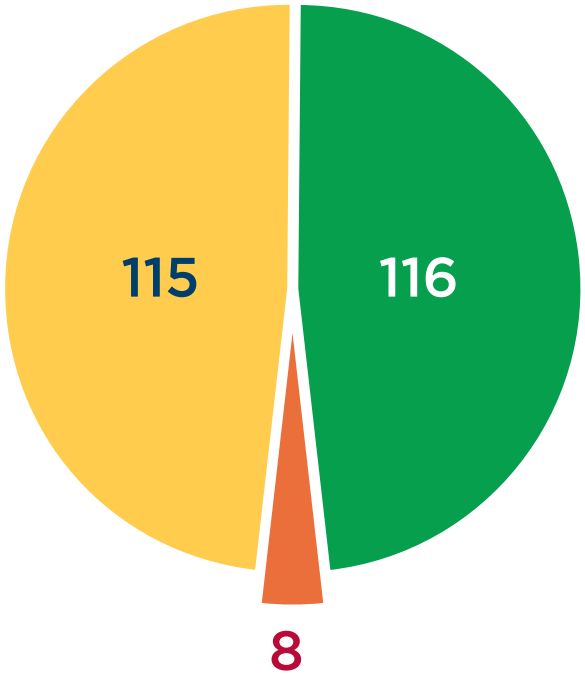
These are managed with adequate controls and pose minimal uncertainty to the City's objectives.

Moderate risks **48.1%**

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

High risks **3.3%**

These are the least common risks, subject to at least quarterly review, and have the 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.



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Cockburn, the best place to be

www.cockburn.wa.gov.au

City of Cockburn

Service Plans

2026-2027



Cockburn, the best place to be

www.cockburn.wa.gov.au

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Front cover photo: Coogee Marina

Acknowledgement of Country

The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country.

We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to Elders, past and present.



What is a Service Plan

How does a service plan help us provide quality outcomes?

The City of Cockburn (the City) delivers services in line with the Strategic Community Plan 2025-2035. This pack of service plans details impacts, costs, resource allocations, and satisfaction metrics for the City's services. Developed through extensive stakeholder consultation, these plans provide transparency for the Council and our community. The Service Plans reflect our commitment to dynamic, forward-thinking service delivery, supporting the City's five strategic outcomes.

Modes of Delivery: Internal and External

Our services are delivered through internal teams and external partnerships, optimising service delivery by leveraging in-house expertise and specialised providers' efficiency.

Customer Benefits and Outcomes

Our services aim to improve quality of life, equity of access, enhance public amenities, and provide responsive support systems. We focus on achieving positive outcomes such as higher satisfaction levels and improved community well-being.

Mandated, Statutory or Discretionary Services

- Mandated Services are legally required services, typically imposed by higher levels of government or regulatory bodies, ensuring compliance and addressing basic community needs.
- Statutory Services are specifically required by legislation or statute, ensuring legal obligations are met.
- Discretionary Services are additional services driven by community demand, aimed at enhancing quality of life and aligning with strategic priorities.

Service funding

- Effective Use of Income Streams: The City's main income stream is rates revenue which funds most of the service delivery. The City also makes use of developer contributions, grants and partnerships to deliver value for money to our community.
- Internal Recharging: The full cost of a service includes support from internal services and assets. The internal recharging reflects these costs.

Services and service levels

- Determining services and service levels: the types of services and the level they are provided at is determined by council in line with the vision and outcomes included in the Strategic Community Plan. The City's service delivery is driven by our commitment make Cockburn the best place to be and maintaining our financial sustainability.
- Identifying and Mitigating Risks: We proactively identify and mitigate potential risks to ensure continuous, reliable service delivery despite financial constraints or resource limitations.

- Adapting to Future Drivers of Change: We anticipate and adapt to evolving community needs, environmental challenges, technological advancements, and regulatory changes, allowing us to stay ahead of future challenges and opportunities.

Our Priorities

How do we decide on our priorities?

In line with our Strategic Community Plan, we prioritise a deep understanding of what our community needs and focus on addressing these diverse needs through innovative service delivery. Through continuous engagement and consultation with our residents and local business owners, we ensure that our services are relevant, responsive, and tailored to the specific requirements of the people we serve.

High-Quality Provision of Services

Our commitment to excellence drives us to deliver high-quality and consistent services that enhance the well-being and satisfaction of our community. We adhere to rigorous standards and best practices to ensure that every service we provide meets the highest levels of quality and reliability.

Cost-Effective Use of Resources

We are dedicated to the responsible and transparent use of public funds. By optimising our expenditures and ensuring efficient allocation of resources, we maximise the value of rates income, ensuring that every dollar spent contributes to the betterment of our community.

Increased Efficiency

Continuous improvement and innovation are at the core of our operations. We strive to streamline processes, reduce waste, and enhance productivity, ensuring that we deliver services in the most efficient and effective manner possible.

Adaptability to Change

In a rapidly evolving world, our ability to adapt and respond to changes is crucial. We proactively address challenges such as climate change, workforce dynamics, and population growth, ensuring our services remain relevant and effective in meeting the evolving needs of our community.

Internal Services

What is the purpose of the City's internal service units

The City of Cockburn provides a wide a range of internal services to support community facing service delivery, spanning finance, technology, procurement, planning, personnel management, legal services, operations, projects, property, and sustainability, with a shared focus towards optimising city operations and providing an effective administrative environment. The figure below shows the City's internal services.



Community Facing Services

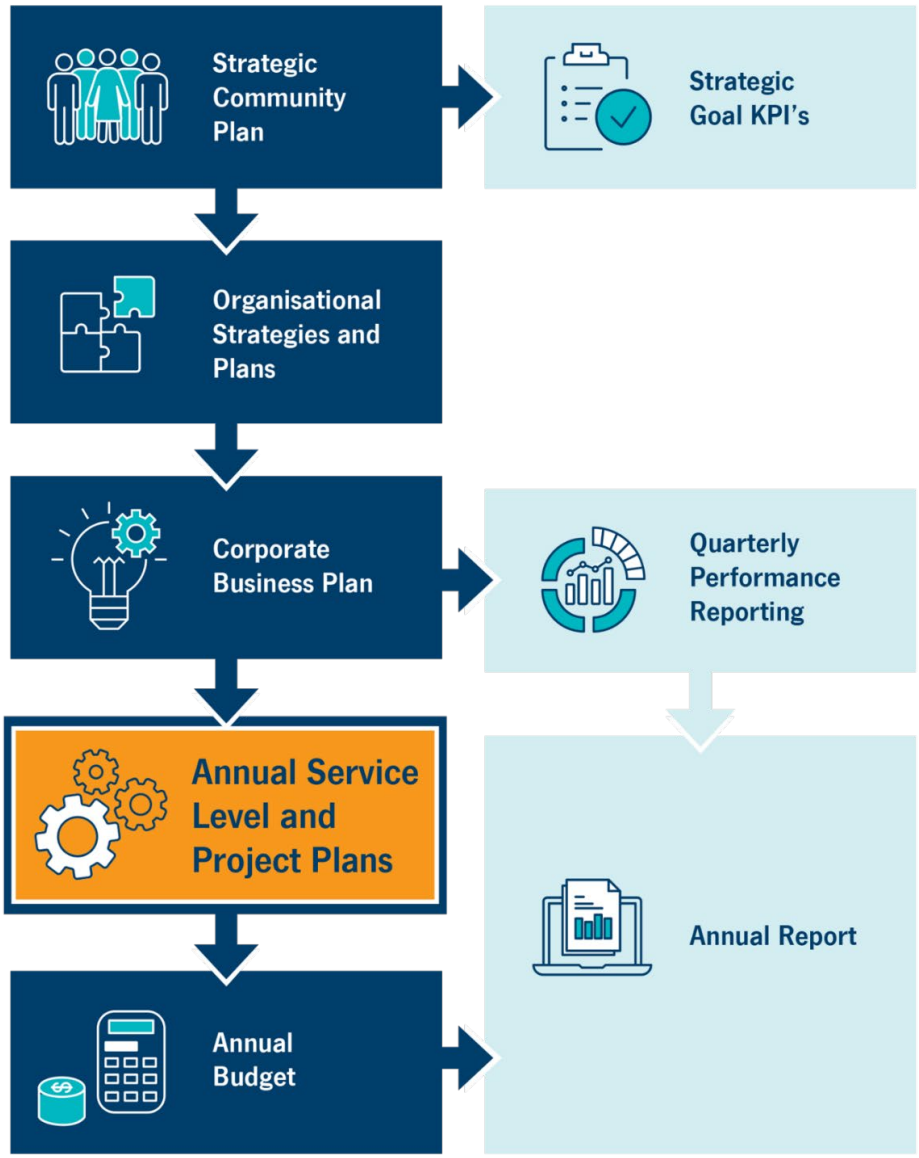
What is the purpose of the City's Community Facing service units?

The City of Cockburn also offers a diverse range of services to our community across service areas such as waste, compliance, community development, and recreation. The City's community facing service units aim to make Cockburn the best place to be for our community and deliver the five strategic community plan outcomes. The figure below shows the City's community facing services.



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 specifies positions of the 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 Outcomes

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

Our City

Who makes up our community now, and in the future?

Our community is growing, and future estimates indicate which cohorts will experience significant growth, necessitating careful planning of services to meet the needs of each group. Identifying our present and future community members is crucial for determining the types of services the City provides. The following figure illustrates how our community is expected to expand and change over the next two decades.

	2026	2046	
Population	**140,395**	**183,659**	**30.82%**
Preschool and School age (0-14)	26,250	32,737	24.7%
Youth (15-24)	17,030	21,260	24.8%
Workers (25-64)	76,839	95,021	24%
Retirement (65-80+)	20,277	34,639	71%
Households	**50,736**	**70,967**	**39.9%**
Couple with children	17,812	21,748	22%
Couple with no children	15,263	22,459	47%
One parent family	3,946	5,015	27%
Lone person household	11,196	18,480	65%

Profile ID

How to read a Service Plan

What are the different sections in a service plan?

1. The name of the Service

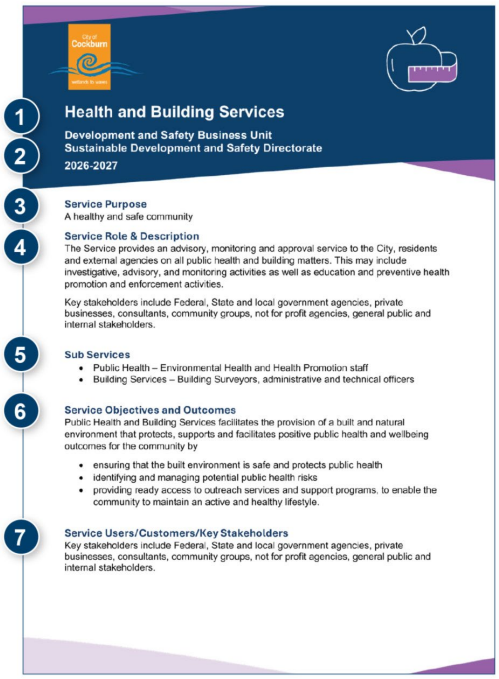
2. Location of the Service within the Organisational Structure. Directorate is the top level followed by Business Unit.

3. A brief summary of the purpose of the Service and why it exists.

4. Service Role and Description
A description of the Service and what it's designed to achieve for the Community and the Organisation including a summary of activities.

5. Sub Services
Lists the services within the Service.

6. Service Objectives and Outcomes
Intended outcomes and measurable objectives that demonstrate success.

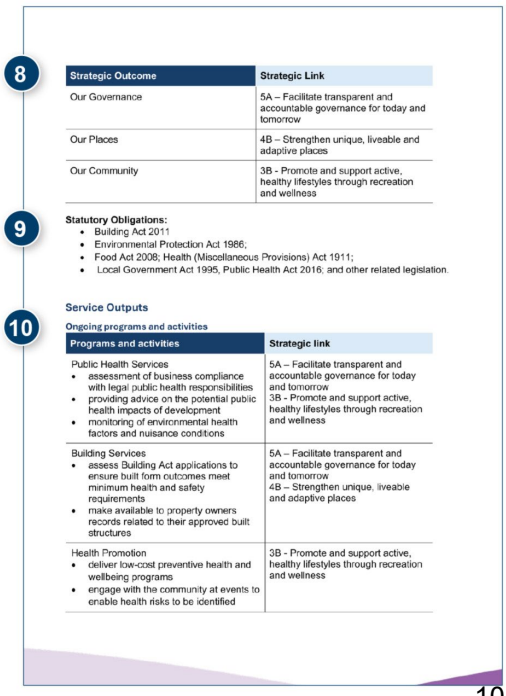


7. Service Users/Customers/Key Stakeholders
Who benefits from, accesses or plays a role in the service.

8. Strategic Alignment
How does the service align with the City's Community Strategic Plan?

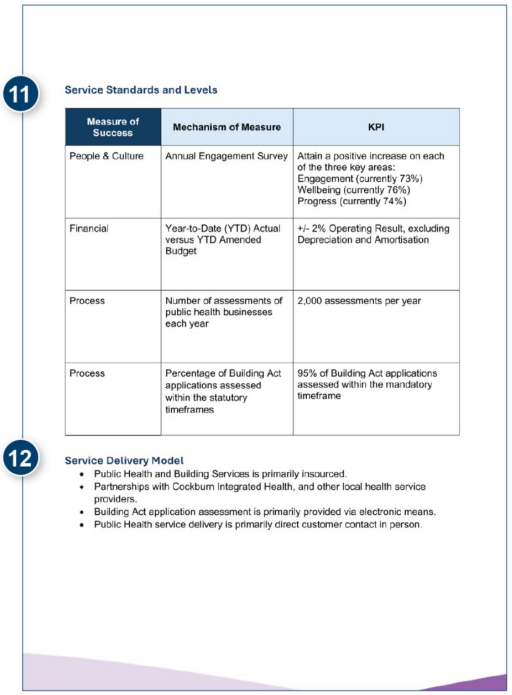
9. Statutory Obligations
Laws and regulations relating to the service

10. Service Outputs
Ongoing programs and activities and links to the City's Community Strategic Plan



11. Service Standards and Levels
How do we measure if we are providing good outcomes?

12. Service Delivery Model
How the service is delivered (e.g. by City of Cockburn staff, external providers or contractors), key processes and technologies used to deliver.



11

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 73%) Wellbeing (currently 76%) Progress (currently 74%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	Number of assessments of public health businesses each year	2,000 assessments per year
Process	Percentage of Building Act applications assessed within the statutory timeframes	95% of Building Act applications assessed within the mandatory timeframe

12

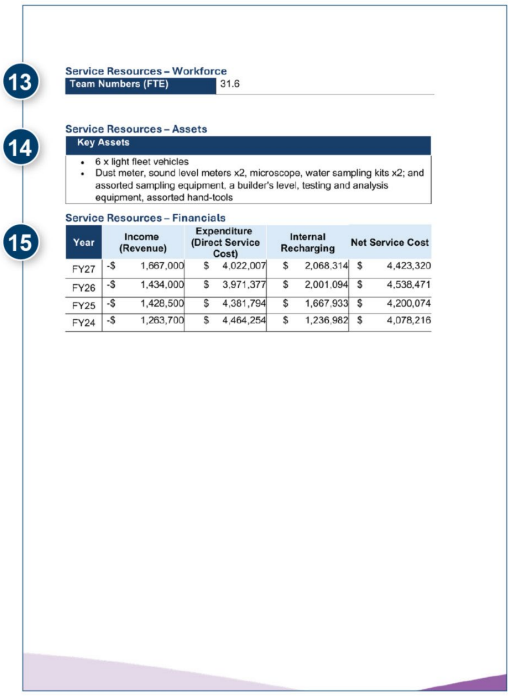
Service Delivery Model

- Public Health and Building Services is primarily insourced.
- Partnerships with Cockburn Integrated Health, and other local health service providers.
- Building Act application assessment is primarily provided via electronic means.
- Public Health service delivery is primarily direct customer contact in person.

13. Service Resources – Workforce
Team numbers.

14. Service Resources – Assets
Key assets used to deliver the service (e.g. vehicles/plant, specialised IT, buildings).

15. Service Resources – Financials
Cost of delivering the service. Net cost takes into account any revenue and internal recharging.



13

Service Resources – Workforce

Team Numbers (FTE)	31.6

14

Service Resources – Assets

Key Assets

- 6 x light fleet vehicles
- Dust meter, sound level meters x2, microscope, water sampling kits x2; and assorted sampling equipment, a builder's level, testing and analysis equipment, assorted hand-tools

15

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 1,667,000	$ 4,022,007	$ 2,068,314	$ 4,423,320
FY26	-$ 1,434,000	$ 3,971,377	$ 2,001,094	$ 4,538,471
FY25	-$ 1,426,500	$ 4,381,794	$ 1,667,933	$ 4,200,074
FY24	-$ 1,263,700	$ 4,464,254	$ 1,236,982	$ 4,078,216



1. Our Economy

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.

Strategic Objectives

- **1A.** Empower and support local businesses
- **1B.** Facilitate economic growth and employment opportunities
- **1C.** Attract investment to the city by promoting innovation and economic opportunity.
- **1D.** Facilitate vibrant, connected commercial hubs and visitor experiences

Advocacy and Public Policy

Office of the CEO
2026-2027

Service Purpose

To deliver a strategic, proactive and effective program of stakeholder management to protect and enhance the reputation of the City of Cockburn, while delivering value to ratepayers through acquisition of external funding.

Service Role & Description

Manages external engagement and strategic stakeholder relationships to further the objectives of the City's Advocacy and inbound grant funding programs.

Identifies and pursues grants and award opportunities to enhance the City's reputation, build community awareness of City deliverables, and deliver financial benefits through grants to support the City's programs.

Sub Services

- Stakeholder Management and Government Relations
- Inbound tied-grant acquisition and acquittals
- International Engagement and Sister City arrangements
- Public Policy and research
- Advocacy

Service Objectives and Outcomes

- Advocates for City priorities with government, community and stakeholder groups.
- Maintains and enhances stakeholder relationships with key influencers.
- Provides direct constituent issue management/resolutions with Members of Parliament.
- Delivers considered and fearless advice on public policy and political context.

Service Users/Customers/Key Stakeholders

- Internal service units
- Executive Leadership Team
- Council
- Ministers and Members of Parliament
- State and Federal Government agencies

Strategic Alignment

Strategic Outcome	Strategic Link
Our Economy	1B – Facilitate Economic Growth and employment opportunities 1C – Attract Investment
Our Community	3D – Foster connected, accessible communities and services
Our Places	4A – Plan for growth and sustainable development 4B – Strengthen unique, liveable and adaptive places 4C – Enhance connectivity and mobility through integrated transport networks
Our Governance	5B – Strengthen engagement, communication and enhance customer experience. 5C – Champion strategic partnerships and stakeholder collaboration 5D – Strive for financial sustainability and operational excellence

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Deliver annual advocacy priorities program through tactical engagements, activations, campaign and stakeholder meetings	3D – Foster connected, accessible communities and services
State and National advocacy through alliances and groups of interest	1B – Facilitate Economic Growth and employment opportunities
Key stakeholder management, MP relationship building and collaboration, including issue management and proactive interventions	5C – Champion strategic partnerships and stakeholder collaboration
Ad-Hoc Grant submissions and related advocacy	5D – Strive for financial sustainability and operational excellence

Proactive award applications	5D – Strive for financial sustainability and operational excellence
Sister City program development, delivery and strategy	5C – Champion strategic partnerships and stakeholder collaboration

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 75%) Wellbeing (currently 66%) Progress (currently 75%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	Manual review	100% ad-hoc grant applications prepared through approved process
Customer	Manual review	Respond to Key stakeholders (MPs/ministers) within 24 hours – resolution within 72 hours Early engagement with internation customers to mitigate risks and leverage opportunities

Service Delivery Model

- In house service delivery with some use of consultancy and research agencies.
- Reactive strategic human resource to protect and enhance the City's reputation.

Service Resources – Workforce

Team Numbers (FTE)	3

Service Resources – Assets

Key Assets
• Advoc8 GRM software (cloud based)

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 897,457	$ 897,457	$ 0
FY26	$ -	$ 1,273,988	$ 1,082,830	$ 191,159
FY25	$ -	$ 1,324,504	$ 1,324,504	$ 0
FY24	$ -	$ 1,375,903	$ 751,696	$ 624,206

Economic Development Service

Economic Development Business Unit

Sustainable Development and Safety Directorate

2026-2027

Service Purpose

To support sustainable economic growth and prosperity within the City of Cockburn.

Service Role & Description

The Economic Development team facilitates business development, investment attraction and industry engagement to strengthen employment opportunities and enhance the City's economic resilience. Through collaboration, strategic planning and targeted initiatives, it aims to create an enabling environment where businesses can start, grow and invest with confidence.

Sub Services

- Business and industry development
- Investment attraction and major projects
- Economic strategy and policy
- Innovation and precinct activation

Service Objectives and Outcomes

The Economic Development service facilitates stronger local business capacity and capability, enhances the City's reputation as an investment destination to support growth and employment in priority industry sectors.

Service Users/Customers/Key Stakeholders

- Local businesses (start-ups, SMEs and major enterprises)
- Prospective investors and companies seeking to establish or expand in Cockburn
- Priority industry sectors including shipbuilding, maritime, advanced manufacturing and retail
- Property owners and developers
- Local residents through employment and economic opportunities

Strategic Alignment

Strategic Outcome	Strategic Link
Our Economy	1A – Empower and support local businesses 1B – Facilitate economic growth and employment opportunities 1C – Attract investment 1D – Facilitate vibrant, connected commercial hubs and visitor experiences
Our Places	4A. Plan for growth and sustainable development
Our Governance	5B. Strengthen engagement, communication and enhance customer experience 5C. Champion strategic partnerships and stakeholder collaboration 5D. Strive for financial sustainability and operational excellence

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Delivery and coordination of business grants, business advisory and capability-building workshops, mentoring sessions and networking events	1A – Empower and support local businesses 1B – Facilitate economic growth and employment opportunities 1C – Attract investment 1D – Facilitate vibrant, connected commercial hubs and visitor experiences
Facilitate investment attraction initiatives and prospectus promotion, sector-specific initiatives like the blue economy, partnerships with industry clusters and alliances	1B – Facilitate economic growth and employment opportunities 5C. Champion strategic partnerships and stakeholder collaboration
Facilitate workforce and education programs, career pathway promotion and awareness programs	1A – Empower and support local businesses 1B – Facilitate economic growth and employment opportunities

	4A - Plan for growth and sustainable development 5B - Strengthen engagement, communication and enhance customer experience 5C - Champion strategic partnerships and stakeholder collaboration 5D - Strive for financial sustainability and operational excellence
Facilitate activation of key employment precincts and attract world-class enterprises	1A – Empower and support local businesses 1B – Facilitate economic growth and employment opportunities 1C – Attract investment 1D – Facilitate vibrant, connected commercial hubs and visitor experiences
Facilitate innovation and precinct activation, incubator/start-up programs, collaborative R&D projects with universities or registered training organisations	1A – Empower and support local businesses 5C - Champion strategic partnerships and stakeholder collaboration
Foster local business collaboration, partnerships and encourage participation to recruit skills and talent to attract retail and tourism customers and investment	1A – Empower and support local businesses 5C - Champion strategic partnerships and stakeholder collaboration
Promote Cockburn as a global investment and industry destination, attract international partnerships and investment	1A – Empower and support local businesses 1C – Attract investment 5C - Champion strategic partnerships and stakeholder collaboration
Leverage government support for economic outcomes	5D - Strive for financial sustainability and operational excellence

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 80%) Wellbeing (currently 93%) Progress (currently 84%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Customer	Facilitate and enable business economic activity including investment attraction, mentorship and grant support.	Number of businesses engaged in City initiatives that has an Economic Development material role and tangible outcomes

Service Delivery Model

- Programs and activities delivered through a combination of in-house services, contracted providers, industry partnerships and external consultants.

Service Resources – Workforce

Team Numbers (FTE)	5

Service Resources – Assets

Key Assets
• N/A

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 1,316,811	$ 480,336	$ 1,797,147
FY26	-$ 5,839	$ 1,374,089	$ 387,122	$ 1,755,372
FY25	$ -	$ 1,104,622	$ 377,215	$ 1,481,837
FY24	$ -	$ 984,132	$ 300,632	$ 1,284,763



2. Our Environment

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.

Strategic Objectives

- **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.

Parks and Environment Service

Parks, Fleet and Waste Business Unit
Infrastructure Services Directorate

2026-2027

Service Purpose

Provides accessible and high quality public open spaces for community use.

Service Role & Description

The service delivers programmed and reactive maintenance, renewal and construction of turf, park infrastructure and horticultural assets across streetscapes and parks, protecting asset condition, managing risk and enhancing the quality and usability of public open spaces.

Sub Services

- Parks
- City Greening
- Environment

Service Objectives and Outcomes

Provide residents and the wider community with functional, safe, aesthetically pleasing, and accessible parks, reserves, sporting grounds and streetscapes.

Enhance biodiversity in natural areas and effectively manage interface zones adjacent to residential properties to reduce bushfire risk.

Service Users/Customers/Key Stakeholders

Residents, schools, businesses, visitors, internal teams, volunteers, state agencies, sporting clubs and groups.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Environment	2A – Protect and enhance our natural areas and streetscape.

	2B - Facilitate sustainable waste management and resource conservation.
Our Community	3B - Promote and support active, healthy lifestyles through recreation and wellness.
Our Places	4B - Strengthen unique, liveable and adaptive places.

Statutory Requirements

- Biosecurity & Agricultural Management Act 2007
- Conservation and Land Management Act 1984
- Bushfires Act 1954
- Groundwater allocation license: Rights in Water and Irrigation Act 1914 (RIWI Act) and the Rights in Water and Irrigation Regulations 2000, administered by Department of Water and Environmental Regulation (DWER).
  Powerline tree clearance pruning: Section 54 Energy Operators (Powers) Act 1979

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Parks Maintenance. Scheduled maintenance of parks and reserves, including all irrigation assets, turf care, weed and litter control and playground soft-fall cleaning.	3B - Promote and support active, healthy lifestyles through recreation and wellness. 2A – Protect and enhance our natural areas and streetscape
Natural Area Management: Bushland, wetlands, and coastal reserve management for biodiversity protection and community access and ecological linkages. Bushfire mitigation maintenance.	2A – Protect and enhance our natural areas and streetscape.
Street Tree Management: Arboriculture inspections, street tree maintenance and pruning, and establishment watering.	2A – Protect and enhance our natural areas and streetscape.
Streetscape Maintenance: Major and minor roads verge, roundabouts and median, entry statements, landscape upkeep.	4B - Strengthen unique, liveable and adaptive places. 2A - Protect and enhance our natural areas and streetscapes.
Playground & Recreation Facilities:	3B - Promote and support active, healthy lifestyles through recreation and wellness.

Compliance inspection and maintenance of playgrounds, amenities, skate parks, pump tracks, multipurpose courts. Maintenance of dog exercise areas.	
Active sports turf management: season change over and management of turf and irrigation.	3B - Promote and support active, healthy lifestyles through recreation and wellness.
Delivery of new and renewal infrastructure for the service unit	2B - Facilitate sustainable waste management and resource conservation.
Management of ground water allocation licenses and usage.	2B - Facilitate sustainable waste management and resource conservation.

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 57%) Wellbeing (currently 48%) Progress (currently 50%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Active sporting reserves mowed	Annual services	Minimum 48
Developed public open spaces, playgrounds and turf maintained	Annual services	Minimum 20
Developed public open space horticulture maintained	Annual services	Minimum 20
Maintenance of actively managed conservation reserves	Annual services	Minimum 4

Bushland reserve firebreak maintenance	Annual service	100% of firebreaks compliant by 1 November 2026
Pruning of trees 3m and over under powerlines	Annual service	Minimum 1
Verge mowing to major arterial and rural roads	Annual services	Minimum 4
Street Tree planting	Annual trees planted	Minimum 800
Ground Water allocation license management	Monthly	Actual usage equal to or less than budgeted allocation

Service Delivery Model

- All services are delivered in a hybrid model of inhouse staff and external contractors.

Key processes or workflows

- Customer request intake, asset data updates, and work order creation are managed through TechnologyOne (T1), but scheduling of work is still performed manually across all sub-services.
- Moving to T1-based scheduling tools will require short to medium-term effort and resources to configure schedules, update asset hierarchies, cleanse data and train staff, but will result in long-term operational benefits, improved transparency and more accurate service planning.
- Manual systems currently require significant administrative time for triage, prioritisation, and coordination across teams; transitioning to automated scheduling will reduce duplication and improve workflow clarity.
- As the City increases its use of CiAnywhere, additional administration and data management resources will be needed to ensure requests, work orders, and asset data are consistently entered, updated and closed out, but will see significant improvement in the clarity, availability and accuracy of that data

Service Resources – Workforce

Team Numbers (FTE)	79.16

Key Assets
• Minor hand tools and landscape maintenance equipment

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 319,699	$ 34,086,016	$ 3,502,023	$ 37,268,340
FY26	-$ 488,162	$ 33,524,727	$ 3,270,980	$ 36,307,545
FY25	-$ 210,537	$ 29,538,311	$ 2,851,013	$ 32,178,787
FY24	-$ 39,438	$ 25,031,567	$ 2,454,172	$ 27,446,301

Sustainability Service

Growth and Sustainability Business Unit
Sustainable Development and Safety Directorate

2026-2027

Service Purpose

Provide strategic leadership in sustainability by guiding the City on biodiversity protection, natural area management, coastal hazard resilience and climate change mitigation, while also fostering community awareness and involvement.

Service Role & Description

This service provides plans and specialist advice on the topics of natural area conservation, climate change mitigation, coastal hazard resilience, environmental impact assessment and sustainability. This service implements monitoring programs within the areas of ecology, coastal processes, natural areas, greenhouse gas and waste management behaviours, to ensure plans and advice are informed by best available information. This service also delivers events, activities, grants, rebates and other incentives that support the adoption of sustainable practices by the City of Cockburn community and staff.

Sub Services

- Environmental Management Policy and Planning
- Sustainability and Climate Change
- Coastal Management and Planning
- Environmental Education
- Waste Education
- Rehabilitate Roe 8

Service Objectives and Outcomes

- Continued public access to beaches and coastal amenities.
- Access to information and advice on the likely impacts of climate change in the City of Cockburn and how stakeholders can contribute to mitigation.
- Protect and enhance natural areas
- Access to information relating to natural areas and biodiversity
- Participation in voluntary land care activities and assistance with land care on private property
- Advice to enable land development to be undertaken in an environmentally sensitive manner
- Protection of biodiversity

- Access to grants, subsidies and rebates and information and advice at community events to support the community in adopting sustainable practices
- Reduced corporate emissions, consumption of resources and waste to landfill
- Rehabilitation of the Roe 8 Corridor

Service Users/Customers/Key Stakeholders

Elected Members, City of Cockburn staff, General public, Volunteers, government agencies, WALGA, consultants, industry groups, general public and volunteers.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Environment	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
Our Places	4A - Plan for growth and sustainable development
Our Economy	1A - Empower and support local businesses

Statutory Obligations

- Planning and Development Act 2005
- National Greenhouse and Energy Reporting Act 2007

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Revegetation Planning	2A - Protect and enhance our natural areas and streetscapes
Dieback Assessment and Treatment	2A - Protect and enhance our natural areas and streetscapes

Environmental Management Planning	2A - Protect and enhance our natural areas and streetscapes
Coastal Hazard Risk Management and Adaptation Planning	4A - Plan for growth and sustainable development
Coastal Monitoring	2C - Enhance climate resilience and champion environmental initiatives to mitigate impacts
Volunteer Landcare	2C - Enhance climate resilience and champion environmental initiatives to mitigate impacts
Environmental Education	4A - Plan for growth and sustainable development
Environmental Monitoring	2A - Protect and enhance our natural areas and streetscapes
Emissions Monitoring and Emissions Reduction	2C - Enhance climate resilience and champion environmental initiatives to mitigate impacts
Rebates, Grants and Activities	2C - Enhance climate resilience and champion environmental initiatives to mitigate impacts
Waste Education	2B - Facilitate sustainable waste management and resource conservation
Roe 8 Rehabilitation	2C - Enhance climate resilience and champion environmental initiatives to mitigate impacts

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 80%) Wellbeing (currently 93%) Progress (currently 84%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process – Environmental Monitoring	Develop consultant services briefs to enable four-year contracts for reserve monitoring to streamline procurement and reduce risks associated with consultant capacity moving forward.	Contract documents finalised in 2026-2027 for implementation by 2027-2028 FY
Customer - Community Engagement	Number of education events delivered	At least 35 education workshops delivered to the Cockburn community each year.

Service Delivery Model

- In house
- Contractors
- Consultant

Service Resources – Workforce

Team Numbers (FTE)	10.1

Service Resources – Assets

Key Assets
• Wetlands Precinct (leased out) • 4 x Light Fleet Vehicles • 1 x ATV (Beach Buggy)

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 616,830	$ 5,402,961	$ 1,260,308	$ 6,046,438
FY26	-$ 595,967	$ 4,752,660	$ 1,149,690	$ 5,306,384
FY25	-$ 612,000	$ 5,227,296	$ 1,017,671	$ 5,632,966
FY24	-$ 737,053	$ 4,885,932	$ 855,609	$ 5,004,487

Waste and Fleet Services

Parks, Fleet and Waste Business Unit
Infrastructure Services Directorate

2026-2027

Service Purpose

Provides safe, reliable and sustainable disposal options for residents and commercial waste. Provide a safe and compliant City fleet.

Service Role & Description

Responsible for the collection and disposal of kerbside and verge side general waste, recyclables and garden organics from residential and commercial properties, and City facilities. Maintains and operates a diverse range of fleet, plant, and equipment assets to support service delivery.

Sub Services

- Henderson Waste Recovery Park
- Waste Services
- Fleet Services

Service Objectives and Outcomes

This service operates Henderson Waste Recovery Park and manages and maintains regular waste, recycling and green waste collection; scheduled kerbside collection, illegal waste and the delivery and repair of bins. This service manages and maintains the City's fleet.

Service Users/Customers/Key Stakeholders

Residents, Staff, Non-Residents, Commercial waste businesses, Local businesses, internal City of Cockburn service units, Fleet industry partners, government departments.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Environment	2B - Facilitate sustainable waste management and resource conservation 2A – Protect and enhance our natural areas and streetscapes
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5D - Strive for financial sustainability and operational excellence

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Operate Henderson Waste Recovery Park, reuse shop, weighbridge and commercial tipping.	2B - Facilitate sustainable waste management and resource conservation
Green waste receival, segregation of recyclables	2B - Facilitate sustainable waste management and resource conservation 2A – Protect and enhance our natural areas and streetscapes
Environmental monitoring and reporting, compliance with licence conditions	5A - Facilitate transparent and accountable governance for today and tomorrow
Gas recovery from landfill	2B - Facilitate sustainable waste management and resource conservation
Scheduled kerbside waste collection for residential and commercial properties, parks and management of illegal dumping	2B - Facilitate sustainable waste management and resource conservation 2A – Protect and enhance our natural areas and streetscapes
Preventative maintenance and servicing of all City fleet.	5A - Facilitate transparent and accountable governance for today and tomorrow

Asset renewal planning and lifecycle management.	5D - Strive for financial sustainability and operational excellence
Fuel management and monitoring for cost control and sustainability.	2B - Facilitate sustainable waste management and resource conservation 5D - Strive for financial sustainability and operational excellence

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People and Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 57%) Wellbeing (currently 48%) Progress (currently 50%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Waste Collection Kerbside collection of household waste.	All waste collection completed as per schedule	100% of unpresented missed bins collected within 48 hours.
Henderson Waste Recovery Park Receipt of commercial waste.	Tonnes across weighbridge per quarter	18000 tonnes
Fleet Services Maintenance of fleet and plant	Number of scheduled services per quarter	90% of services completed per quarter to match scheduled maintenance program.

Service Delivery Model

Internal staff and external contractors with selected services outsourced where specialist expertise is required.

Key processes or workflows

- Customer request intake, asset data updates, and work order creation are managed through TechnologyOne (T1), but scheduling of work is still performed manually across all sub-services.

- Moving to T1-based scheduling tools will require short to medium-term effort and resources to configure schedules, update asset hierarchies, cleanse data and train staff, but will result in long-term operational benefits, improved transparency and more accurate service planning.
- Manual systems currently require significant administrative time for triage, prioritisation, and coordination across teams; transitioning to automated scheduling will reduce duplication and improve workflow clarity.
- As the City increases its use of CiAnywhere, additional administration and data management resources will be needed to ensure requests, work orders, and asset data are consistently entered, updated and closed out, but will see significant improvement in the clarity, availability and accuracy of that data

Service Resources – Workforce

Team Numbers (FTE)	70.63

Service Resources – Key Assets

Asset Category	Asset type	Number
Light fleet	Sedans/Wagons/ SUV	16
	Utilities	94
	ATV	5
	Trailers	51
Major Fleet	Buses/People movers	8
	Loaders/Backhoes, etc	4
	Landfill Yellow Gear	8
	Tractors	3
	Trucks	38
	Sweepers	4
Minor Plant	Chainsaws, blowers. Edgers. etc	285
	Out front mowers	12
	Forklifts	1
Major Plant	Waste Trucks	28

Other Assets
• Landfill cells, lined cells, monitoring bores, stormwater and leachate ponds • Weighbridge and gatehouse systems, traffic control infrastructure • Reuse Shop building • Public Waste Drop Off facility (Transfer Station) site at 48 Dalison Avenue • Buildings: Administration, Weighbridge, Amenities, Workshops • Maintenance Workshop • Wash Bays

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 13,834,411	$ 42,389,149	-$ 604,289	$ 27,950,448
FY26	-$ 16,288,737	$ 41,519,448	-$ 130,687	$ 25,100,024
FY25	-$ 17,512,255	$ 34,441,832	-$ 124,493	$ 16,805,084
FY24	-$ 16,491,747	$ 33,182,895	-$ 685,435	$ 16,005,713



3. Our Community

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.

Strategic Objectives

- **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

Community Development Service Plan

Community Services Business Unit
Community and Place Directorate

2026-2027

Service Purpose

To strengthen inclusive, connected communities by delivering place-based community development, grants, and reconciliation outcomes, while providing high-quality services, programs, events and facilities that support residents to participate fully in community life and reach their full potential.

Service Role & Description

The Community Development and Youth Services teams work with residents including families, young people and children, parents, community groups and partners to identify local priorities and support community-led responses that strengthen belonging and wellbeing. The Service Is designed to increase participation and connection in community life, strengthen neighbourhood networks and support early intervention and prevention outcomes for young people at risk of disengagement.

Sub Services

- Community Grants
- Cultural Diversity
- Volunteer Centre
- Disability Access & Inclusion
- Aboriginal Community Development
- Reconciliation
- Children's Development
- Cockburn Youth Centre
- Youth Outreach Services
- Youth Development
- Youth Activities

Service Objectives and Outcomes

To support and strengthen connected, inclusive, and resilient communities and provide safe, welcoming and accessible spaces for participation and engagement. Celebrate diversity, embrace difference and support vulnerable and marginalised groups.

Ensure organisational practices and programs are equitable, inclusive, culturally safe, and evidence based.

Service Users/Customers/Key Stakeholders

- **Internal:**
  Youth Services; Community Development; Children's Services; Cultural Diversity; Disability Access and Inclusion; Reconciliation and First Nations Teams; Community Grants; Libraries and Community Facilities; Community Safety; Strategic Planning; Communications; City Operations.

- **External:**
  Residents; community groups; not-for-profit organisations; Aboriginal and Torres Strait Islander organisations; CaLD and disability sector organisations; schools and early learning providers; local businesses; State and Federal government agencies; regional partners.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Community	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
Our Places	4A - Plan for growth and sustainable development 4B - Strengthen unique, liveable and adaptive places
Our Governance	5B - Strengthen engagement and communication and enhance customer experience. 5C - Champion strategic partnerships and stakeholder collaboration. 5D - Strive for financial sustainability and operational excellence.
Our Economy	1B - Facilitate economic growth and employment opportunities

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Place-based community development and neighbourhood activation, including ongoing support to local communities to strengthen connection, participation and local leadership.	3D. Foster connected, accessible communities and services
Delivery and coordination of community grants support, including advice to applicants, assessment input, and alignment of funded projects with City priorities	3D. Foster connected, accessible communities and services
Provide specialist advice, advocacy and coordination to improve access and inclusion across City services, facilities and programs, and support implementation and monitoring of the Disability Access and Inclusion Plan	3D. Foster connected, accessible communities and services
Build and maintain respectful, culturally safe relationships with Aboriginal and Torres Strait Islander community members and organisations, supporting participation, capacity building and community-led initiatives.	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures
Lead and coordinate reconciliation initiatives across the organisation and community, including implementation of the Reconciliation Action Plan (RAP), strengthening partnerships and promoting understanding of Aboriginal culture and history.	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures
Deliver ongoing culturally inclusive engagement, programs and advice that support participation, reduce barriers for culturally and linguistically diverse communities, and strengthen intercultural understanding across the City.	3D. Foster connected, accessible communities and services
Coordinate, promote and support volunteering across the City, including onboarding City volunteer, recognition of volunteers, and capacity-building support for organisations to strengthen	3D. Foster connected, accessible communities and services 3B. Promote and support active, healthy lifestyles through recreation and wellness

safe, inclusive and sustainable volunteer participation.	
Deliver inclusive, place-based programs, engagement and outreach for children and young people that support wellbeing, voice and participation, build skills and resilience, and create safe, child and youth-friendly spaces across the City.	3A. Strengthen and facilitate a safe and secure Cockburn. 3B. Promote and support active, healthy lifestyles through recreation and wellness

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture Customer Satisfaction Survey	Annual Customer Satisfaction Survey results	Annual Customer Satisfaction Survey above 85% for Community Development and Place; and Youth Services
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 74%) Wellbeing (currently 71%) Progress (currently 71%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process Disability Access and Inclusion Plan (DAIP)	Initiatives delivered	Annual DAIP outcomes met
Process Volunteer engagement	Annual volunteer survey	Volunteer survey satisfaction rating maintained or above 85%
Customer Young people access Youth Centre programs	Sign-ins and bookings	12,500 individual contacts across all programs annually
Customer Children and families access programs and events	Attendance records	5,000 children annually participating in child-focused community events
Process Community grant applications approved	Grant funds distributed	85% of available annual grant funding allocated (excluding resident group grants)

Service Delivery Model

In house delivery via municipal funding; and three externally funded services including youth case management and volunteering.

Service Resources – Workforce

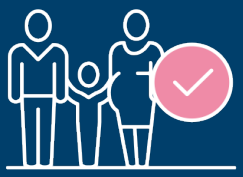
Team Numbers (FTE)	14.87

Service Resources – Assets

Key Assets
• Four vehicles and two equipment trailers for delivering youth and children's programs • Cockburn Youth Centre building

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 635,755	$ 4,632,012	$ 1,904,404	$ 5,900,661
FY26	-$ 558,396	$ 4,643,191	$ 1,813,612	$ 5,898,407
FY25	-$ 702,153	$ 4,658,564	$ 1,624,776	$ 5,581,187
FY24	-$ 741,763	$ 4,258,343	$ 1,441,013	$ 4,957,592



Community Services

Community Services Business Unit
Community and Place Directorate

2026-2027

Service Purpose

To strengthen inclusive, connected and age-friendly communities by delivering coordinated family support, care and seniors services that enable residents to live safely, independently and with dignity. The service supports participation, wellbeing, and social connection across all life stages, while responding to changing demographic needs and legislative requirements.

Service Role & Description

The Community Services portfolio integrates prevention, early intervention, care and participation-based supports for individuals, families, carers and older adults. The Service brings together grant-funded family support programs, in-home care services and age-friendly community programs.

The Service plays a key role in reducing isolation, supporting independence, strengthening community capacity, and delivering outcomes aligned to the City's Strategic Community Plan. Community Services fosters strong partnerships with community organisations and government agencies.

Summary of Activities, Programs and Functions

- Delivery of parenting, counselling, financial counselling and family and domestic violence primary prevention programs.
- Provision of in-home personal care, domestic assistance, respite, transport and social support through Cockburn Care.
- Operation of the Seniors Centre, including meals, activities, events and transport services and implementation of age-friendly initiatives.
- Coordination and support of volunteers across care and seniors programs.
- Partnership development, monitoring, evaluation, and regulatory reporting.

Sub Services

- Family and Community Support Services
- Cockburn Care
- Seniors Services

Service Objectives and Outcomes

Objectives:

- Support individuals and families to build skills, confidence, and resilience.
- Enable older adults to maintain independence and age safely in place.
- Improve access to inclusive and accessible services for people with disability.
- Reduce isolation and strengthen social connections and participation.
- Deliver high-quality, compliant and sustainable services.

Outcomes:

- Increased participation in family, care and seniors programs.
- Improved wellbeing, safety, and independence for service users.
- Higher levels of social connection and reduced isolation.
- Strong customer satisfaction and regulatory compliance.
- Improved coordination across community services.

Service Users/Customers/Key Stakeholders

Internal: Community Development, Youth Services, Disability Access and Inclusion, Reconciliation and First Nations teams, Libraries, Community Facilities, Finance and Communications.

External: residents, families, carers, older adults, volunteers, community and not-for-profit organisations, Aboriginal and Torres Strait Islander organisations, culturally and linguistically diverse service providers, State and Commonwealth government agencies, and regulatory bodies.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Community	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
Our Places	4B - Strengthen unique, liveable and adaptive places
Our Governance	5C - Champion strategic partnerships and stakeholder collaboration. 5D - Strive for financial sustainability and operational excellence.

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Delivery of parenting, counselling, and financial support programs.	3D - Foster connected, accessible communities and services
Delivery of in-home care, transport, respite and social support for eligible older adults	3B - Promote and support active, healthy lifestyles through recreation and wellness
Operation of the Seniors Centre and delivery of age-friendly programs.	3B - Promote and support active, healthy lifestyles through recreation and wellness 3D - Foster connected, accessible communities and services

Service Standards and Levels

Service performance is monitored through client satisfaction surveys, regulatory audits, funding acquittals and internal performance reviews. Satisfaction targets range from 85–90% across service areas, with compliance with Commonwealth and State legislative requirements.

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 74%) Wellbeing (currently 71%) Progress (currently 71%)

Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	Final completion audit deliverables	FDV Primary Prevention Grant 100% of grant deliverables completed
Customer CHSP service hours	CHSP Monthly service hours and utilisation rate	CHSP Monthly service hours and utilisation rate based on CHSP contracted outputs
People & Culture Customer Satisfaction Survey above 85%	Annual Customer Satisfaction Survey results	Annual Customer Satisfaction Survey/Client Survey above 85% Seniors Centre Financial Counselling Cockburn Care Cockburn Parenting Cockburn Support Service

Service Delivery Model

The service is delivered through a blended model incorporating in-house staff, volunteers, funded partners, and regional consortia. Digital systems support client management, reporting, and continuous improvement.

Service Resources – Workforce

Team Numbers (FTE)	39.74

Service Resources – Assets

Key Assets
• Cockburn Seniors Centre building • Jean Willis Centre • Various light fleet vehicles and buses • Senior Centre payment machine kiosk

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 3,735,142	$ 5,804,567	$ 3,001,544	$ 5,070,968
FY26	-$ 5,501,863	$ 7,877,887	$ 2,802,800	$ 5,178,824
FY25	-$ 7,494,033	$ 9,512,621	$ 2,493,069	$ 4,511,657
FY24	-$ 7,331,737	$ 9,487,224	$ 2,094,491	$ 4,249,980

Rangers and Community Safety Service

Development and Safety Business Unit
Sustainable Development and Safety Directorate

2026-2027

Service Purpose

A safe, resilient and liveable community

Service Role & Description

The Rangers and Community Safety Service delivers an integrated approach to regulation, community safety, and emergency management to support a safe, resilient, and liveable City of Cockburn.

The Service provides education, compliance, and enforcement relating to local laws, parking, pets and livestock, litter, and use of public spaces, balancing proactive engagement with fair and consistent regulation. Through a visible 24/7 CoSafe presence, the Service responds to anti-social behaviour, public safety concerns, and after-hours issues, supports internal operations, and manages the City's CCTV network to reduce crime and improve safety outcomes.

The Service also leads Fire and Emergency Management, coordinating preparedness, response, and recovery activities, delivering fire mitigation planning and education, and working closely with DFES, Bush Fire Brigades, and partner agencies to strengthen community resilience and minimise emergency impacts.

Sub Services

- Rangers and Parking
- CoSafe and Community Safety
- Fire and Emergency Management

Service Objectives and Outcomes

Provide a safe, resilient and well-managed community that protects people, pets, property and the environment by:

- Providing a visible, responsive and coordinated 24/7 community safety and compliance presence
- Identifying, managing and reducing risks associated with crime, anti-social behaviour, fire and emergencies

- Promoting responsible animal ownership and management
- Ensuring the fair, lawful and equitable use of public spaces, roads and facilities through education and enforcement
- Preparing for, responding to and supporting recovery from emergencies in partnership with Bush Fire Brigades and State agencies
- Work closely with community groups and stakeholders to build trust, strengthen relationships and continuously improve community safety outcomes

Service Users/Customers/ Key Stakeholders

City of Cockburn residents, WA Police, Department of Fire and Emergency Services, Community and Neighbourhood groups, pet owners, victims of crime, road users, local businesses and internal service units including Facilities Team, Community Venues, Parks, Roads, Marina, Waste, Youth and Community Services.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Community	3A - Strengthen and facilitate a safe and secure Cockburn.

Statutory Obligations

- Local Government Act 1995
- Local Government Miscellaneous Provisions Act 1960
- City of Cockburn Parking and Parking Facilities Law 2007
- Local Government (Parking for People with Disabilities) Regulation 2014
- City of Cockburn Consolidated Local Laws 2020
- City of Cockburn Jetties, Waterways and Marina Local Law 2012
- City of Cockburn Waste Local Law 2020
- Dog Act 1976
- Cat Act 2011
- Litter Act 1979
- Bush Fires Act 1954
- Fire and Emergency Services Act 1998
- Fire Brigades Act 1942
- Work Health and Safety Act 2020
- Caravan and Camping Grounds Act 1995
- Control of Vehicles Act (Off road areas) 1978

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Rangers and Parking	3A - Strengthen and facilitate a safe and secure Cockburn.

• Parking education, patrols and compliance • Local law enforcement, community guidance and education • Proactive community education campaigns to improve awareness and voluntary compliance • Animal management activities including roaming dogs, barking, dog attacks and responsible pet ownership support	
CoSafe and Community Safety • 24/7 mobile patrols and rapid response to community safety concerns across the City • Management of anti-social behaviour, suspicious activity, illegal camping and other complaints related to community safety • After-hours incident support for City services including facilities, venues, environment and ranger matters • CCTV management and targeted deployment to support hotspot management and prevention activities • Liaison and operational support with WA Police and partner agencies	3A - Strengthen and facilitate a safe and secure Cockburn.
Fire and Emergency Management • Development and coordination of emergency management plans across prevention, preparedness, response, and recovery • Fire mitigation planning and implementation to reduce bushfire risk across the City • Liaison and collaboration with DFES and other State agencies to manage risks and emergency operations • Coordination and support during emergency incidents and major events	3A - Strengthen and facilitate a safe and secure Cockburn.

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 73%)

		Wellbeing (currently 76%) Progress (currently 74%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	CoSafe average response time	20 minutes for non-recurring tasks
	Dangerous Dog Inspections	100% of Dangerous Dog inspections
	Conduct City emergency management/response exercises	Two per year

Service Delivery Model

- Service is primarily delivered by in-house staff.
- Contractors are used for CCTV maintenance, sign installations, towing, bushfire mitigation.
- Technology used includes: TechOne, ESRI, Survey123, Infringement software, licence plate recognition software, CCTV Management Software

Service Resources – Workforce

Team Numbers (FTE)	34.59

Service Resources – Assets

Key Assets
• Animal Management Facility for impounded dogs and cats • 6 x CoSafe Vehicles • 7 x Ranger Vehicles • 1 x Polaris ATV • 1 x Box Trailer • 1 x Emergency Animal Welfare Trailer • 1 x Horse Float • 2 x Parking Vehicles • CCTV Operations Room • Fixed CCTV Network (850 cameras) • 6 x Mobile CCTV Trailers • 1 x Variable Message Board Trailer • 2 x 3,000lt Fire appliance • 2 x Light Tanker appliance • 1 x 12,000lt water tanker

- 3 x Fire Support vehicles
- Infringement Management System
- Parking Licence Plate Recognition Software

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 932,113	$ 7,504,313	$ 4,111,296	$ 10,683,497
FY26	-$ 1,194,677	$ 7,252,890	$ 3,677,441	$ 9,735,654
FY25	-$ 1,411,933	$ 7,165,640	$ 3,191,002	$ 8,944,709
FY24	-$ 1,490,960	$ 7,211,625	$ 981,722	$ 6,702,387

Recreation Service

Recreation and Place Business Unit
Community and Place Directorate

2026-2027

Service Purpose

To enable healthy, active lifestyles, mental wellbeing and community connection through the provision of diverse recreation, sport, aquatic and waterways facilities, programs and services across the City

Service Role & Description

The service enables community participation in recreation, sport, aquatic and marine activities through the provision, management and planning of high-quality facilities, programs and services for all ages and abilities. It is designed to enhance community wellbeing, strengthen social connection and support sustainable use of public and marine assets.

Sub Services

- Management and programming of the Cockburn ARC
- Management of the Port Coogee Marina
- Management of community venues, sport and recreation facilities and sporting clubs/associations and planning for community sport and recreation needs

Service Objectives and Outcomes

This service delivers the following community and organisational benefits:

- Deliver safe, inclusive and quality aquatic programs, recreational swimming opportunities, and learn-to-swim education that support water safety, fitness and skill development.
- Provide diverse fitness, wellbeing and lifestyle programs, personal training and gym services that encourage active participation and support improved health outcomes.
- Administer regulatory governance and compliance processes that uphold safe and responsible operations meeting legislative requirements and emergency response across aquatic, recreation and marina services.
- Management of Port Coogee Marina including berth allocation, customer services, asset maintenance, safety oversight and stakeholder support across the marina, surrounding waterways and boardwalk precinct.
- Monitor Marina waterway health, fish diversity and environmental conditions to ensure sustainable use of the precinct and educate community.

- Planning for community sport and recreation facility needs for future populations, including assessment and prioritisation of recreation infrastructure needs, engaging with the community and support for project delivery.
- Capital works planning and management to upgrade, redevelop or renew facilities for participation.
- Management of sports and community venue hire and use to support participation.
- Provide support, advice and grants to local sporting clubs to enhance their capability and promote participation growth. Coordinate events to recognise sporting club volunteer achievements.

Service Users/Customers/Key Stakeholders

- Community residents, visitors and staff; local sporting clubs and community organisations; internal teams; schools, universities, industry and commercial partners, tourism operators; State Government, State sporting bodies and funding agencies, peak bodies, industry peers.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Community	3A - Strengthen and facilitate a safe and secure Cockburn. 3B - Promote and support active, healthy lifestyles through recreation and wellness 3D - Foster connected, accessible communities and services
Our Economy	1D - Facilitate vibrant, connected commercial hubs and visitor experiences
Our Environment	2A - Protect and enhance our natural areas and streetscapes
Our Places	4A - Plan for growth and sustainable development 4B - Strengthen unique, liveable and adaptive places
Our Governance	5B - Strengthen engagement, communication and enhance customer experience 5D - Strive for financial sustainability and operational excellence

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Provision of aquatic facilities including swim school; provision and programming of gym, health club and fitness studios, and programming of indoor stadium.	3B - Promote and support active, healthy lifestyles through recreation and wellness
Management of Port Coogee Marina including berth allocation, customer services, asset maintenance, safety oversight and stakeholder support across the marina, surrounding waterways and boardwalk precinct.	3B - Promote and support active, healthy lifestyles through recreation and wellness. 1D - Facilitate vibrant, connected commercial hubs and visitor experiences. 5B - Strengthen engagement, communication and enhance customer experience.
Provision and maintenance of safe, compliant, quality facilities, assets and environments for participation	3A - Strengthen and facilitate a safe and secure Cockburn.
Administer regulatory governance and compliance processes that uphold safe and responsible operations meeting legislative requirements across aquatic, recreation and marina services	5D - Strive for financial sustainability and operational excellence.
Planning for community sport and recreation facility needs for future populations, including assessment and prioritisation of recreation infrastructure needs, engaging with the community and support for project delivery	3B - Promote and support active, healthy lifestyles through recreation and wellness. 4B - Strengthen unique, liveable and adaptive places.
Provide support, advice and grants to local sporting clubs to enhance their capability and promote participation growth. Coordinate events to recognise sporting club volunteer achievements	3B - Promote and support active, healthy lifestyles through recreation and wellness
Monitor Marina waterway health, fish diversity and environmental conditions to ensure sustainable use of the precinct and educate community	2A - Protect and enhance our natural areas and streetscapes

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 71%) Wellbeing (currently 68%) Progress (currently 81%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Number of visitors to Cockburn ARC	Monthly reporting	120,000 (2025 Average)
Number of ARC Health Club Members	Monthly reporting	9,000 (2025 Average 8500)
Number of Cockburn ARC Swim School Members	Monthly reporting	3,500 (2025 Average)
Number of Cockburn ARC Social Sport Teams	Monthly reporting	288 (2025 Average)
Number of regular community venue bookings (hours)	Monthly reporting	1,750 (2025 Average 1700)
Number of casual community venue bookings (hours)	Monthly reporting	650 (2025 Average)
Marina pen occupancy	Monthly reporting	90%
Waterways health	International Clean Marina and Fish Friendly Accreditation	Every 3 years

Service Delivery Model

Primarily delivered in house. Some external providers in program delivery.

Service Resources – Workforce

Team Numbers (FTE)	54.05

Service Resources – Assets

Key Assets
• Specific software – Marina Focus, SpacetoCo, Perfect Gym, Technogym, Spawtz, Gymsales, Tripleplay, Coheratec • Emergency response equipment • Recreation centre, buildings, jetty, boardwalks, pools, sports fields, boat, fuel infrastructure, Seabin.

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 19,463,494	$ 20,792,594	$ 6,918,817	$ 8,247,917
FY26	-$ 18,124,443	$ 19,871,155	$ 6,522,000	$ 8,268,713
FY25	-$ 16,041,627	$ 18,787,875	$ 5,959,916	$ 8,706,164
FY24	-$ 15,527,060	$ 17,995,038	$ 5,178,707	$ 7,646,686

Library, Place and Culture Service

Recreation and Place Business Unit
Community and Place Directorate

2026-2027

Service Purpose

To enhance community wellbeing, social cohesion, lifelong learning, literacy, creativity, civic pride and cultural identity through the delivery of contemporary library services, cultural programs, major events and festivals, civic ceremonies, and the preservation and promotion of local history and heritage.

Service Role & Description

The Library, Place & Culture Service strengthens community connection, belonging and liveability by providing access to literature, information, digital technology, cultural and civic experiences, historical collections, and arts-based learning opportunities. The service delivers programs and places that are inclusive, welcoming, socially safe and culturally representative, supporting participation across all ages, life stages and backgrounds.

The service delivers these functions through:

- Public and Digital Library Services providing access to collections, spaces, programs, digital literacy support, technology access and life-long learning experiences in line with State Library of WA policies and standards.
- Major Events and Festivals that bring the community together, celebrate diversity, foster pride and support strong social networks.
- Civic and Ceremonial Functions including citizenship ceremonies, civic receptions and protocol-based events.
- Arts and Cultural Development including artist engagement, cultural participation programs, public art, arts grants, partnerships and capacity-building.
- Heritage and Local History Management including the management of the Azelia Ley Museum, oral histories, local collections and heritage interpretation.
- Community Learning and Social Inclusion including youth literacy programs, adult learning programs, digital inclusion, CALD engagement and community capacity building.
- Place-based Activation delivering spaces and programs that encourage social connection, cultural expression and community wellbeing.

This service model delivers the following community and organisational benefits:

- Increased literacy, lifelong learning and digital capability.
- Safe, inclusive, welcoming and socially cohesive community spaces.

- Strong civic identity, cultural expression and community pride.
- Enhanced liveability, belonging and cross-cultural understanding.
- Preservation and celebration of local history, stories and heritage.
- Vibrant public realms, festivals and cultural experiences.
- Informed planning for future cultural, library and social infrastructure needs.

Sub Services

- Library services (Coolbellup, Spearwood, Success and digital)
- Youth and adult programming and learning services
- Major events and festivals
- Civic and ceremonial functions (including citizenship ceremonies)
- Arts and cultural development (including grants)
- Local history and heritage
- Azelia Ley Museum precinct

Service Objectives and Outcomes

- Provide equitable access to information, literature, collections, digital resources and welcoming community spaces that support lifelong learning, literacy and digital inclusion.
- Deliver youth and adult library programs, community learning initiatives and digital literacy support that enhance educational outcomes, confidence and participation across all demographics.
- Provide safe, inclusive and socially supportive library environments that promote social cohesion, reduce isolation and enable community connection for all ages, abilities and cultural backgrounds.
- Deliver major events, festivals and cultural activities that celebrate diversity, foster civic pride, build belonging and activate public spaces.
- Deliver citizenship ceremonies, civic functions and ceremonial services that reinforce civic identity, democratic participation and national belonging.
- Promote arts, culture and creative participation through artist development, grants programs, cultural activations and public art that strengthen cultural vibrancy and creative expression.
- Preserve, interpret and promote local history, heritage and community stories through the management of the Azelia Ley Museum, oral histories, archives and cultural collections.
- Engage communities in co-designed cultural, learning and creative initiatives that reflect local identity, celebrate cultural diversity and build community capacity.
- Monitor, evaluate and communicate social and cultural impact to inform continuous improvement, strategic planning and effective community outcomes.

Service Users/Customers/Key Stakeholders

- Residents and visitors
- Children, youth and families
- CALD communities; First Nations community members
- Seniors and older adults; People with disability
- Students, schools, tertiary institutions; state and local libraries;
- Local artists, cultural practitioners and creative industries; Cockburn Rotary

- Community groups and volunteers; Historical Society of Cockburn
- State and Federal Government agencies (e.g. Home Affairs, State Library)
- Internal City service units

Strategic Alignment

Strategic Outcome	Strategic Link
Our Community	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.
Our Economy	1A - Empower and support local businesses
Our Environment	2B - Facilitate sustainable waste management and resource conservation
Our Places	4B - Strengthen unique, liveable and adaptive places
Our Governance	5B - Strengthen engagement, communication and enhance customer experience

Statutory Obligations

- State and Local Government Agreement for the Provision of Public Library Services in Western Australia, September 2020 Government of Western Australia, State Library of Western Australia
- Library Board of Western Australia Act 1951
- Heritage Act 2018
- Australian Citizenship Act 2007
- Health (Public Buildings) Regulations 1992 - Health Act 1911

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Provision of library collections and information, digital resources,	3D - Foster connected, accessible communities and services.

technology access and safe welcoming spaces	4B - Strengthen unique, liveable and adaptive places 5B - Strengthen engagement, communication and enhance customer experience
Youth and adult learning programs, digital literacy initiatives, community learning	3D - Foster connected, accessible communities and services. 1A - Empower and support local businesses 4B - Strengthen unique, liveable and adaptive places
Citizenship ceremonies and civic events	3D - Foster connected, accessible communities and services.
Day to day management of the administration building for events and civic functions	5A - Facilitate transparent and accountable governance for today and tomorrow
Major events and festivals that build community pride and belonging	3C - Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures. 1A - Empower and support local businesses 4B - Strengthen unique, liveable and adaptive places
Arts and cultural development opportunities	3C - Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures. 1A - Empower and support local businesses 4B - Strengthen unique, liveable and adaptive places
Cockburn heritage and history preservation, including the Azelia Lay Museum & Local History Management	3C - Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures. 4B - Strengthen unique, liveable and adaptive places 5B - Strengthen engagement, communication and enhance customer experience
Placemaking, cultural activation, community capacity building	3D - Foster connected, accessible communities and services. 3C - Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures. 4B - Strengthen unique, liveable and adaptive places

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 71%) Wellbeing (currently 68%) Progress (currently 81%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Library Visits	Monthly Reporting	30,000 (2025 Average 30,600)
Library facilities, services and programs	Place Score	90% Satisfaction or higher
Arts & Cultural Services/Programs satisfaction	Place Score	70% Satisfaction or higher Higher than 50% awareness
Festivals/Community Event satisfaction	Place Score and Culture Counts	80% Satisfaction or higher Higher than 50% awareness Minimum 90% positive rating
Cockburn heritage and history preservation, including the Azelia Ley Museum & Local History Management	Visitor Counts	More than 2000 visitors and collection and promotion of 2 oral histories per year

Service Delivery Model

- Primarily delivered in house
- Grant funding and sponsorship support
- Some external providers in program delivery

Service Resources – Workforce

Team Numbers (FTE)	40.55

Service Resources – Assets

Key Assets
• Coolbellup, Spearwood and Success Branch Libraries • Azelia Ley Museum • Oral History collection • Online platforms to manage – websites, social media, blogs, e-resources, apps, picture collection • Book return sorter – Success library • City owned art collection (external and internal) • Memorial Hall • Caretaker cottage, Rockingham Road • Physical collections of items – books, DVDs, CDs, Equipment to borrow • City function rooms, Council chambers and commercial kitchen • Printers/copiers, video screens (IT) • Licensed software to manage library functions (Library Management System – SPYDUS); • Contracted external digital content (Borrow Box; Hoopla) • Digital assets • Community rooms at Success and Coolbellup Libraries

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 115,050	$ 8,437,180	$ 2,395,096	$ 10,717,226
FY26	-$ 250,720	$ 9,019,523	$ 2,202,282	$ 10,971,085
FY25	-$ 237,860	$ 8,605,711	$ 1,924,731	$ 10,292,582
FY24	-$ 181,600	$ 7,947,662	$ 1,650,778	$ 9,416,839



4. Our Places

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.

Strategic Objectives

- **4A.** Plan for growth and sustainable development
- **4B.** Strengthen unique, liveable and adaptive places
- **4C.** Enhance connectivity and mobility through integrated transport networks

Development Services

Development and Safety Business Unit
Sustainable Development and Safety Directorate

2026-2027

Service Purpose
A safe, enjoyable and compliant community

Service Role & Description
Responsible for administering, assessing, regulating and enforcing planning and development outcomes within the City of Cockburn in accordance with relevant legislation, Council policies and strategic objectives.

The service provides professional planning, engineering and compliance expertise to facilitate orderly, sustainable and lawful development, while protecting community amenity, public safety and the City's long-term asset base.

Sub Services
- Statutory Planning
- Development Compliance
- Technical Services

Service Objectives and Outcomes

- Administer statutory planning and development functions in accordance with legislation, regulations, local planning instruments and Council policies
- Support sustainable, well-designed and appropriately serviced development outcomes
- Ensure engineering design and construction of subdivision and development infrastructure meets required standards and protects public assets
- Promote high levels of planning and building compliance through education, advice and early intervention
- Investigate and respond to planning non-compliance in a fair, timely and proportionate manner
- Provide clear, consistent and professional advice to Council, applicants, internal stakeholders and the community
- Continuously improve service delivery, governance, systems and customer experience

- Timely and high-quality assessment of development, subdivision and engineering proposals

Service Users/Customers/Key Stakeholders

- Applicants
- Community Members/Neighbours
- State Government Stakeholders
- Internal teams undertaking development proposals and projects

Strategic Alignment

Strategic Outcome	Strategic Link
Our Places	4A – Plan for growth and sustainable development 4B – Strengthen unique, liveable and adaptive places
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5B – Strengthen engagement, communication and enhance customer experience 5D - Strive for financial sustainability and operational excellence
Our Community	3D - Foster connected, accessible communities and services.
Our Economy	1A - Empower and support local businesses

Statutory Obligations

- Planning and Development Act 2005
- Planning and Development (Local Planning Schemes) Regulations 2015
- Local Planning Strategy
- City of Cockburn Town Planning Scheme 3
- Building Act 2011
- Building Regulations 2012
- Transfer of Land Act 1893
- Liveable Neighbourhoods
- Land Administration Act 1997

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Assessment and determination of development applications	4A – Plan for growth and sustainable development 5A - Facilitate transparent and accountable governance for today and tomorrow
Assessment of subdivision proposals	4A – Plan for growth and sustainable development
Planning review of building permits	4A – Plan for growth and sustainable development
Land administration services	4A – Plan for growth and sustainable development
Provision of planning advice to residents and proponents	5B – Strengthen engagement, communication and enhance customer experience
Civil engineering assessment and approvals	4A – Plan for growth and sustainable development 5A - Facilitate transparent and accountable governance for today and tomorrow
Statutory auditing and reporting	5A - Facilitate transparent and accountable governance for today and tomorrow
Representing the City at the State Administrative Tribunal	5A - Facilitate transparent and accountable governance for today and tomorrow
Community engagement	5B – Strengthen engagement, communication and enhance customer experience
Liquor licensing	5A - Facilitate transparent and accountable governance for today and tomorrow

Planning exemption assessment	4A – Plan for growth and sustainable development
Investigation of alleged breaches to Planning and Building legislation (prosecution if required)	5A - Facilitate transparent and accountable governance for today and tomorrow
Swimming pool barrier inspection and compliance	5A - Facilitate transparent and accountable governance for today and tomorrow
Ongoing review of the local planning framework and formulation of policies	1A - Empower and support local businesses
Representing the City on external bodies for planning related matters	5A - Facilitate transparent and accountable governance for today and tomorrow
Responding to state government planning reforms on behalf of the City	5A - Facilitate transparent and accountable governance for today and tomorrow
Assessment and Approval of Public Open Space (POS) Designs	5A - Facilitate transparent and accountable governance for today and tomorrow
Handover of POS Assets	5A - Facilitate transparent and accountable governance for today and tomorrow

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People and Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 73%) Wellbeing (currently 76%) Progress (currently 74%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation

Determination of Planning Applications	% of applications determined within the statutory time frame prescribed by legislation	70% of planning applications determined within the statutory timeframe
Compliance Rectification	% of open compliance cases being actioned within the prescribed time frame	70% of all compliance matters (including pool barriers) being actioned and/or rectified within 60 days of initial notice

Service Delivery Model

- Service is provided in-house. Some engagement of external services may be required from time to time (such as legal services, independent design advice or peer review services).
- Submission of applications are primarily undertaken through online portals

Service Resources – Workforce

Team Numbers (FTE)	21.6

Service Resources – Assets

Key Assets
• 6 Light Vehicles

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 2,279,004	$ 3,086,121	$ 1,471,085	$ 2,278,202
FY26	-$ 2,010,100	$ 3,093,079	$ 1,404,217	$ 2,487,196
FY25	-$ 1,508,665	$ 2,907,829	$ 1,210,733	$ 2,609,898
FY24	-$ 1,645,465	$ 2,774,406	$ 1,056,832	$ 2,185,773

Infrastructure Assets Service

Assets and Projects Business Unit
Infrastructure Services Directorate

2026-2027

Service Purpose

To lead and integrate the City's asset, facility and civil infrastructure services to ensure safe, high-quality, sustainable and data-driven infrastructure that supports community growth, accessibility and long-term service performance.

Service Role & Description

The service delivers its outcomes through three integrated sub-services (Facility Management, Civil Infrastructure, and Strategic Asset Management) which collectively ensure the City's infrastructure is safe, compliant, efficient and aligned with long-term community needs.

Service Objectives and Outcomes

The overall service objective is to plan, deliver and continuously improve the City's asset, facility and civil infrastructure services through integrated lifecycle management, ensuring safe, compliant, sustainable and high-performing infrastructure that supports community growth and organisational objectives.

The anticipated outcomes of this service are a coordinated, data-driven asset service that provides reliable facilities, transport and drainage networks, and long-term capital planning aligned with community needs, statutory requirements and the City's strategic direction.

Sub Services

Facility Management
Civil Infrastructure
Strategic Asset Management

Service Users/Customers/Key Stakeholders

Internal and external users. community members, local businesses, visitors, sporting clubs, Elected Members, state agencies, and internal operational and strategic teams.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Places	4A - Plan for growth and sustainable development. 4B - Strengthen unique, liveable and adaptive places. 4C - Enhance connectivity and mobility through integrated transport networks.
Our Environment	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.
Our Community	3A - Strengthen and facilitate a safe and secure Cockburn. 3D - Foster connected, accessible communities and services.
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence.
Our Economy	1D - Facilitate vibrant, connected commercial hubs and visitor experiences.

Statutory Obligations

- Building Act 2011, Building Regulations 2012, NCC,,
- Electrical & Plumbing Regulations
- Public Health Act
- Disability Access laws
- Main Roads Act, Road Traffic Act,
- Water Services Act
- Environmental Protection Act
- DWER policies
- Austroads standards
- Local Government Act & Financial Management Regulations

Service Outputs

Ongoing programs and activities

The usual business delivery model for both Civil Infrastructure and Facility maintenance teams is planned and organised maintenance and renewals services through development of maintenance works based on condition and performance. There is also a response to unexpected issues that arise due to weather, accidental failures, vandalism/theft and unexpected failure. Ideally, maintenance and renewal expenditure should be on scheduled maintenance primarily with reactive maintenance a smaller portion of the total spend.

Programs and activities	Strategic link
Facility Maintenance - Day-to-day repairs, cleaning, and scheduled maintenance of community buildings. Fire systems, lifts, emergency lighting, accessibility and statutory checks Minor Capital Upgrades and Renewals of Buildings infrastructure considered Low to Medium Risk projects with values typically beneath $500,000 (HVAC, roofing, accessibility).	4A - Plan for growth and sustainable development. 4B - Strengthen unique, liveable and adaptive places. 3D - Foster connected, accessible communities and services.
Civil Infrastructure • Routine repairs and upkeep of roads, paths, verges and drainage systems. • Road resurfacing, path renewal, kerb replacement and drainage renewals • Small improvements: safety upgrades, kerb works, drainage enhancements.	4A - Plan for growth and sustainable development. 4B - Strengthen unique, liveable and adaptive places. 4C - Enhance connectivity and mobility through integrated transport networks.
Strategic Asset Management • Develop and update AMPs and long-term renewal forecasts. • Maintain asset registers, valuations, and condition data. • Scheduled inspections of assets to support lifecycle planning and renewal prioritisation.	4A - Plan for growth and sustainable development. 4B - Strengthen unique, liveable and adaptive places. 4C - Enhance connectivity and mobility through integrated transport networks.

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 72%) Wellbeing (currently 60%) Progress (currently 63%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Customer Response	Quarterly.	90% of requests responded to within service targets
Delivery Capital Works to Budget	Annual	≥ 95% of planned works delivered and ±5% budget variance
Delivery Operational Works to Budget	Annual	±2% Operational budget variance
Customer Response	Quarterly	90% of civil requests responded to within agreed timeframes
Delivery of Capital Works Budget	Annual	≥ 95% of planned works delivered and ±5% budget variance
Delivery Operational Works to Budget	Annual	±2% Operational budget variance
Accuracy & Integrity of Asset Data	Annual	≥ 90% completion of Asset Data Projects as approved within Operating Budgets.

Service Delivery Model

Facility Management

- Delivered primarily through in-house technical coordination, with the majority of physical works outsourced to contractors.
- A small team of internal tradespeople supports low-complexity, quick-turnaround repairs, reducing reliance on contractors for minor works.
- Specialist trades and compliance services (e.g., fire systems, lifts, HVAC, accessibility) are delivered by external providers under City oversight.
- The City's Signwriters produce in-house signage, supported by external fabricators and suppliers for more complex installations.
- Technical officers provide quality control, contractor management and programming, ensuring outsourced works meet service standards.

Civil Infrastructure

- Delivered through a hybrid model combining internal crews with contracted services.
- In-house crews undertake smaller routine tasks such as minor road repairs, pothole patching, Sweeping, educting and footpath fixes.
- Contractors deliver larger civil works, major resurfacing, large-scale path renewals, complex drainage upgrades, sweeping and educting.
- Technical staff provide on-site oversight, asset inspections and quality assurance, maintaining consistency with engineering standards.

Strategic Asset Management

- Core services are delivered by in-house strategic planners and asset management specialists.
- The team develops Asset Management Plans, lifecycle models, risk profiles, and long-term renewal forecasts, with external experts engaged as needed for niche modelling or valuation support.
- Consultants are used selectively for specialist technical advice, condition assessments, major revaluation programs, or modelling where specialised tools or expertise are required.
- Internal teams rely on asset management staff to provide data governance, system support, service level analysis and long-term planning alignment.
- Delivery model emphasises a centralised planning function supporting the operational Civil and Facilities teams with data, forecasts and investment guidance.

Key processes or workflows.

Whole of Service Context

- Customer request intake, asset data updates, and work order creation are managed through TechnologyOne (T1), but scheduling of work is still performed manually across all sub-services.
- Moving to T1-based scheduling tools will require short to medium-term effort and resources to configure schedules, update asset hierarchies, cleanse data and train staff, but will result in long-term operational benefits, improved transparency and more accurate service planning.
- Manual systems currently require significant administrative time for triage, prioritisation, and coordination across teams; transitioning to automated scheduling will reduce duplication and improve workflow clarity.
- As the City increases its use of CiAnywhere, additional administration and data management resources will be needed to ensure requests, work orders, and asset data are consistently entered, updated and closed out, but will see significant improvement in the clarity, availability and accuracy of that data.

Facility Management

- Customer Request → Manual Scheduling → T1 Work Order Creation → Contractor Dispatch is the primary workflow today.
- Planned maintenance schedules (cleaning, servicing, compliance checks) are currently coordinated manually, with the intention to migrate to CiAnywhere scheduling for better automation.
- Statutory compliance workflows (fire systems, lifts) rely on manual calendar scheduling and contractor reports, with data then recorded into T1.
- Minor capital works are scoped by technical staff and tracked manually before being updated into T1 for record keeping.
- Contractor management, performance tracking and reporting rely on manual oversight supplemented by T1 close-out data.

Civil Infrastructure

- Inspections → Manual Identification of Defects → T1 Work Order Creation → Crew/Contractor Assignment is the dominant workflow.
- Civil maintenance activities (road repairs, path fixes, verge work, pit cleaning) are scheduled manually using team calendars and supervisor coordination.
- Capital renewals and larger works programs are programmed outside of T1, with outcomes later added into the system for asset history.
- The hybrid delivery model (in-house & contractors) requires manual coordination of resources, which will become more efficient when scheduling transitions into CiAnywhere.
- Field data (drainage hotspots, road condition observations) is manually collected and entered into T1, influencing future planning.

Strategic Asset Management

- Asset data management (condition updates, register maintenance, valuations) is a core workflow and feeds into operational T1 work orders and manual maintenance scheduling.
- Renewal forecasting and lifecycle modelling rely on data generated from manual inspections and T1 work history.

- Asset Management Plan development involves integrating customer insights (e.g., Placescore), condition data, and manual service level assessments.
- This sub-service will play a key role in supporting the transition from manual scheduling to T1 scheduling, ensuring data structures, hierarchies and work categories are ready.
- Reporting and governance processes rely on a mix of manual compilation and T1-based data extraction.

Service Resources – Workforce

Team Numbers (FTE)	36.5

Service Resources – Assets

Fleet and Plant Assets

Fleet Descriptor	Civil Infrastructure	Facility Management	Asset
Light Vehicles	8	9	nil
Trucks	12		
Heavy Plant	2	4**	
Minor Plant*	63	4	

*leaf blowers, concrete saws, trailers etc
** stationary generators for building emergency power

Key Assets
• Road and footpath network • Pipes, pits and sumps within the drainage network • Several large buildings, multiple centres and the ablution and public facilities

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 869,686	$ 47,785,972	-$ 6,359,550	$ 40,556,737
FY26	-$ 900,365	$ 45,676,336	-$ 5,739,897	$ 39,036,074
FY25	-$ 147,717	$ 44,587,862	-$ 5,437,780	$ 39,002,365
FY24	-$ 185,345	$ 42,294,488	-$ 4,052,171	$ 38,056,974

Strategic Planning Service

Growth & Sustainability Business Unit
Sustainable Development & Safety Directorate

2026-2027

Service Purpose

To Coordinate the City's Growth

Service Role & Description

- Document the longer-term town planning vision for the community of Cockburn, in line with State level guidance and planning needs.
- Maintain a local planning framework that facilitates a high standard of development and considers legislative requirements and desired community outcomes.
- Provide timely, quality information that informs and directs increased public and private investment within the district.
- Educates and informs customers on strategic planning processes relevant to the community, including those being managed or delivered by other levels of government or the private sector.
- Manages the equitable provision of development contributions towards local government infrastructure, thereby sharing the cost burden of infrastructure with benefitting parties.

Sub Services

- Strategic Planning
- Development Contributions
- Cartographic Services

Service Objectives and Outcomes

Maintenance of a modern local planning framework that provides a clear vision for the future of the City and a fit for purpose practical assessment tool for today's development proposals.

Equitably administer a source of developer funding towards the delivery of specific (Minister approved) enabling hard and community infrastructure.

Provision of an up-to-date, readily available source of local planning information, including demographic forecasts and maintaining various town planning related web pages and Geographic Information System modules for the City's online mapping system.

Service Users/Customers/Key Stakeholders

- Internal Teams
- Residents and Businesses
- Landowners and Developers
- State Agencies and Service Authorities

Strategic Alignment

Strategic Outcome	Strategic Link
Our Places	4A - Plan for growth and sustainable development 4B - Strengthen unique, liveable and adaptive places 4C - Enhance connectivity and mobility through integrated transport networks
Our Economy	1B - Facilitate economic growth and employment opportunities
Our Environment	2A - Protect and enhance our natural areas and streetscapes
Our Community	3D - Foster connected, accessible communities and services
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5B - Strengthen engagement, communication and enhance customer experience 5D - Strive for financial sustainability and operational excellence

Statutory Obligations:

- Planning and Development Act (2005)
- Planning and Development Act Regulations (2009)
- Planning and Development (Local Planning Schemes) Regulations (2015)
- Metropolitan Region Scheme
- Planning and Development (Region Planning Schemes) Regulations (2023)
- Hope Valley-Wattleup Redevelopment Act (2000)
- City of Cockburn Local Planning Strategy (2024)
- City of Cockburn Town Planning Scheme No.3

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Prepare and maintain/update the City's Local Planning Framework including: • Local Planning Strategy • Local Planning Scheme • Commercial Strategy • Public Open Space Strategy • Local Heritage Framework • Local Planning Policies (strategic only)	4A - Plan for growth and sustainable development 1B - Facilitate economic growth and employment opportunities 5A - Facilitate transparent and accountable governance for today and tomorrow
Assess, process and provide formal advice on strategic planning proposals, such as: • Region and Local Scheme Amendments • District and Local Structure Plans • Commonwealth and State Initiatives / Policies (relating to land use and development only) • Associated development proposals	4B - Strengthen unique, liveable and adaptive places 4C - Enhance connectivity and mobility through integrated transport networks 2A - Protect and enhance our natural areas and streetscapes
Establish and administer Development Contribution Plans to ensure equitable contribution towards local government infrastructure, where the cost burden is shared with benefitting parties	5D - Strive for financial sustainability and operational excellence
Ensure the local planning framework considers community aspirations and desired outcomes	3D - Foster connected, accessible communities and services.
Educate and inform customers on strategic planning processes, including those being managed or delivered by other levels of government or the private sector	5B - Strengthen engagement, communication and enhance customer experience
Provide input into and oversee the annual updating of demographic forecasts	4A - Plan for growth and sustainable development

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 80%) Wellbeing (currently 93%) Progress (currently 84%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process – Indexation of developer contribution rates	Publication on City website	Quarterly
Customer – Scheme amendments and structure plans processed within statutory timeframes	Percentage of – as shown in Strategic Planning – Project Sheet	95%

Service Delivery Model

- Primarily Municipally funded.
- Specialised technical expertise is outsourced only where required. Normally limited to Council-led major projects or peer review where independence of expertise is an important factor.
- A small proportion of costs are recouped from application fees for Scheme Amendments and Local Structure Plans.
- The cost associated with managing the City's Developer Contribution Plans (DCP) including staff, are covered via DCP contributions.

Service Resources – Workforce

Team Numbers (FTE)	10

Service Resources – Assets

Key Assets
• 1 x light fleet vehicle • Profile Id – Demographics Software

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 171,271	$ 1,614,933	$ 874,351	$ 2,318,014
FY26	-$ 232,898	$ 1,753,431	$ 834,528	$ 2,355,061
FY25	-$ 240,096	$ 1,896,192	$ 1,008,904	$ 2,665,000
FY24	-$ 203,200	$ 1,892,081	$ 789,015	$ 2,477,896



Traffic and Major Projects Service

Assets and Projects Business Unit
Infrastructure Directorate

2026-2027

Service Purpose

To plan, design and deliver safe, sustainable and integrated infrastructure and transport solutions that enhance community access, support growth, and ensure high-quality, value-for-money project outcomes for the City of Cockburn.

Service Role & Description

The Traffic and Major Projects Service Area is positioned to provide integrated planning and delivery of the City's transport and infrastructure projects to ensure safe, sustainable, high-quality assets and networks that support community wellbeing and organisational priorities. The service is designed to lead the coordinated planning, design and delivery of capital works, transport networks and infrastructure programs. It ensures projects are strategically aligned, technically sound, environmentally responsible and delivered efficiently, supporting the City's long-term growth, safety, and service outcomes.

Sub Services

- Infrastructure Project Planning
- Project Delivery

Service Objectives and Outcomes

Infrastructure Project Planning

- To plan and prioritise Traffic and Drainage infrastructure using evidence-based analysis, strategic transport oversight and whole-of-organisation capital coordination.
- A safe, efficient and well-planned transport network supported by an investment-ready pipeline of projects and an integrated Forward Capital Works program.

Project Delivery

- To deliver the City's capital projects safely, efficiently and in line with approved scope, cost, schedule and governance requirements.
- High-quality, compliant infrastructure is delivered with clear reporting to executives and timely updates to project owners, ensuring strong community outcomes.

Service Users/Customers/Key Stakeholders

Executive Leadership Team, internal business units, elected members, community, State and Federal government departments and agencies, WALGA, consultants, contractors, developers, neighbouring local governments, residents and road/transport network users.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Places	4B – Strengthen unique, liveable and adaptive places 4C - Enhance connectivity and mobility through integrated transport networks.
Our Environment	2A - Protect and enhance our natural areas and streetscapes.
Our Community	3B - Promote and support active, healthy lifestyles through recreation and wellness.
Our Governance	5A – Facilitate transparent and accountable governance for today and tomorrow

Statutory Obligations

- Local Government Act 1995
- Work, Health and Safety Act 2020
- Road Traffic laws
- Relevant planning, environmental and heritage legislation

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Delivery of approved 26/27 capital works projects and Corporate Business Plan KPIs	3B. Promote and support active, healthy lifestyles through recreation and wellness.

	4C - Enhance connectivity and mobility through integrated transport networks.
Planning, designing and delivery of major civil projects and planning and design of minor infrastructure projects.	3B. Promote and support active, healthy lifestyles through recreation and wellness. 4B – Strengthen unique, liveable and adaptive places 4C - Enhance connectivity and mobility through integrated transport networks.
Management of State and Federal Government project program grants (MRRG, Black Spot).	5A – Facilitate transparent and accountable governance for today and tomorrow
Manage projects in accordance with the City's Project Management Framework.	5A – Facilitate transparent and accountable governance for today and tomorrow
Preparation of Local Area Traffic Management proposals in accordance with Council policy with funding proposals for consideration of Council.	4C - Enhance connectivity and mobility through integrated transport networks.
Management of customer enquiries relating to transport and traffic	4C - Enhance connectivity and mobility through integrated transport networks.

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 72%) Wellbeing (currently 60%) Progress (currently 63%)
Financial – Delivery of Operational Works to Budget	Annual	+/- 2% Operational Budget variance

Carry Forward Value as a % of Approved Annual Capital Works Program - reduces	Annual	Reduction
Projects delivered to approved scope, cost and schedule	Project completion	> 80%.
Grant submissions and acquittals completed by required deadlines	Monitoring due dates and submissions to State and Federal agencies (MRRG, Black Spot, etc.)	90% of grant submissions and acquittals lodged on time
Timely and accurate responses to customer and Councillor enquiries	CRM System analysis	90% responded within Charter timeframes

Service Delivery Model

- Traffic & Major Projects delivers a hybrid service model: in-house planning and governance, shared procurement with Corporate Services, and contracted design/construction partners, coordinated with State agencies and neighbouring LGAs.
- Workflows through the City's Project Management Framework, from scoped concepts and capital budgeting to procurement, delivery and handover;
- LATM and transport workflows are policy-led and evidence-based, and grants are pursued and acquitted to deadlines.
- Technology underpins delivery: portfolio reporting to track scope/time/cost/risk,
- CRM to meet Customer Service Charter response standards, transport analytics to prioritise treatments, and digital TMP review to keep worksites safe and compliant

Service Resources – Workforce

Team Numbers (FTE)	27.6

Service Resources – Assets

Key Assets
• Nil

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 2,419,570	-$ 132,777	$ 2,286,793
FY26	-$ 35,000	$ 3,648,654	-$ 745,222	$ 2,868,432
FY25	-$ 13,210	$ 2,823,881	-$ 420,203	$ 2,390,467
FY24	$ -	$ 2,388,724	-$ 424,455	$ 1,964,269



5. Our Governance

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.

Strategic Objectives

- **5A.** Facilitate transparent and accountable governance for today and tomorrow
- **5B.** Strengthen engagement and communication and enhance customer experience.
- **5C.** Champion strategic partnerships and stakeholder collaboration
- **5D.** Strive for financial sustainability and operational excellence



Business and Spatial Systems

Information Services Business Unit
Corporate and System Services Directorate

2026-2027

Service Purpose

To ensure the City's enterprise systems, spatial information, digital tools, and supporting processes are well-managed, reliable, and strategically aligned to organisational priorities.

Service Role & Description

Business and Spatial Systems enables the business by collaboratively solving problems through process improvement, technology leadership and innovation by:

- Providing stable, secure and fit-for-purpose business systems and spatial technologies that enhance service delivery and organisational productivity.
- Ensuring the City's spatial information is accurate, accessible and supports effective planning, asset management, safety, and operational decision-making.
- Support digital transformation through strategic advice, business improvement initiatives, integration of core systems, and adoption of modern mapping and analytical technologies.

Sub Services

- Business Systems and Digital Applications:
- GIS

Service Objectives and Outcomes

- Improved digital customer experiences through well-designed online mapping, web platforms and streamlined internal processes.
- Enhanced organisational capability, with staff equipped to leverage ERP and spatial technology effectively.
- Future-ready technology environments, including cloud-based systems, AI-enhanced spatial analysis and secure data management.

Service Users/Customers/Key Stakeholders

Business & Spatial Systems primarily supports internal customers, while also enabling indirect benefits to the wider community through the systems and spatial data the organisation relies on. Key stakeholders include all City service units that use the ERP (TechOne); residents; businesses; contractors; State agencies and partners and developers and consultants

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5B - Strengthen engagement and communication and enhance customer experience 5C - Champion strategic partnerships and stakeholder collaboration 5D - Strive for financial sustainability and operational excellence
Our Community	3A - Strengthen and facilitate a safe and secure Cockburn 3D - Foster connected, accessible communities and services.

Statutory Obligations:

- Local Government Act 1995 (WA)
- Local Government (Audit) Regulations 1996
- State Records Act 2000 (WA)
- Privacy Act 1988 (Cth) (where applicable)
- Privacy & Responsible Information Sharing Act 2024
- Planning and Development Act 2005 (WA) (system enablement)
- Work Health and Safety Act 2020 (WA) (technology-related risks)

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Corporate business systems administration and support (TechOne & related applications)	5A - Facilitate transparent and accountable governance for today and tomorrow.
Business analysis, process improvement and system optimisation	5A - Facilitate transparent and accountable governance for today and tomorrow.
Application integration and compliance assurance across corporate systems Spatial data management and maintenance of the City's geospatial database	3D - Foster connected, accessible communities and services.
Spatial data management and maintenance of the City's geospatial database	3D - Foster connected, accessible communities and services.
Delivery and maintenance of internal and public mapping platforms (IntraMaps, Cockburn Mapping Hub)	3A Strengthen and facilitate a safe and secure Cockburn
GIS service requests, spatial analysis and technical support	5B Strengthen engagement and communication and enhance customer experience.
Support for mobile and field-based inspection workflows (waste, street trees, graffiti, firebreaks, CoSafe)	3A - Strengthen and facilitate a safe and secure Cockburn 3D - Foster connected, accessible communities and services.
BYDA and spatial referral processing for safe works and contractor coordination	3A - Strengthen and facilitate a safe and secure Cockburn
GIS analytics dashboards and business systems reporting activities	5A - Facilitate transparent and accountable governance for today and tomorrow.

Website and digital service support (corporate CMS and online forms)	5B Strengthen engagement and communication and enhance customer experience.
Staff support, training and capability uplift for use of systems and spatial tools	5D - Strive for financial sustainability and operational excellence

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 71%) Wellbeing (currently 64%) Progress (currently 66%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Customer Timely completion of service requests	SLA reporting through service desk system	80% resolved within SLA timeframes
Process System availability and reliability for key corporate applications	System uptime logs, monitoring tools	High availability (approx. 99%+, excl. planned outages) for City-managed platforms.
Process Accuracy and currency of spatial data	Routine data validation, update audits	Updates completed within 10 business days per spatial schedules
Customer Internal customer satisfaction with Business & Spatial Systems	Annual/periodic satisfaction survey	Maintain or improve satisfaction year-on-year

Service Delivery Model

- Primarily insourced delivery model, with core business systems, spatial data management, GIS operations and application support delivered by internal staff.
- Specialist external vendors engaged as required, particularly for:
  - ERP vendor services (e.g., TechOne, Atturra)

    - Specialist GIS technologies (e.g., ESRI, 1Spatial)
- Centralised service support via the Service Desk, ensuring consistent triage, SLA tracking and customer communication.
- Collaborative operating model with other internal service units (Planning, Infrastructure, Waste, Parks, Governance, Finance, CoSafe, Customer Service etc) to embed business systems and GIS into workflows and operational processes.
- Use of modern digital tools and platforms, including:
    - ERP modules and enterprise applications
    - GIS platforms such as IntraMaps, ESRI
    - Mobile applications for field inspections, data capture and service requests
    - Corporate website and digital forms
- Integration-driven approach, ensuring spatial and corporate systems connect seamlessly to support end-to-end processes (e.g., mapping layers feeding planning, asset management, and customer workflows).
- Governed change management practices, including assessment of new application proposals, system upgrades, data governance, and integration reviews.
- Proactive system and data stewardship, including periodic system updates, data validation cycles, monitoring, and continuous improvement.
- Customer-centred service, focusing on responsive support, clear communication, staff enablement, and maintaining high internal satisfaction.
- Scalable service model designed to adapt to future trends such as AI-enhanced spatial analysis, cloud-based ERP evolution, and emerging digital transformation initiatives.

Service Resources – Workforce

Team Numbers (FTE)	16.39

Service Resources – Assets

Key Assets
• Corporate business systems and ERP platform (TechOne) - finance, HR, assets, property, works, customer workflows, etc. • Corporate applications and integrated components • GIS platforms and spatial technology stack, including IntraMaps (internal mapping), ESRI, Mapcontrol accessible map services • Spatial database infrastructure • Mobile and field solutions, including data capture, inspection and compliance tools, street trees, graffiti, CoSafe, firebreaks • IT infrastructure supporting systems • Digital platforms and online service tools such as City website CMS, public-facing forms, Intranet

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 5,562,506	-$ 4,974,313	$ 588,192
FY26	$ -	$ 5,391,502	-$ 4,729,536	$ 661,966
FY25	$ -	$ 4,697,553	-$ 4,554,389	$ 143,165
FY24	$ -	$ 2,869,068	-$ 2,749,069	$ 120,000

Communications and Engagement

People and Organisational Performance Business Unit
Corporate and System Services Directorate

2026-2027

Service Purpose

To inform and engage ratepayers, community members, local businesses, stakeholders and employees and to foster meaningful connections between the community and local government by gathering feedback, sharing information, and empowering residents to shape the future of their city.

Service Role & Description

Communications and Engagement supports the organisation in communicating its activities to stakeholders through the development of communications plans and engagement plan, the creation of associated collateral and the maintenance and management of the City's key communication platforms and channels. This service also manages proactive and reactive media relations and internal communications.

Sub Services

- Media and public relations
- Graphic Design
- Community Engagement
- Marketing and Communications
- Internal Communications
- Website governance

Service Objectives and Outcomes

- Enhance the City's reputation through meaningful, accurate and relevant engagement with stakeholders.
- Promote City services, facilities, events and programs.
- Ensure our people are informed and engaged.

Service Users/Customers/Key Stakeholders

- Employees
- Residents
- Businesses
- Ratepayers
- Visitors

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5B - Strengthen engagement, communications and enhance customer experience

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Producing and implementing communications and marketing plans and activities for City services	5B - Strengthen engagement, communications and enhance customer experience
Managing Instagram, Facebook, LinkedIn and Managing corporate website and continual improvement	5B - Strengthen engagement, communications and enhance customer experience
Managing an internal digital asset management platform	5B - Strengthen engagement, communications and enhance customer experience
Proactive and reactive media and public relations	5B - Strengthen engagement, communications and enhance customer experience
Internal communications – monthly staff newsletter; ELT monthly briefings, Intranet, news stories, staff communications	5B - Strengthen engagement, communications and enhance customer experience
Development of engagement plans and implementing	5B - Strengthen engagement, communications and enhance customer experience
Community Engagement submissions analysis and reporting for internal teams	5B - Strengthen engagement, communications and enhance customer experience

Programs and activities	Strategic link
Feedback published and update provided to community	5B - Strengthen engagement, communications and enhance customer experience
Ensures brand is upheld through adherence to corporate style guides	5B - Strengthen engagement, communications and enhance customer experience
Graphic design service for the organisation	5B - Strengthen engagement, communications and enhance customer experience
On call duties for crisis and incident communications	5B - Strengthen engagement, communications and enhance customer experience
Writing Mayoral speeches	5B - Strengthen engagement, communications and enhance customer experience
Providing updates to third party directories and website	5B - Strengthen engagement, communications and enhance customer experience

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 70 %) Wellbeing (currently 64%) Progress (currently 81 %)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Community engagements go live on time*	Community Engagement project tracker	100%

Measure of Success	Mechanism of Measure	KPI
Engagement plans are developed and endorsed before engagement begins.	Internal project tracking; plan approvals	100% of eligible projects have an engagement plan.
Engagement activities are delivered within agreed timeframes and scope.	Project team feedback; internal reporting.	≥ 90% delivered within agreed timeframe.
Clear and accessible community information is produced for all major projects.	Information meets readability, accessibility and consistency standards.	100% of major projects receive communications support.
Comment on Cockburn platform is maintained and updated for all active engagements.	Platform analytics and audit checks.	Pages live on the date engagement goes live
Data analysis and reporting is completed within agreed timeframes.	Adherence to dates specified and agreed in engagement plan; project team satisfaction surveys.	≥ 90% of reports completed by agreed deadline.
Closing the loop occurs for every completed engagement.		100% of engagements have a published close-the-loop update.
Communications Plans and their outputs are delivered on time	Our project tool Asana	95% of plans are delivered on time
Communications Plans have the right approvals before communications begins	Communication Plan updated	95% have the right approval before communications begin

*subject to no delay by the project owner

Service Delivery Model

The service is predominantly in-house
Minimum six-eight week lead in time to develop a communications plan and all associated collateral, noting some exceptions for statutory matters.

Key processes or workflows.

- Community Engagement Framework
- Community Engagement Internal Journey Map
- Community Engagement Consultant Journey Map
- Media Library user guide

- Crisis and Incident Communications Plan
- Stakeholder /PR event procedure
- Approvals process Media
- Approvals process unique per plan
- Public Notice Communication Advertising Procedure Local Government Act
- Award Procedure Communications
- Corporate Use of Artificial Intelligence – Administration Policy
- Website Management Policy – Administration Policy
- Website Governance Plan
- Website Process Workflow
- Social Media and ECM Guidelines
- Website Editing Guides (various)
- Soundings Magazine Procedure
- Soundings e newsletter procedure
- Social media plan
- Social Media Response Framework
- Social Media approvals process
- Sign ordering procedure
- Speech Procedure
- SMS Procedure
- Billboard booking procedure
- Digital / illuminated signs updating procedure
- Officer on Call Procedure
- Daily news and weekly news summary procedure including media monitoring

Use of technology and digital tools.

- Asana: project management
- Hootsuite: social media management
- Kentico: corporate website CMS
- Social media platforms
- HIVO: Digital Asset Management System – DASH
- Vision 6 email marketing platform
- Global SMS: text marketing platform
- VNNOX: cloud-based digital street sign publishing platform
- Social Pinpoint for Comment on Cockburn hosting
- AI for sourcing information and some editing
- Adobe Creative Suite: design and illustration tools

Service Resources – Workforce

Team Numbers (FTE)	12.8

Service Resources – Assets

Key Assets
• Website(s) – primary City channel for communication • Social media scheduling platform (contract - Hootsuite) • Digital Asset Management System (contract – HIVO) • Google analytics

- Asana (manage workflow in team)
- Facebook, LinkedIn and Instagram social media sites
- Keepass – password manager
- Funnel back website search
- Intranet
- Vision 6 – enews subscription
- Lucky Orange – track web analytics via heat mapping and recording
- Billboards across the City
- Two cameras, tripods, associated microphones and equipment
- Comment on Cockburn

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 2,865,092	-$ 2,820,292	$ 44,800
FY26	$ -	$ 1,918,703	-$ 1,745,482	$ 173,221
FY25	$ -	$ 2,163,302	-$ 2,143,302	$ 20,000
FY24	$ -	$ 1,981,689	-$ 1,355,598	$ 626,091

Governance, Legal and Compliance

Office of the CEO

2026-2027

Service Purpose

Well-governed and on the right side of the law.

Service Role & Description

The governance, legal and compliance team provides confidence to the community and Council that the City acts openly, lawfully, democratically and with integrity.

Sub Services

- Council Meetings and Briefings support
- Elected Members support and enquiries
- Legal
- Governance (including delivery of local government elections)
- Risk
- Internal Audit
- Business Continuity

Service Objectives and Outcomes

- Council meetings and briefings are delivered to a high standard and are compliant and accessible
- Elected Members are supported to fulfil their democratically elected roles
- The community are engaged in Council's decision-making and democratic processes, so they have confidence the City is well governed
- Timely, accurate, and practical legal advice and services enabling the City to operate lawfully and make informed decisions
- Risk management that is integrated into planning and drives business decisions.
- Integrity and internal audit processes provide assurance to Council and the community.
- Business continuity planning and training to prepare the business for incident response.

Service Users/Customers/Key Stakeholders

Council, staff and the community

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow

Statutory Obligations

- Local Government Act 1995;
- Corruption, Crime and Misconduct Act 2003;
- Public Interest Disclosure Act 2003;
- Parliamentary Commissioner Act 1971,
- Privacy and Responsible Information Sharing Act 2024
- Freedom of Information Act 1992.

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Council Meetings and Briefings	5A - Facilitate transparent and accountable governance for today and tomorrow
Elected Member support	5A - Facilitate transparent and accountable governance for today and tomorrow
Legal Services	5A - Facilitate transparent and accountable governance for today and tomorrow
Governance (including delivery of local government elections)	5A - Facilitate transparent and accountable governance for today and tomorrow
Risk	5A - Facilitate transparent and accountable governance for today and tomorrow
Internal Audit	5A - Facilitate transparent and accountable governance for today and tomorrow

Ward Boundary Review	5A - Facilitate transparent and accountable governance for today and tomorrow

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 75%) Wellbeing (currently 66%) Progress (currently 75%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process Council, Committee and Electors Meetings are delivered in accordance with statutory requirements	Compliance with statutory requirements	>90%
Legal spend decrease (excluding on-foot litigation)	Decrease when compared to previous financial year	Legal spend no greater than previous year
Governance	Score for compliance audit return (CAR)	>90%
Delivery of Internal Audit Plan	Completion of all audits scheduled for the year.	100%
Business Continuity	1 business continuity scenario each year	>95%
Customer Customer satisfaction (Elected Members and Staff)	Quarterly survey	>80%

Service Delivery Model

- In-house – Council Meeting support; Elected Members support; Legal (where within expertise/resources of legal team); Governance; Risk; Internal Audit (coordination of audits);

- Suppliers – legal advice and litigation (where outside expertise/resources of legal team); prosecutions (from First Mention onwards); delivery of local government elections; internal audits (audits).

*Service Resources – Workforce

Team Numbers (FTE)	18.2

*Service FTEs presented in this Service Plan include those allocated to Governance, Legal and Compliance, and also incorporate the Office of the CEO, including the Executive Team and Executive Assistants.

Service Resources – Assets

Key Assets
• Caseguard – with high spec computer • InfoCouncil • Docs on Tap • Nexlaw

*Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 7,600	$ 5,833,253	$ 8,053,329	$ 13,878,982
FY26	-$ 989,725	$ 7,546,301	$ 7,822,439	$ 14,379,015
FY25	-$ 1,653	$ 4,998,127	$ 8,020,477	$ 13,016,951
FY24	-$ 1,653	$ 6,709,871	$ 8,726,304	$ 15,434,521

*Service costings within this Service Plan include those associated with Governance, Legal and Compliance. They also incorporate the Office of the CEO, including the Executive Team and Executive Assistants.

Health and Building Services

Development and Safety Business Unit
Sustainable Development and Safety Directorate

2026-2027

Service Purpose

A healthy and safe community

Service Role & Description

The Service provides an advisory, monitoring and approval service to the City, residents and external agencies on all public health and building matters. This may include investigative, advisory, and monitoring activities as well as education and preventive health promotion and enforcement activities.

Key stakeholders include Federal, State and local government agencies, private businesses, consultants, community groups, not for profit agencies, general public and internal stakeholders.

Sub Services

- Public Health – Environmental Health and Health Promotion staff
- Building Services – Building Surveyors, administrative and technical officers

Service Objectives and Outcomes

Public Health and Building Services facilitates the provision of a built and natural environment that protects, supports and facilitates positive public health and wellbeing outcomes for the community by

- ensuring that the built environment is safe and protects public health
- identifying and managing potential public health risks
- providing ready access to outreach services and support programs, to enable the community to maintain an active and healthy lifestyle.

Service Users/Customers/Key Stakeholders

Key stakeholders include Federal, State and local government agencies, private businesses, consultants, community groups, not for profit agencies, general public and internal stakeholders.

Strategic Outcome	Strategic Link
Our Governance	5A – Facilitate transparent and accountable governance for today and tomorrow
Our Places	4B – Strengthen unique, liveable and adaptive places
Our Community	3B - Promote and support active, healthy lifestyles through recreation and wellness

Statutory Obligations:

- Building Act 2011
- Environmental Protection Act 1986;
- Food Act 2008; Health (Miscellaneous Provisions) Act 1911;
- Local Government Act 1995, Public Health Act 2016; and other related legislation.

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Public Health Services • assessment of business compliance with legal public health responsibilities • providing advice on the potential public health impacts of development • monitoring of environmental health factors and nuisance conditions	5A – Facilitate transparent and accountable governance for today and tomorrow 3B - Promote and support active, healthy lifestyles through recreation and wellness
Building Services • assess Building Act applications to ensure built form outcomes meet minimum health and safety requirements • make available to property owners records related to their approved built structures	5A – Facilitate transparent and accountable governance for today and tomorrow 4B – Strengthen unique, liveable and adaptive places
Health Promotion • deliver low-cost preventive health and wellbeing programs • engage with the community at events to enable health risks to be identified	3B - Promote and support active, healthy lifestyles through recreation and wellness

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 73%) Wellbeing (currently 76%) Progress (currently 74%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	Number of assessments of public health businesses each year	2,000 assessments per year
Process	Percentage of Building Act applications assessed within the statutory timeframes	95% of Building Act applications assessed within the mandatory timeframe

Service Delivery Model

- Public Health and Building Services is primarily insourced.
- Partnerships with Cockburn Integrated Health, and other local health service providers.
- Building Act application assessment is primarily provided via electronic means.
- Public Health service delivery is primarily direct customer contact in person.

Service Resources – Workforce

Team Numbers (FTE)	31.6

Service Resources – Assets

Key Assets
• 6 x light fleet vehicles • Dust meter, sound level meters x2, microscope, water sampling kits x2; and assorted sampling equipment, a builder's level, testing and analysis equipment, assorted hand-tools

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 1,667,000	$ 4,022,007	$ 2,068,314	$ 4,423,320
FY26	-$ 1,434,000	$ 3,971,377	$ 2,001,094	$ 4,538,471
FY25	-$ 1,428,500	$ 4,381,794	$ 1,667,933	$ 4,200,074
FY24	-$ 1,263,700	$ 4,464,254	$ 1,236,982	$ 4,078,216

Information, Technology and Customer

Information Services Business Unit
Corporate & System Services Directorate

2026-2027

Service Purpose
The purpose of the Information Management, Technology and Customer Experience Service is to deliver integrated, secure, and customer centred information and digital services that enable the City of Cockburn to operate efficiently, transparently, and in alignment with community expectations.

Service Role & Description
The Information Management, Technology and Customer Experience Service brings together Customer Experience, Information Technology, Information Management and Cyber Security to provide a cohesive end-to-end service. It supports high-quality customer interactions, enables safe and reliable digital platforms, and ensures information is created, managed, protected, and retained appropriately.

Sub Services
- Customer Experience (contact centre, front counter, digital enquiries, complaints management)
- Information Management
- Information Technology (infrastructure, systems, IT service desk)
- Cyber Security and Information Security
- Digital Enablement and Continuous Improvement

Service Objectives and Outcomes
This service ensures customers can easily engage with the City, staff are supported by reliable technology, and information assets are managed in accordance with legislative and governance requirements. This service supports efficient, reliable and secure council operations, strong information governance, transparency and legislative compliance and increased digital service uptake and productivity

Service Users/Customers/Key Stakeholders

- Council, Executive Leadership Team, and Elected Members
- All directorates and service areas
- Residents, ratepayers, and community members
- Contractors and service providers
- Technology vendors and managed service partners

- State and Federal Government agencies
- Regulatory bodies and auditors

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5B - Strengthen engagement and communication and enhance customer experience. 5D - Strive for financial sustainability and operational excellence
Our Community	3A - Strengthen and facilitate a safe and secure Cockburn
Our Economy	1B - Empower and support local businesses
Our Places	4B - Strengthen unique, liveable and adaptive places

Statutory Obligations:

- Local Government Act 1995 (WA)
- Local Government (Audit) Regulations 1996
- State Records Act 2000 (WA)
- Privacy Act 1988 (Cth) (where applicable)
- Privacy & Responsible Information Sharing Act 2024
- Planning and Development Act 2005 (WA) (system enablement)
- Work Health and Safety Act 2020 (WA) (technology-related risks)

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Incoming and outgoing mail management	5A - Facilitate transparent and accountable governance for today and tomorrow
ECM system administration, support and training	5A - Facilitate transparent and accountable governance for today and tomorrow

Policy, procedure and Recordkeeping Plan development	5A - Facilitate transparent and accountable governance for today and tomorrow
Records and information management governance, advice, education and business process improvement	5A - Facilitate transparent and accountable governance for today and tomorrow
Archives and disposal management	5A - Facilitate transparent and accountable governance for today and tomorrow
Information management service desk (helpdesk) and support	5B - Strengthen engagement, communication and enhance customer experience
Coordination of Legal Deposit, including the annual review of publications list and procedure	5A - Facilitate transparent and accountable governance for today and tomorrow
Daily management of inbound calls, face to face interactions, emails and customer requests.	5B - Strengthen engagement, communication and enhance customer experience
Lodgement and tracking of service requests in corporate systems.	5B - Strengthen engagement, communication and enhance customer experience
Customer follow-up and communication.	5B - Strengthen engagement, communication and enhance customer experience
Quality assurance and coaching.	5B - Strengthen engagement, communication and enhance customer experience
Collaboration with service areas to resolve customer issues.	5D - Strive for financial sustainability and operational excellence

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 71%) Wellbeing (currently 64%) Progress (currently 66%)

Financial	YTD Actual vs Budget; Cost Reporting	±2% Operating Result vs Budget; no increase in cost per service transaction
Technology & Service Delivery	System Availability Monitoring; Service Desk Reports	≥99.9% availability of critical systems; ≥90% service requests resolved within SLA; ≥70% first-contact resolution
Cyber Security & Risk	Security Incident Reports; Annual Risk Assessment; Patch Management	≥95% of critical patches applied within 30 days

Service Delivery Model

Information Management:
- Majority of services are delivered in-house
- Archive storage, daily mail & inter-office courier runs, and confidential destruction bins are provided by contracted external service providers

Information Technology:
- Core ICT services are delivered in-house, including service desk, systems administration, infrastructure, and cyber security
- Specialist services (e.g. managed services, penetration testing, infrastructure projects) are delivered through contracted vendors and partners

Customer Experience:
- Customer service operations are delivered primarily in-house across contact centre, front counter, and digital channels
- After-hours or overflow services may be supported through contracted providers where required

Key processes or workflows.
Use of technology and digital tools.

Information Management:
- TechnologyOne ECM is used to store, distribute, and manage the City's records
- ECM Business Process Automation (BPA) is used to automate document workflows
- Trapeze Capture XML scanning software and Adobe Pro are used to digitise paper records

Information Technology:
- ICT service management tools are used to log, prioritise, and resolve incidents and service requests
- Enterprise infrastructure, network, and cloud platforms support secure and resilient operations
- Cyber security tools are used for monitoring, access control, threat detection, and incident response

- Backup, disaster recovery, and business continuity systems protect critical information and services

Customer Experience:

- Customer request and complaint management systems are used to log, track, and report customer interactions
- Telephony and digital contact platforms support phone, email, and online enquiries
- Knowledge bases and standard operating procedures are used to ensure consistent and accurate responses
- Reporting and analytics tools are used to monitor demand, performance, and customer satisfaction
- Digital forms and self-service channels are used to reduce customer effort and improve accessibility

Service Resources – Workforce

Team Numbers (FTE)	30.73

Service Resources – Assets

Key Assets
• IT Network , Server and UPS infrastructure and supporting systems • 1 x light vehicle

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 9,017,313	-$ 9,017,313	$ -
FY26	$ -	$ 8,651,587	-$ 8,581,264	$ 70,323
FY25	$ -	$ 7,779,052	-$ 7,180,233	$ 598,821
FY24	$ -	$ 8,425,090	-$ 7,862,984	$ 562,106

Organisational Capability and Performance

People and Organisational Performance Business Unit
Corporate and System Services Directorate

2026-2027

Service Purpose

This service's purpose is to strengthen the organisation's ability to deliver high-quality services to the community by building capability, driving and reporting on organisational performance, and enabling effective decision-making.

Service Role & Description

This Service unit works across the City to plan, measure and report on organisational performance, compiling documents including the Corporate Business Plan, Strategic Community Plan and is responsible for mandated Annual Reporting. The Service unit builds organisational culture and leadership capability, coordinates training and performance appraisals and includes the Project Management Office which is responsible for project governance.

Sub Services

- Business Planning
- Culture and Employee Engagement
- Organisational Development
- Project Management Office

Service Objectives and Outcomes

The role of this service is to lead the delivery of business planning, performance reporting, organisational development and project governance. Each sub services contributes to this vision, with Business Planning, Project Management Office and Risk guiding the governance frameworks and the Culture and Organisational Development sub services leading the ongoing development and engagement of team members that deliver our other services.

Service Users/Customers/Key Stakeholders

Internal stakeholders include employees, Senior leadership team; Community engagement; Projects, Council; Department of Local Government, Industry Regulation and Safety. Registered Training Organisations.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5D. Strive for financial sustainability and operational excellence 5A. Facilitate transparent and accountable governance for today and tomorrow 5B. Strengthen engagement, communication and enhance customer experience

Statutory Obligations

Local Government Act 1995

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Performance planning, goals and appraisals	5D - Strive for financial sustainability and operational excellence
Training and development	5D - Strive for financial sustainability and operational excellence
Employee engagement - Reward and Recognition eco-system; Hearts and Minds program.	5D - Strive for financial sustainability and operational excellence
Culture and Values – implemented through Codes of Conduct, the Diversity and Inclusion plan and other cultural keystones.	5D - Strive for financial sustainability and operational excellence
Trainees, apprentices and graduates – administer the contracts and claims; support the candidates and the leaders throughout to support them to completion; monitor progress.	5D - Strive for financial sustainability and operational excellence
Leadership Capability – Senior Leadership Team forums; Leadership Capability program; Emerging Leader program.	5D - Strive for financial sustainability and operational excellence

Strategic community and corporate business planning	5A - Facilitate transparent and accountable governance for today and tomorrow 5D - Strive for financial sustainability and operational excellence
Quarterly and Annual Reporting	5A - Facilitate transparent and accountable governance for today and tomorrow 5D - Strive for financial sustainability and operational excellence
Project Management Office governance and reporting	5A - Facilitate transparent and accountable governance for today and tomorrow 5D - Strive for financial sustainability and operational excellence

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 70%) Wellbeing (currently 64%) Progress (currently 81%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	Planning calendar event completion	Completion of key planning deliverables by due date – 95% completion rate.
Process	Completion of performance plans and appraisals	95% completion rate by November 30th 2026.
Customer	Participation in business planning workshops	90% participation rate of Senior Leaders and Service Managers in context setting, budgeting and service planning workshops

Customer	Annual engagement survey	Ongoing training and development of staff satisfaction rating of +75% (baseline 60%)

Service Delivery Model

- In-house delivery

Service Resources – Workforce

Team Numbers (FTE)	7.4

Service Resources – Assets

Key Assets
• CiAnywhere Performance Planning and Appraisals system module • X-ref Survey platform

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 1,547,595	-$ 1,547,595	$ -
FY26	$ 3,495	$ 1,272,650	-$ 1,438,005	-$ 168,850
FY25	$ -	$ 1,755,368	-$ 2,348,369	-$ 593,001
FY24	$ -	$ 1,704,985	-$ 304,024	$ 1,400,961



People Experience

People and Organisational Performance Business Unit
Corporate and System Services Directorate

2026-2027

Service Purpose

We support our people with safe, fair, reliable and compliant WHS, HR and Payroll services.

Service Role and Description

The People Experience Service Unit delivers integrated Recruitment, HR, Work Health and Safety (WHS) and Payroll services to the City of Cockburn. We make sure these are compliant and delivered in a timely, professional way to mitigate risk for the City.

Sub Services

- Recruitment
- Payroll
- Human Resources
- Work health, safety and wellbeing

Service Objectives and Outcomes

The People Experience Service Unit objectives are to ensure the City has the right mix of people and supporting systems to successfully deliver on its plans to meet Community requirements.

Service Users/Customers/Key Stakeholders

The People Experience Service Unit provide services to internal stakeholders at the City including employees and People Leaders. External stakeholders include service providers – contractors, volunteers, Local Government network, WALGA, LGIS; External agencies – WorkSafe WA, Industrial Relations Commission, WorkCover, unions, Government agencies and Community – candidates, job fairs, supported wage, secondary and tertiary education providers forums etc.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5D - Strive for financial sustainability and operational excellence 5C - Champion strategic partnerships and stakeholder collaboration
Our Economy	1B - Facilitate economic growth and employment opportunities

Statutory Obligations

- Work Health and Safety Act 2020 (WA)
- Corruption, Crime and Misconduct Act 2003 (WA)
- Public Interest Disclosure Act 2003 (WA)
- Industrial Relations Act 1979 (WA)
- Work Health and Safety Act 2020 (WA)
- Local Government Act 1995 (WA)
- Local Government (Long Service Leave) Regulations 2024 (WA)
- Minimum Conditions of Employment Act 1993 (WA)
- Workers Compensation and Injury Management Act 2023 (WA)
- Equal Opportunity Act 1984 (WA)
- Provisions of the Fair Work Act 2009 (Cth) and Fair Work Regulations 2009 (Cth) that apply to Western Australian local government employers

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
End to end recruitment services for permanent and casual employees	1B - Facilitate economic growth and employment opportunities 5A - Facilitate transparent and accountable governance for today and tomorrow
Support with onboarding of City volunteers	5D - Strive for financial sustainability and operational excellence
Payroll services to permanent and casual employees	5D - Strive for financial sustainability and operational excellence

Employee relations, Industrial Agreement negotiation, interpretation and application; responses, representation, risk minimisation	1B - Facilitate economic growth and employment opportunities 5D - Strive for financial sustainability and operational excellence
Policies, procedures, guidelines, frameworks	5A. Facilitate transparent and accountable governance for today and tomorrow
Employee benefits administration	5C. Champion strategic partnerships and stakeholder collaboration
Workforce planning – organisational structure maintenance, position descriptions, role classification/review	5A. Facilitate transparent and accountable governance for today and tomorrow
Performance management including performance improvement, triage, investigations and outcomes	5C. Champion strategic partnerships and stakeholder collaboration
People leader support and coaching	5A. Facilitate transparent and accountable governance for today and tomorrow

Service Standards and Levels

Service delivery is guided by the requirements of the City of Cockburn Industrial Agreement 2025, applicable legislative obligations and internal service level agreements for the provision of services to meet City Plan commitments.

Measure of Success	Mechanism of Measure	KPI
People and Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 70%) Wellbeing (currently 64%) Progress (currently 81%)
	Completion noted within TechnologyOne plans and reporting	At least 80% of planned learning and professional development actions for Service Unit employees are completed by end of financial year.
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 10% Operating Result, excluding Depreciation and Amortisation

Work Health, Safety and Wellbeing	Psychosocial risk assessment completed within BeSafe	Complete one psychosocial risk assessment for Service Unit per financial year
Process	WHS/HR (Advisors/BPs) engagement schedule BigRedSky reporting dashboard Employee benefits program is launched	WHS/HR (Advisors/BPs) proactively meet at least monthly with their designated Service Units At least 95% of contracts of employment are issued within three business days of the approval being granted or the recruitment process being finalised Implementation of employee benefits program by 31 Dec 2026
Customer	Number of Employee Consultative Group meetings held Number of Work Health and Safety Committee Group meetings held Employee Wellbeing Expo held	At least two Employee Consultative Group meetings held annually At least four Work Health and Safety Committee meetings held annually Complete one Wellbeing Expo for employees within financial year

Service Delivery Model

Service delivery is primarily in-house with assistance from speciality providers, consultants, WALGA and collaboration with other local governments, as required.

Service Resources – Workforce

Team Numbers (FTE)	19.84

Service Resources – Assets

Key Assets
Software • CiAnywhere TechnologyOne • BigRedSky • BeSafe (Skefto) • EmpLive

- LinkSafe
- Solv
- Safety Culture

Vehicles

- Service Lead Work Health and Safety
- Work Health and Safety pool vehicle

IT Equipment

- 5 x tablets for workplace inspections etc.

Other Equipment

- 3 x Breathalyser units for alcohol testing
- Oral fluid drug testing kits
- 11 x LinkSafe contractor/visitor sign in kiosks with iPads and label printers.

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 300,000	$ 4,550,865	-$ 4,250,865	$ -
FY26	-$ 170,000	$ 4,688,803	-$ 4,275,755	$ 243,049
FY25	-$ 107,000	$ 4,200,255	-$ 3,650,548	$ 442,707
FY24	-$ 297,000	$ 4,002,481	-$ 3,295,871	$ 409,610



Procurement and Contracts Service

Financial Services Business Unit
Corporate and Systems Services Directorate

2026-2027

Service Purpose

Deliver effective and accountable procurement and contract management that achieves value for money, complies with statutory requirements, supports sustainable practices, manages risk, and reflects the City's community priorities.

Service Role & Description

This Service is responsible for leading and manage all procurement and contract activities to ensure compliance with legislation, policy, and best practice, developing and maintaining robust procurement systems, procedures, and documentation, including tendering and contract management.

Sub Services

- Strategic procurement planning
- Tender management
- Contract administration
- Supplier management

Service Objectives and Outcomes

- Ensure all procurement activities are compliant, transparent, and deliver best value.
- Develop and implement systems that mitigate risk and support continuous improvement.
- Achieve operational efficiency in purchasing and contract management.
- Support the City's strategic objectives through effective procurement practices.

Service Users/Customers/Key Stakeholders

City employees; Executive Leadership, Suppliers & Contractors; Local and social businesses/enterprises

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow 5C - Champion strategic partnerships and stakeholder collaboration 5D - Strive for financial sustainability and operational excellence

Statutory Obligations

Local Government (Functions and General) Regulations 1996

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Develop procurement strategies and guides business units on market engagement to ensure compliance and alignment with organisation priorities.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence
Manages the full tender lifecycle to ensure probity, fairness, and transparency in all procurement processes.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence
Facilitates evaluation panels and prepares accurate recommendation reports to support informed Executive and Council decisions.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence
Drafts and finalises contracts using standard templates, resolves departures, and coordinates award communications.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence

Ensures legislative compliance, maintains procurement registers, and manages procurement-related risks.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence
Develop and deliver procurement training educational initiatives in procurement practices, contract systems, eProcurement and tendering to enhance internal stakeholder knowledge and organisational capability.	5C - Champion strategic partnerships and stakeholder collaboration
Manages the supplier onboarding process by validating justification requests, assessing risk and required documentation, and ensuring new suppliers meet compliance, insurance and procurement requirements before being approved for use.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence
Manages purchase card use by ensuring authorised cardholders follow policy requirements, reconcile transactions with supporting documentation, and use cards only for low-risk, low-value purchases in compliance with procurement and financial controls.	5A - Facilitate transparent and accountable governance for today and tomorrow. 5D - Strive for financial sustainability and operational excellence

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 74%) Wellbeing (currently 64%) Progress (currently 74%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation

Timely execution of contracts	Contract Management Module (CMM) tracking	70 contracts executed per year
Local economic participation	Monthly Procurement Reporting	20% local spend per month
Procurement compliance	Monthly Procurement Compliance Reporting	97% compliance with Procurement Policy

Service Delivery Model

- In house service
- Technology One and other digital tools for procurement and contract management.
- Automated purchasing workflow via CiAnywhere
- All other services and tasks are manual

Service Resources – Workforce

Team Numbers (FTE)	8

Service Resources – Assets

Key Assets
• 360 – Simplylogical tender/ sourcing platform • CiA – Procurement and contracts

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	$ -	$ 1,652,493	-$ 1,652,493	$ -
FY26	$ -	$ 1,307,904	-$ 1,215,832	$ 92,073
FY25	$ -	$ 1,087,480	-$ 1,061,672	$ 25,809
FY24	$ -	$ 1,032,909	-$ 1,032,909	$ -

Property Services Service

Finance Business Unit
Corporate and System Services Directorate

2026-2027

Service Purpose

Property Services provides strategic oversight of the City of Cockburn's property portfolio, encompassing leasing, land acquisitions and disposals, and the Naval Base Shacks site.

Service Role & Description

The service is designed to maximise financial return, effectively manage leases and licences and manage the City's property portfolio compliantly. This Service unit provides broad land administration advice and support to both internal and external customers, negotiates and administers land acquisitions for public infrastructure projects and manages road and public access way closures.

Sub Services

- Community leasing, shared use agreements, and Naval Base Shacks
- Commercial leasing
- Associated matters including geographic naming, portable vendors, public accessways, and coordinating management orders
- Land assembly including coordinating and securing multiple land parcels, due diligence, and sequencing to support City projects
- Land / property acquisitions and disposals.

Service Objectives and Outcomes

The service balances community needs with commercial opportunities, while ensuring compliance, mitigating risks, promoting sustainability, and maximising the portfolio's financial performance.

Service Users/Customers/Key Stakeholders

Key internal stakeholders include the service units of Infrastructure Assets, Projects, Planning, Sustainability, Parks, Environmental Health, CoSafe, and Financial Services. Key external stakeholders including WA Department of Planning, Lands, and Heritage, Department of Education, Landgate, various other local governments, consultants, portable vendors, and leaseholders.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5A – Facilitate transparent and accountable governance for today and tomorrow 5C - Champion strategic partnerships and stakeholder collaboration
Our Economy	1A - Empower and support local businesses. 1D - Facilitate vibrant, connected commercial hubs and visitor experiences
Our Places	4B - Strengthen unique, liveable and adaptive places

Statutory Obligations

- Local Government Act 1995 (WA)
- Land Administration Act 1997 (WA)
- Commercial Tenancy Agreements Act 1985 (WA)

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Effective management of consultants	5A – Facilitate transparent and accountable governance for today and tomorrow
Land management including assembly, acquisition, resumption, disposal, road and public accessway closures, geographical naming	4B - Strengthen unique, liveable and adaptive places
Lease / licence management including commercial tenants, community tenants, and shared use agreements	5A – Facilitate transparent and accountable governance for today and tomorrow 5C - Champion strategic partnerships and stakeholder collaboration
Management of the Naval Base Shacks site	5A – Facilitate transparent and accountable governance for today and tomorrow

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase on each of the three key areas: Engagement (currently 74%) Wellbeing (currently 64%) Progress (currently 74%)
Financial	Year-to-Date (YTD) Actual versus YTD Amended Budget	+/- 2% Operating Result, excluding Depreciation and Amortisation
Process	Tenancy occupancy	Above 95% for available buildings
Customer	Responses to Naval Base Shacks enquiries	Within 5 business days

Service Delivery Model

The service is delivered in-house with use of specialised consultants where required, most commonly: legal, town planning, and facilities management. The team utilises specialised resources including property ownership databases, industry news subscriptions, and geographic mapping tools.

Service Resources – Workforce

Team Numbers (FTE)	4

Service Resources – Assets

Key Assets
• Techone CiA Property & Rating • Cockburn Integrated Health Building (Council owned asset managed by Property Services) • Numerous buildings • Freehold land parcels • Land under Management Orders • Naval Base Shacks site.

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 4,361,056	$ 1,390,313	$ 2,967,264	-$ 3,478
FY26	-$ 4,546,603	$ 1,688,790	$ 2,268,767	-$ 589,046
FY25	-$ 4,598,984	$ 1,807,202	$ 2,150,432	-$ 641,350
FY24	-$ 3,994,568	$ 1,912,671	$ 1,309,913	-$ 771,984

Strategic Finance Service Plan

Finance Business Unit
Corporate and System Services Directorate

2026-2027

Service Purpose

To enable a financially strong and transparent city by delivering integrated financial management and customer service that fosters trust, efficiency, and informed decision-making.

Service Role & Description

This Service Unit is responsible for maintaining robust financial systems and controls and the management of the City's financial services and property rate valuations

Sub Services

- Budgeting
- Financial Accounting
- Financial Reporting
- Rating Activities
- Revenue and Debt Management
- Electoral Roll Maintenance

Service Objectives and Outcomes

- Timely and unqualified audited financial statements, meeting all statutory and audit requirements.
- Budgets and actual financial performance maintained within Long Term Financial Plan (LTFP) parameters.
- Effective revenue, rates, and debt recovery management, supporting cash flow and financial sustainability.
- Accurate and complete maintenance of non-financial asset registers, supporting reporting, planning, and compliance.

Service Users/Customers/Key Stakeholders

Internal Customers; Elected Members; Ratepayers; Community and Resident Groups; Landgate Valuation Services; External Auditors; State Government Agencies; Financial Institutions, Insurers, and Suppliers.

Strategic Alignment

Strategic Outcome	Strategic Link
Our Governance	5D - Strive for financial sustainability and operational excellence
Our Governance	5A - Facilitate transparent and accountable governance for today and tomorrow
Our Economy	1B - Facilitate economic growth and employment opportunities

Statutory Obligations

- Australian Accounting Standards
- Audit Act 2006 (WA) and requirements of the Office of the Auditor General
- Local Government Act 1995 (WA)
- Local Government (Financial Management) Regulations 1996
- Valuation of Land Act 1978 (WA)
- Rates and Charges (Rebates and Deferments) Act 1992 (WA)

Service Outputs

Ongoing programs and activities

Programs and activities	Strategic link
Annual Budget Development & Monitoring – delivering the Annual Budget, mid-year review, quarterly performance analysis, and ongoing monitoring of actuals vs amended budget.	5D - Strive for financial sustainability and operational excellence
Financial Accounting & Transaction Management – maintaining robust financial systems, performing reconciliations, managing journals, treasury, trust, and compliance tasks.	5A - Facilitate transparent and accountable governance for today and tomorrow

Statutory & Management Reporting – producing monthly financial reports, dashboards, audit papers, annual financial statements, and compliance returns.	5A - Facilitate transparent and accountable governance for today and tomorrow
Rating & Revenue Operations – administering rates, levies, valuations, instalments, debt recovery, invoicing of fees and charges, and customer support.	5D - Strive for financial sustainability and operational excellence
Asset Accounting & Register Maintenance – maintaining non-financial asset registers, valuations, depreciation, capitalisation, and asset reporting.	5D - Strive for financial sustainability and operational excellence
Internal & External Audit Coordination – preparing audit schedules, responding to findings, implementing recommendations, and improving financial controls.	5D - Strive for financial sustainability and operational excellence
Customer Service & Financial Advice – providing financial guidance to Business Units, responding to enquiries, supporting decision making, and ensuring consistent customer experiences.	5A - Facilitate transparent and accountable governance for today and tomorrow
Electoral Roll Maintenance – maintaining the accuracy and completeness of the roll in line with statutory requirements.	5A - Facilitate transparent and accountable governance for today and tomorrow

Service Standards and Levels

Measure of Success	Mechanism of Measure	KPI
People & Culture	Annual Engagement Survey	Attain a positive increase in Engagement, Wellbeing, and Progress scores (baseline: Engagement 74%, Wellbeing 64%, Progress 74%)
Financial Management Accuracy	YTD Actual vs YTD Amended Budget	Operating Result variance maintained within +/- 2%, excluding Depreciation and Amortisation

Budget Delivery Timeliness	Annual Budget statutory timelines	Draft Annual Budget delivered to ELT and Council within required statutory and IPR Framework timeframes
Monthly Financial Reporting	Report publication dates	Monthly financial reports issued within 10 working days of month-end; dashboards updated within set reporting cycle
Audit Preparedness and Compliance	OAG audit findings; internal audit reports	Unqualified annual financial audit; 100% of audit actions completed by agreed timeframes
Transaction Processing Timeliness	Reconciliation schedules; internal controls	Core reconciliations (bank, payroll, rates, general ledger) completed within 5–10 working days of month-end
Customer Service Responsiveness	Customer requests / emails; internal BU feedback	90% of financial advice and customer enquiries responded to within 3 working days
Rates and Revenue Processing	Rates billing cycle; payment and instalment processing	Annual rates issued by statutory due date; 95% of instalment and direct debit queries resolved within 5 working days
Debt Recovery Management	Aged debt reports; collection cycle	Reduction in outstanding sundry debtors in 90+ day category by 10% year-on-year
Asset Register Compliance	Capital project close-out; asset valuation cycle	Asset capitalisation completed within 30 days of project handover; asset revaluations completed in line with required cycles

Service Delivery Model

The Strategic Finance Service is delivered through an integrated, in-house model that combines specialist financial expertise, governance oversight, and customer-focused support to ensure the City's financial sustainability and operational excellence.

Key Processes and Workflows

- Annual Budget Cycle – development, consultation, review, adoption, and ongoing budget monitoring aligned with the Long-Term Financial Plan and Corporate Business Plan.-Term Financial Plan and Corporate Business Plan.
- Month end and Yearend Financial Processes – reconciliations, accruals, journals, asset transactions, reporting, and audit preparation.-end and Year-end Financial Processes – reconciliations, accruals, journals, asset transactions, reporting, and audit preparation.
- Rates and Revenue Operations – annual rating cycle, instalment management, debt recovery, valuation updates, and customer support workflows.
- Financial Reporting Framework – monthly reports, statutory financial statements, audit file preparation, and compliance returns.
- Audit and Governance Oversight – proactive coordination of internal and external audits, implementation of recommendations, and continuous improvement of financial controls.

Use of Technology and Digital Tools

- TechnologyOne (Ci Property / CiA Financials) for core financial transactions (including debtors, creditors and rates), reporting, reconciliations, general ledger management, asset accounting, and budgeting functions.
- Electronic document management (ECM) for secure storage of financial records, audit documentation, and statutory reports.
- Digital engagement channels such as online payment portals, eProperty, rates e-notices (e-rates), and digital forms to streamline customer interactions and enhance service accessibility.
- Data and system integrations between rates, property, and financial modules to ensure accuracy, data consistency, and reduced manual intervention across financial processes.

Service Resources – Workforce

Team Numbers (FTE)	23.5

Service Resources – Assets

Key Assets
• TechnologyOne (Ci & CiA) • ECM for workflows (BPA's) and secure storage of financial records, audit documentation, correspondence and statutory reports. • eProperty platform supporting digital payments, e-rates, and online rates forms (Smart Rates). • Financial reporting tools including CiA dashboards and XLOne. • Specialised valuation and rating data sources (ie Landgate valuation datasets - Valsys).

- Rates Modelling Tools (currently IBIS) – supporting valuation analysis, scenario modelling, and annual rates modelling.
- Moore Budgeting and Financial Reporting Models – specialist external tools used to support annual statutory budget preparation, and financial reports.
- Banking Platforms
- AP Essentials (Accounts Payable Tools)

Service Resources – Financials

Year	Income (Revenue)	Expenditure (Direct Service Cost)	Internal Recharging	Net Service Cost
FY27	-$ 171,520,315	$ 6,680,024	-$ 6,306,780	-$ 171,147,071
FY26	-$ 162,349,097	$ 7,127,600	-$ 6,445,010	-$ 161,666,507
FY25	-$ 160,242,714	$ 11,586,517	-$ 5,678,088	-$ 154,334,285
FY24	-$ 139,744,539	$ 6,483,479	-$ 5,034,311	-$ 138,295,370

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City of Cockburn X (Twitter): https://x.com/CityOfCockburn

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City of Cockburn

Project Plans

2026-2027



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Acknowledgement of Country

The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country.

We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to Elders, past and present.

What is a Project Plan

Welcome to the City of Cockburn's FY2026 Project Plans. This document dives deeper into the projects and activities shaping our city in the coming year. Remember the **Strategic Community Plan 2025-2035** that outlines our long-term vision? The FY2026 Project Plans build on that foundation, providing detail on specific projects being delivered by the City, expanding on the **Corporate Business Plan 2026-2030**. These plans bridge the gap between vision and action, showcasing how we'll deliver our projects in the 2026-2027 financial year.

Key features:

- **Community-Driven Focus:** Every project and activity aligns with the strategic outcomes identified by you, the community, in the Strategic Community Plan. We've prioritised projects based on valuable community feedback and council priorities.
- **Actionable Transparency:** Each project has clear quarterly milestones, estimated costs, and projected future timelines. Progress on these milestones will be reported to the council (available through council minutes) and summarised in an annual report detailing each project's achievements throughout the year.

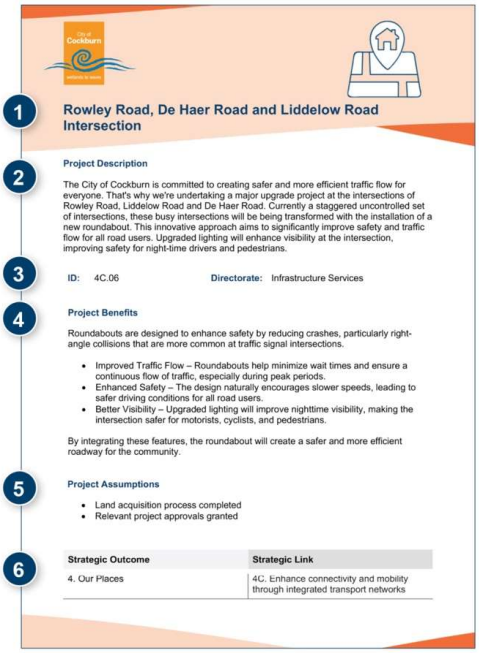
What you'll find inside:

- **Easy Navigation:** We've included a helpful guide on the following page to understand the layout and terminology used in the project plans.
- **The Framework Explained:** We'll connect the dots by explaining how these project plans fit within the Integrated Planning and Reporting Framework (IPRF). We'll also provide a one-page overview of our city's vision, purpose, and the strategic outcomes established by the community.
- **A Year in Action:** Get ready to explore the exciting projects and activities commencing or continuing in the 2026-2027 financial year, all categorised by the linkage to a specific strategic outcome. This allows you to see how each initiative contributes to a bigger goal for Cockburn.

How to read a Project Plan

The City of Cockburn project plans use a clear and easy-to-understand format. Each project has its own row in the table, and information is categorised under specific headings. Here's what you can find in each section:

1. Name of the project
2. A short explanation of the project's purpose and goals
3. Identification code for the project and the directorate overseeing it
4. Benefits the project will deliver to the community
5. Key factors such as approvals and third-party actions that may be outside the City's control but are required to support delivery as planned
6. Alignment of the project with the City's Community Strategic Plan
7. Total budget allocated to the project, any external funding, and expected timeframe for project completion
8. Budget allocated for the current year
9. Milestones to track the project's progress throughout the financial year
10. Estimated 4 year project timeline.



1 **Rowley Road, De Haer Road and Liddelow Road Intersection**

2 **Project Description**

The City of Cockburn is committed to creating safer and more efficient traffic flow for everyone. That's why we're undertaking a major upgrade project at the intersections of Rowley Road, Liddelow Road and De Haer Road. Currently a staggered uncontrolled set of intersections, these busy intersections will be being transformed with the installation of a new roundabout. This innovative approach aims to significantly improve safety and traffic flow for all road users. Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians.

3 **ID:** 4C.06 **Directorate:** Infrastructure Services

4 **Project Benefits**

Roundabouts are designed to enhance safety by reducing crashes, particularly right-angle collisions that are more common at traffic signal intersections.

- Improved Traffic Flow – Roundabouts help minimize wait times and ensure a continuous flow of traffic, especially during peak periods.
- Enhanced Safety – The design naturally encourages slower speeds, leading to safer driving conditions for all road users.
- Better Visibility – Upgraded lighting will improve nighttime visibility, making the intersection safer for motorists, cyclists, and pedestrians.

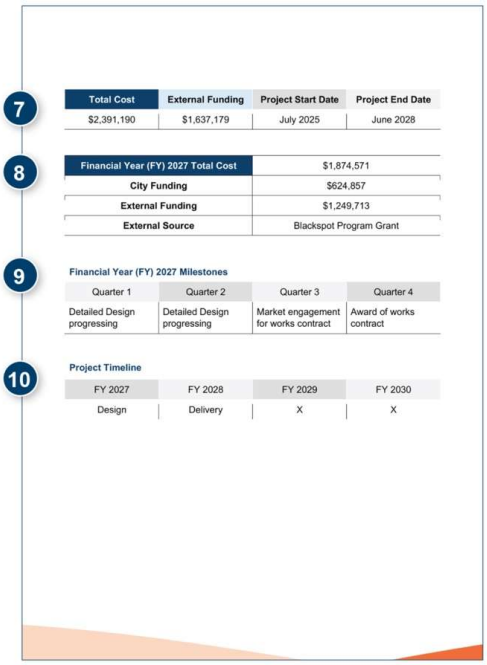
By integrating these features, the roundabout will create a safer and more efficient roadway for the community.

5 **Project Assumptions**

- Land acquisition process completed
- Relevant project approvals granted

6

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks



7

Total Cost	External Funding	Project Start Date	Project End Date
$2,391,190	$1,637,179	July 2025	June 2028

8

Financial Year (FY) 2027 Total Cost	$1,874,571
City Funding	$624,857
External Funding	$1,249,713
External Source	Blackspot Program Grant

9 **Financial Year (FY) 2027 Milestones**

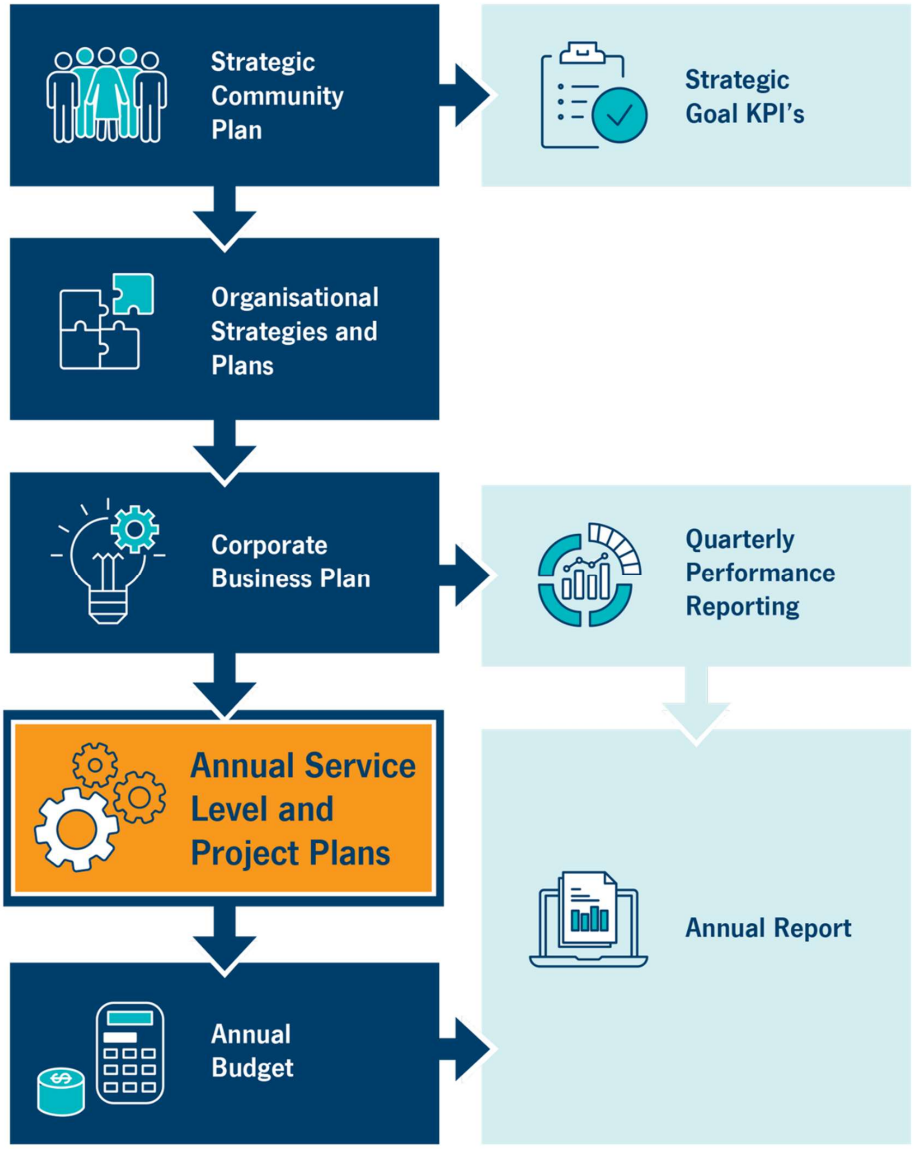
Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed Design progressing	Detailed Design progressing	Market engagement for works contract	Award of works contract

10 **Project Timeline**

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

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 specifies positions of the 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



Our Outcomes

1. Our Economy	2. Our Environment	3. Our Community	4. Our Places	5. Our Governance
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



1. Our Economy

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.

Strategic Objectives

- **1A.** Empower and support local businesses
- **1B.** Facilitate economic growth and employment opportunities
- **1C.** Attract investment to the city by promoting innovation and economic opportunity.
- **1D.** Facilitate vibrant, connected commercial hubs and visitor experiences



International Engagement

This program is designed to help our local businesses connect with international markets and unlock pathways for international investment and collaboration. Through carefully curated trade delegations, we'll connect local businesses with potential partners and investors in key international locations.

This project aims to:

- Expand global market reach: provide a platform for local businesses to showcase their products and services to a wider audience, opening doors to new markets and customers.
- Forge strategic partnerships: facilitate meaningful connections with international companies that may lead to collaboration, trade, skills or knowledge-sharing opportunities.

- Attract investment: highlights the strengths and potential of Cockburn as a business destination, attracting foreign investment that creates local jobs and drives economic development.

ID: 1C.01 **Directorate:** Sustainable Development and Safety

Project Benefits

- Local business growth: international partnerships and investment opportunities can fuel the expansion and success of our local businesses.
- Job creation: increased economic activity attracts new businesses and investment, leading to the creation of new jobs for our community.
- Knowledge sharing: collaboration with international partners foster a vibrant exchange of ideas and expertise, leading to innovation and growth across various industries.

Project Assumptions

- Cockburn's growing role in Australia's naval shipbuilding and defence industry positions it as an attractive destination for international investment and partnership.

- Cockburn's coastal location, port proximity, and existing maritime industry base make it well-placed to participate in global blue economy investment and collaboration.
- International demand for cross-border skills exchange and workforce development in maritime and advanced manufacturing sectors creates a direct opportunity for Cockburn businesses and education providers.

Strategic Outcome	Strategic Link
1. Our Economy	1C. Attract investment to the city by promoting innovation and economic opportunity.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
Included in service cost	0%	July 2026	June 2028

Financial Year (FY) 2027 Cost	Included in service cost

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
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.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	X	X



Blue Economy and Defence (Research and Innovation Hub)

This project aims to position the City as a leader in the blue economy by driving sustainable growth in ocean-based industries, including defence industry, which is a key component of this sector.

As part of our economic development remit, we are launching a research and innovation hub to foster collaboration between industry, academia, and entrepreneurs, with a focus on advancing innovation, research, and commercialisation in marine technology and defence industry capabilities.

This initiative will help up to 40 businesses strengthen their local business capacity, support workforce development and training, and ensure our region is ready to capitalise emerging opportunities in the Blue Economy.

ID: 1C.03 **Directorate:** Sustainable Development and Safety

Project Benefits

• Support local job creation and skills development by growing emerging industries and increasing workforce participation.
• Attract new investment and business activity through innovation, research, and commercialisation initiatives.
• Encourage industry collaboration and partnerships that lead to measurable economic and community benefits.

Project Assumptions

- Cockburn's maritime location and existing industry base provide a credible foundation for establishing a recognised blue economy and defence industry innovation hub.
- Demand for skilled workers in blue economy and defence industry sectors will continue to grow as major programs in Western Australia mature.
- The convergence of defence, marine technology, and sustainable ocean industries is attracting increased investor and government attention nationally and globally.

Strategic Outcome	Strategic Link
1. Our Economy	1C. Attract investment to the city by promoting innovation and economic opportunity

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$9,250,000	$6,000,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Assess RFQ outcomes and confirm financial viability of the Henderson Research and Innovation Hub	Present and secure Council adoption of the business plan.	Initiate architect design tender. Progress anchor tenant and key stakeholder engagement.	Commence early design works.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning/Design	Design/Delivery	Delivery	X



2. Our Environment

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.

Strategic Objectives

- **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.

Increase appearance of major road streetscapes within the city

This project aims to transform key arterial road corridors into visually appealing and inviting spaces. The focus is on enhancing the aesthetic and presentation of the streetscapes to create a vibrant and attractive environment. Streetscape upgrades are planned for Beeliar Drive, Farrington Road, Forrest Road, Midgegooroo Drive, North Lake Road, Russel Road and Wentworth Parade.

ID: 2A.01 **Directorate:** Infrastructure Services

Project Benefits

- Enhanced Aesthetics: Improved visual appeal through landscaping, creating a more attractive environment.
- Environmental Benefits: Green spaces and trees improve air quality, provide shade, and contribute to a healthier urban environment.

Project Assumptions

- Landscape work completed in FY26
- Traffic management approvals

Strategic Outcome	Strategic Link
2. Our Environment	2A. Protect and enhance our natural areas and streetscapes

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$1,750,000	$0	July 2025	September 2026

Financial Year (FY) 2027 Cost	$1,600,000 (Carry Forward)

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Landscaping works continue	Landscaping works complete	X	X

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Natural Area Management Strategy – Tramway Trail Stage 1 & 2

The Tramway Trail Project was first identified in the City's Trails Master Plan in 2013. The completion of the Tramway Trail is the only trail identified in the plan that has not been completed.

The Tramway Trail is also referenced in other strategic documents such as the Beeliar Regional Parl Management Plan, Yangebup and Little Rush Lake Master Plan as well as structure plans and subdivisions.

The City's intent is to seek grant funding for the shovel ready project in FY27, if successful delivery will be subject to funding agreements. If unsuccessful, the City intends to deliver the project in FY28.

ID: 2A.02 **Directorate:** Infrastructure Services

Project Benefits

- Enhances Community Connectivity: Links natural areas and urban spaces, improving access to recreation and cultural services
- Improves Environmental Stewardship: Strengthens green corridors and biodiversity through thoughtful integration with regional park plans

Project Assumptions

- Required approvals for Construction from Detailed Design activity in FY26 are concluded.

Strategic Outcome	Strategic Link
2. Our Environment	2A. Protect and enhance our natural areas and streetscapes

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$430,000	TBD	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	TBD
City Funding	TBD
External Funding	TBD
External Source	TBD

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Funding submission complete	Subject to funding round - Funding agreement signed	Subject to funding - Market engagement	Subject to funding - Construction commenced

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design/Delivery	Delivery	X	X



3. Our Community

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.

Strategic Objectives

- **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

Manning Park Playground Upgrade

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 cater to different ages and abilities.

The City will seek funding support for the delivery of the playground throughout FY27.

ID: 3B.01 **Directorate:** Infrastructure Services

Project Benefits

- Upgraded equipment encourages children to be active, potentially leading to a healthier lifestyle and a community more likely to choose sustainable activities.
- A vibrant playground can attract families to Manning Park, fostering a connection with nature and potentially raising awareness about its importance.

Project Assumptions

- Works to make playground safe are completed in FY27
- Funding submission completed

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,259,884	TBD	July 2024	Dec 2027

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	$250,000
External Funding	$0
External Source	$0

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed design and contract development	Detailed design and contract development	Tender documents prepared	Funding agreed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Atwell Reserve – Building Improvements

This project involves the refurbishment and expansion of existing changeroom facilities to better meet the needs of local football and cricket clubs and to align the site with the City's standards for a two-field recreation facility.

The project includes the upgrade of existing changerooms and the construction of additional facilities to improve functionality, storage capacity and accessibility. A key focus of the upgrade is the delivery of gender-neutral changerooms, supporting inclusive participation and accommodating the continued growth of female involvement in football and cricket.

The expanded and refurbished facilities will provide a total of four gender-neutral changerooms, along with improved storage and operational spaces to support club activities. These improvements will create a more inclusive, accessible and functional facility for all users.

ID: 3B.02 **Directorate:** Community and Place

Project Benefits

- Ensures the facility meets the City's service standards for a two-field recreation site.
- Supports participation in football and cricket by providing modern, fit-for-purpose amenities.
- Enables inclusive use of facilities through the provision of gender-neutral changerooms.
- Improves storage and operational capacity to better support club activities and equipment needs.

Project Assumptions

- The project scope is focused on the upgrade and expansion of the existing changeroom facility.
- Further site investigations will be undertaken as part of detailed design to inform final layout and construction requirements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$4,620,000	$2,600,000	March 2023	September 2027

Financial Year (FY) 2027 Total Cost	$4,000,000
City Funding	$1,400,000
External Funding	$2,600,000
External Source	State Election Commitment

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detail design completed and tender document preparation	Market engagement	Award of works contract and Commence construction	Construction delivery 25%

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	X	X

Aubin Grove Reserve Floodlight Improvements

Project Description

The City of Cockburn is upgrading floodlighting across the entire reserve to meet Australian Standards for large ball sports, ensuring a safer and more accessible space for all users.

What this project will deliver:

- 100-lux sports floodlighting for enhanced visibility and improved gameplay.
- Recreational lighting to support general community use and enjoyment.

These upgrades will create a well-lit, safer, and more inclusive space for sports and recreational activities, benefiting players and the wider community alike.

ID: 3B.03 **Directorate:** Community and Place

Project Benefits

- To support growth in sporting participation for community level sport.
- Provide safe training and game lighting to support evening use of reserves
- Spread of wear and tear across the reserve to optimise use of reserve space.
- Improve passive surveillance and greater access for members of the community in the evening with recreational lighting. Providing for flexible work/life balances and exercise during winter months.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.
- Delivery is subject to Council approval, noting recent changes to State Government funding arrangements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$950,000	$0	January 2024	June 2027

Financial Year (FY) 2027 Cost	$893,200

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Market engagement commenced	Contract Award	Construction commenced	Construction completed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Beeliar Reserve - Beeliar Reserve Clubroom Upgrade

The City of Cockburn is undertaking a major redevelopment of the Beeliar Reserve Community Centre to enhance local sporting and community facilities. The upgrade will deliver modern, functional and sustainable infrastructure to support the growing demand for community sport and recreation in the area.

Key features of the redevelopment include:

- New and upgraded changerooms to accommodate both male and female athletes, meeting modern sporting facility standards.
- Multipurpose community spaces for club meetings, social events and wider community use.
- Accessible amenities to ensure the facility is inclusive and welcoming for all users.
- Sustainable design features, including energy-efficient lighting and water-saving fixtures.
- Improved storage facilities to better support the needs of local sporting clubs.
- Enhanced spectator areas to improve the experience for players, families and supporters.

A landscape concept plan has been completed to ensure the facility is well integrated into the reserve. It addresses the relationships between the building and surrounds, pedestrian circulation, and gathering spaces to guide This concept plan reserve improvements for future implementation.

ID: 3B.04 **Directorate:** Community and Place

Project Benefits

- Upgraded clubrooms will better meet the needs of local sporting clubs, community groups and casual users.
- Facilities will be welcoming and accessible for all, encouraging greater participation in sport and recreation.
- Energy-efficient features will help reduce operational costs and minimise the environmental footprint.
- The revitalised clubrooms will serve as a central hub for gatherings, events and social connection, strengthening community ties.

Project Assumptions

- The landscape concept plan guides improvements to circulation and movement across the reserve and connections to the building.
- The plans will need further assessment to consider new buildings adjacent to the site which change access, and review of location of public toilets.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$7,500,000	$0	July 2024	June 2029

Financial Year (FY) 2027 Cost	$500,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultancy scope and quotation	Contract Award Market engagement for consultancy contract	Commence detailed design	Continue detailed design

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	Delivery	X

Cockburn Coast Clubroom and Oval Stage 1

Cockburn Coast Oval is proposed to be located at the corner of McTaggart Cove and Cockburn Road in North Coogee. The need for the facility was initially identified through the City's Western Suburbs Sporting Precinct Study (2018), which confirmed the requirement for a new active sporting reserve to support long-term population growth within the western suburbs.

The project is now formally captured in the City's Community Infrastructure Plan 2024 - 2041, reflecting its role in supporting the growing Cockburn Coast, North Coogee and Coogee communities. These suburbs are expected to accommodate more than 20,000 residents over time, with Cockburn Coast forecast to house approximately 10,000–12,000 residents.

The project comprises:

- **Stage 1** – Development of a fully irrigated sports oval, car parking, sports lighting and minor supporting amenities
- **Stage 2** – Development of a clubroom building to support organised sport and community use

ID: 3B.05 **Directorate:** Community and Place

Project Benefits

- Provide new sporting space in the North Coogee to facilitate active participation in recreation pursuits
- Provide opportunities for residents to use the open space for other recreational activities
- Support various community groups in providing services which provide socialisation and recreational to the local community.
- Support the overall health and well-being of the Port Coogee community and surrounding population

Project Assumptions

- The project will be progressed in alignment with the City's Community Infrastructure Plan and relevant long-term land use and growth planning for the Cockburn Coast, North Coogee and Coogee catchment.
- Final scope, design and delivery timing will be confirmed through future planning, needs analysis and Council consideration.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,000,000	DCP	July 2022	June 2028

Financial Year (FY) 2027 Total Cost	$50,000
City Funding	$50,000
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultant quotation documents	Award consultancy contract	Detailed Design	Detailed Design complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Success Regional Reserve Masterplan – Playing Field Floodlights

This project focuses on the implementation of energy-efficient LED floodlights at Success Reserve. The upgraded lighting will enhance evening accessibility for sports and community activities, creating a safer and more inclusive space.

What this project will deliver:

- Prepare detailed design and documentation for installation of new 100-lux LED floodlighting system.
- Provide cost estimates for installing 100-lux floodlights, ensuring optimal visibility and energy efficiency.

This initiative aims to improve opportunities to participate in community sport and physical activity and maximize the park's usability in the evening.

ID: 3B.08 **Directorate:** Community and Place

Project Benefits

- Improved lighting will make Success Reserve safer, more accessible and welcoming for evening use.
- Rugby clubs, players and community groups will benefit from better facilities for training, matches and events.
- Enhanced lighting will support a range of community activities and improve the experience for spectators and event attendees.
- Energy-efficient LED technology will lower operational costs and reduce environmental impact.
- Greater lighting coverage will increase use of the reserve and help meet growing demand for rugby.
  Upgraded infrastructure will support the long-term development of rugby and boost community participation.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.

- Delivery is subject to Council approval, noting recent changes to State Government funding arrangements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$1,525,000	-	July 2025	June 2028

Financial Year (FY) 2027 Cost	$25,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultant quotation documents	Award consultancy contract	Detailed Design	Detailed Design complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Beale Park Redevelopment

The Beale Park Redevelopment is transforming the reserve into a modern, high-quality hub for active recreation and broader community use. The new centrally located community facility, currently under construction, is designed to support a wide range of sporting, recreational and community activities.

The facility will provide flexible indoor and outdoor spaces that can be hired by the local community for meetings, events and programs, in addition to supporting multiple sporting codes. The redevelopment has been designed to accommodate current and future demand across a range of organised sports.

The project is being delivered in stages. The first phase includes the delivery of new community and sporting facilities, upgraded floodlighting and improved sporting infrastructure. The second phase, planned for delivery in FY27, will focus on landscape improvements across the reserve, including enhanced play spaces and car parking to support increased community use of the precinct.

Together, these stages will deliver a more inclusive, accessible and functional community asset that supports both organised sport and broader neighbourhood participation.

ID: 3B.10 **Division:** Infrastructure Services

Project Benefits

- Delivers a modern community centre with flexible spaces available for hire by the local community.
- Supports a wide range of organised sports through purpose-built, multi-use sporting infrastructure.
- Encourages community participation and active lifestyles through inclusive and accessible design.
- Enhances safety and functionality through upgraded floodlighting and supporting infrastructure.
- Provides local clubs with high-quality amenities, including gender-neutral changerooms and increased storage.
- Creates opportunities for community meetings, events and programs alongside sporting use.

- Improves the overall amenity of the reserve through upgraded landscaping, play spaces and car parking.

Project Assumptions

- Construction of the first phase of the redevelopment is anticipated to be completed by June 2026, with the second phase delivered in FY27.
- The project's contribution to the City's public art program will commence prior to FY27 in line with adopted processes.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$15,250,000	$4,400,000	July 2019	March 2028

Financial Year (FY) 2027 Total Cost	$2,788,636
City Funding	$1,544,940
External Funding	$1,243,696
External Source	State Grant & DCP

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Separable Portion 1 complete	Separable Portion 2 complete	Project Complete	N/A

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Beeliar Reserve - Floodlighting

As part of the Beeliar Reserve Needs and Feasibility Study, this project aims will provide new sports floodlighting across the reserve. The upgrade will feature energy-efficient LED luminaires, improving visibility, safety, and sustainability.

Key Project Features:

- Installation of 100-lux floodlighting across Beeliar Reserve to accommodate evening sports and community activities.
- Enhanced lighting for one cricket field, upgraded to 300 lux to meet Australian Standards for night play.
- Development of a detailed design and tender documentation for the proposed lighting system for future installation.

This initiative will create a more inclusive and accessible space for the community while ensuring compliance with national sporting standards.

ID: 3B.11 **Directorate:** Community and Place

Project Benefits

The project will enhance evening accessibility and safety at Beeliar Reserve with energy-efficient LED lighting. This upgrade will support soccer, cricket, and community activities, fostering greater participation.

Key benefits include:

- Improved sports facilities for training, competitions, and recreation.
- Optimised reserve usage by distributing wear and tear and expanding club capacity.
- Lower costs & environmental impact through sustainable LED lighting.
- Enhanced safety & accessibility with better surveillance and flexible evening use.

This initiative ensures Beeliar Reserve remains a vibrant, inclusive, and sustainable community space.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.
- Delivery is subject to Council approval, noting recent changes to State Government funding arrangements.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$1,025,000	$0	March 2024	June 2028

Financial Year (FY) 2027 Cost	$25,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare consultant quotation documents	Award consultancy contract	Detailed Design	Detailed Design Complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Davilak Reserve Redevelopment

A comprehensive master plan to upgrade Davilak Reserve was endorsed by Council in December 2025 following extensive research and community engagement. The master plan sets a clear long-term vision to enhance the reserve as a key hub for community sport, recreation and social connection.

The master plan proposes a range of improvements across the reserve, including:

- Provision of a second sporting oval to increase capacity for organised sport.
- Relocation of cricket practice nets and upgrades to sports floodlighting.
- Construction of a new multi-use clubroom facility incorporating gender-neutral changerooms, a community room, public toilets and an undercover spectator area.
- Provision of a new playspace in a revised location within the reserve.
- Landscape improvements including path networks, seating and picnic areas, exercise equipment, park amenities and planting.

The next phase of the project will progress the development of schematic and detailed design and documentation to support tendering and future delivery of the master plan outcomes.

ID: 3B.12 **Directorate:** Community and Place

Project Benefits

- Increases the capacity of Davilak Reserve to support participation in community sport and recreation through the provision of a second sporting field and upgraded facilities.
- Delivers a welcoming, inclusive and multi-use community facility that supports both sporting and non-sporting activities.
- Enhances access and participation through improved amenities, new play space, circuit paths and supporting infrastructure.
- Provides additional opportunities for a growing local population, supporting social interaction and a stronger sense of community connection.

Project Assumptions

- The project is intended to be delivered as a coordinated, single project to ensure efficient planning and integration of all master plan elements.
- Detailed design of the sporting fields will be undertaken prior to finalising the location and design of the new clubroom facility.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$15,000,000		July 2023	December 2030

Financial Year (FY) 2027 Cost	$1,070,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prepare scope for consultancy quotations.	Market engagement for consultancies	Commence detailed design	50% Detailed Design Complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Design/Delivery	Delivery	Delivery

Wally Hagan Redevelopment

The City of Cockburn is progressing planning of the Wally Hagan Recreation Centre into a modern, multipurpose sport and recreation hub to meet growing community demand for indoor court sports and recreation.

The proposed redevelopment would deliver a contemporary facility supporting a range of sports and community uses, including ten multipurpose courts delivered through six new courts and the integration of the existing stadium, along with supporting amenities such as a health club, café, modern changerooms, flexible community spaces and spectator facilities.

The City is currently undertaking a targeted review of the feasibility work to inform a future Council decision and support progression of funding and delivery arrangements.

ID: 3B.13 **Directorate:** Community and Place

Project Benefits

- The Cockburn Basketball Association and court sport enthusiasts will benefit from a modern and well-equipped stadium, fostering a thriving sporting culture in Cockburn.
- The transformed precinct has the potential to become a popular destination for families, offering community and recreational activities and fostering a strong sense of community.
- Improved facilities and a welcoming environment can encourage active lifestyles and promote overall well-being and social connection for Cockburn residents.

Project Assumptions

- Progression of the project is subject to Council consideration of updated feasibility work and confirmation of the preferred delivery pathway.
- Delivery timeframes and final scope will be influenced by funding agreements, design development and required approvals.
- Ongoing stakeholder engagement will inform the refinement of the project as it progresses through planning and delivery phases.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$60,000,000	$40,000,000	July 2021	June 2031

Financial Year (FY) 2027 Total Cost	$0
City Funding	
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
State Funding Agreement Executed	Preparation for s3.59 Business Plan and Engagement	TBD	TBD

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Design	Delivery	Delivery

Treeby East Reserve Development (Stage 1)

Project Description

Complete a concept plan for the new Treeby East Reserve and progress the detailed design and construction of sports field/s only as Stage 1. Clubrooms and other infrastructure to be constructed in Stage 2.

The concept plan will establish a long-term vision and layout for Treeby East Reserve, ensuring the site is planned to maximise flexibility and shared use for community sport and recreation. The plan will demonstrate how the proposed sports field/s integrate with the adjacent Treeby East Primary School (new). It will identify the location for future provision of supporting infrastructure, including sporting clubrooms, cricket practice nets, playground, car parking, and associated recreational amenities.

The project is aligned with the planned opening of Treeby East Primary School in 2028. Delivery is anticipated to occur in stages, with sporting field space suitable for primary school use targeted for completion prior to the commencement of the 2028 school year. Subsequent stages, including the delivery of sporting clubrooms, changerooms and additional supporting infrastructure, will be subject to future Council consideration and budget approval.

ID: 3B.18 **Directorate:** Community and Place

Project Benefits

- Supports participation in community sport and recreation by providing new, flexible sporting infrastructure.
- Enhances opportunities for neighbourhood-level recreation, play and community connection.

Project Assumptions

- Preparation of the concept plan commenced in December 2025.
- The concept planning process will test the capacity and constraints of the site to determine the types of sports and activities that can be accommodated.

- The concept plan process will identify encumbrances on the site, including requirements for drainage.
- Outcomes of the concept planning stage will inform the location, scale and staging of future infrastructure, including sporting clubrooms and changerooms.
- Project will proceed to detailed design phase.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$9,600,000	$1,250,000	July 2025	December 2028

Financial Year (FY) 2027 Total Cost	$701,000
City Funding	$701,000
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Concept Plan complete	Detailed design commenced	Detailed design complete and preparation of tender documentation.	Market Engagement

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Cockburn ARC Aquatic Renewal Phase 1 and 2

Project Description

The Cockburn Aquatic and Recreation Centre (ARC) is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, with more than 9,000 health club members and over 1.4 million visits annually, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations.

The aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. This project focuses on a coordinated program of renewal and upgrade works within the aquatics precinct to address asset condition, manage risk and support the ongoing delivery of aquatic programs and services.

Works are expected to include a range of asset renewal activities to be sequenced and delivered through a comprehensive project management approach, allowing essential upgrades to be undertaken in the most efficient manner while minimising disruption to users.

Works will be split into two distinct phases that will run concurrently based on the complexity of work. Phase 1 will be implemented and completed in FY27 and include the replacement of the aqua play structure and other renewals. Phase 2 will be planned and designed during FY27 ready for implementation in FY28

ID: 3B.19 **Division:** Community and Place

Project Benefits

- Supports the ongoing provision of aquatic programs and services, including learn-to-swim, leisure and rehabilitation activities.
- Maintains a safe, comfortable and welcoming environment for the community to participate in aquatic recreation.

Project Assumptions

- The project will be progressed as an asset renewal program aligned with the City's broader asset management and long-term financial planning frameworks.
- Scope, staging and timing will be informed by condition assessments, operational priorities and the need to maintain continuity of service at the ARC.
- Final scope and delivery timing will be subject to further planning and Council consideration.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$10,000,000	-	June 2026	December 2028

Financial Year (FY) 2027 Cost	$1,650,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Phase 1 – Design start Phase 2 – Scoping and prepare request for quotation for consultancy	Phase 1 – Market engagement Phase 2 – Award consultancy contract	Phase 1 – works commenced Phase 2 – Commence detailed design	Phase 1 – works complete Phase 2 – Continue detailed design

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design/Delivery	Design/Delivery	Delivery	X

Anning Park Floodlights

Project Description

The City of Cockburn is upgrading floodlighting to implement a more cost effective LED provision meeting Australian Standards for large ball sports, ensuring a safer and more accessible space for all users.

What this project will deliver:

- 100-lux sports LED floodlighting for enhanced visibility and improved gameplay.

These upgrades will create a well-lit, safer, and more inclusive space for sports and recreational activities, benefiting players and the wider community alike.

ID: 3B.20 **Division:** Community and Place

Project Benefits

- To support growth in sporting participation for community level sport.
- Provide safe training and game lighting to support evening use of reserves
- Spread of wear and tear across the reserve to optimise use of reserve space.

Project Assumptions

- Floodlighting will be designed and delivered in accordance with relevant Australian Standards for large ball sports.
- Delivery is subject to final design, procurement and construction timeframes.

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness.

Total Cost	External Funding	Project Start Date	Project End Date
$525,000	$100,000	July 2026	June 2027

Financial Year (FY) 2027 Total Cost	$500,000
City Funding	$400,000
External Funding	$100,000
External Source	Capital Grant – State Government

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Complete detailed design and prepare tender documentation for works contract	Market engagement for works contract	Construction commenced	Construction complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Prinsep Park Redevelopment

Project Description

Prinsep Park is an existing reserve located in Jandakot and currently provides for community recreation such as dog walking, picnics and relaxation. The Community Infrastructure Plan (2024-2041) identifies the need to review the provision of a sporting field at Prinsep Park. This additional sports function is to support the residential growth in the adjacent Glen Iris redevelopment area and the broader Jandakot and Treeby urban expansion area. The State Government has supported this initiative through funding availability for sport and recreation infrastructure.

Prinsep Park will form part of the City's network of reserves providing organised sporting opportunities, allowing the City to respond effectively to the demand for sporting space in the Jandakot and Treeby localities. It is anticipated to provide a senior sized sporting field with associated sports and community building. Prinsep Park will also cater for the changing recreational needs of the existing community as well as new residents. This provision may be through opportunities such as skate and BMX, children's play and/or outdoor court provision to support informal participation and community connection.

ID: 3B.21 **Division:** Community and Place

Project Benefits

- This project will support the future organised sporting and recreational needs of the growing community and encourage on-going physical activity participation.
- This project will provide a location for community connection and social interaction within walkable distance to the growth areas in Glen Iris.

Project Assumptions

- The project timing has been brought forward with election commitment funding.
- That adequate resourcing is available to prepare the concept plan.
- That there is sufficient space to allow for a suitably sized sporting field and associated infrastructure

Strategic Outcome	Strategic Link
3. Our Community	3B. Promote and support active, healthy lifestyles through recreation and wellness

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,000,000	$8,000,000	January 2026	June 2031

Financial Year (FY) 2027 Cost	$250,000
City Funding	-
External Funding	$250,000
External Source	Capital Grant – State Government

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Advertise RFQ for business case and concept designs	Progress site analysis and feasibility assessment	Complete draft concept designs for community consultation	Complete business case

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Design	Delivery

Next RAP Development 2026 - 2029

The project involves the City seeking approval from Reconciliation Australia of the draft Innovate Reconciliation Action Plan 2026 - 2029. Building on the achievements and learnings from the current 2023–2025 RAP, this project has engaged the City's Aboriginal Reference Group, other First Nations community members, members of the City's RAP Steering Group, Youth Advisory Collective, elected members, and other stakeholders to assist with co-designing a culturally appropriate and actionable plan. The Innovate RAP 2026-29 will align with Reconciliation Australia's framework and the City's strategic objectives, outlining measurable actions to strengthen relationships, respect, opportunities, and governance that advance reconciliation outcomes across the community. The project also includes the RAP being presented to Council for formal endorsement and a community announcement to promote awareness and accountability.

ID: 3C.01 **Directorate:** Community and Place

Project Benefits

Reconciliation Action Plans (RAPs), developed in partnership with Reconciliation Australia, provide a structured framework for local governments to advance reconciliation, fostering strong relationships, respect, and opportunities for Aboriginal and Torres Strait Islander peoples. RAPs are based around the core pillars of relationships, respect and opportunities and provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination.

Project Assumptions

- Partnering with Reconciliation Australia

Strategic Outcome	Strategic Link
3. Our Community	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$18,000	$0	July 2026	December 2026

Financial Year (FY) 2027 Cost	$18,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Seek approval from Reconciliation Australia on final draft RAP	Present RAP to Council for adoption Community announcement to promote awareness and accountability		

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Aboriginal Cultural and Visitors Centre (Advocacy Funding)

The City will continue to raise the proposed ACVC project with relevant stakeholders and seek funding through suitable grant and philanthropic opportunities.

ID: 3C.02 **Directorate:** Community & Place

Project Benefits

To obtain financial support for the designed ACVC.

Project Assumptions

- Advocacy for ACVC identified in organisational advocacy priorities
- Communication opportunities with Prescribed Body Corporates designated under the Native Title Act

Strategic Outcome	Strategic Link
3. Our Community	3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$18,050,000		July 2018	TBD

Financial Year (FY) 2027 Cost	N/A

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Provide advocacy update to elected members	Continue advocacy	Provide advocacy update to elected members	Continue advocacy

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Port Coogee Community Space

The Port Coogee Community Space project aims to provide flexible, accessible community facilities that respond to the unique high-density, mixed-use and coastal context of Port Coogee. The project is intended to support the current and future needs of the local community by providing spaces that enable a wide range of social, cultural and recreational activities.
The project is recognised as an active proposal in the City's Community Infrastructure Plan, reflecting its role in supporting community connection and local identity as Port Coogee continues to mature as a residential and visitor destination.

ID: 3D.01 **Directorate:** Community and Place

Project Benefits

- Provides contemporary, flexible community spaces that support a wide range of social, cultural and recreational activities.
- Enhances sense of place and community identity within the Port Coogee precinct.
- Supports community connection and social wellbeing by enabling gatherings, programs and local initiatives.
- Improves access to inclusive, accessible community facilities within a high-density urban environment.

Project Assumptions

- The project will be progressed in alignment with the City's Community Infrastructure Plan and Strategic Community Plan outcomes for connected, inclusive communities.
- Final scope, layout and delivery approach will be informed through further planning, needs analysis and concept development, having regard to the urban and mixed-use context of Port Coogee.
- Progression of the project remains subject to future Council consideration and finalisation of land and funding arrangements with Frasers Property Development.

Strategic Outcome	Strategic Link
3. Our Community	3D. Foster connected, accessible communities and services

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,500,000	TBD	July 2023	June 2030

Financial Year (FY) 2027 Cost	$0

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Secure land tenure.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Planning	Design	Delivery



4. Our Places

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.

Strategic Objectives

- **4A.** Plan for growth and sustainable development
- **4B.** Strengthen unique, liveable and adaptive places
- **4C.** Enhance connectivity and mobility through integrated transport networks



Commercial Strategy Review

The City of Cockburn is where we live, work, and play. Thriving activity centres are important as they act as multi-functional community focal points that enhance economic development, promote social interaction, and foster sustainable, healthy, and connected communities.

An updated strategy will improve the City's ability to guide and manage the use of commercial and industrial land to support sustainable economic development, attract investment, create jobs, and ensure the provision of necessary services and facilities.

In essence, the strategy serves as a roadmap that links state planning policies with local needs and aspirations, translating a community's long-term vision into planning actions and regulations.

The strategy will provide the rationale and framework for managing land use change, fostering economic growth, and ensuring commercial decisions contribute positively to the overall well-being and future direction of the community.

ID: 4A.01 **Directorate:** Sustainable Development & Safety

Project Benefits

- Ensure a variety of activity centres, commercial zoned land, investment and employment opportunities are available throughout the City, catering to all ages and interests to meet community need.
- Adjust the City's network and hierarchy of centres to better align with growth of the City, including the creation of new urban areas beyond those identified in the State Planning Framework.
- Informed decision making on the appropriate locations, zoning, scale of activity and long-term planning directions for existing and future retail, commercial and industrial development within the City.
- Explore high-level opportunities to retain existing businesses, attract new investment, diversify the local economy and enhance local infrastructure.

- Align commercial activities with community aspirations and priorities, ensuring transparency and addressing potential conflicts of interest.
- Respond to emerging trends, including Large Format Retail precincts and land uses, ensuring an appropriate planning framework.
- Improve the planning framework for out-of-centre development, including greater restrictions to support the viability of the activity centre network.

Project Assumptions

- The Strategy will be heavily influenced by and will need to accord with the broader framework and requirements of *State Planning Policy 4.2 – Activity Centres.*
- To have the desired influence over external decision-making bodies (e.g. State Development Assessment Unit, Outer Metropolitan Development Assessment Panel, Western Australian Planning Commission and State Administrative Tribunal), some recommendations may require subsequent WAPC Approval of amendments to the City's *Local Planning Strategy (2024)*.

Strategic Outcome	Strategic Link
4. Our Places	4A. Plan for growth and sustainable development

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$150,000	$0	July 2026	December 2028

Financial Year (FY) 2027 Cost	Included in Service Cost

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Commence Retail Needs Assessment (RNA)	Complete Retail Needs Assessment (RNA)	Analyse and report findings of RNA to Council	Commence Preparation of Draft Commercial Strategy

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Design	Design	X

Public Open Space Strategy Review

The City of Cockburn is where we live, work, and play. Public open spaces are vital for our community's health, well-being, and overall enjoyment of our city.

The Strategy is a roadmap for creating and maintaining a network of parks, reserves, and green areas that cater to the needs of a growing Cockburn. It will guide future strategic level decisions on:

- Where and how we guide future investment in the creation of new parks and recreational facilities across the city.
- Establish a vision, hierarchy, and framework for improving and revitalising our existing parks and green areas to meet the evolving needs of the community.
- The plan will focus on creating a network of interconnected green spaces that best protect its existing environmental assets, promote active lifestyles, and a sense of community.

ID: 4B.01 **Directorate:** Planning and Sustainability

Project Benefits

- The Public Open Space Strategy ensures a variety of parks and green spaces are available throughout the city, catering to different ages, interests, and activity levels.
- Easy access to parks and green spaces is linked to numerous health benefits, promoting physical activity, relaxation, and social interaction.
- The strategy will consider environmental factors, creating green spaces that are resilient and that contribute to a sustainable city.

Project Assumptions

- The Strategy will need to embrace the requirements of the Western Australian Planning Commission (WAPC) Public Open Space (POS) Position Statement (released December 2025) that limits the collection of cash-in-lieu in infill scenarios including 2 and 4-year moratoriums for infill and built-strata proposals.
- To have the desired outcome, some recommendations may require subsequent WAPC Approval of amendments to the City's Local Planning Strategy (2024).

Strategic Outcome	Strategic Link
4. Our Places	4B. Strengthen unique, liveable and adaptive places

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$30,000	$0	July 2024	June 2027

Financial Year (FY) 2027 Cost	Included in Service Cost

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Undertake Phase 2 Community Engagement	Report on Phase 2 Engagement Outcomes	Finalise Strategy Documentation	Present to Council for Final Adoption

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	X	X	X

Elderberry Drive, Semple Court and Berrigan Drive Intersection - Semple Berrigan Roundabout

Project Description

The City of Cockburn is committed to creating safer and more efficient roads for everyone. with a major upgrade project at the intersections of Berrigan Drive, Semple Court and Elderberry Drive. Currently a staggered uncontrolled set of intersections, these busy intersections will be transformed with the installation of a new roundabout. Delivered to the ultimate alignment of Ngort Drive from the Cockburn Central North Structure Plan. This innovative approach aims to significantly improve safety and traffic flow for all road users. Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians.

ID: 4C.03 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are designed to enhance safety and improve traffic flow, making intersections more efficient and secure for all road users.

- Reduces Crashes – Minimises right-angle collisions, which are more common at signalized intersections.
- Improves Traffic Flow – Reduces wait times and allows for a smoother, continuous movement of vehicles, especially during peak hours.
- Enhances Night-Time Safety – Upgraded lighting will improve visibility, ensuring safer conditions for both drivers and pedestrians.
- Encourages Safer Driving – The roundabout's design naturally promotes slower speeds and better control, reducing the risk of accidents.

By implementing these upgrades, we are creating a safer, more efficient road network for the community.

Project Assumptions

- Main Roads WA Approvals
- Land acquisition achieved

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$6,000,000	$3,607,000	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$5,420,000
City Funding	$1,813,000
External Funding	$3,607,000
External Source	DCP

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
15% Design completed	Detailed Design complete	Market engagement for works contract	Award of works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Orsino Boulevard and Pantheon Avenue Intersection

Project Description

The City of Cockburn is dedicated to creating safer and more efficient roads for the community. As part of this commitment, we are upgrading the intersection of Orsino Boulevard and Pantheon Avenue by installing a new roundabout to replace the current uncontrolled intersection.

This upgrade will:

- Improve safety by reducing crash risks and ensuring smoother traffic movement.
- Enhance traffic flow for all road users, especially during peak hours.
- Increase night-time visibility with upgraded lighting for safer driving and pedestrian access.

This project reflects our ongoing efforts to make Cockburn's roads safer, more accessible, and future-ready for everyone

ID: 4C.05 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are a proven solution for improving road safety and traffic efficiency.

- Reduces Crashes – Helps prevent right-angle collisions, which are more common at traffic lights.
- Improves Traffic Flow – Minimizes wait times and allows for a continuous movement of vehicles, especially during peak hours.
- Enhances Night-Time Safety – Upgraded lighting will improve visibility for drivers and pedestrians.
- Encourages Safer Driving – The roundabout's design naturally promotes slower speeds and better control at the intersection.

By implementing these upgrades, we are ensuring a safer, more efficient road network for everyone.

Project Assumptions

- Relevant approvals granted

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$977,000	$977,000	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$886,000
City Funding	$0
External Funding	$886,000
External Source	Blackspot Program Grant and Developer Payment

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed Design progressing	Market engagement for works contract	Award of works contract	Project complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Rowley Road, De Haer Road and Liddelow Road Intersection

Project Description

The City of Cockburn is committed to creating safer and more efficient traffic flow for everyone. That's why we're undertaking a major upgrade project at the intersections of Rowley Road, Liddelow Road and De Haer Road. Currently a staggered uncontrolled set of intersections, these busy intersections will be being transformed with the installation of a new roundabout. This innovative approach aims to significantly improve safety and traffic flow for all road users. Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians.

ID: 4C.06 **Directorate:** Infrastructure Services

Project Benefits

Roundabouts are designed to enhance safety by reducing crashes, particularly right-angle collisions that are more common at traffic signal intersections.

- Improved Traffic Flow – Roundabouts help minimize wait times and ensure a continuous flow of traffic, especially during peak periods.
- Enhanced Safety – The design naturally encourages slower speeds, leading to safer driving conditions for all road users.
- Better Visibility – Upgraded lighting will improve nighttime visibility, making the intersection safer for motorists, cyclists, and pedestrians.

By integrating these features, the roundabout will create a safer and more efficient roadway for the community.

Project Assumptions

- Land acquisition process completed
- Relevant project approvals granted

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Cost	External Funding	Project Start Date	Project End Date
$2,391,190	$1,637,179	July 2025	June 2028

Financial Year (FY) 2027 Total Cost	$1,874,571
City Funding	$624,857
External Funding	$1,249,713
External Source	Blackspot Program Grant

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed Design progressing	Detailed Design progressing	Market engagement for works contract	Award of works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	X	X

Hammond Rd Duplication Russell Rd to Rowley - Upgrade & Extension Stage 1 - Russell to Frankland

Project Description

The City of Cockburn is committed to creating safer and more efficient roads for everyone. That's why we're undertaking a major upgrade project along Hammond Rd between Russel Rd and Frankland Road. Described as Stage 1 this project will duplicate Hammond Road allowing for the planned future traffic volumes in the area. The project will also include significant improvements to lighting, landscaping and pedestrian facilities inclusive of a Dual Use Path.

ID: 4C.07 **Directorate:** Infrastructure Services

Project Benefits

- Reduced congestion and smoother commutes for everyone using Hammond Road.
- The project aims to create a more attractive and user-friendly environment along Hammond Road.
- This project is a City commitment in both Southern Suburbs District Structure Plan, DCP 9 and 10 and the Metropolitan Region Scheme as a critical road link.

Project Assumptions

- Relevant approvals granted
- Land accessibility

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,715,000	$581,000	July 2025	June 2029

Financial Year (FY) 2027 Total Cost	$50,000 (plus carry-forward)
City Funding	$50,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed design progressing	Detailed design progressing	Detailed design complete	Market engagement for works contract

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Design	Delivery	Delivery	X



Beeliar Drive and Dunraven Drive Intersection (Blackspot Project)

Project Description

The City of Cockburn is prioritising your safety on the roads. That's why we're implementing a significant improvement at the intersection of Beeliar Drive and Dunraven Drive – the installation of new traffic signals.

The current uncontrolled intersection at Beeliar Drive and Dunraven Drive has seen 27 crashes reported between December 2017 and 2022. These statistics highlight the need for improved traffic management at this location.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.
  To ensure a smooth and successful project, we've divided it into two stages:
- Stage 1: Design (FY2): Our traffic engineers will design the new traffic signal system, considering factors like traffic volume, pedestrian safety measures, and accessibility for people with disabilities.
- Stage 2: Construction (FY27): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.08 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Main Roads WA approval
- External funding obtained

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,930,000	$1,953,333	July 2024	June 2027

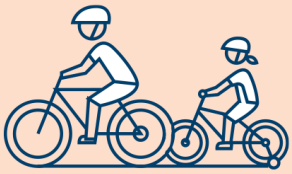
Financial Year (FY) 2027 Total Cost	Carry forward

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Market engagement for construction contract	Contract award	Construction commenced	Construction completed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X



Rockingham/Phoenix Road Intersection

Project Description

The City of Cockburn is committed to creating safer and more efficient traffic flow for everyone. That's why we're undertaking a major upgrade project at the intersection of Rockingham Road and Phoenix Road.

At the Ordinary Council Meeting held on 12 August 2025 the Council supported a dual-lane signalised intersection with filter removal and a raised safety platform (inclusive of light and shared path upgrades). This approach aims to significantly improve safety and traffic flow for all road users.

Upgraded lighting will enhance visibility at the intersection, improving safety for night-time drivers and pedestrians. The project will also address safety concerns regarding access from Phoenix Road onto Grandpre Crescent.

By upgrading the existing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow for dedicated right turn movements will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 -2: Traffic Modelling and Signal Phasing (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles. Design meetings with Main Roads WA.
- Stage 3: Design (FY28): Detailed design of the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities.
- Stage 4: Construction (FY29): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.09 **Directorate:** Infrastructure Services

Project Benefits

- Upgraded traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods at signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
TBD	TBD	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$50,000
City Funding	$50,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X



Rowley Road & Lyon Road Intersection Upgrade

Project Description

The City of Cockburn is prioritising your safety on the roads. 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 by installing new traffic signals.

The single-lane roundabout at the intersection of Rowley Road and Lyon Road has recorded 28 crashes from January 2020 to December 2024. These statistics underscore the need for enhanced traffic management in this area. Unfortunately, current land constraints prevent upgrading the existing roundabout, which serves as a major route for heavy vehicles like those on Rowley Road.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Planning (FY27-29): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles.
- Stage 3: Design (FY29): Our designers will complete the detailed design the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities.
- Stage 4: Construction (FY30): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.11 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA and City of Kwinana

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
TBD	TBD	July 2026	June 2030

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	$250,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Planning	Design	Delivery



North Lake Road & Discovery Drive Intersection

Project Description

The City of Cockburn is prioritising your safety on the roads. Planned as a State Blackspot program, this project tackles the North Lake Road and Discovery Drive crash-prone intersection to improve both safety and traffic flow by installing new traffic signals.

The current uncontrolled intersection at North Lake Road and Discover Drive has seen 46 crashes reported between January 2020 and December 2024. These statistics highlight the need for improved traffic management at this location. Due to steep terrain on North Lake Road, the roundabout construction is not possible to lead to poor stability of heavy trucks.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Planning – COMPLETE
- Stage 3: Detailed Design: Our designers will design the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities. Design meetings with MRWA.
- Stage 4: Construction: Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.12 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection,

benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Cost	External Funding	Project Start Date	Project End Date
$3,000,000	$1,800,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$250,000
City Funding	$250,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X



North Lake Road & Elderberry Drive Intersection

Project Description

The City of Cockburn is prioritising your safety on the roads. Planned as a State Blackspot program, this project tackles the North Lake Road and Elderberry Drive crash-prone intersection to improve both safety and traffic flow by installing new traffic signals.

The current uncontrolled intersection at North Lake Road and Elderberry Drive has seen 20 crashes reported between January 2020 and December 2024. These statistics highlight the need for improved traffic management at this location.

By installing traffic signals, we aim to significantly reduce the risk of crashes at this intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow will minimise confusion and potential collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.
- Cyclists: Traffic signals will provide increased visibility and predictability for cyclists navigating the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Design (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles.
- Stage 3: Design (FY28): Our designers will design the new traffic signal system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities.
- Stage 4: Construction (FY29): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.13 **Directorate:** Infrastructure Services

Project Benefits

- New traffic signals will significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods with signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by MRWA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$3,000,000	$1,800,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$100,000
City Funding	$100,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X

Lyon Road & Gibbs Road Intersection

Project Description

The City of Cockburn is prioritising your safety on the roads. Planned as a State Blackspot program, this project tackles the Lyon Road and Gibbs Road crash-prone intersection to improve both safety and traffic flow by reviewing existing traffic signals.

The current set of traffic signals at Lyon Road and Gibbs Road has seen 34 crashes reported between January 2020 and December 2024. These statistics highlight the need for improved traffic management at this location.

The severity of crashes is quite dominant with 10 medical and 1 hospital crash outcomes. With right turn related crashes being 1/3 of overall crashes, reflecting the higher volumes of traffic on Gibbs Road creating difficulty for turn movements and increased chance of crash.

The proposal aims to improve operation of existing signals by:

- Removing right turn filter turn for vehicles turning right from Gibbs Road EB into Lyon Road SB. With the introduction of a protected turn with a green arrow.
- Removing filtered left turn for vehicles turning from Lyon Road NB into Gibbs Road WB. This will allow for installation of dedicated / fully protected pedestrian crossing phase on west approach of the traffic signals.

By upgrading the existing traffic signals, we aim to significantly reduce the risk of crashes at this
intersection. This project will benefit everyone who uses these roads, including:

- Drivers: Clear and controlled traffic flow for dedicated right turn movements will minimise confusion and potential
  collisions.
- Pedestrians: Designated crossing periods with signals will ensure safer movement across the intersection.

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 -2: Traffic Modelling and Signal Phasing (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal system, considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles. Design meetings with Main Roads WA.
- Stage 3: Design (FY28): Our designers will design the new traffic signal

system, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities. Design meetings with Main Roads WA.
- Stage 4: Construction (FY29): Following the design phase, construction crews will begin installing the new traffic signals.

ID: 4C.14 **Directorate:** Infrastructure Services

Project Benefits

- Upgraded traffic signals will significantly reduce the risk of crashes at the intersection,
  benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction.
- Designated crossing periods at signals will ensure safer movement across the intersection for pedestrians.

Project Assumptions

- Approval given by Main Roads WA

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$3,000,000	$1,800,000	July 2026	June 2029

Financial Year (FY) 2027 Total Cost	$100,000
City Funding	$100,000
External Funding	
External Source	

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	X

Hammond Road Duplication Russell Road to Rowley – Upgrade and Extension Stage 2 Frankland to Wattleup

Project Description

The City of Cockburn is committed to creating safer and more efficient roads for everyone. That's why we're undertaking a major upgrade project along Hammond Rd between Frankland Avenue and Wattleup Road. Described as Stage 2 this project will duplicate Hammond Road allowing for the planned future traffic volumes in the area. The project will also include significant improvements to lighting, landscaping and pedestrian facilities inclusive of a Dual Use Path.

ID: 4C.15 **Directorate:** Infrastructure Services

Project Benefits

- Reduced congestion and smoother commutes for everyone using Hammond Road.
- The project aims to create a more attractive and user-friendly environment along Hammond Road.
- This project is a City commitment in both Southern Suburbs District Structure Plan, DCP 9 and 10 and the Metropolitan Region Scheme as a critical road link.

Project Assumptions

- Approval given by Main Roads WA
- Land is accessible

To ensure a smooth and successful project, we've divided it into stages:

- Stage 1 & 2: Planning (FY27): Our traffic engineers will undertake traffic modelling for the new traffic signal systems and duplicated road corridor considering factors like traffic volume, required number of lanes, signal phasing with pedestrian safety measures, and heavy vehicles. Design meetings with Main Roads WA.
- Stage 3: Design (FY28): Our designers will design the new traffic signal Systems and duplicated road corridor, considering factors like road geometry, pedestrian and vehicle sightlines, and accessibility for people with disabilities. Design meetings with Main Roads WA.

- Stage 4: Construction (FY29 & FY30): Following the design phase, construction crews will begin installing the new traffic signals and road corridor.

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$8,700,000	$5,800,000	July 2026	June 2027

Financial Year (FY) 2027 Total Cost	$100,000
City Funding	$100,000
External Funding	$0
External Source	-

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic modelling and signal phasing commenced	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing continues	Traffic modelling and signal phasing complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	Delivery

Roads Resurfacing Program

Project Description

The Roads Resurfacing Program is a planned program of works to be undertaken within FY27 that is aimed at restoring and extending the service life of the City's road network through the systemic renewal of selected road pavements.

The program focusses on resurfacing selected roads based on asset management principles where pavement condition has deteriorated due to age, traffic loading, environmental factors, normal wear and tear, but where full reconstruction is not yet required.

Some of the projects within the FY27 road resurfacing program include:

- Elderberry Dr – South Lake to Berrigan Dr
- Lydon Blvd – Rosehill to Carhausen
- Warton Rd – Jandakot Rd to Nicholson Rd
- Bluebush and Lakefront intersection
- Discovery Dr – Aspiration to North Lake Rd
- Southwell Cres – Phoenix Rd to Jamy
- Sussex St – Kent St to Phoenix Rd
- Heron Way – Osprey to Pelican
- Beeliar Drive – Wentworth to Midgeegooroo Ave

ID: 4C.18 **Directorate:** Infrastructure Services

Project Benefits

- Restoring and extending the service life of the City's road network through the systemic renewal of road pavements.
- Improve road safety, enhance driving comfort and reduce ongoing maintenance demands.

Project Assumptions

- Traffic management plan approvals
- Sufficient favourable weather conditions

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$11,080,000	-	June 2026	June 2027

Financial Year (FY) 2027 Cost	$11,080,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Road resurfacing program 25% complete	Road resurfacing program 50% complete	Road resurfacing program 75% complete	Road resurfacing program 100% complete

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X

Drainage New and Upgrade Program

Project Description

The Drainage New and Upgrade Program is a planned program of works to be undertaken each financial year aimed at upgrading drainage assets and constructing new drainage assets. Works are selected based on areas of known frequent flooding, drainage deficiencies, increased stormwater demand and poor existing asset condition.

The projects within the FY27 Drainage New and Upgrade Program include:

- Upgrade of existing drainage infrastructure at Carrello Circuit, Coogee. This includes upgrading the existing drainage system along Carrello Circuit, Hamilton Road and Kotisina Garden, due to flooding in the vicinity.
- Upgrade of drainage infrastructure at Elderberry Drive, South Lake.
- Upgrade of drainage infrastructure at Glenister Road, Hamilton Hill.
- New drainage system at Aberle Street, Hamilton Hill and connection to existing drainage network.
- Detailed design work for Botany Park
- Detailed design work North Lake Road near Osprey Drive

ID: 4C.19 **Directorate:** Infrastructure Services

Project Benefits

- Reduce localised flooding and improve stormwater management in areas
- Protect affected roads and other public infrastructure, supporting safer and more reliable transport networks.
- Prevention of possible residential flooding

Project Assumptions

- No hazardous materials, such as asbestos, will be encountered during construction activities.
- Water Corporation will permit service isolation, within estimated allowable limit, where required to protect their assets when works are undertaken in close proximity.
- Water Corporation will allow water main isolations during the summer period where necessary to facilitate construction works.

Strategic Outcome	Strategic Link
4. Our Places	4C. Enhance connectivity and mobility through integrated transport networks

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$3,655,000		July 2026	June 2027

Financial Year (FY) 2027 Cost	$ 3,655,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Tender documents prepared	Market engagement	Construction commenced	Projects Completed

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	X	X	X



5. Our Governance

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.

Strategic Objectives

- **5A.** Facilitate transparent and accountable governance for today and tomorrow
- **5B.** Strengthen engagement and communication and enhance customer experience.
- **5C.** Champion strategic partnerships and stakeholder collaboration
- **5D.** Strive for financial sustainability and operational excellence



Website Redevelopment

Project Description
The City's corporate website is the main communication channel. The current Kentico v12 Content Management System (CMS) has reached end-of-life, creating security and compliance risks. This project will replace the CMS, modernise the design, move to secure cloud hosting, consolidate key websites, improve accessibility, and integrate core systems including TechnologyOne, ECM, Customer Requests, mapping, payments, enterprise search.

ID: 5B.01 **Directorate:** Corporate and System Services

Project Benefits

- Improved security, reliability, and performance.
- Ongoing accessibility compliance (WCAG 2.2+ AA).
- Enhanced integration with Technology One, ESRI (mapping), enterprise search, and HIVO (digital asset management system).
- Streamlined content governance, workflows, and CMS efficiency.
- Unified, consistent branding and improved customer experience.
- Reduced long-term maintenance costs by consolidating platforms.

Project Assumptions

- Mix of internal and external resources will deliver the project.
- Scope will align with governance, policies, and strategic objectives.
- Budgeting is aligned to the 2026–27 financial year.

Strategic Outcome	Strategic Link
5. Our Governance	5B - Strengthen engagement, communications and enhance customer experience

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$790,670	$0	August 2026	December 2027

Financial Year (FY) 2027 Cost	$500,000

Financial Year (FY) 2026-2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
• Tender released • Vendor evaluation and selection	• Contract finalisation • Project initiation and onboarding	• Project planning • CMS and design phase begins	• Build and Development phase • Content audit and migration planning

Project Timeline

FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2030
DESIGN • Tender released • Vendor evaluation and selection • Contract finalisation • Project initiation and onboarding • Project planning • CMS and design phase begins • Build and Development phase begins	DELIVER • Content population and migration of other web sites • Go live	X	X



Infrastructure as a Service

Project Description

The purpose of this project is the migration of on-premises server infrastructure to an Infrastructure-as-a-Service (IaaS) cloud hosting model. This initiative aims to improve scalability, resilience, and operational efficiency while reducing capital expenditure and aligning IT services with the City of Cockburn's strategic objectives for modernization and digital transformation.

The current on-premises environment consists of physical servers hosted primarily in the Administration Building (AB) data centre, with disaster recovery (DR) capabilities in a secondary site. This infrastructure is approaching hardware refresh cycles, and ongoing maintenance costs—including power, cooling, and support contracts—continue to rise. Additionally, the existing model presents challenges in meeting evolving business requirements such as rapid provisioning, disaster recovery improvements, and compliance with modern security standards.

ID: 5B.02 **Directorate:** Corporate and System Services

Project Benefits

- Reduce financial risk by eliminating unpredictable VMware licensing costs and hardware refresh cycles.
- Improve resilience through geo-redundant disaster recovery and high availability.
- Enhance agility by enabling rapid provisioning and dynamic scaling of resources.
- Strengthen security and compliance with provider-managed frameworks and advanced threat protection.
- Support sustainability goals by reducing energy consumption and physical footprint.

Project Assumptions

- Mix of internal and external resources will deliver the project.
- Scope will align with governance, policies, and strategic objectives.
- Budgeting is aligned to the 2026–27 financial year.
- Cloud Provider Availability: The selected IaaS provider (e.g., Azure) will offer services in a region that meets data residency and compliance requirements.

- Network Connectivity: Adequate bandwidth and secure connectivity will be provided to support hybrid operations during migration.
- Licensing Flexibility: Existing Microsoft and application licenses can be leveraged in the cloud (BYOL) to reduce costs.
- Staff Capability: IT staff will receive training and support to manage cloud operations effectively.
- Workload Compatibility: Most workloads can be rehosted (lift-and-shift) without major refactoring; exceptions will be identified early.
- Cost Optimization: Reserved instances and storage tiering will be applied to achieve projected savings.
- Security Compliance: Cloud provider meets ISO 27001, SOC 2, and relevant Australian regulatory standards.
- Vendor Support: Cloud provider offers enterprise-grade support and SLAs for uptime and incident response.

Strategic Outcome	Strategic Link
5. Our Governance	5B - Strengthen engagement, communications and enhance customer experience

Total Estimated Cost	External Funding	Project Start Date	Project End Date
5 years = $1,800,000 (3years+1+1)	$0	June 2026	December 2026

Financial Year (FY) 2027 Cost	$

Financial Year (FY) 2026 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
	• Tender released • Vendor evaluation and selection • Contract finalisation	• Project planning • Project initiation and onboarding • CMS selection and design phase begins	• Build and Development phase • Content audit and migration Complete

Project Timeline

FY 2026-2027	FY 2027-2028	FY 2028-2029	FY 2030
Delivery			



New Civic and Administration Centre

The objective of this project is to investigate the provision of a new civic and administration centre (NCAC). The re-formation of a reference group with new terms of reference will assist to guide the investigation to ensure sufficient oversight and justification for any future development. The current civic and administrative facilities are at the end of their useful life with high ongoing maintenance costs.

The business case work will look at future options considering site location, civic and administration functions, and other potential compatible co-habit opportunities.

Regardless of progress on a business case of a new centre there are still works required to be undertaken to the existing building to ensure it remains in a suitable condition until a new centre is complete. It has been identified that HVAC and roof repairs are two of the most critical components. To undertake works to the administration building, these would necessitate a relocation for a period of time. There will be a cost associated with this. Time is critical given many of the building works have been assessed as being urgent to ensure use of the building can continue.

ID: 5D.01 **Directorate:** Sustainable Development and Safety

Project Benefits

- Fit for purpose civic and administration facility that meets current compliance requirements
- Known timeline and cost implications
- Investigation of opportunities for compatible commercial tenants to offset costs
- Extension of the life of existing asset which has reached the end of its useful life

Project Assumptions

- A Reference Group will be established and will established its own Terms of Reference, these will include reviewing the status of the existing administration building.
- The scope of building works required can be based on the November 2024 analysis.
- Civic and Administration function can be accommodated during works on existing structure

Strategic Outcome	Strategic Link
5. Our Governance	5D. Strive for financial sustainability and operational excellence

Total Estimated Cost	External Funding	Project Start Date	Project End Date
TBD		July 2024	June 2030

Financial Year (FY) 2027 Cost	$220,920 (Carry Forward)

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reference Group to be formed and Terms of Reference considered	Commence drafting development of draft Business Case & Scope	Present draft Business Case and Scope for consideration by Council	Market Engagement for Detailed Design

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Planning	Design	Delivery	Delivery



TechOne CiAnywhere Project

The TechOne CiAnywhere Project is a major digital transformation initiative at the City of Cockburn, aimed at upgrading all TechOne modules from the legacy Ci platform to the modern CiAnywhere (CiA) environment.

The project involves a whole-of-business approach to how we utilise our systems and processes, using the CiA platform as a catalyst to review, modernise, and align them with best practice. This transition is essential to maintain support from TechOne, ensure system relevance, and unlock modern capabilities.

ID: 5D.03 **Directorate:** Corporate and System Services

Project Benefits

Allow for business and process improvements. Allows for mobility and accessibility. Supports remote work. Modern, intuitive user interface. Enhanced Security (MFA, Single Sign On). Allows for workflow automation. Better support from TechOne and partners.

Project Assumptions

- ECR is a separate stage, run in parallel with the P&R modules.
  No details on how this will be managed have been provided by TechOne and therefore ECR has been scheduled to be run in parallel with the P&R Stage 2 (Permits, Licenses, Approvals, Leases and Compliance Configuration). This is so that it is complete before P&R Stage 3 (Rates & Valuations, Water & Waste, Conveyancing Certificates and Building
  Applications) commences. TechOne advised they will not be ready to implement ECR in CiA until the B release in 2026 and therefore the ECR migration has been scheduled to commence post EOFY 2028.
- Integration effort for each stage cannot be estimated until the T1 CiA environment has been delivered and therefore may exceed the estimated timings
- Data migration requirements are not known and have therefore not been included in the project schedule.
- Project resources (internal and contract) will be available as planned without significant delays.

Strategic Outcome	Strategic Link
5. Our Governance	5D. Strive for financial sustainability and operational excellence

Total Estimated Cost	External Funding	Project Start Date	Project End Date
$2,440,000	$0	July 2025	June 2028

Financial Year (FY) 2027 Cost	$560,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Planning and readiness preparation for Stages 1B.	Go live of Animal Management, Infringements and Sundry Debtors modules.	Planning and readiness preparation for Stage 2	Go live of Compliance Enforcement and Lease applications.

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	Delivery	X



Service Review Program

The City of Cockburn is committed to providing exceptional services that meet the needs of our growing community. The service review will help ensure services remain affordable, aligned with community priorities, and responsive to key change drivers influencing future demand.
It will identify opportunities to improve how resources are allocated and services delivered, supporting a more efficient and sustainable use of resources and informing long-term financial planning to respond to evolving community needs.

ID: 5D.04 **Directorate:** Corporate and System Service

Project Benefits

A review of the City's services ensures they better align with customer needs and expectations, leading to more relevant and effective service provision.
The review aims to identify opportunities to improve how resources are managed for service delivery, supporting a more efficient and sustainable use of resident rates.
This project will also inform service planning and long-term financial planning, helping to ensure City resources are allocated effectively to meet the evolving needs of the community.

Project Assumptions

- Existing services will continue to be delivered during the review period, with improvements staged over time rather than immediate or disruptive change
- The agreed program funding supports delivery of the review methodology, not implementation of all recommended changes.
- The program assumes strong governance and endorsement through ELT and Council, with recommendations subject to review, prioritisation and decision-making at appropriate levels.
- Not all recommendations will be implemented immediately; implementation is assumed to be staged, prioritised and aligned to organisational capacity and readiness for change.

Strategic Outcome	Strategic Link
5. Our Governance	5D. Strive for financial sustainability and operational excellence

Total Estimated 4Cost	External Funding	Project Start Date	Project End Date
$360,000	$0	October 2024	June 2028

Financial Year (FY) 2027 Cost	$120,000

Financial Year (FY) 2027 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4
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

Project Timeline

FY 2027	FY 2028	FY 2029	FY 2030
Delivery	Delivery	X	X

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City of Cockburn

Workforce Plan

2026-2030



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Acknowledgement of Country

Cockburn Nyungar moort Beeliar boodja-k kaadadjiny. Koora, yeyi, benang baalap nidja boodja-k kaaradjiny. Ngalak kaditj boodjar kep wer kaadidjiny kalyakool yoodaniny, wer koora wer yeyi ngalak Birdiya koota-djinanginy.

The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country. We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to Elders, past and present.

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Introduction

The City's workforce is fundamental to the delivery of services to our community. The skills, capability and commitment of our people directly influence the quality of outcomes we achieve, the trust we build with the community, and our ability to respond to change.

The Workforce Plan 2026-2030 recognises that effective service delivery is not only about having the right number of people; it is about building the capabilities, behaviours and culture to meet current and future needs. It sets a clear direction for how the City will attract, develop and support its people so they can do their best work and continue to make a meaningful difference for the Cockburn community.

Overview

The City of Cockburn Workforce Plan 2026-2030 (plan) has been developed in line with the Australian Business Excellence Framework (ABEF) and the principles of the Integrated Planning and Reporting Framework (IPRF). It supports long-term workforce sustainability by fully integrating workforce planning with the City's strategic, operational and financial planning. It does this by:

- Aligning workforce capability and resourcing with the Strategic Community Plan and Corporate Business Plan
- Monitoring changes in community expectations, regulatory and technology to inform workforce requirements
- Forecasting medium and long-term workforce needs, including skills, diversity and succession
- Ensuring workforce resourcing decisions are informed by service demand, risk and long-term financial sustainability
- Strengthening leadership capability and organisational resilience across all service areas
- Preparing the City for key workforce trends such as digital transformation, flexible employment models and demographic change
- Regularly reviewing and updating action plans to respond to emerging gaps and opportunities.

The plan enables the City to deliver quality services now while building a resilient and adaptable workforce for the Cockburn community's future needs.

Integrated Planning and Reporting Framework

The City of Cockburn operates within the Integrated Planning and Reporting Framework (IPRF), as required under the *Local Government Act 1995* (WA). This framework provides a structured and transparent approach to planning and decision making and ensures workfroce planning is fully integrated with the City's broader strategic, operational and financial planning. Workforce planning aligns with the following core plans and the requirements of the City of Cockburn Industrial Agreement 2025.

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- Strategic Community Plan 2025-2035 – Outlines the long-term vision, aspirations and priorities for Cockburn's community
- Corporate Business Plan – Outlines the key projects, corporate projects, plans and services
- Long Term Financial Plan – Represents a 10-year financial forecast for the City's budget
- Asset Management Strategy/Plans – Overview of the objectives, resourcing and budget requirements of key City infrastructure
- Workforce Plan – Principles and forecast of workforce growth
- Service Plans – Articulates the roles and responsibilities of each service unit
- Reconciliation Action Plan – Provides measurable actions that support the goal of closing the gap between all Australians
- Diversity and Inclusion Plan – Commitment to creating and sustaining a diverse and inclusive culture.

The following diagram illustrates the City's Integrated Planning and Reporting Framework and specifies positions of the strategies and plans within the Framework.



Integrating these plans ensures workforce strategies are developed cohesively rather than in isolation, keeping them responsive to changing community needs, financial realities, and

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asset management priorities. Regular reviews and community engagement maintain alignment and flexibility across all plans.

The City of Cockburn Strategic Community Plan 2025-2035 is the City's shared vision and long-term road map for the future, clearly communicating our strategic objectives.

Approach to Strategic Workforce Planning

Within the City of Cockburn's Integrated Planning and Reporting Framework (IPRF), strategic workforce planning provides the critical link between strategic intent and service delivery. It ensures the organisation has the capability and capacity to deliver agreed community outcomes in a sustainable, financially responsible manner.

The process examines the City's internal and external environment, includes consultation across the organisation to identify capability gaps, and carefully assesses the organisation's strategic requirements of the organisation to meet community expectations.

By operating as a continuous, cyclical Measure, Plan, Deliver and Review process, the City's workforce planning approach supports:

- Alignment between strategy, services and workforce capability
- Informed, evidence-based decision-making by Council and the Executive
- Responsiveness to changing community needs and labour market conditions
- Long term organisational sustainability.



The circular model highlights workforce planning as a continuous, integrated and auditable process, with each stage informing and strengthening the next.

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Measure – Strategic Direction

The Measure stage establishes a clear understanding of the current and future workforce within the context of the organisation's strategic direction and service obligations.

Key inputs:

- Strategic Community Plan 2025–2035 – to identify long term community outcomes, strategic priorities and capability requirements
- Workforce profile data (size, demographics, diversity, employment type)
- Employee capability, capacity assessments and gap analysis
- Workforce risks – including critical roles, skill shortages and succession risks
- Internal consultation with employees and leaders, including employee engagement survey results
- External environmental factors such as labour market conditions, regulatory change and technology trends.

Key outputs:

- Robust workforce evidence base that identifies current and emerging gaps between workforce supply and organisational demand.

Plan – Workforce Strategy

The plan stage translates workforce insights into targeted, practical strategies that support delivery of the Corporate Business Plan and long-term organisational sustainability.

Key inputs:

- Corporate Business Plan 2025–2029 and previous Workforce Plan 2022–2026 – to identify service delivery priorities, workforce strategies, capability and succession
- Reviewing the success of previous and current workforce initiatives to address gaps and risks
- Outputs from Measure stage.

Key outputs:

- Workforce Plan that clearly articulates workforce priorities, actions, accountabilities and timeframes.

Deliver – Implementation

The Deliver stage focuses on implementing workforce initiatives through business-as-usual (BAU) operations and planned improvement activities.

Key inputs:

- Annual, Operational and Service Unit Plans – to identify workforce initiatives delivered through BAU and projects
- Recruitment and talent management initiatives

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- Learning and development plans, training needs and gap analysis, capability frameworks and leadership programs
- Workforce redesign and flexible work arrangements
- Policy, system and process improvements
- Change management and engagement with leaders and employees.

Key outputs:

- Initiatives and actions identified within the plan are embedded within operational plans and overseen through established governance and reporting mechanisms.

Review – Assurance and Improvement

The Review stage aligns with the IPRF's annual and cyclical review requirements, ensuring workforce actions remain relevant and effective.

Key inputs:

- Annual Reviews and Reporting – to understand and evaluate performance, identify continuous improvement
- Monitoring workforce performance measures and indicators
- Assessing progress against plan actions
- Evaluating workforce outcomes as part of annual reporting processes
- Identifying emerging risks, trends or changes in service demand through internal reviews and external environmental scans.

Key outputs:

- Insights from the review process inform updates to workforce data and assumptions, feeding directly back into the Measure stage.

Sustainability (supporting the full cycle)

Key inputs:

- The Long Term Financial Plan, Asset Management Strategy and Plans, Capital Works Model and Service Plans, informing workforce affordability, sustainability and asset related capability requirements.

City of Cockburn – Organisational Overview

The City of Cockburn is a Band 1 local government in Western Australia (WA), reflecting its size, revenue and operational complexity. It delivers a wide range of services through a workforce of more than 1,100 people across five directorates, supporting a community of over 125,000 residents and more than 9,200 businesses across 24 suburbs.

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Our Strategy

This page presents our vision, purpose and values along with our strategic objectives.

Our Vision: Cockburn, the best place to be.

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

Our Values

1. We care deeply about our people, community, and environment
2. We are empowered to be our whole selves and flourish
3. We foster innovation by being informed and collaborative.

Our Outcomes



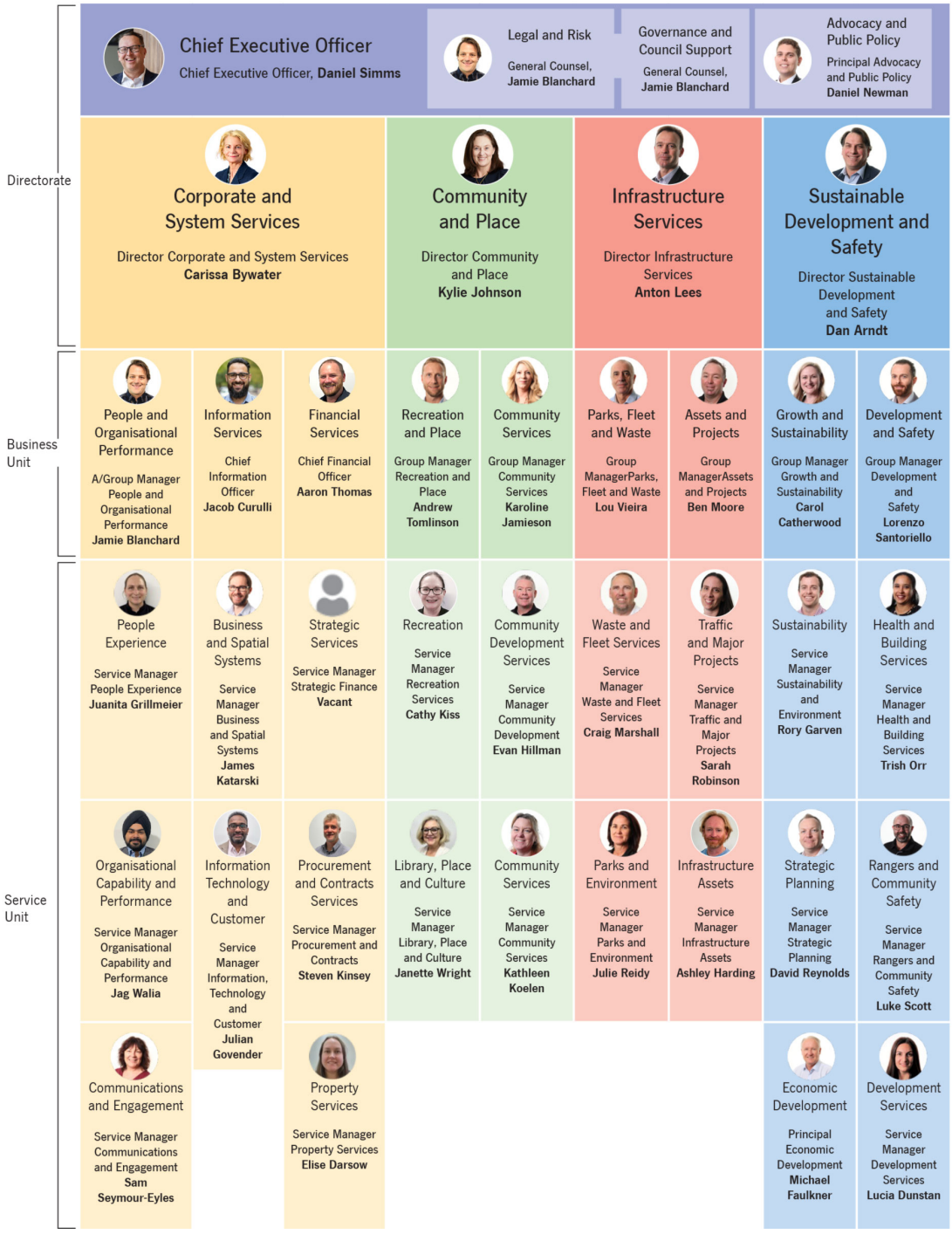
Our Strategic Objectives

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

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Organisational structure

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.



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People and Capability – Workforce Profile

The City's workforce profile provides a comprehensive overview of workforce composition, demographics and employment characteristics. This information supports evidence-based workforce planning, enabling the City to identify emerging risks, capability gaps and opportunities relating to attraction, retention, engagement and succession planning.

This section draws on quantitative workforce data complemented by qualitative insights, including employee survey results and feedback gathered through internal consultation with leaders. Comparative analysis is provided throughout using the WALGA Salary and Workforce Survey 2026 (WALGA 2026), offering a benchmark against broader WA local government trends.

All workforce figures reflect the City's actual workforce on 13 April 2026 and exclude vacant positions unless expressly stated. External contractors and volunteers are not included.

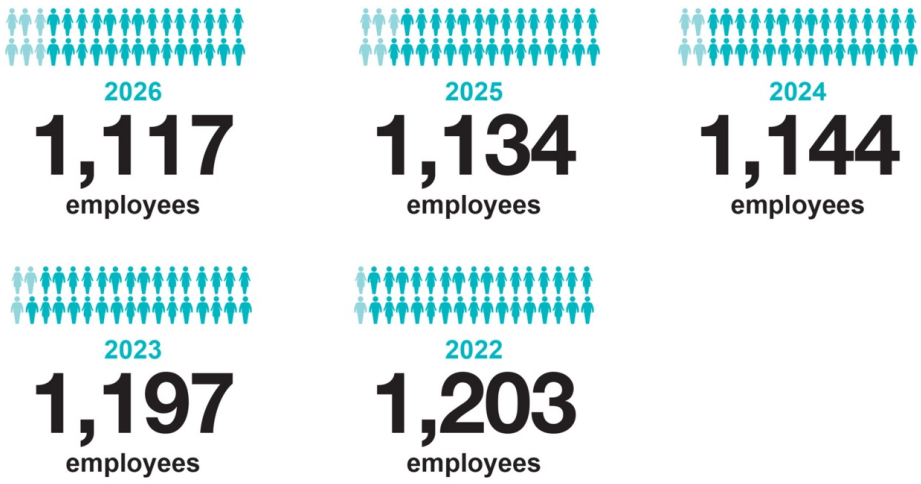
Workforce Metrics and Employment Profile

The City engages employees across a range of employment types, including permanent full-time, permanent part-time, fixed-term and casual engagements. This flexible workforce model supports operational delivery across diverse services, seasonal demand and community facilities, while also enabling workforce responsiveness to changing priorities.

Total Workforce Overview

As of 13 April 2026, the City's total workforce comprises 1,117 employees, represented across both indoor and outdoor functions.

Over the past five years, the City's total workforce numbers have declined year on year, as represented in the table below.



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Workforce breakdown

The City's workforce (excluding external contractors) is represented across the graphics below.



Casual Workforce Profile – Comparative Context

Approximately 42 per cent of the City's workforce is engaged on a casual basis, which is notably higher than the WALGA 2026 sector average of 27.3 per cent. This variance is largely attributable to the operational requirements of Cockburn ARC, where casual engagement supports extended operating hours, peak demand periods and service continuity.

While this engagement model provides operational flexibility and supports community access to high-volume leisure services, it also introduces workforce risks, including:

- Increased exposure to service disruption due to same day termination rights
- Higher employee cost per hour due to the 25 per cent casual loading
- Ongoing recruitment and onboarding demand.

Whilst the City's Industrial Agreement provides options for conversion of casual engagement to permanent employment arrangements at the employee's discretion, these factors reinforce the importance of targeted workforce planning strategies for high casualised service areas, including talent pooling, capability building and conversion pathways where appropriate.

Workforce Composition and Diversity

Age Profile

The City's workforce has an average age of 40 years, broadly aligned with the WALGA 2026 sector profile, which continues to show concentration in mid-career cohorts.
Key trends at the City include:

- Strong representation in the 35-44 and 45-54 year age groups, consistent with sector wide patterns and consistent within the City over the previous five years

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- Growth in younger cohorts within the total workforce, driven primarily by casual employment
- An ageing permanent workforce, particularly in outdoor and trade-based roles, presenting medium to long term succession and workforce sustainability risks.

Gender Profile

- Total workforce: 56 per cent female, 44 per cent male
- Permanent workforce: near equal female and male representation

Leadership Group	Female	Male
CEO, Directors and Group Managers	36%	64%
CEO, Directors, Group Managers, Service Managers	44%	56%
CEO, Directors, Group Managers, Service Managers, Service Leads	51%	49%

These figures align with broader WALGA trends, where women now form the majority of the local government workforce (especially in part time and casual roles). The City continues to pursue initiatives to close any remaining gender gaps, particularly in leadership positions.

Workforce Diversity

The City remains committed to workforce diversity and inclusion, with employees represented in key diversity cohorts (self-identified):

- First Nations employees: 11
- Culturally and Linguistically Diverse (CALD) employees: 65
- Employees with disability: 29.

While these numbers are modest in absolute terms, they align proportionally with broader WALGA reports. They also underscore opportunities to further strengthen inclusive employment pathways and targeted recruitment initiatives.

Local Employment

The City has over 40 per cent of employees residing within the City of Cockburn local government area (post codes 6163, 6164, 6149, 6166). This supports the City's 'live local, work local' campaign and promotes greater workforce stability.

Tenure and Workforce Stability

In 2025, the City implemented a significant restructure of the entire workforce. The restructure better focussed the City on service delivery and constituted a significant

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change to the leadership levels, alignment and reporting lines. The turnover trends, annual engagement survey and exit survey data must be interpreted in the context of this restructure.

Annual Engagement Survey Results

The City surveys the workforce annually around mid-year to measure engagement at a point in time. The table below summarises the top five areas of positive engagement for 2023, 2024, and 2025.

Question	2023	2024	2025
I like the kind of work I do	87%	88%	86%
My co-workers give me help and support	82%	84%	86%
I have confidence in the ability of my co-workers	77%	81%	81%
Keeping high levels of health and safety is a priority of this organisation	75%	81%	80%
Customers are satisfied with our products and/or services	79%	75%	78%

These results show employees feel a strong connection with the nature of the work and their colleagues, citing relationships and feeling supported, as key areas of favourability. Career opportunities, development and planning along with clarity on process ownership and efficiencies remain areas for future improvement.

The Annual Engagement Survey asks respondents if they see themselves working at the City in two years' time. This measure provides valuable insight to workforce intentions and in turn, likely workforce stability and tenure.

Question	2023	2024	2025
I would like to still be working in this organisation in two years	64%	61%	67%

Tenure

The current average tenure of the City's workforce is 5.24 years. The tenure profile of the permanent workforce is shown.

Length of Service	Employees	%
0–2 years	245	37.1
3–5 years	119	18.0
6–10 years	123	18.6
11–15 years	80	12.1

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15+ years	93	14.1

The City's tenure profile demonstrates:

- A higher concentration of short-tenure employees, influenced by casual employment patterns
- A strong core of long tenured permanent employees, supporting organisational knowledge retention and operational continuity
- A gradual decline in long tenure representation aligns with sector wide trends and reinforces the need for proactive succession and knowledge transfer planning.

Turnover

Turnover is measured as the number of permanent employees leaving (voluntary and involuntary) during a period, expressed as a percentage of the average permanent workforce for that period. As at 13 April 2026, the City's rolling 12-month turnover rate was 20.05 per cent, comprising mostly voluntary departures (resignations and retirements). This rate is below the WALGA 2026 sector median of 27.3 per cent, and similar to the 19.7 per cent average among comparable Band 1 local governments in the Perth region. (WALGA's 2026 survey also noted that sector has been steadily increasing over the past eight years). The City recorded a rolling 12-month turnover rate of 19.6 per cent in 2025.

Exit Survey Results

To gain insights into why employees leave, the City uses an independent exit survey process. This survey gathers feedback on reasons for leaving, suggestions for improvement and an 'advocacy score' (how likely each departing employee is to recommend the City as an employer). As of February 2026, the City's advocacy score was 58 per cent, remaining steady over the past six months. Cumulative exit survey data (since November 2022) highlight leadership and employee wellbeing as key areas for improvement. Conversely, Reward and Recognition (61 per cent positive feedback) and Health and Safety (71 per cent positive) are viewed as organisational strengths to maintain and build on.

The table below summarises the top five reasons employees gave for leaving the City in exit survey results for 2023, 2024, and 2025.

Question	2023	2024	2025
Unhappy with Senior Leadership*	27%	16%	34%
Lack of support from my people leader	27%	14%	29%
Better career opportunity at another organisation within the same industry/sector	24%	21%	24%

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Lack of recognition and appreciation for my work	27%	21%	19%
Other (all other reasons not captured specifically)	18%	16%	17%

*Senior Leadership is defined as leaders across Group Manager, Director and CEO levels.

Exit survey feedback for the calendar year to date has shown significant improvement from 34 per cent of leavers reporting they were ‘unhappy with senior leadership’ in 2025 down to 11 per cent in May 2026. Additionally, those exiting have reported leaving to take on a ‘better career opportunity at another organisation within a different industry/sector’ at 33 per cent, up from 12 per cent in 2025 while leaving for a ‘better career opportunity at another organisation within the same industry/sector’ has decreased to 11 per cent from 24 per cent in 2025.

The City will continue its efforts to address these issues while building on identified strengths to improve retention and employee satisfaction.

Recruitment Rate

During the reporting period, the City’s recruitment rate was 19.20 per cent, reflecting a moderate level of recruitment activity within the permanent workforce. This indicates a meaningful level of workforce renewal, with a notable proportion of new employees joining the organisation. This level of turnover and replacement has implications for onboarding, knowledge transfer and short-term productivity as new employees transition into their roles.

Net Recruitment Rate

For the 12 months to March 2026, the City recorded a net recruitment rate of 1.05, meaning that for each permanent employee who exited, slightly more than one new permanent employee was recruited. This result indicates that the City has broadly maintained its permanent workforce capacity over that period, while managing turnover and workforce renewal, noting the City had experienced a decline in total workforce numbers over the preceding years.

Onboarding Survey Feedback

Since 2024, the City has invited new employees to complete an onboarding engagement survey at the end of the first month of employment. This survey provides valuable insight into the City’s onboarding process and initial engagement – a crucial period for long-term employee retention. The City new starters report high favourability in key areas: Engagement (92 per cent) Adjustment (97 per cent), favourability and Wellbeing (95 per cent).

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The survey findings also identify opportunities for improvement, including increasing early career planning discussions between new-hires and their managers, shortening recruitment timeframes, and encouraging new starters to seek feedback. Recognising the importance of a positive onboarding experience, the City is redesigning its processes to address these insights.

Key Workforce Profile Insights

- The City's workforce composition broadly reflects sector norms, with distinct characteristics influenced by the City's service mix (particularly its leisure and recreation operations).
- Casual employment at the City is significantly higher than the WALGA sector average. This provides operational flexibility but also increases costs and retention risks.
- Turnover remains below sector median levels, indicating relative stable employment overall.
- Ageing workforce: A growing proportion of the permanent workforce is nearing retirement, underscoring the need for proactive workforce planning, including apprenticeships, traineeships and leadership succession initiatives.
- Diversity: The City's workforce diversity is broadly in line with sector benchmarks, though further improvements can be pursued through targeted employment initiatives.

Learning and Development

The City is committed to supporting employees build rewarding careers through professional development, skills and capability training, access to study assistance, secondments and providing early career pathways. Additionally, learning and development allows the City to provide opportunities to build strong succession planning and talent pipelines, along with equipping employees to meet current and future needs.

Employees access a wide range of internal and external training opportunities offered through face to face, online and practical, on-the-job options.

For the period 1 January 2025 to 31 March 2026, over 2,708 training instances were completed by employees across 172 courses, with over 65 per cent of courses being facilitated through external providers. The top five courses undertaken were:

Top 5 – online training courses	Completed
Be Safe – Stage One	432
Cardiopulmonary Resuscitation (CPR) Refresher	129
Be Safe – Stage One (People Leader)	120

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Aboriginal Cultural Awareness	106
Manual Handling	103

For the same period, the top five online training courses were predominantly induction based, giving employees the base skills needed to safely perform work:

Top 5 – online training courses	Completed
Corporate Induction	216
Cyber Security – Introduction to Information Security	137
Driver Awareness Training	124
Induction to Local Government	117
Information Governance Framework	95

The City supports early-career pathways through the employment of one mechanical fitting apprentice in its workshop and typically usually up to four trainees across a range of business areas, including People Experience (Human Resources, Payroll, and Work Health and Safety), Bushland Maintenance, Finance and Information Technology.

The City also works closely with local universities by hosting students undertaking professional practice placements and promotes local employment pathways through its Youth Centre and partnerships with local high schools. In specialist areas such as Environmental Health and Building Surveying, the City provides students completing relevant qualifications with opportunities to gain practical, industry-based experience, strengthening workplace capability and graduate readiness.

These initiatives enable the City to engage early with emerging talent and establish pathways into critical, high demand roles that are challenging to recruit through external labour markets.

Internal Consultation

Consultation is a core component of workforce planning. Engagement with City employees and leadership groups was used to inform the Workforce Plan. Engagement involved:

1. Face to face consultation workshops with Group Managers, Service Managers and Service Lead levels throughout the service planning process
2. A survey in the service planning sessions to determine existing gaps

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3. Consultation with senior leadership team to identify and rank the four main challenges for each service area
4. Consultation with key stakeholders, such as the Culture, Organisational Development, Finance, Work, Health and Safety, Business Planning and People Experience teams.

Outcomes of engagement

Engagement with employees identified several key drivers of change that will impact the City's workforce in the near term.

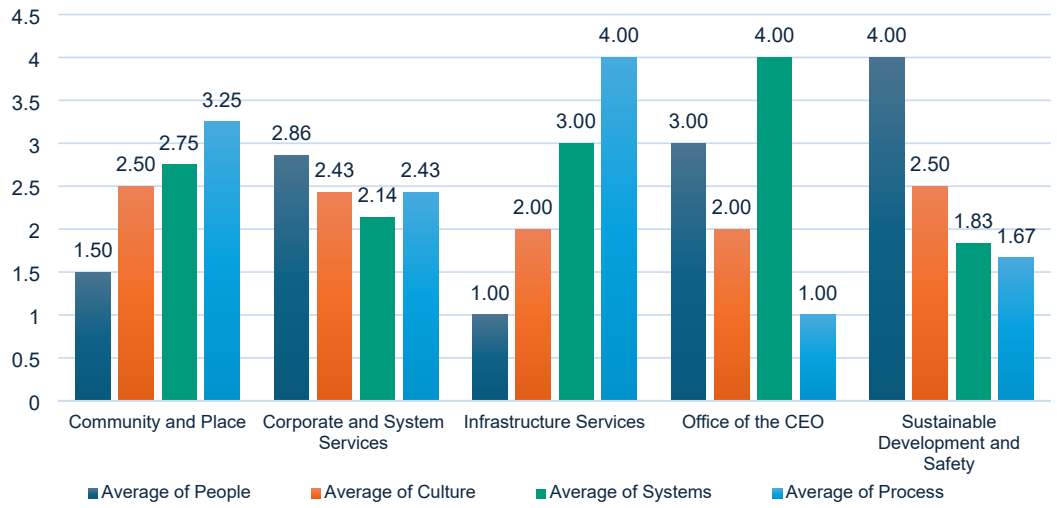
1. **People** – Talent availability, career development, leadership, safety, diversity, flexible work arrangements, aging workforce
2. **Culture** – Rewards and recognition, attraction and retention, training and development, work management
3. **Systems** – Upgrade of Technology One to CiAnywhere, Australian Business Excellence Framework, Project Management Governance, Organisational Review, other IT systems
4. **Process** – Service reviews, process mapping, information management, governance
5. **Technology** - Introduction of artificial intelligence, cyber threats, data governance, system upgrades
6. **Legislative changes** – Including local government reform, Privacy and Responsible Information Sharing legislation, the requirement for an integrated framework or strategy, climate and sustainability reporting, waste management
7. **Financial and economic pressures** – Global economic uncertainty, increased supply chain costs, inflation and dampened real wage growth.

A leadership perspective

The outcomes of the various internal consultation initiatives were consolidated and provided to the City's senior leaders. These leaders then ranked the four main challenges across People, Culture, Systems, and Process for each service area at the City.

While results by Directorate showed different challenges, the consolidated outcome across the organisation showed leaders recognised their greatest challenges were with People and Processes.

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City of Cockburn – Community Overview

The City of Cockburn is a rapidly growing local government area (LGA).

Demographic Snapshot

Population: Approximately **136,388** **residents in 2025** with a projected population of 189,683 by 2025 (120,000 residents in 2021 Consensus)

Median age **35** **years** (younger than WA average of 38 years)

Nearly **40%** of residents born overseas; strong cultural and language diversity

Labour force participation: Approximately **65%** (aligned with WA)

Education **28%** hold a bachelor's degree or higher, TAFE and vocational qualifications common

Largest groups:
0-14 years (19%)
25-44 years (30%)
65+ years (13%)

Key sectors:
Healthcare, Construction, Retail, Manufacturing, Education

Workforce Diversity: Increasing representation of women, younger workers and culturally diverse backgrounds.

Commuting patterns: High rates of residents travel to work outside the LGA, especially to Perth CBD and industrial areas.

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Comparison with Western Australian Workforce Trends

The City of Cockburn's participation and unemployment rates are broadly in line with state averages, though Cockburn's workforce is slightly younger and more culturally diverse. Western Australia has the lowest unemployment rate in the country at 4.1 per cent, sitting slightly below the national average of 4.3 per cent (as of March 2026). This rate has been trending higher over the past financial year, up from 3.4 per cent in December 2025.

Western Australia is experiencing increased demand for workers in healthcare, construction and education – mirrored in Cockburn's top employment sectors.

Key Community Insights

- The City of Cockburn's workforce is vibrant, diverse and reflective of wider state trends
- There is strong demand for healthcare, construction and education roles, both locally and statewide
- Workforce engagement is high, with ongoing opportunities for upskilling and flexible work arrangements
- Diversity is a distinguishing feature, with a significant proportion of residents born overseas and speaking languages other than English at home.

Flexible work arrangements, digital skills and workforce diversity are also growing trends across WA and Cockburn is seeing similar patterns, with more women and younger people entering the workforce and a continued emphasis on vocational and tertiary education.

Continued focus on workforce development, inclusive employment practices and service planning that responds to population growth, diversity and skills demand are strategic implications for the City.

Workforce trends

The City’s workforce planning approach is informed by contemporary workforce research and emerging public-sector practice. The following trends are expected to shape workforce planning over the next three to five years.

1. Competition for critical skills

Low unemployment and sustained sector growth are driving continued competition for specialist roles, including engineers, building surveyors, environmental health officers, information and Communications technology, emergency management professionals, project managers and skilled trades. The pressure is amplified locally by defence-related industry growth and competition from neighbouring local governments. Attracting and retaining scarce skills will require deliberate workforce planning, targeted development and a strong employee value proposition.

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Both City and sector data show a high concentration of employees with less than two years' service, reflecting ongoing recruitment pressures across local government and strong labour market competition.

2. Ageing workforce and knowledge continuity

An ageing workforce presents both risk and opportunity. As experienced employees approach retirement, there is an increased risk of capability gaps and loss of corporate knowledge. At the same time, multigenerational teams can strengthen performance when supported effectively. Succession planning, mentoring, early career pathways, internal capability development and flexible transition options will be critical to maintaining continuity and building future capability.

3. Shift to skills-based workforce planning

Workforce design is increasingly focused on skills and capabilities rather than fixed roles. Identifying critical roles and mapping critical capabilities, particularly digital literacy, project management, regulatory expertise and customer engagement, supports greater organisational agility. Strengthening internal mobility and development pathways will reduce reliance on external recruitment and improve retention, while greater flexibility in how roles and approved headcount are utilised will be essential.

4. Workforce Capability and Leadership Development

WALGA trends continue to highlight leadership development, workforce planning and organisational culture as top sector priorities. Increasing demands to effectively manage employee wellbeing and psychosocial risk will require more skills leaders to ensure a confident, capable leadership cohort and a workforce equipped to adapt to changing service and community expectations.

Ensuring training needs are identified, succession planning is mapped and targeted capability development programs aligned to supervisory, leadership and specialist skill requirements are in place are necessary.

5. Digital and AI adoption

Digital and AI technologies are moving from pilot initiatives to embedded operational tools. These technologies present opportunities across workforce planning, analytics, recruitment, learning and customer service. Responsible adoption requires strong governance, meaningful consultation and targeted capability development to ensure ethical, transparent and accountable use aligned with public sector standards and community expectations.

Increasing governance requirements with the introduction of the new *Privacy and Responsible Information Sharing Act 2024* (WA), legislation designed to protect personal information held by the public sector and enable responsible data sharing, will impact resourcing, training and skills requirements. Procedural changes will be necessary across the sector.

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6. Wellbeing and psychosocial risk management

Under the *Work Health and Safety Act 2020* (WA), the City has a duty to proactively manage psychosocial risks such as excessive workload, role ambiguity, exposure to aggression and change fatigue. Proactive job design, adequate resourcing, capable leadership and early consultation during change are essential to sustaining a safe, heathy and productive workforce. A constructive organisational culture, grounded in trust, accountability and psychological safety, is a critical enabler of performance, resilience and retention.

Sector-wide workforce pressures, increasing turnover and rising employment costs highlight the importance of employee wellbeing and engagement in retention strategies.

7. Industrial and remuneration environment

Operating within the state industrial relations system presents ongoing challenges in balancing fiscal responsibility with market competitiveness. While industrial agreements provide consistency and equity, they can limit flexibility in responding to labour-market pressures for specialist roles. Cost pressures and the industrial environment are driving sharper focus on productivity, role design and sustainable workforce mix. Managing these risks will require a focus on non-financial retention strategies, clear progression pathways and ongoing sector benchmarking to inform remuneration positioning.

8. Evolving workforce expectations

Employee expectations continue to shift toward flexibility, wellbeing, inclusion, greater social responsibility and meaningful work. Hybrid work, flexibility and employee value proposition (EVP) expectations are becoming baseline for attraction and retention where operationally feasible. The City will continue to balance flexibility with service delivery and community obligations, ensuring decisions are transparent, consistent and aligned with operational requirements.

9. Service demand growth

Local growth in infrastructure and service demand (population growth and urban development) naturally sees increasing capability and capacity requirements for the City. This necessitates data-driven workforce planning, critical role and skill mapping along with flexibility of budget allocation to meet changing or growing needs.

10. Declining employee engagement

Recent social research shows declining levels of employee engagement within Australia and New Zealand, with 66 per cent of employees reporting they are not engaged and 13 per cent actively disengaged. Rising levels of stress, loneliness and sadness are being experienced along with lowering confidence in the job climate, meaning many workers feel they are not thriving. As a general trend impacting workplaces, the City's engagement and retention efforts are critical.

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A Sustainable Plan

The City's Workforce Plan 2022–2026 recognised that our organisational strength is grounded in the capability, commitment and dedication of our people. It focused on building organisational capability, prioritising health, safety and wellbeing, fostering continuous learning and strengthening a shared culture through the outcomes of the Organisational Review.

The Workforce Plan 2026–2030 builds on this foundation while deliberately preparing the City to respond to emerging risks, workforce trends and changing service demands. It reflects a shift toward long-term sustainability – ensuring the City has the capacity, capability and organisational knowledge to continue delivering for the community in a responsible and resilient way.

This plan provides a clear roadmap to support workforce sustainability over the next four years with considered responses to address key risks, trends and opportunities identified through internal workforce analysis and comparison with the WALGA Salary and Workforce Survey 2026. Collectively, these responses and the associated initiatives, are designed to strengthen workforce capability, improve sustainability, reduce risk and support the delivery of high-quality services to the Cockburn community.

The City commits to resourcing the initiatives identified for the first year of the plan, with anticipated future initiatives mapped across years two to four. This staged approach ensures alignment with strategic priorities, financial capacity and evolving organisational needs, while maintaining focus on building a capable, adaptable and values-aligned workforce.

Workforce Initiatives

This plan identified four priority workforce challenge areas that must be addressed to support sustainable delivery and organisational adaptability: People, Culture, Systems and Process.

Priority Workforce Challenge Areas

People	e.g. Talent availability, career development, leadership capability, health and safety, diversity and inclusion, First Nations employment framework through our Reconciliation Action Plan, flexible work, ageing workforce, wellbeing and burnout pressures
Culture	e.g. Rewards and recognition, attraction and retention, learning and development, role clarity, workload management and constructive behaviours

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Systems	e.g. TechnologyOne CiA, ABEF maturity, project management capability, organisational review outcomes, digital and ICT systems
Process	e.g. Service reviews, process mapping, information and knowledge management, governance and decision-making frameworks

The table below outlines the City's strategic responses to address current and emerging workforce challenges while maintaining flexibility to meet service and community needs. Implementation will support workforce sustainability, reduce risk and build organisational capability and resilience over the life of the plan. Future planned initiatives are represented in the column labelled 2027-2030.

Project/Activity	Milestones for FY27				2027-2030
	Q1	Q2	Q3	Q4	
1. Recruitment system upgrade and enhancement, including external website refresh, employer brand and employee value proposition (EVP) alignment and streamlined hiring processes to improve candidate experience and timeliness while maintaining due diligence.		✓	✓	✓	✓
2. Expand early career program (apprenticeships, traineeships and graduate pathways), aligned to forecast workforce demand and future capability needs.			✓	✓	✓
3. Maintain, promote and enhance flexible work arrangements and transition to retirement, including review and update of working-from-home processes and inspection requirements to support wellbeing and performance.	✓	✓	✓	✓	✓
4. Enhanced employee benefits, including deferred salary scheme and benefits platform, to strengthen the employee value proposition and support retention.				✓	✓
5. Maintain constructive industrial relationships through direct employee engagements, unions and employer/industry bodies, supporting trust, transparency and organisational stability.	✓	✓	✓	✓	✓

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6. Intranet refresh and content uplift to improve access to information, clarity of expectations and organisational connection.			✓		✓
7. Promote and support job rotations, internal development opportunities, secondments, mentoring and collaboration with industry, universities and other providers to build learning agility, internal mobility and support talent.	✓	✓	✓	✓	✓
8. Embed knowledge transfer and retention strategies, including mentoring, job shadowing and documented work practices to support continuity, reduce key-person risk and improve efficiency.					✓
9. Electronic safety system implementation and ongoing WHS awareness training to strengthen safety, wellbeing and shared accountability.		✓	✓	✓	
10. Hearts and Minds: Teambuilding program to support organisational engagement.	✓	✓	✓	✓	✓
11. Monitor employee feedback on the workplace and their wellbeing through regular surveying.	✓	✓	✓	✓	✓
12. Targeted recruitment campaigns, establishment of proactive talent pooling for higher turnover and critical roles, promotion of Live local, Work local.				✓	✓
13. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	✓	✓	✓	✓	✓
14. Conduct stay interviews and monitor early tenure turnover trends to identify role types or service areas requiring targeted intervention and to better understand positive engagement and employee value proposition views.					✓
15. Implement a consistent City onboarding program which provides structured inductions (face-to-face,					✓

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e-learning and work area orientations), provides clear role expectations, buddy support and early capability development to support employee integration, engagement and productivity.					
16. Complete talent mapping and succession planning for leadership roles and identified critical roles.					✓
17. Complete a review of the remuneration framework for roles not covered by the Industrial Agreement to ensure remuneration remains market competitive.					✓
18. Explore options to develop closed org AI chat bot assistance (e.g. HR/Payroll/entitlements/training/IT) for employees to support rapid information sourcing, query resolution and more efficient service.					✓
19. Complete a City-wide Training Needs Analysis revision to identify skills and knowledge needs to meet workplace gaps and succession planning requirements.					✓
20. Update and digitise employee handbook, incorporating links to intranet and in-time AI chat bot.				✓	
21. Undertake critical roles assessment to better understand labour requirements to support succession planning, proactive talent acquisition and addressing skills gaps.					✓
22. Establish mentoring program for new leaders.					✓
23. Review current casual and labour hire resourcing model and usage to ensure it matches the City's ongoing needs.				✓	✓

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Monitoring and Review

Ongoing monitoring and review are critical to ensuring the plan remains relevant, effective and aligned with the City's evolving needs.

As part of the annual planning cycle, the City will review progress against prior-year actions, confirm priorities and initiatives for the following 12 month's work, and reassess planned initiatives across the life of the plan. The plan may also be reviewed more frequently where emerging risks, workforce trends or changes in service demand are identified through internal reviews and external environmental scanning.

Updates to projects and planned initiatives will be made where required to ensure the plan continues to support organisational capability, resilience and sustainable service delivery.

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6. **Australian Local Government Association (ALGA)** – *Local Government Workforce Skills and Capability Survey*.
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8. **Deloitte** – 2025 Global Human Capital Trends, Deloitte Insights
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12. **Mercer** – *Global Talent Trends Report 2024*.
13. **WA Department of Treasury** – *Economic and Fiscal Outlook* (latest edition).
14. **Western Australian Local Government Association (WALGA)** – *Salary and Workforce Survey 2025*.
15. ***Work Health and Safety Act 2020*** (WA) and Code of Practice – *Psychosocial Hazards in the Workplace*.

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This information is available in alternative formats upon request.

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10.2.2 Adoption of the 2026-27 Annual Budget, 2026-27 Differential Rates, and 2026-27 Schedule of Fees and Charges

Responsible Executive Director Corporate and System Services

Author(s) Chief Financial Officer and Service Manager Strategic Finance

Attachments
1. Statutory Annual Budget 2026-27 ⇩
2. Capital Budget 2026-27 ⇩
3. Fees and Charges 2026-27 ⇩
4. Differential Rates Submissions Received 2026-27 ⇩
5. Draft Capital Works Budget Submissions Received 2026-27 ⇩

RECOMMENDATION
That Council:

(1) ADOPTS the 2026-27 Annual Budget for the City of Cockburn which includes the following:
1. Statement of Comprehensive Income showing a net result for the year of $8,156,726.
2. Rate Setting Statement showing amount to be raised from rates of $154,673,920.
3. Rating Information.
4. Statement of Financial Activity.
5. Statement of Cash Flows.
6. Notes to and forming part of the Budget.
7. Capital Budget of $64,069,810 (Attachment 2);

(2) NOTES the submissions received from the community, and staff responses, on the exhibited proposed differential rates and draft capital works budget as shown at Attachment 4 to the subject report;

(3) ADOPTS and IMPOSES the 2026/27 general rates and minimum payments, pursuant to sections 6.32, 6.33, 6.34 and 6.35 of the *Local Government Act 1995,* as follows:

General Rates	Rate in Dollar (RID)	Minimum Payments $
Residential Improved (GRV)	0.05956	1,698
Vacant Land (GRV)	0.07905	910
Improved Commercial and Industrial (GRV)	0.08443	1,015
Commercial Caravan Park (GRV)	0.08623	1,015
Rural General Improved (UV)	0.00223	1,224
Rural Vacant Land (UV)	0.00343	1,224

Specified Area Rates	Rate in Dollar (RID)	Minimum Payments
Specified Area Port Coogee Special Maintenance (GRV)	0.00940	N/A
Specified Area Port Coogee Waterways (GRV)	0.00869	N/A
Specified Area Cockburn Coast Special Maintenance (GRV)	0.00909	N/A

(4) APPROVES a concession pursuant to section 6.47 of the *Local Government Act 1995,* to apply to Residential Improved single dwelling properties using a rate in the dollar of $0.01835 applied to the GRV value over and above $37,000;

(5) ADOPTS, pursuant to section 6.45 of the *Local Government Act 1995* and regulation 64(2) of the *Local Government (Financial Management) Regulations 1996*, the following payment options for the payment of rates and service charges:

Full Payment and 1st Instalment Due Date	28 August 2026
2nd Instalment Due Date	30 October 2026
3rd Instalment Due Date	8 January 2027
4th and Final Instalment Due Date	12 March 2027
Instalment Direct Debit - weekly or fortnightly collection period	28 August 2026 to 18 June 2027
Instalment Direct Debit – four-weekly collection period	28 August 2026 to 4 June 2027

(6) ADOPTS an interest rate of 0% (no interest) where a ratepayer elects to pay rates and service charges by approved instalment option or other agreed payment plan;

(7) ADOPTS, pursuant to section 6.51 (1) and subject to section 6.51 of the Local Government Act 1995 and regulation 70 of the Local government (Financial Management) Regulations 1996, a penalty interest rate of 6% on rates and service charges (and the cost of proceeding to recover such charges) that remain unpaid after the due date where no approval instalment arrangement or payment plan is in place, with penalty interest accruing from the due date until an approved arrangement commences or the overdue amount is paid in full (whichever occurs first). Entry into any approved arrangement does not waive or remove penalty interest accrued prior to its commencement;

(8) ADOPTS the 2026-27 Schedule of Fees and Charges (Attachment 3); and

(9) AUTHORISES the Chief Executive Officer to make any monitor amendments required for clarity or correction of drafting errors, and to finalise the document for publication.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

Background

Under Section 6.2(1) of the *Local Government Act 1995,* Council is required to prepare and adopt an Annual Budget each financial year. The Annual Budget is a plan outlining how the City will allocate financial resources in 2026-27. The City formulated the Budget with comprehensive input from the Elected members through dedicated workshops over recent months.

At its 12 May 2026 Ordinary Meeting, Council approved the draft 2026-27 Differential Rates Strategy and Capital Works Program for community engagement with community submissions received. See attachment: Differential Rates Submissions Received 2026-27.

Submission

N/A

Report

The City's 2026-27 Annual Budget responds directly to what the community has told us matters most: safe neighbourhoods, well-maintained parks, libraries, and welcoming places. It aligns with the Strategic Community Plan (SCP) 2025–2035 and supports delivery of the four-year Corporate Business Plan (CBP).

The Budget maintains the services our community and local businesses rely on, including free library access, community events, sport and community programs, while continuing to fund the renewal of assets such as roads and facilities.

We are seeing sustained cost pressures, consistent with broader economic conditions. In response, we have taken a disciplined approach – reviewing our cost base, challenging assumptions and identifying efficiencies to minimise impacts on service levels.

The Waste Services Review confirms strong community support for core kerbside collections, which will remain unchanged. It also identifies bulk verge collection as a key driver of cost and workforce pressure. Targeted changes will improve safety and efficiency, better align services with demand and help moderate future cost increases while maintaining community amenity.

The Parks and Gardens review reaffirms the community's high value on quality open space and tree canopy. It also identifies opportunities to refine maintenance practices and contract management, achieving savings with minimal impact on amenity.

Over the next 12 months, the City will continue to focus on managing cost growth and returning to an operating surplus, while balancing asset needs and community expectations. While the 2026-27 budget includes an operating deficit, the City remains financially sound, supported by strong cash flow and a sustainable long-term outlook.

For 2026-27, the City's budget has been formulated with the aim of achieving an overall balanced position, reflected in a projected closing surplus of $300,000 in the Statement of Financial Activity (which includes all operating, investing and financing movements).

To support this outcome, the City is proposing an overall 6.75 per cent increase in rates revenue (across all rate categories). This increase is expected to raise the City's total rates yield to approximately $154.67 million (including $0.72 million from specified area rates), which aligns with the City's net funding requirements for the year. Importantly, this 6.75 per cent is an increase on total rates revenue and does not equate to a flat 6.76 per cent rise on all individual rates notice.

The 2026–27 financial year also includes Landgate's triennial Gross Rental Value (GRV) revaluation of properties. The revaluation does not in itself increase the City's total rates income; Council sets the overall rates by adjusting the rate in the dollar. The City has no role in determining property valuations or handling valuation objections; any ratepayer who believes their new GRV is inaccurate can lodge an objection directly with Landgate, subject to Landgate's criteria.

Because property values will change by varying degrees, individual residential ratepayers can expect their 2026-27 rates to increase by roughly 2 per cent to 12 per cent, depending on the changes in their property's valuation – rather than all receiving a uniform 6.75 per cent increase.

To help manage the impact of these changes and cost-of-living pressures, the City will continue its policy of waiving interest and administrative fees for rates paid by instalment (including through SmartRates, and other approved payment plans). The City will also maintain the high GRV concession for single residential improved properties, providing targeted relief for homeowners with higher property valuations.

For 2026-27, the City's net operating result (operating income minus operating costs) is a deficit of $3.57 million, compared with a $2.88 million operating deficit adopted in 2025-26. However, after accounting for all operating, investing and financing activities (as shown in the Statement of Financial Activity), the overall budget position is a small surplus of approximately $300,000. Returning to an operating surplus remains a key long-term goal for the City's financial sustainability, since an operating surplus indicates that annual revenues are sufficient to fund ongoing costs like asset renewal (including depreciation).

Finally, it is important to note that Council has no authority over the Emergency Services Levy (ESL). The ESL is set by the State Government (via the Department of Fire and Emergency Services) and is collected alongside council rates. For 2026–27, the State has increased the ESL's minimum and maximum charges by approximately 4.6 per cent to 5 per cent. Although the ESL rate in the dollar has been reduced in response to the GRV revaluation, individual properties' ESL charges may still rise or fall depending on how their valuations have changed.

Key inclusions in the proposed 2026-27 Annual Budget include:

- Continued cost-of-living support for ratepayers through the waiver of interest on outstanding rates for those on approved payment plans of financial hardship arrangements. A 6 per cent penalty interest rate will apply to overdue rates to encourage engagement in approved arrangements
- Retention of the high GRV residential concession (adjusted for the annual rates increase), providing ongoing relief for affected properties
- Ongoing availability of the SmartRates payment service, currently used by 10,732 ratepayers, offering flexible direct debit options - weekly, fortnightly, or four-weekly - alongside the legislated four instalment option
- Continued encouragement for ratepayers receiving hard copy rates notices to transition to paperless eRates, supporting both cost efficiencies and improved environmental outcomes
- Maintenance of core waste services, including weekly general waste and recycling collections, six trailer passes, and three verge collections (two general and one green-waste) for residential improved properties
- Delivery of a $64.07 million capital program in 2026-27, with a strong focus on renewing, replacing, and upgrading existing assets and infrastructure. 19.26 per cent of the capital budget is allocated to new asset development, reflecting a prudent and balanced investment approach
- Provision of $1.61 million for Council's Community Grants and Donations program, including funding for resident group projects
- Allocation of $1.54 million to the Cockburn Community Events program.
- Anticipated 1.1 per cent growth in general rates revenue (approximately $1.6 million) from part year rating of new residential and commercial/industrial developments, with up to 800 new properties to be serviced
- Application of the minimum residential rates payment of $1,698 to 13,892 properties (27.5 per cent of residential properties), equating to an increase of $2.06 per week
- Average annual rates charge of $2,133 for 36,629 non-minimum residential properties, representing an increase of $3.02 per week
- An increase in operating revenue of 5.45 per cent to $226.21 million compared with the 2025-26 adopted budget
- An Increase in operating expenditure of 5.74% to $229.78 million over the previous adopted budget
- A 5.03 per cent increase in employee costs, primarily reflecting wage adjustments under the Industrial Agreement and a modest increase in full-time equivalent positions, supporting workforce sustainability and service delivery
- An overall balanced budget position, as reflected in the Statement of Financial Activity, with a projected closing surplus of $0.30 million.

Operating Income

Operating income for 2026-27 is budgeted at $226.21 million, a 5.45 per cent increase on the 2025-26 adopted budget. Property rates remain the primary revenue source at $154.67 million (68.38 per cent), comprising $123.6 million in general rates and $31.08 million from minimum payments, ex-gratia and specified area rates for Port Coogee and Cockburn Coast.

Fees and charges total $43.6 million, accounting for 19.27 per cent of operating income, as outlined in Table 1:

Table 1 – Operating revenue budgets for 2026-27 and 2025-26

All Figures in $M	2026-27 Budget	2025-26 Adopted Budget	Budget on Budget increase %	% of 2026-27 Budget
Rates	154.67	141.46	9.34	68.38
Grants, subsidies and contributions	13.40	15.88	-15.62	5.92
Fees and charges	43.60	43.83	-0.52	19.27
Service charges	0	0.20	(100.00)	0
Interest revenue	13.24	13.14	0.76	5.85
Other Income	0.25	0	0	0.11
Profit on Asset Disposal	1.05	0	0	0.47
Total Revenue	**226.21**	**214.51**	**5.45**	**100.00**

Rates

To support the delivery of essential services, community facilities and infrastructure, the City is proposing an overall rates yield increase of 6.75 per cent for 2026-27. This reflects the total increase in rates revenue across the district and does not represent a uniform increase for individual ratepayers.

The 2026-27 year also includes Landgate's triennial Gross Rental Value (GRV) revaluation, which redistributes the rates burden based on updated property values. As a result, individual rate movements will vary by property and suburb.

Residential Improved

The proposed rate in the dollar is $0.05956, with a minimum payment of $1,698. These settings apply to 50,521 properties, representing 90.35 per cent of all rateable properties.

Single residential properties with a GRV above $37,000 remain eligible for the high GRV concession, calculated using a concessional rate of $0.01835 on the portion of GRV above the threshold. This concession limits year on year increases for higher-valued single improved residential dwellings and was introduced following the inclusion of waste and security service charges into general rates in 2015-16.

The State pensioner rebate cap remains at $750 for 2026-27 (first applied in 2016-17) for 2026-27, and the Senior's rebate will also continue to be capped at $100.

A comparison of average residential rates with neighbouring local governments (inclusive of waste and security charges where separate) is provided below, demonstrating that Cockburn residential rates remain among the lowest in the region.

Table 2 – Comparison of average rates in for 2025-26

Council	Minimum Payment Residential Rates $	Average Residential Rates $
Cockburn	**1,591**	**1,866**
Kwinana ^	1,691	2,138
Canning^*	1,642	1,883
Fremantle	1,825	2,476
Melville*	1,559	2,139
Armadale	1,909	2,383

^ Separate waste charge has been included.
* Separate security charge has been included.

Vacant Land

This differential rate applies to vacant land valued on a gross rental value basis and zoned for residential, commercial, or industrial use. The proposed rate in the dollar is $0.07905, with a minimum payment of $910, applying to 2,142 properties (3.83 per cent of rateable properties).

Commercial/Industrial Improved

This rate applies to improved land use for non-residential, commercial or industrial purposes. The proposed rate in the dollar is $0.08443, with a minimum payment of $1,015, applying to 3,152 properties (5.64 per cent).

Commercial Caravan Parks

This rate applies to commercial caravan parks with permanent and non-permanent dwellings, reflecting an equitable contribution to services. The proposed rate in the dollar of GRV value is $0.08623, with a minimum payment of $1,015, applying to two properties, with none on the minimum payment amount.

Unimproved Value – Rural General and Rural Vacant

A small number of properties are rated based on unimproved value (UV) and are typically used for rural or urban farmland purposes.

The proposed rate in the dollar of UV value for improved general rural properties is $0.00223 with a minimum payment amount of $1,224.

- Rural improved properties: $0.00223 in the dollar, $1,224 minimum, applying to

59 properties
- Rural vacant land: $0.00343 in the dollar, $1,224 minimum, applying to 39 properties.

Interim (part-year) rates

Growth in the rates base from new and improved properties is estimated at 1.1 per cent, equating to approximately 800 additional properties. This is expected to generate $1.60 million in interim general rates revenue in 2026-27.

Pool Inspection Levy

The levy is proposed to increase by 2.5 per cent, from $56.03 to $57.43 per property with a swimming pool. This will fund statutory inspections of 8,378 pools to meet four-year inspection requirements.

Port Coogee Special Maintenance Specified Area Rate

This rate funds enhanced maintenance services in Port Coogee, with charges limited to the marginal cost of higher service levels. Any surplus is held in reserve for ongoing asset maintenance and renewal. The rate in the dollar is proposed to decrease by 27.28 per cent, from $0.01292 to $0.00940.

Port Coogee Waterways Specified Area Rate

This rate applies to properties benefiting from marina waterways and supports maintenance obligations under the Waterways Environmental Management Plan (WEMP). Only one specified area rate applies to Port Coogee properties. The rate in the dollar is proposed to decrease by 32.74 per cent, from $0.01292 to $0.00869.

Cockburn Coast Specified Area Rate

This rate supports enhanced maintenance in the Cockburn Coast development area and applies to residential improved and vacant land. The rate in the dollar is proposed to decrease by 24.25 per cent, from $0.01200 to $0.00909.

South Lake East Underground Service Charge

The City will continue to recover costs for the South lake East underground power project through annual service charges. These charges represent year four of the 10-year repayment plan, as outlined in the table below:

Table 3 – Service charges for South Lake East UGP Project

Property Type	**Cost p.a. (over 10 years) $**	Cost p.a. Network Service Charge $	Cost p.a. – Network Connection fee $
Single Residential *	**499**	415	84
Single Residential (with existing connection) *	**415**	415	N/A
Commercial Property (2)	**760**	760	N/A
Berrigan Ave Shopping Centre	**2,220**	2,220	N/A

Fees and charges

The City has budgeted $43.6 million in fees and charges for 2026–27, a marginal decrease of 0.5 per cent from the previous year. Key revenue sources include:

- Cockburn ARC $15.66 million (+12.6% following expansion project).
- Port Coogee Marina $2.24 million (+6.9%)
- Henderson Waste Recovery Park $12.11 million (-12.7%)
- Waste collection charges non-residential $2.46M (+2.7%)
- Commercial lease revenue $4.16 million (-3.6%)
- Planning, Development, Building, Health income $4.10 million (+7.6%)
- Community facilities and sportsgrounds hire $1.06 million (+0.9%)

Grants, subsidies and contributions

The 2026-27 budget includes $13.4 million in operating grants and contributions from the State and Federal Governments, including Financial Assistance Grants. This funding supports a range of community services and programs and is generally recurrent, increasing in line with CPI or agreed indexation.

Table 4 – Operating Grants, Subsidies and Contributions for 2025-26

Operating Grants, Subsidies, and Contributions	**Amount $M**
Financial Assistance Grants (FAGs)	6.47
Cockburn Care	2.06
Youth Services	0.45
Family Services	0.56
Financial Counselling	0.48
DFES Operational Grant – Volunteer Fire Brigade Service	0.30
Rehabilitation of Roe 8 land (State Government)	0.61
Other minor grants & contributions	2.47
Total	**13.4**

Interest revenue

Interest revenue for 2026-27 has been budgeted conservatively, reflecting term deposits secured for up to three years and forecast growth in investable fund balances.

Since 2023-24, the City has not charged interest on outstanding rates for ratepayers on instalments or approved payment plans, providing greater flexibility and cost-of-living support. A 6 per cent penalty interest rate continues to apply where no approved payment arrangement is in place, encouraging early engagement.

For 2026-27, the City has budgeted $90,000 in penalty interest from overdue rates and Emergency Services Levy (ESL) charges, and $51,000 in interest from the State Revenue Office relating to deferred pensioner rates.

Operating Expenditure

Operating expenditure budget for 2026-27 is budgeted at $229.78 million. Changes by expenditure category are outlined in the table below:

Table 5 – Operating expenditure budgets 2026-27 and 2025-26

All Figures in $M	2026-27 Budget	2025-26 Adopted Budget	Budget on Budget increase %	% of 2026-27 Budget
Employee costs	89.79	85.49	5.0	39.1
Materials and contracts	60.69	59.47	2.1	26.4
Utility charges	6.95	6.77	2.7	3.0
Depreciation	55.97	47.68	17.4	24.3
Finance costs	1.76	0.17	935.3	0.8
Insurance	2.73	2.80	(2.5)	1.2
Other expenditure	11.89	14.92	(20.3)	5.2
Total Expenditure	**229.78**	**217.30**	**5.7**	**100.0**

Employee costs

Employee costs are the City's largest operating expense and are budgeted at $89.79 million for 2026-27, an increase of $4.30 million (5 per cent) on the 2025-26 adopted budget. This increase largely reflects wage adjustments under the City's Industrial Agreement and limited workforce growth. Despite these pressures, costs remain $0.5 million below the Long-Term Financial Plan provision due to efficiencies from the functional structure review. Included within this total is $1.34 million for recruitment, training, learning and development and related costs, representing a 13.1 per cent decrease.

Materials and contracts

Materials and contracts expenditure is budgeted at $60.69 million in 2026-27, an increase of $1.22 million (2.1 per cent).

Key movements include:

- MSW waste bins disposal to Waste to Energy, with an increase of $3.84 million, partly offset by a $2.91 million reduction in landfill levy costs reported under Other Expenses.
- Drainage maintenance costs have increased by $0.55 million due to higher contract costs.
- Provision of $0.44 million has been included for the website replacement project.
- A budget allocation of $0.39 million has been included for the Citywide Powerline Clearance program.
- Entry fees for recyclable waste bins are budgeted $0.65 million lower than the prior year, based on current year actual costs.
- Parks, environment & landscaping costs of $17.01 million have increased $2.24 million (+15.17%) due to both asset growth and inflation impacts.
- Waste services (collection and landfill) contract costs of $7.98 million are $3.10 million higher than the previous year's budget, primarily due to the transition of the City's waste collection arrangements to Waste to Energy.
- City facilities maintenance costs of $4.60 million have increased by a modest 1.5%, reflecting the ongoing requirement to maintain assets until renewal works are undertaken.
- Civil infrastructure (roads) maintenance costs of $2.71 million have increased $0.59 million (+28.7%) from both inflationary impacts and increases in the asset base.
- Plant and fleet maintenance costs of $2.63 million have increased marginally by 1.23%.
- Coastal management and planning costs have increased 10.31% to $1.68 million, with sand nourishment and coastal vulnerability and adaption planning the major items.
- Information technology and software contract and project delivery costs are budgeted at $6 million, reflecting a 17.3% decrease.
- The Cockburn ARC costs are budgeted at $4.22 million, an overall decrease of 10.6%.
- The City remains committed to enhancing library and cultural services, including the events program, while achieving a overall costs Increase of 2.9% to $3.25 million.
- Community development program costs are projected at $2.57 million, an increase of 10%, with the majority of funding sourced from government grants.

More than 80 per cent of this expenditure is subject to competitive procurement processes, supporting value for money.

Insurance

The City, like every other local government in Western Australia, is a member of the Local Government Insurance Scheme (LGIS), a cooperative insurance scheme.

In effect, the City (along with the other local government members) self-insures through the LGIS mutual.

Insurance costs for 2026-27 are budgeted at $2.73 million, a decrease of 2.55 per cent decrease on the prior year, reflecting updated premium advice through the LGIS. Actual premiums may vary due to retrospective adjustments, including workers compensation claims.

Utility charges

Utility charges are budgeted at $6.95 million, an increase of 2.7 per cent, with electricity costs of $5.57 million remaining the largest component. This includes power for City facilities ($2.22 million) and street lighting ($3.35 million), alongside water charges of $0.66 million, telecommunication and network charges of $0.59 million, and gas costs of $0.11 million (mostly for Cockburn ARC).

Other expenditure

Other operating expenses total $12.29 million, a reduction of 17.6 per cent, primarily due to lower landfill levy costs following increased diversion of waste to Waste to Energy.

The budget for the Cockburn Community Grants program budget is slightly down on prior year at $1.6 million. This allocation aligns with Council's Corporate Strategic Planning and Budget Policy, which allows for funding up to 1.5% of rates revenue (excluding specified area rates). Fuel costs have increased to $2.24 million due to market volatility, while Elected Member fees and allowances are budgeted at $0.65 million, reflecting Tribunal determinations.

Depreciation/Amortisation (Non-cash)

Depreciation and Amortisation are budgeted at $55.97 million, an increase of $8.29 million (17.4 per cent), reflecting asset growth, revaluations, and increased landfill amortisation. While the 2026-27 budget includes an operating deficit of $3.57 million, the majority of depreciation is cash-backed, enabling continued investment in asset renewal and transfers where appropriate.

Finance costs

Finance costs are budgeted at $1.76 million, compared with $0.17 million in the previous year., largely due to the accounting treatment of HWRP post-closure rehabilitation, with the remainder relating to leasing commitments.

Capital Income and Developer Contributions

Capital income and developer contributions of $11.73 million are budgeted for 2026-27, comprising grants and contributions supporting the City's capital works program,

Table 6 – Non-operating grants and contributions for 2026-27

Source/Purpose	**$M**
MRD Regional Road Grant - project funding	1.47
MRD Blackspot Program funding	1.84
State Government Grants – various community facilities	3.98
Sports & Recreation capital grant (CSRFF) - Beale Park Redevelopment	1.24
Roads to Recovery funding	3.00
Developer Contributions	0.20
Total 2026-27	**11.73**

Capital Expenditure

The following table lists the City's 2026-27 capital expenditure budget totalling $64.07 million by asset type:

Table 7 – Capital expenditure by Asset Class for 2026-27

Asset Class	**$M**
Roads Infrastructure	22.10
Footpaths and Shared Paths	1.07
Drainage	4.78
Parks Infrastructure	7.93
Buildings	13.82
Plant & Equipment	11.81
Technology and CCTV	0.43
HWRP Landfill Site	1.56
Marina Services Infrastructure	0.30
Coastal Infrastructure	0.27
Total	**64.07**

The capital program prioritises the renewal, replacement and upgrade of existing assets, with 80.74 per cent of funding directed to existing infrastructure and 19.26 per cent to new assets.

Funding (net of external contributions) is primarily sourced from financial reserves, smoothing year-to-year impacts on the operating budget and supporting long-term financial discipline.

Carry forward capital projects are not included in the 2026–27 budget; any required carry forwards will be identified in July and reported to Council in August.

Major projects are budgeted across multiple years based on cash flows, reducing carry forwards and aligning with the four-year Corporate Business Plan and Council-adopted project plans. A detailed list of capital projects is provided in Attachment 1 – Capital Budget 2026-27.

Reserves

The City's forward planning ensures funding capacity for major projects and ongoing asset renewal. In 2026-27, $61.08 million will be transferred into financial reserves, and $56.55 million drawn down to fund capital and operating commitments, resulting in a net increase of $4.53 million. Total reserves are budgeted to reach $257.33 million at 30 June 2027 (Table 8).

Table 8 – Financial Reserves Summary as at 30 June 2027

Reserve Categories	1 July 2026 $M	Transfers In $M	Transfers Out $M	30 June 2027 $M
General revenue funded				
Program Based (Assets)	146.07	52.20	48.33	149.94
Commercial Landfill	35.00	4.13	2.16	36.97
Waste Management	13.48	0.32	1.36	12.44
Project Contingency	3.34	-	0.14	3.20
Others	7.62	-	0.65	6.97
Sub-total	**205.51**	**56.65**	**52.64**	**209.52**
Restricted revenue funded				
Development Contribution Plans	31.14	-	-	31.14
POS Cash in Lieu	6.50	0.31	-	6.81
Specified Area Rates	3.49	0.72	0.38	3.83
Restricted Reserves	6.17	3.40	3.54	6.03
Sub-total	**47.3**	**4.43**	**3.922**	**47.81**
Totals	**252.81**	**61.08**	**56.55**	**257.33**

Statutory Budget

The *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996* set the required form and content of the City's budget, including an income statement, cash flow statement and statement of financial activity, with supporting notes. The City uses a sector developed template (Moore Australia) to ensure compliance with legislative requirements and Australian Accounting Standards (AAS).

Statement of Comprehensive Income by Nature

This statement shows a net operating deficit (before non-operating items) of $4.62 million, indicating that operating revenue does not fully cover operating expenses, including $55.97 million in non-cash depreciation. After recognising $12.78 million in non-operating income (capital grants, contributions and gains on asset disposals) total comprehensive income is $8.16 million.

Statement of Financial Activity

This WA specific statement demonstrates the level of general rates required to balance the budget. The budgeted general rates of $123,596,052 represents 100.2 per cent of the budget deficiency (within the 90-110 per cent range under section 6.34 of the *Local Government Act 1995*), resulting in a balanced position with a $300,000 surplus.

The deficiency is determined after netting all other operating income, operating expenditure (excluding depreciation), capital income and expenditure, loan repayments and borrowings, and net reserve transfers.

Statement of Cashflow

The Statement of Cashflow summarises cash generated and used across operating, investing and financing activities (Table 9)

Table 9 – Cashflow Items 2026-27 and 2025-26

Cashflow Item	**2026-27 $M**	**2025-26 $M**
Net operating cash inflow	+53.03	+45.03
Net Investment cash outflow	-48.81	-39.19
Net financing cash outflow	-0.83	-2.50
Net cashflow	**+3.39**	**+3.33**

Opening cash is $22.33 million, increasing to a closing cash balance of $25.71 million.

Budget Surplus

The 2026-27 Annual Budget includes a closing surplus of $0.30M, reflecting an overall balanced position and limited capacity to absorb minor unforeseen items. The opening surplus is budgeted at $1.0 million, subject to audit confirmation of the 2025-26 closing position. Any post-audit adjustment will be reported to Council and allocated to financial reserves in line with the Budget Policy.

Advertised Differential Rates

There is no change being proposed to the advertised differential rates. The advertised and recommended rates in the dollar and minimum payments are presented in the following table:

Table 10 – Differential rates for 2026-27, advertised and recommended

Category	Rate Category	Advertised		Recommended	
		Rate in $	Min Payment $	Rate in $	Min Payment $
GRV	Residential Improved	0.05956	1,698	0.05956	1,698
GRV	Vacant Land	0.07905	910	0.07905	910
GRV	Commercial and Industrial Improved	0.08443	1,015	0.08443	1,015
GRV	Caravan Park	0.08623	1,015	0.08623	1,015
UV	Rural General Improved	0.00223	1,224	0.00223	1,224
UV	Rural Vacant Land	0.00343	1,224	0.00343	1,224

Strategic Plans/Policy Implications

Listening & Leading
A community focused, sustainable, accountable and progressive organisation.
• Best practice Governance, partnerships and value for money.

Budget/Financial Implications

The 2026-27 Annual Budget provides the funding required to deliver the City's services and capital works program. The budget allocations are outlined in the report's recommendations and detailed in the attachments.

Legal Implications

Section 6.2 of the *Local Government Act 1995* requires the Council to prepare and adopt an annual budget for its municipal fund between 1 June and 31 August each year.

Community Consultation

Section 6.36 of the *Local Government Act 1995* requires local public notice of its intention to impose differential rates, including the Rate in the Dollar (RID) and any Minimum Payments. In accordance with this, the City advertised its Objects and Reasons for Differential Rates (outlining the proposed differential rating strategy and rates increase) alongside the Draft 2026-27Capital Works Budget.

Public consultation ran from Wednesday 13 May 2026 to Friday 5 June 2026, during which the City invited feedback via:

- Online survey
- Hardcopy survey (available at the Main Administration and Spearwood, Coolbellup, and Success Libraries)
- Written submissions (by letter or email)
- Telephone feedback.

To raise awareness, the City promoted the consultation through:

- A project page on the City's Comment on Cockburn website
- An E-newsletter to 11,440 Comment on Cockburn newsletter subscribers
- Notices and hardcopy surveys at the City's Administration Building and Spearwood, Coolbellup, and Success Libraries
- A featured announcement on the City's main website
- Posts on the City's social media channels
- Presentations to local Residents' Groups.

During the consultation period, engagement included 5,594 email opens, 13,394 Facebook views and 1,931 visits to the Comment on Cockburn project page. A total of 110 contributors responded via the online survey, resulting in 109 submissions on Differential Rates and 65 on the Draft Capital Works Budget.

In addition, 27 written submissions were received for Differential Rates (including duplicates consolidated across channels) and one for the Draft Capital Works Budget. In total, the City received 132 submissions on Differential Rates (plus one late submission) and 66 submissions on the Draft 2026-27Capital Works Budget.

Reports summarising the submissions received for differential rates (Attachment 4) and the proposed capital budget for 2026-27 (Attachment 5) are attached with the City's responses included.

Submitters were advised that their feedback would be compiled by City Officers into a report for Council's consideration at this Special Council Meeting.

The following themes have been drawn from the submissions received, with the majority addressed through the City's responses provided below. Where individual responses were required, these have been included in the attached report for transparency and completeness.

Theme of Submissions for Intention to Levy Differential Rates

- **Opposition to rate increase –** Strong concern that the proposed increase is above CPI and not affordable in the current economic climate.
- **Cost of living pressures –** Many residents highlighted financial strain from rising household costs, with particular impact on families and those on fixed incomes.
- **Calls to reduce spending / defer non-essential works –** Feedback that discretionary services, events and some capital projects should be reviewed, staged or delayed before increasing rates.
- **Equity concerns with differential rates** – Perception that some suburbs and property categories are disproportionately impacted, with confusion around GRV movements and fairness of outcomes.
- **Value for money and service delivery** – Requests for clearer alignment between rates paid and local service levels, including maintenance and amenity improvements.
- **Support for essential services (with limits) –** General acceptance of maintaining core services, but expectation that growth in non-essential areas be constrained.

City Response

The proposed rates are scheduled for Council consideration and approval at the Special Council Meeting on Tuesday 30 June 2026. A copy of your submission, along with all others received, will be provided in the report for Council to consider.

The City acknowledges the concerns raised by ratepayers regarding the proposed 2026-27 differential rates, particularly in relation to affordability, cost of living pressures, and the level of increase.

In preparing the draft budget, the City has sought to balance maintaining essential service delivery and infrastructure investment with minimising the impact on the community. The proposed average rate increase reflects significant cost escalations being experienced by the City, including in waste services, construction, utilities and insurance, many of which are outside of the City's control.

The City has actively pursued cost containment measures, including service reviews, operational efficiencies and procurement controls, and has identified savings to reduce the overall budget impact. Rate revenue remains the primary funding source for local government services, supplemented where possible by grants, fees and other income.

The City also recognises the importance of equity and transparency in the application of differential rates. Variations in rate outcomes across suburbs reflect updated Gross Rental Values provided by the Valuer General and the application of rating categories in accordance with statutory requirements.

Support mechanisms are available for ratepayers experiencing financial hardship, including flexible payment arrangements and the waiving of interest on approved payment plans.

Theme of Submissions for Capital Works

- **Calls to pause non-essential capital works –** Strong feedback that major projects, redevelopments and discretionary upgrades should be delayed in favour of essential works only.
- **Focus on core infrastructure and asset renewal –** Consistent requests to prioritise roads, footpaths, drainage and maintenance of existing assets over new infrastructure.
- **Concerns about scale of spending and value for money –** Perception that some projects, plant/equipment and public art are excessive, with calls for clearer justification and cost transparency.
- **Affordability and impact on ratepayers** – Strong view that the size of the capital program is contributing to rate increases, with requests to reduce or stage projects to ease financial pressure.

City Response

The Draft Capital Works Budget is informed by the City's Strategic Community Plan objectives and specifically delivers upon commitments contained within the City's Corporate Business Plan and Long-Term Financial Plan (LTFP).

The City prioritises investment in core infrastructure, including roads, footpaths, drainage and community facilities, guided by asset condition, safety requirements and service demand. At the same time, planning for growth and future infrastructure needs remains critical to avoid higher costs and service shortfalls in the long term.

The City also recognises the importance of transparency and equitable investment across the municipality. Capital works are prioritised based on strategic planning documents, to ensure resources are allocated where they are most needed across the City.

The City acknowledges the feedback received through the submissions process, including calls to prioritise essential infrastructure, manage the scale of capital works, and ensure value for money. The capital program has been developed to balance the renewal of existing assets with the need to plan for future growth and avoid higher long-term costs associated with deferred investment.

Each of the submissions on the draft capital works budget received an individual response specifically addressing the issue/s raised. These are provided in the attached report against each submission (Attachment 5).

A presentation on the 2026-27 draft budget was delivered to the Cockburn Residents Groups Network, on Thursday 28 May 2026. The presentation outlined key elements of the draft operating and capital budgets and explained the objects and reasons for the proposed differential rating. The information presented was noted by those in attendance.

Risk Management Implications

Under the *Local Government Act 1995,* Council is required to adopt an annual budget between 1 June and 31 August each year. Adoption of the annual budget enables Council to raise rates and other revenue and to expend those funds on the delivery of services and capital projects. Failure to adopt the budget would prevent the City from operating and delivering services to the community, representing a governance and service delivery risk.

Advice to Proponent(s)/Submitters

Individuals who provided submission on the proposed Differential Rates have been advised that the matter will be considered at the Special Council Meeting on 30 June 2026.

Implications of Section 3.18(3) *Local Government Act 1995*

Nil

CITY OF COCKBURN

ANNUAL BUDGET

FOR THE YEAR ENDED 30 JUNE 2027

LOCAL GOVERNMENT ACT 1995

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The City of Cockburn a Class 1 local government conducts the operations of a local government with the following community vision:

Cockburn, the best place to be.

CITY OF COCKBURN
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2027

	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
Revenue		$	$	$
Rates	2(a)	154,673,920	142,374,444	141,460,000
Grants, subsidies and contributions		13,400,856	13,142,322	15,884,335
Fees and charges	14	43,597,121	40,365,691	43,832,904
Service charges	2(f)	0	0	200,000
Interest revenue	10(a)	13,241,700	13,201,515	13,135,800
Other revenue		250,000	1,310,943	0
		225,163,597	210,394,915	214,513,039
Expenses				
Employee costs		(89,793,498)	(84,701,806)	(85,494,535)
Materials and contracts		(60,685,989)	(61,337,251)	(59,467,942)
Utility charges		(6,950,303)	(6,339,844)	(6,768,187)
Depreciation	6	(55,969,803)	(46,534,834)	(47,678,961)
Finance costs	10(c)	(1,760,888)	(1,748,059)	(170,229)
Insurance		(2,733,065)	(2,652,558)	(2,804,500)
Other expenditure		(11,890,962)	(13,899,522)	(14,916,773)
		(229,784,508)	(217,213,874)	(217,301,127)
		(4,620,911)	(6,818,959)	(2,788,088)
Capital grants, subsidies and contributions		11,727,365	6,016,661	24,687,971
Profit on asset disposals	5	1,050,272	965,498	696,173
		12,777,637	6,982,159	25,384,144
Net result for the period		**8,156,726**	**163,200**	**22,596,056**
Total other comprehensive income for the period		**0**	**0**	**0**
Total comprehensive income for the period		**8,156,726**	**163,200**	**22,596,056**

This statement is to be read in conjunction with the accompanying notes.

CITY OF COCKBURN
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2027

CASH FLOWS FROM OPERATING ACTIVITIES	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
Receipts		$	$	$
Rates		154,673,920	142,426,388	141,460,000
Grants, subsidies and contributions		13,400,856	15,812,958	16,384,335
Fees and charges		35,888,565	34,559,698	43,832,904
Service charges		0	0	200,000
Interest revenue		13,241,700	13,201,515	13,135,800
Goods and services tax received		12,739,447	12,298,645	500,000
Other revenue		250,000	1,310,943	0
		230,194,488	219,610,147	215,513,039
Payments				
Employee costs		(89,793,498)	(83,930,356)	(85,494,535)
Materials and contracts		(60,570,958)	(64,974,168)	(59,332,361)
Utility charges		(6,950,303)	(6,339,844)	(6,768,187)
Finance costs		(196,814)	(258,544)	(170,229)
Insurance paid		(2,733,065)	(2,652,558)	(2,804,500)
Goods and services tax paid		(5,030,891)	(4,860,764)	(1,000,000)
Other expenditure		(11,890,962)	(13,899,522)	(14,916,773)
		(177,166,491)	(176,915,756)	(170,486,585)
Net cash provided by operating activities	4	53,027,997	42,694,391	45,026,454
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for purchase of property, plant & equipment	5(a)	(26,061,714)	(24,762,180)	(36,085,339)
Payments for construction of infrastructure	5(b)	(38,008,097)	(15,477,089)	(29,289,013)
Proceeds from capital grants, subsidies and contributions		14,203,165	24,385,791	24,687,971
Proceeds from disposal of property, plant and equipment	5(a)	1,610,500	1,275,570	1,492,937
Proceeds on disposal of financial assets at amortised cost - term deposits		(557,721)	(19,687,296)	(300)
Proceeds on disposal of financial assets at fair value through profit and loss		0	159,239	0
Net cash (used in) investing activities		(48,813,867)	(34,105,965)	(39,193,744)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	8(a)	0	(2,500,000)	(2,500,000)
Payments for principal portion of lease liabilities	7	(828,113)	(764,246)	0
Net cash (used in) financing activities		(828,113)	(3,264,246)	(2,500,000)
Net increase in cash held		3,386,017	5,324,180	3,332,710
Cash at beginning of year		22,328,728	17,004,548	11,959,865
Cash and cash equivalents at the end of the year	4	**25,714,745**	**22,328,728**	**15,292,575**

This statement is to be read in conjunction with the accompanying notes.

CITY OF COCKBURN
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2027

	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
OPERATING ACTIVITIES				
Revenue from operating activities		$	$	$
General rates	2(a)(i)	123,596,052	113,185,067	112,384,245
Rates excluding general rates	2(a)	31,077,868	29,189,377	29,075,755
Grants, subsidies and contributions		13,400,856	13,142,322	15,884,335
Fees and charges	14	43,597,121	40,365,691	43,832,904
Service charges	2(f)	0	0	200,000
Interest revenue	10(a)	13,241,700	13,201,515	13,135,800
Other revenue		250,000	1,310,943	0
Profit on asset disposals	5	1,050,272	965,498	0
		226,213,869	211,360,413	214,513,039
Expenditure from operating activities				
Employee costs		(89,793,498)	(84,701,806)	(85,494,535)
Materials and contracts		(60,685,989)	(61,337,251)	(59,467,942)
Utility charges		(6,950,303)	(6,339,844)	(6,768,187)
Depreciation	6	(55,969,803)	(46,534,834)	(47,678,961)
Finance costs	10(c)	(1,760,888)	(1,748,059)	(170,229)
Insurance		(2,733,065)	(2,652,558)	(2,804,500)
Other expenditure		(11,890,962)	(13,899,522)	(14,916,773)
		(229,784,508)	(217,213,874)	(217,301,127)
Non cash amounts excluded from operating activities	3(c)	56,483,605	47,599,299	47,678,961
Amount attributable to operating activities		**52,912,966**	**41,745,838**	**44,890,873**
INVESTING ACTIVITIES				
Inflows from investing activities				
Proceeds from capital grants, subsidies and contributions		11,727,365	6,016,661	24,687,971
Proceeds from disposal of property, plant and equipment	5(a)	1,610,500	1,275,570	1,492,937
		13,337,865	7,292,231	26,180,908
Outflows from investing activities				
Right of use assets received - non cash	5(c)	0	(610,300)	0
Acquisition of property, plant and equipment	5(a)	(26,061,714)	(24,762,180)	(36,085,339)
Acquisition of infrastructure	5(b)	(38,008,097)	(15,477,089)	(29,289,013)
		(64,069,811)	(40,849,569)	(65,374,352)
Non-cash amounts excluded from investing activities	3(d)	2,475,800	6,338,105	0
Amount attributable to investing activities		**(48,256,146)**	**(27,219,233)**	**(39,193,444)**
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from new leases - non cash	7	0	610,300	0
Transfers from reserve accounts	9(a)	56,551,627	54,858,995	44,086,903
		56,551,627	55,469,295	44,086,903
Outflows from financing activities				
Repayment of borrowings	8(a)	0	(2,500,000)	(2,500,000)
Payments for principal portion of lease liabilities	7	(828,113)	(764,246)	0
Transfers to reserve accounts	9(a)	(61,080,334)	(75,485,595)	(47,984,332)
		(61,908,447)	(78,749,841)	(50,484,332)
Non-cash amounts excluded from financing activities	3(e)	0	(610,300)	0
Amount attributable to financing activities		**(5,356,820)**	**(23,890,846)**	**(6,397,429)**
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus remaining at the start of the financial year	3	1,000,000	10,364,241	1,000,000
Amount attributable to operating activities		52,912,966	41,745,838	44,890,873
Amount attributable to investing activities		(48,256,146)	(27,219,233)	(39,193,444)
Amount attributable to financing activities		(5,356,820)	(23,890,846)	(6,397,429)
Surplus remaining after the imposition of general rates	3	**300,000**	**1,000,000**	**300,000**

This statement is to be read in conjunction with the accompanying notes.

CITY OF COCKBURN
FOR THE YEAR ENDED 30 JUNE 2027
INDEX OF NOTES TO THE BUDGET

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CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

1 BASIS OF PREPARATION

The annual budget of the City of Cockburn which is a Class 1 local government is a forward looking document and has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements
Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the annual budget be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from *AASB 16 Leases* which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this annual budget have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the annual budget has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The local government reporting entity
All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this annual budget.

2025/26 actual balances
Balances shown in this budget as 2025/26 Actual are estimates as forecast at the time of preparation of the annual budget and are subject to final adjustments.

Budget comparative figures
Unless otherwise stated, the budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure.

Comparative figures
Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

Rounding off figures
All figures shown in this statement are rounded to the nearest dollar.

Statement of Cashflows
Investing and financing transactions that do not require the use of cash or cash equivalents shall be excluded from a statement of cash flows. Such transactions shall be disclosed elsewhere in the financial statements in a way that provides all the relevant information about these investing and financing activities.

Initial application of accounting standards
During the budget year, the below revised Australian Accounting Standards and Interpretations are expected to be compiled, become mandatory and be applicable to its operations.
• *AASB 2026-1 Amendments to Australian Accounting Standards – Disclosures about Uncertainties in the Financial Statements*
• *AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments*
• *AASB 2024-3 Amendments to Australian Accounting Standards - Standards – Annual Improvements Volume 11*
• *AASB 2025-1 Amendments to Australian Accounting Standards – Contracts Referencing Nature-dependent Electricity*
It is not expected these standards will have an impact on the annual budget on initial application.

New accounting standards for application in future years
The following new accounting standards will have application to local government in future years:
• *AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
• *AASB 2024-4b Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*
It is not expected these standards will have an impact on the annual budget on initial application.
• *AASB 18 Presentation and Disclosure in Financial Statements*
• *AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements - (Appendix D) [for not-for-profit and superannuation entities]*
These accounting standards will materially change the presentation of the annual financial report and annual budget

Critical accounting estimates and judgements
The preparation of the annual budget in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The annual budget is a forward-looking statement and is comprised of management estimates. As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the annual budget.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:
• Fair value measurement of assets carried at reportable value including:
• Property, plant and equipment
• Infrastructure
• Expected credit losses on financial assets
• Impairment losses of non-financial assets
• Estimated useful life of intangible assets
• Measurement of employee benefits

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES

(a) Rating Information

Rate Description	Basis of valuation	Rate in dollar	Number of properties	Rateable value*	2026/27 Budgeted rate revenue	2026/27 Budgeted interim rates	2026/27 Budgeted total revenue	2025/26 Actual total revenue	2025/26 Budget total revenue
				$	$	$	$	$	$
(i) General rates									
Commercial & Industrial Improved	Gross rental valuation	0.084430	3,017	470,790,144	39,748,812	250,000	39,998,812	36,372,670	36,372,670
Commercial Caravan Park	Gross rental valuation	0.086230	2	3,013,920	259,890	0	259,890	243,442	243,442
Residential Improved	Gross rental valuation	0.059560	36,629	1,311,255,377	78,098,370	1,200,000	79,298,370	70,978,062	70,978,062
Vacant Land	Gross rental valuation	0.079050	1,199	43,769,580	3,459,985	150,000	3,609,985	3,604,947	3,604,947
Rural Vacant Land	Unimproved valuation	0.003430	38	73,970,000	253,717	0	253,717	237,417	237,417
Rural General Improved	Unimproved valuation	0.002230	58	78,600,000	175,278	0	175,278	167,386	167,386
Part Year Rating - GRV & UV	Gross rental valuation				0	0	0	1,581,144	780,321
Total general rates			40,943	1,981,399,021	121,996,052	1,600,000	123,596,052	113,185,067	112,384,245
		Minimum							
(ii) Minimum payment		$							
Commercial & Industrial Improved	Gross rental valuation	1,015.00	135	1,307,091	137,025	0	137,025	194,004	194,004
Commercial Caravan Park	Gross rental valuation	1,015.00	0	0	0	0	0	0	0
Residential Improved	Gross rental valuation	1,698.00	13,892	350,683,861	23,588,616	0	23,588,616	22,619,247	22,619,247
Vacant Land	Gross rental valuation	910.00	943	7,983,920	858,130	0	858,130	840,924	840,924
Rural Vacant Land	Unimproved valuation	1,224.00	1	15,000	1,224	0	1,224	1,147	1,147
Rural General Improved	Unimproved valuation	1,224.00	1	4,082	1,224	0	1,224	2,294	2,294
Total minimum payments			14,972	359,993,954	24,586,219	0	24,586,219	23,657,616	23,657,616
Total general rates and minimum payments			55,915	2,341,392,975	146,582,271	1,600,000	148,182,271	136,842,683	136,041,861
(iii) Specified area rates									
Specified Area Rates - Port Coogee Special Area Maintenance		0.009400	1,074	51,189,511	481,181	18,819	500,000	481,717	460,505
Specified Area Rates - Port Coogee Waterways		0.008690	288	14,473,101	125,771	4,229	130,000	125,751	121,605
Specified Area Rates - Cockburn Coast Special Maintenance		0.009090	237	8,944,040	81,306	8,694	90,000	80,740	77,890
Total specified area rates			1,599	74,606,652	688,259	31,741	720,000	688,208	660,000
(ii) Ex-gratia rates									
Ex-gratia rates		0.084430	1	76,274,783	6,439,880	0	6,439,880	5,562,943	5,712,943
Part-year rates					0	292,854	292,854	276,368	15,000
Total ex-gratia rates			1	76,274,783	6,439,880	292,854	6,732,734	5,839,311	5,727,943
					153,710,410	1,924,595	155,635,005	143,370,202	142,429,804
Concessions (Refer note 2(g))					(961,085)		(961,085)	(995,758)	(969,804)
Total rates					152,749,325	1,924,595	154,673,920	142,374,444	141,460,000
Late payment of rate or service charge interest							121,000	114,136	115,000
							121,000	114,136	115,000

*Rateable Value at time of adopting budget.

All rateable properties within the district used predominately for non-rural purposes are rated according to their Gross Rental Valuation (GRV), all other properties are rated according to their Unimproved Valuation (UV).

The general rates detailed for the 2026/27 financial year have been determined by Council on the basis of raising the revenue required to meet the estimated deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than general rates and also considering the extent of any increase in rating over the level adopted in the previous year.

The minimum payments have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of local government services/facilities.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

(b) Interest Charges and Instalments - Rates and Service Charges

The following instalment options are available to ratepayers for the payment of rates and service charges.

Option 1 (Full Payment)
Single full payment 28/08/2026

Option 2 (Four Instalments)
First instalment 28/08/2026
Second instalment 30/10/2026
Third instalment 8/01/2027
Fourth instalment 12/03/2027

Option 3 (Smart Rates - Weekly)
43 payments 28/8/2026 to 18/6/2027
Option 4 (Smart Rates - Fortnightly)
22 payments 28/8/2026 to 18/6/2027
Option 5 (Smart Rates - Four Weekly)
Four-weekly - 11 payments 28/8/2026 to 4/6/2027

Instalment options	Date due	Instalment plan admin charge	Instalment plan interest rate	Unpaid rates interest rates
		$	%	%
Option 1				
Single full payment	28/08/2026	0	0.0%	6.0%
Option 2				
First instalment	28/08/2026	0	0.0%	6.0%
Second instalment	30/10/2026	0	0.0%	6.0%
Third instalment	8/01/2027	0	0.0%	6.0%
Fourth instalment	12/03/2027	0	0.0%	6.0%
Option 3 (Smart Rates - Weekly) 43 payments	28/8/2026 to 18/6/2027	0	0.0%	6.0%
Option 4 (Smart Rates - Fortnightly) 22 payments	28/8/2026 to 18/6/2027	0	0.0%	6.0%
Option 5 (Smart Rates - Four Weekly) Four-weekly - 11 payments				
Option 5 (Smart Rates - Four Weekly) Four-weekly - 11 payments	28/8/2026 to 4/6/2027	0	0.0%	6.0%

6% Interest only applies for those ratepayers not on approved payment plans

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

(c) Objectives and Reasons for Differential Rating

To provide equity in the rating of properties across the City the following rate categories have been determined for the implementation of differential rating.

Differential general rate

Description	Characteristics	Objects & Reasons
Residential Improved (GRV)	This rate category imposes a differential general rate on land valued on a GRV basis, which is zoned under the Town Planning Scheme No.3 for residential purposes and having improvements erected on it.	The objective of this proposed rate is to apply a base differential general rate to land zoned and used for residential purposes and to act as the City's benchmark differential rate by which all other GRV rated properties are assessed. This rate ensures that all ratepayers make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout Cockburn. It is lower than the vacant land differential rate as the City is encouraging landowners to develop land rather than land banking.
Vacant Land (GRV)	This rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of residential, commercial or industrial purposes and being vacant land.	The objective of this rate is to promote the development of vacant land within Cockburn. Vacant land has a higher differential general rate which provides a disincentive to owners for land banking and not developing their vacant land.
Commercial & Industrial Improved (GRV)	This rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for nonresidential, commercial or industrial purposes and having improvements erected on it.	The objective of this differential rate category is to raise sufficient revenue to offset the costs associated with increased maintenance of infrastructure, particularly transport related infrastructure, and higher levels of services associated with properties in this category.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

Description	Characteristics	Objects & Reasons
Commercial Caravan Park (GRV)	This rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of a commercial caravan park and catering for permanent trailer homes and non-permanent caravans.	The objective of this rate is to ensure that the City's caravan parks, predominantly permanent trailer homes, make an equitable contribution to the City's services and facilities like any other residential land owner. It is also to maintain rating equity with other small unit dwellings in the City.
Rural General Improved (UV)	This rate category imposes a differential general rate on land valued on an unimproved value basis, which is zoned under the Town Planning Scheme No.3 for rural general or rural general urban farm land purposes and having relevant buildings erected on it including those being used for commercial or industrial purposes.	The objective of the rate is to impose a differential rate commensurate with the rural use of the land and to ensure that all ratepayers make a reasonable contribution towards the provision of works, services and facilities throughout the City and their ongoing maintenance. It is also the City's benchmark differential UV rate and the base rate by which all other UV rated properties are assessed.
Rural Vacant Land (UV)	This rate category imposes a differential general rate on land valued on an unimproved value basis, which is zoned under the Town Planning Scheme No.3 for rural purposes and being vacant land.	The objective of this rate is to promote the development of vacant land within Cockburn, effectively providing a disincentive to owners for land banking and not actively developing their vacant rural land for its intended purpose.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

(d) Differential Minimum Payment

Description	Characteristics	Objects & Reasons
Residential Improved (GRV)	This rate category imposes a differential general rate on land valued on a GRV basis, which is zoned under the Town Planning Scheme No.3 for residential purposes and having improvements erected on it.	The objective of this proposed rate is to apply a base differential general rate to land zoned and used for residential purposes and to act as the City's benchmark differential rate by which all other GRV rated properties are assessed. This rate ensures that all ratepayers make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout Cockburn. It is lower than the vacant land differential rate as the City is encouraging landowners to develop land rather than land banking.
Vacant Land (GRV)	This rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of residential, commercial or industrial purposes and being vacant land.	The objective of this rate is to promote the development of vacant land within Cockburn. Vacant land has a higher differential general rate which provides a disincentive to owners for land banking and not developing their vacant land.
Commercial & Industrial Improved (GRV)	This rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for nonresidential, commercial or industrial purposes and having improvements erected on it.	The objective of this differential rate category is to raise sufficient revenue to offset the costs associated with increased maintenance of infrastructure, particularly transport related infrastructure, and higher levels of services associated with properties in this category.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

Description	Characteristics	Objects & Reasons
Rural General Improved (UV)	This rate category imposes a differential general rate on land valued on an unimproved value basis, which is zoned under the Town Planning Scheme No.3 for rural general or rural general urban farm land purposes and having relevant buildings erected on it including those being used for commercial or industrial purposes.	The objective of the rate is to impose a differential rate commensurate with the rural use of the land and to ensure that all ratepayers make a reasonable contribution towards the provision of works, services and facilities throughout the City and their ongoing maintenance. It is also the City's benchmark differential UV rate and the base rate by which all other UV rated properties are assessed.
Rural Vacant Land (UV)	This rate category imposes a differential general rate on land valued on an unimproved value basis, which is zoned under the Town Planning Scheme No.3 for rural purposes and being vacant land.	The objective of this rate is to promote the development of vacant land within Cockburn, effectively providing a disincentive to owners for land banking and not actively developing their vacant rural land for its intended purpose.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

(e) Specified Area Rate

	Budgeted rate applied to costs	Budgeted rate set aside to reserve (excluding interest)	Reserve Amount to be applied to costs	Purpose of the rate	Area or properties rate is to be imposed on
Specified area rate	$	$	$		
Specified Area Rates - Port Coogee Special Area Maintenance	500,000	500,000	(319,734)	Specialised maintenance of the Port Coogee Development scheme.	Properties in the Port Coogee locality which are connected to the scheme.
Specified Area Rates - Port Coogee Waterways	130,000	130,000	0	Specialised maintenance of the Port Coogee waterways and associated infrastructure assets.	Properties in the Port Coogee locality which are connected with the waterways.
Specified Area Rates - Cockburn Coast Special Maintenance	90,000	90,000	(60,820)	Specialised maintenance of parks and public areas (including custom street lighting) as per the standard agreed to between the City and the Developer.	Properties in the Cockburn Coast Development area.
	720,000	720,000	(380,554)		

(f) Service Charges

The City did not raise service charges for the year ended 30th June 2027.

(g) Waivers or concessions

Rate, fee or charge to which the waiver or concession is granted	Type	Waiver/ Concession	Discount %	Discount ($)	2026/27 Budget	2025/26 Actual	2025/26 Budget	Circumstances in which the waiver or concession is granted	Objects and reasons of the waiver or concession
					$	$	$		
Improved Residential	Rate	Concession		961,315	961,315	995,758	969,804	High GRV residential property concession	This concession is to limit the year on year rates increases for high GRV single improved residential dwellings
					961,315	995,758	969,804		

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

3. NET CURRENT ASSETS

(a) Composition of estimated net current assets

	Note	2026/27 Budget 30 June 2027 Carried forward	2025/26 Actual 30 June 2026 Carried forward	2025/26 Budget 30 June 2026 Carried forward
Current assets		$	$	$
Cash and cash equivalents	4	25,714,745	22,328,728	15,292,575
Financial assets		261,784,389	261,226,668	242,971,375
Receivables		5,030,000	5,030,000	2,550,000
Inventories		20,000	20,000	10,000
Other assets		1,200,000	1,200,000	500,000
		293,749,134	289,805,396	261,323,950
Less: current liabilities				
Trade and other payables		(12,515,031)	(12,400,000)	(17,380,962)
Contract liabilities		(9,100,000)	(9,100,000)	(6,000,000)
Lease liabilities	7	(834,530)	(828,113)	(100,000)
Employee provisions		(10,900,000)	(10,900,000)	(9,000,000)
		(33,349,561)	(33,228,113)	(32,480,962)
Net current assets		260,399,573	256,577,283	228,842,988
Less: Total adjustments to net current assets	3(b)	(260,099,573)	(255,577,283)	(228,542,987)
Net current assets used in the Statement of Financial Activity		300,000	1,000,000	300,000

(b) Current assets and liabilities excluded from budgeted deficiency

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets				
Less: Reserve accounts	9	(257,334,103)	(252,805,396)	(226,868,503)
Less: Current portion of bonds and deposits		(3,600,000)	(3,600,000)	(4,000,000)
Add: Non-current investment		0	0	2,225,516
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of lease liabilities		834,530	828,113	100,000
Total adjustments to net current assets		(260,099,573)	(255,577,283)	(228,542,987)

EXPLANATION OF DIFFERENCE IN SURPLUS/(DEFICIT)

Items excluded from calculation of budgeted deficiency
When calculating the budget deficiency for the purpose of Section 6.2 (2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by *Local Government (Financial Management) Regulation 32* which will not fund the budgeted expenditure.

(c) Amounts excluded from operating activities

	Note	2026/27 Budget 30 June 2027 Carried forward	2025/26 Actual 30 June 2026 Carried forward	2025/26 Budget 30 June 2026 Carried forward
		$	$	$
Less: Profit on asset disposals	5	(1,050,272)	(965,498)	0
Add: Depreciation	6	55,969,803	46,534,834	47,678,961
Movement in current liabilities associated funds held in reserve account:				
Non-cash movements in non-current assets and liabilities:				
- Pensioner deferred rates		0	22,286	0
- Employee benefit provisions		0	428,949	0
- Other provisions		1,564,074	1,578,728	0
Non cash amounts excluded from operating activities		56,483,605	47,599,299	47,678,961

(d) Amounts excluded from investing activities

Right of use assets recognised	5(c)	0	610,300	0
Non-cash movements in non-current assets and liabilities:				
- Capital grant/contributions		2,475,800	5,727,805	0
Non cash amounts excluded from investing activities		2,475,800	6,338,105	0

(e) Amounts excluded from financing activities

Less: Lease liability recognised	7	0	(610,300)	0
Non cash amounts excluded from financing activities		0	(610,300)	0

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

3. NET CURRENT ASSETS (CONTINUED)

(f) MATERIAL ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION
The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

TRADE AND OTHER PAYABLES
Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

PREPAID RATES
Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

INVENTORIES
General
Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

INVENTORY - LAND HELD FOR RESALE
Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Inventory - land held for resale is classified as current except where it is held as non-current based on the City's intentions to release for sale.

SUPERANNUATION
The City contributes to a number of superannuation funds on behalf of employees and Elected Members. All funds to which the City contributes are defined contribution plans.

GOODS AND SERVICES TAX (GST)
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CONTRACT LIABILITIES
Contract liabilities represent the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

TRADE AND OTHER RECEIVABLES
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for grants, contributions, reimbursements, and goods sold and services performed in the ordinary course of business.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

Trade receivables are held with the objective to collect the contractual cashflows and therefore the City measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

PROVISIONS
Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

EMPLOYEE BENEFITS
Short-term employee benefits
Provision is made for the City's obligations for short-term employee benefits. Short term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the determination of the net current asset position.
The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the determination of the net current asset position.

Other long-term employee benefits
Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

4. RECONCILIATION OF CASH

(a) Reconciliation of cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
		$	$	$
Cash and cash equivalents		25,714,745	22,328,728	15,292,575
Restrictions				
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
Cash and cash equivalents		37,506,747	31,059,961	7,233,002
Restricted financial assets at amortised cost - term deposits		263,984,565	263,426,844	242,971,375
		301,491,312	294,486,805	250,204,377
The restricted financial assets are a result of the following specific purposes to which the assets may be used:				
Reserve accounts	9	257,334,103	252,805,396	226,868,503
Contract liabilities		5,500,000	5,500,000	6,000,000
Capital grant/contributions liabilities		36,457,033	33,981,233	16,596,326
Non-current investment		2,200,176	2,200,176	739,548
Total restricted financial assets		301,491,312	294,486,805	250,204,377

(b) Reconciliation of net cash provided by operating activities

Net result		8,156,726	163,200	22,596,056
Non-cash items:				
Depreciation	6	55,969,803	46,534,834	47,678,961
(Profit) on sale of assets	5	(1,050,272)	(965,498)	(696,173)
Changes in assets and liabilities:				
Decrease in receivables		0	2,787,864	0
Decrease in inventories		0	11,283	0
Decrease in other assets		0	2,711,187	0
(Increase)/decrease in trade and other payables		115,031	(6,821,590)	0
Decrease in contract liabilities		0	1,566,604	135,581
Decrease in capital grant/contributions liabilities		2,475,800	18,369,130	0
Decrease in employee related provisions		0	1,144,440	0
Decrease in other provisions		1,564,074	1,578,728	0
Capital grants, subsidies and contributions		(14,203,165)	(24,385,791)	(24,687,971)
Net cash provided by operating activities		53,027,997	42,694,391	45,026,454

MATERIAL ACCOUNTING POLICES

CASH AND CASH EQUIVALENTS
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

FINANCIAL ASSETS AT AMORTISED COST
The City classifies financial assets at amortised cost if both of the following criteria are met:
- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

5. PROPERTY, PLANT AND EQUIPMENT

The following assets are budgeted to be acquired and/or disposed of during the year.

	2026/27 Budget				2025/26 Actual				2025/26 Budget			
	Additions	Disposals - Net Book Value	Disposals - Sale Proceeds	Disposals - Profit	Additions	Disposals - Net Book Value	Disposals - Sale Proceeds	Disposals - Profit	Additions	Disposals - Net Book Value	Disposals - Sale Proceeds	Disposals - Profit
(a) Property, Plant and Equipment	$	$	$	$	$	$	$	$	$	$	$	$
Land - freehold land	0	0	0	0	11,400,000	0	164,945	164,945	11,400,000	0	0	0
Buildings - non-specialised	13,820,441	0	0	0	12,042,427	0	0	0	15,320,426	0	0	0
Furniture and equipment	0	0	0	0	400,726	0	0	0	0	0	0	0
Plant and equipment	11,808,239	(560,228)	1,610,500	1,050,272	890,004	(310,072)	1,110,625	800,553	8,958,276	(796,764)	1,492,937	696,173
Information technology	433,034	0	0	0	29,023	0	0	0	406,637	0	0	0
Total	26,061,714	(560,228)	1,610,500	1,050,272	24,762,180	(310,072)	1,275,570	965,498	36,085,339	(796,764)	1,492,937	696,173
(b) Infrastructure												
Infrastructure - roads	22,105,128	0	0	0	7,251,664	0	0	0	15,553,325	0	0	0
Infrastructure - footpaths	1,065,970	0	0	0	1,568,219	0	0	0	1,810,856	0	0	0
Infrastructure - drainage	4,780,936	0	0	0	2,194,824	0	0	0	1,726,102	0	0	0
Infrastructure - parks hard	7,926,063	0	0	0	3,269,285	0	0	0	7,221,090	0	0	0
Infrastructure - parks landscaping	0	0	0	0	0	0	0	0	2,514,640	0	0	0
Infrastructure - landfill site	1,560,000	0	0	0	490,679	0	0	0	463,000	0	0	0
Infrastructure - marina	300,000	0	0	0	166,998	0	0	0		0	0	0
Infrastructure - coastal	270,000	0	0	0	535,420	0	0	0		0	0	0
Total	38,008,097	0	0	0	15,477,089	0	0	0	29,289,013	0	0	0
(c) Right of Use Assets												
Right of use - plant and equipment	0	0	0	0	610,300		0	0	0	0	0	0
	0	0	0	0	610,300	0	0	0	0	0	0	0
Total	64,069,811	(560,228)	1,610,500	1,050,272	40,849,569	(310,072)	1,275,570	965,498	65,374,352	(796,764)	1,492,937	696,173

MATERIAL ACCOUNTING POLICIES

RECOGNITION OF ASSETS
Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

GAINS AND LOSSES ON DISPOSAL
Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

6. DEPRECIATION

	2026/27 Budget	2025/26 Actual	2025/26 Budget
	$	$	$
By Class			
Buildings - non-specialised	8,979,202	5,540,455	5,901,703
Furniture and equipment	311,549	215,839	228,222
Plant and equipment	4,289,979	768,665	3,081,312
Information technology	741,435	822,320	893,503
Infrastructure - roads	18,328,435	17,582,366	18,139,405
Infrastructure - drainage	3,956,469	3,794,887	3,779,214
Infrastructure - footpaths	4,118,636	3,946,028	4,021,714
Infrastructure - parks hard	7,852,125	7,669,749	7,319,775
Infrastructure - landfill site	1,664,411	1,940,815	1,528,243
Infrastructure - marina	247,494	585,435	515,297
Infrastructure - coastal	604,925	1,206,985	644,285
Right of use - plant and equipment	942,186	835,002	0
Rehabilitation asset	3,932,957	1,626,288	1,626,288
	55,969,803	46,534,834	47,678,961
By Program			
Governance	954,480	937,232	575,489
Law, order, public safety	528,293	473,064	566,519
Education and welfare	4,225	4,493	3,860
Community amenities	5,656,114	1,942,583	3,194,536
Recreation and culture	12,452,827	10,770,366	10,041,245
Transport	26,403,540	24,810,449	25,940,333
Other property and services	9,970,324	7,596,647	7,356,978
	55,969,803	46,534,834	47,678,961

MATERIAL ACCOUNTING POLICIES

DEPRECIATION
The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Major depreciation periods used for each class of depreciable asset are:

Buildings - non-specialised	5 to 100 years
Furniture and equipment	4 to 20 years
Plant and equipment	3 to 25 years
Information technology	5 Years
Infrastructure - roads	10 to 100 years
Infrastructure - drainage	100 years
Infrastructure - footpaths	20 to 50 years
Infrastructure - parks hard	5 to 100 years
Infrastructure - landfill site	10 to 80 years
Infrastructure - marina	10 to 100 years
Infrastructure - coastal	10 to 100 years
Right of use - plant and equipment	Based on the remaining lease
Rehabilitation asset	Based on the remaining life of the landfill

AMORTISATION
The depreciable amount of all intangible assets with a finite useful life, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The assets residual value of intangible assets is considered to be zero and useful live and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

7. LEASE LIABILITIES

Purpose	Lease Number	Institution	Lease Interest Rate	Lease Term	Budget Lease Principal 1 July 2026	2026/27 Budget New Leases	2026/27 Budget Lease Principal Repayments	Budget Lease Principal outstanding 30 June 2027	2026/27 Budget Lease Interest Repayments	Actual Principal 1 July 2025	2025/26 Actual New Leases	2025/26 Actual Lease Principal repayments	Est - Actual Lease Principal outstanding 30 June 2026	2025/26 Est - Actual Lease Interest repayments	Budget Principal 1 July 2025	2025/26 Budget New Leases	2025/26 Budget Lease Principal repayments	Budget Lease Principal outstanding 30 June 2026	2025/26 Budget Lease Interest repayments
					$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
Multi Functional Devices (MFD's) - 47	E6N0162022	Maia Financial PL	1.5%	68 months	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(74)
Shark Barrier	C100928	Eco Shark Barrier PL	3.4%	60 months	209,202	0	(118,013)	91,189	(10,000)	323,278	0	(114,076)	209,202	(9,219)	100,000	0	0	100,000	(155)
Cockburn ARC Gym Equipment	E2TEC64256	Maia Financial PL	3.4%	60 months	453,002	0	(182,952)	270,050	(18,970)	629,846	0	(176,844)	453,002	(18,676)	0	0	0	0	0
Motor Vehicle Roe8	C101218	EasiFleet	4.6%	36 months	19,247	0	(7,949)	11,298	(1,544)	0	24,576	(5,329)	19,247	(1,608)	0	0	0	0	0
Dell 1 Staff Replacement Devices	009-7891885-001	Dell Financial Services	5.0%	48 months	1,039,805	0	(350,327)	689,478	(146,597)	1,373,081	0	(333,276)	1,039,805	(61,085)	0	0	0	0	0
Dell 2 Staff Replacement Devices	009-7891885-002	Dell Financial Services	4.9%	48 months	30,803	0	(10,389)	20,414	(1,278)	40,697	0	(9,894)	30,803	(1,774)	0	0	0	0	0
Cockburn ARC Gym Equipment Phase 2	2511505	CHG Meridian Australia	4.7%	48 months	433,014	0	(151,036)	281,978	(17,126)	0	553,319	(120,305)	433,014	(17,495)	0	0	0	0	0
Dell 3 Various Computing Equipment	009-7891885-003	Dell Financial Services	5.3%	48 months	27,883	0	(7,447)	20,436	(1,299)	0	32,405	(4,522)	27,883	(803)	0	0	0	0	0
					2,212,956	0	(828,113)	1,384,843	(196,814)	2,366,902	610,300	(764,246)	2,212,956	(110,660)	100,000	0	0	100,000	(229)

MATERIAL ACCOUNTING POLICIES

LEASES

At the inception of a contract, the City assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and a lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

LEASE LIABILITIES

The present value of future lease payments not paid at the reporting date discounted using the incremental borrowing rate where the implicit interest rate in the lease is not readily determined.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

8. BORROWINGS

(a) Borrowing repayments

Movement in borrowings and interest between the beginning and the end of the current financial year.

Purpose	Loan Number	Institution	Interest Rate	Budget Principal 1 July 2026	2026/27 Budget New Loans	2026/27 Budget Principal Repayments	Budget Principal outstanding 30 June 2027	2026/27 Budget Interest Repayments	Actual Principal 1 July 2025	2025/26 Actual New Loans	2025/26 Actual Principal Repayments	Actual Principal outstanding 30 June 2026	2025/26 Actual Interest Repayments	Budget Principal 1 July 2025	2025/26 Budget New Loans	2025/26 Budget Principal Repayments	Budget Principal outstanding 30 June 2026	2025/26 Budget Interest Repayments
				$	$	$	$	$	$	$	$	$	$	$	$	$	$	$
To assist fund the Cockburn Central West development	8	WATC	2.98%	0	0	0	0	0	2,500,000	0	(2,500,000)	0	(58,671)	2,500,000	0	(2,500,000)	0	(70,000)
				0	0	0	0	0	2,500,000	0	(2,500,000)	0	(58,671)	2,500,000	0	(2,500,000)	0	(70,000)

All borrowing repayments, other than self supporting loans, will be financed by general purpose revenue.
The self supporting loan(s) repayment will be fully reimbursed.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

8. BORROWINGS (CONTINUED)

(b) New borrowings - 2026/27

The City does not intend to undertake any new borrowings for the year ended 30th June 2027

(c) Unspent borrowings

The City had no unspent borrowing funds as at 30th June 2026 nor is it expected to have unspent borrowing funds as at 30th June 2027.

(d) Credit Facilities

	2026/27 Budget	2025/26 Actual	2025/26 Budget
	$	$	$
Undrawn borrowing facilities credit standby arrangements			
Bank overdraft limit	0	0	0
Bank overdraft at balance date	0	0	0
Credit card limit	350,000	350,000	350,000
Credit card balance at balance date	(100,000)	(59,000)	(100,000)
Total amount of credit unused	250,000	291,000	250,000

MATERIAL ACCOUNTING POLICIES

BORROWING COSTS
The City has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

9. RESERVE ACCOUNTS

(a) Reserve Accounts - Movement

	2026/27 Budget				2025/26 Actual				2025/26 Budget			
	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance
	$	$	$	$	$	$	$	$	$	$	$	$
Restricted by council												
(a) Building Infrastructure	81,404,721	9,962,751	(13,782,039)	77,585,433	80,637,329	14,818,276	(14,050,884)	81,404,721	76,306,801	13,500,000	(10,999,926)	78,806,875
(b) Open Space Infrastructure	5,776,849	9,607,050	(7,143,063)	8,240,836	5,571,044	7,500,000	(7,294,195)	5,776,849	3,935,158	7,500,000	(9,685,730)	1,749,428
(c) Technology	4,857,903	741,435	(1,275,263)	4,324,075	5,102,501	500,000	(744,598)	4,857,903	4,194,514	500,000	(1,336,637)	3,357,877
(d) Commercial Landfill	35,000,274	4,128,568	(2,165,000)	36,963,842	32,506,773	4,163,585	(1,670,085)	35,000,274	32,686,247	4,100,000	(1,463,000)	35,323,247
(e) Roads Infrastructure	28,967,156	26,010,990	(17,962,153)	37,015,993	26,711,431	12,500,000	(10,244,274)	28,967,156	26,694,252	12,500,000	(10,844,566)	28,349,686
(f) Risk	2,220,282	0	0	2,220,282	1,880,171	340,111	0	2,220,282	1,880,171	250,000	0	2,130,171
(g) Project Contingency	3,342,221	0	(137,647)	3,204,574	14,954,238	1,392,093	(13,004,110)	3,342,221	15,000,000	0	(2,200,000)	12,800,000
(h) Climate Change Mitigation	3,047,608	0	(170,000)	2,877,608	2,577,608	500,000	(30,000)	3,047,608	2,331,438	500,000	(15,000)	2,816,438
(i) Land Management	13,469,334	608,800	0	14,078,134	3,462,511	10,006,823	0	13,469,334	3,441,914	1,944,332	0	5,386,246
(j) Plant & Equipment	8,431,852	4,601,528	(7,755,908)	5,277,472	9,831,552	4,017,000	(5,416,700)	8,431,852	9,062,476	4,000,000	(6,950,339)	6,112,137
(k) Port Coogee Marina	3,150,822	675,212	(400,000)	3,426,034	2,907,822	500,000	(257,000)	3,150,822	2,650,822	500,000	0	3,150,822
(l) Waste Management	13,477,692	317,677	(1,360,000)	12,435,369	11,793,639	2,434,053	(750,000)	13,477,692	11,825,438	2,000,000	0	13,825,438
(m) Naval Base Shacks	1,483,049	0	(30,000)	1,453,049	1,528,049	30,000	(75,000)	1,483,049	1,491,186	30,000	0	1,521,186
(n) Aged and Disabled Asset Replacement	872,681	0	(455,000)	417,681	872,681	0	0	872,681	0	0	0	0
	205,502,444	56,654,011	(52,636,073)	209,520,382	200,337,349	58,701,941	(53,536,846)	205,502,444	191,500,417	47,324,332	(43,495,197)	195,329,551
Restricted by legislation / agreement												
(o) Port Coogee Special Maintenance SAR	2,543,696	500,000	(319,734)	2,723,962	2,421,264	555,687	(433,255)	2,543,696	2,500,000	460,000	(249,922)	2,710,078
(p) Port Coogee Waterways SAR	726,577	130,000	0	856,577	579,676	146,901	0	726,577	570,000	125,000	0	695,000
(q) Port Coogee Waterways WEMP	342,277	23,305	(300,000)	65,582	726,879	17,434	(402,036)	342,277	900,000	0	(300,000)	600,000
(r) Developer Contribution Plans - Various	31,139,633	0	0	31,139,633	15,612,103	15,530,620	(3,090)	31,139,633	12,865,594	0	0	12,865,594
(s) Cockburn Coast SAR	217,314	90,000	(60,820)	246,494	171,877	87,221	(41,784)	217,314	200,000	75,000	(41,784)	233,216
(t) Restricted Funding	4,767,793	3,324,428	(3,235,000)	4,857,221	5,209,777	0	(441,984)	4,767,793	7,792,175	0	0	7,792,175
(u) POS Cash in Lieu	6,501,074	306,668	0	6,807,742	6,087,941	413,133	0	6,501,074	5,649,812	0	0	5,649,812
(v) Naval Base Shack Removal	1,064,588	51,922	0	1,116,510	1,031,930	32,658	0	1,064,588	993,077	0	0	993,077
	47,302,952	4,426,323	(3,915,554)	47,813,721	31,841,447	16,783,654	(1,322,149)	47,302,952	31,470,658	660,000	(591,706)	31,538,952
	252,805,396	61,080,334	(56,551,627)	257,334,103	232,178,796	75,485,595	(54,858,995)	252,805,396	222,971,075	47,984,332	(44,086,903)	226,868,503

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

9. RESERVE ACCOUNTS

(b) Reserve Accounts - Purposes

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

	Reserve name	Anticipated date of use	Purpose of the reserve
	Restricted by council		
(a)	Building Infrastructure	Ongoing	Provides funding for asset renewal and upgrade requirements of the City's building assets as determined by Asset Management Plans. This reserve will also provide funding for new community and recreation facilities, driven by the City's integrated planning approach aiming for intergenerational equity.
(b)	Open Space Infrastructure	Ongoing	Provides funding for new, renewal and upgrade of the City's open space infrastructure and equipment (parks, reserves, coastal, natural areas), as determined through asset management planning and the City's integrated planning approach.
(c)	Technology	Ongoing	Provides funding for the City's Information, Communication and Technology assets and projects.
(d)	Commercial Landfill	Ongoing	Provides funds management for capital and other costs associated with the development, management and rehabilitation of a commercial landfill site.
(e)	Roads Infrastructure	Ongoing	Provides funding for asset renewal and upgrade requirements of the City's roads infrastructure assets (roads, drainage, paths), as determined by the City's asset management planning. Will also provide matching funding for delivery of new roads infrastructure identified though the City's integrated planning approach.
(f)	Risk	Ongoing	Provides funding to mitigate annual budgetary impacts from unforeseen risks and events, including the City's performance-based insurances.
(g)	Project Contingency	Ongoing	Provides contingency funding for the City's project delivery program.
(h)	Climate Change Mitigation	Ongoing	Provides funding for the City to mitigate the impact of climate change on its services and asset delivery, including renewable energy and carbon offset projects.
(i)	Land Management	Ongoing	Enables the financial planning and funding of the City's land management and development strategies, including the purchase, development, leasing and disposal of land.
(j)	Plant & Equipment	Ongoing	Provides funding for the capital management of the City's fleet of plant and vehicles, as well as major capital equipment requirements.
(k)	Port Coogee Marina	Ongoing	Provides funding for the management of the commercial marina business including the replacement of marina related infrastructure assets and equipment.
(l)	Waste Management	Ongoing	Provides funding for future capital requirements relating to the City's waste management services.
(m)	Naval Base Shacks	Ongoing	Provides funding for the development & refurbishment of the Naval Base shacks site.
(n)	Aged and Disabled Asset Replacement	Ongoing	This Reserve is fully funded from the operating government grants received by the services and has no budgetary impact on Municipal funds.
	Restricted by legislation / agreement		
(o)	Port Coogee Special Maintenance SAR	Ongoing	Management of funds raised through the specified area rate (SAR) for the Port Coogee development for the purpose of specialised maintenance requirements within the development.
(p)	Port Coogee Waterways SAR	Ongoing	Management of funds raised through the specified area rate (SAR) for the Port Coogee development on land directly adjacent to the waterways for the purpose of maintaining the waterways surrounding the marina and associated infrastructure.
(q)	Port Coogee Waterways WEMP	Ongoing	Manages funding received from the developer upon handover to maintain the Port Coogee marina waterways in accordance with the Waterways Environmental Management Plan (WEMP).
(r)	Developer Contribution Plans - Various	Ongoing	Provides for the management of contributions and costs with respect to Development Contribution Areas as established by and in accordance with Town Planning Scheme 3.
(s)	Cockburn Coast SAR	Ongoing	Management of funds raised through the specified area rate (SAR) levied within the Cockburn Coast Development for the purpose of ensuring parks and public areas (including custom street lighting) are maintained at the higher standards adopted at handover from the Developer.
(t)	Restricted Funding	Ongoing	This Reserve is used to quarantine and manage funds received for restricted purposes across financial years.
(u)	POS Cash in Lieu	Ongoing	Quarantines and manages POS cash in lieu contributions received by the City under section 20C of the Town Planning Development Act.
(v)	Naval Base Shack Removal	Ongoing	Provides funding for the removal of the Naval Base shacks.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

10. OTHER INFORMATION

The net result includes as revenues	2026/27 Budget	2025/26 Actual	2025/26 Budget
	$	$	$
(a) Interest earnings			
Investments	13,100,700	13,074,213	13,000,800
Late payment of fees and charges *	20,000	13,166	20,000
Other interest revenue	121,000	114,136	115,000
	13,241,700	13,201,515	13,135,800

* The City has resolved to charge interest under section 6.13 for the late payment of any amount of money at 6%.

The net result includes as expenses			
(b) Auditors remuneration			
Audit services	200,000	196,819	110,000
Other services	20,000	29,682	150,000
	220,000	226,501	260,000
(c) Interest expenses (finance costs)			
Borrowings (refer Note 8(a))	0	58,671	70,000
Interest on lease liabilities (refer Note 7)	196,814	110,660	229
Unwinding of discount	1,564,074	1,578,728	100,000
	1,760,888	1,748,059	170,229

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

11. COUNCIL MEMBERS REMUNERATION

	2026/27 Budget	2025/26 Actual	2025/26 Budget
	$	$	$
Mayor's allowance	104,032	100,514	103,913
Meeting attendance fees	55,078	53,215	56,557
Annual allowance for ICT expenses	3,750	3,500	3,750
Superannuation contribution payments	19,093	18,447	19,256
	181,953	175,676	183,476
Deputy Mayor's allowance	26,008	25,129	25,978
Meeting attendance fees	36,722	35,480	36,506
Annual allowance for ICT expenses	3,750	3,500	3,750
Superannuation contribution payments	7,528	7,273	7,498
	74,008	71,382	73,732
All other council member's meeting allowance fees	293,776	283,840	292,048
All other council member's annual allowance for ICT expenses	30,000	28,000	30,000
All other council member's Superannuation contribution payments	33,453	34,061	33,246
	357,229	345,901	355,294
Total Council Member Remuneration	613,190	592,959	612,502
Mayor's allowance	104,032	100,514	103,913
Deputy Mayor's allowance	26,008	25,129	25,978
Meeting attendance fees	385,576	372,535	385,111
Annual allowance for ICT expenses	37,500	35,000	37,500
Superannuation contribution payments	60,074	59,781	60,000
	613,190	592,959	612,502

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

12. REVENUE AND EXPENDITURE

(a) Revenue and Expenditure Classification

REVENUES

RATES
All rates levied under the *Local Government Act 1995*. Includes general, differential, specific area rates, minimum payment, interim rates, back rates, ex-gratia rates, less discounts offered.
Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

GRANTS, SUBSIDIES AND CONTRIBUTIONS
All amounts received as grants, subsidies and contributions that are not capital grants.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS
Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS
Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES
Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.
Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES
Service charges imposed under *Division 6 of Part 6 of the Local* Government Act 1995. Regulation 54 of the Local Government *(Financial Management) Regulations 1996* identifies the charges which can be raised. These are television and radio broadcasting, underground electricity and neighbourhood surveillance services and water.
Exclude rubbish removal charges which should not be classified as a service charge. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST REVENUE
Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE
Other revenue, which cannot be classified under the above headings, includes dividends, discounts, rebates etc.

PROFIT ON ASSET DISPOSAL
Gain on the disposal of assets including gains on the disposal of long-term investments.

EXPENSES

EMPLOYEE COSTS
All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.
Note: *AASB 119 Employee Benefits* provides a definition of employee benefits which should be considered.

MATERIALS AND CONTRACTS
All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses (such as telephone and internet charges), advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc.
Local governments may wish to disclose more detail such as contract services, consultancy, information technology and rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER)
Expenditures made to the respective agencies for the provision of power, gas or water.
Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE
All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL
Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS
Depreciation and amortisation expenses raised on all classes of assets.

FINANCE COSTS
Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE
Statutory fees, taxes, provision for bad debts, member's fees or levies including DFES levy and State taxes. Donations and subsidies made to community groups.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

12. REVENUE AND EXPENDITURE (CONTINUED)

(b) Revenue Recognition

Recognition of revenue from contracts with customers is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/ Warranties	Timing of Revenue recognition
Grant contracts with customers	Community events, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	On payment and issue of the licence, registration or approval
Waste management entry fees	Waste, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Fees and charges for other goods and services	Library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Output method based on provision of service or completion of works
Sale of stock	Fuel, kiosk and aquatic and recreation centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Output method based on goods

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

13. PROGRAM INFORMATION

Key Terms and Definitions - Reporting Programs

In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the City's Community Vision, and for each of its broad activities/programs.

OBJECTIVE	ACTIVITIES
Governance To provide a decision making process for the efficient alloction of scarce resources.	The adminisatrion and operation of facilities and services to the elected members of Council. Also includes other corporate type costs that are not related to the specific service areas covered under the other programs.
General purpose funding To collect revenue to allow for the provision of services.	The collection of general-purpose revenue including rates and penalties, general-purpose grants and interest on investments. This provides the funding for much of the City's programs/activities.
Law, order, public safety To provide services to help ensure a safer and environmentally conscious community.	Provision of community safety servcies including surpervision of various by-laws, animal and dog control, as security patrol service, fire prevention and voluntary emergency services.
Health To provide an operational framework for environmental and community health.	The provision of community health services including the regulation and monitoring of food premises, pollution and noise complaints, pest control and managing contaminated sites.
Education and welfare To provide services to disadvantaged persons, the elderly, children and youth.	The provision of support services to familites and children, the aged and disabled and senior citizens. The provision of services and facilities for the youth.
Community amenities To provide services required by the community.	The provision of a waste and recyclables collection service and disposal and waste recovery services at the Waste Recovery Park. Providing services for the proctection and management of the natural environment. The administration of the Town Planning Scheme and all associated land use planning issues.
Recreation and culture To establish and effectively manage infrastructure and resources which will help the social well being of the community.	The provision and operation of community halls and recreation centres, parks and ovals, beach reserves and swimming areas and library facilities. The development and provision of arts and cultural events.
Transport To provide safe, effective and efficient transport services to the community	All activities relating to road, drainage and footpath construction and maintenance. The creation and maintenance of streetscapes. Provision of and operating the council works depot.
Economic services To help promote the local government and its economic wellbeing.	Activities associated with the control of building activity within the city and the provision of facilities and services that encourage tourism.
Other property and services To monitor and control operating accounts.	Includes private works and engineering overheads and plant operating costs (both of which are alocated to the City's works program). Includes all other unclassified activities.

CITY OF COCKBURN
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

14. FEES AND CHARGES

	2026/27 Budget	2025/26 Actual	2025/26 Budget
	$	$	$
By Program:			
Governance	7,600.00	54,550.28	1,200.00
General purpose funding	236,520.00	241,109.97	239,020.00
Law, order, public safety	537,963.00	729,221.38	993,463.00
Health	405,000.00	373,951.48	347,000.00
Education and welfare	760,823.70	759,148.28	893,036.00
Community amenities	16,534,740.00	16,108,344.56	17,973,271.00
Recreation and culture	16,826,089.89	14,427,730.54	15,063,778.66
Transport	-	450.00	250,000.00
Economic services	3,514,492.11	3,851,917.75	3,405,783.00
Other property and services	4,773,892.44	3,819,267.04	4,666,352.00
	43,597,121.00	40,365,691.00	43,832,904.00

The subsequent pages detail the fees and charges proposed to be imposed by the local government.

CAPITAL BUDGET 2026-27

BY ASSET CLASS

ASSET CLASS	TOTAL	NEW	RENEWAL
Roads Infrastructure	**22,105,128**	300,000	21,805,128
Drainage	**4,780,936**	930,000	3,850,936
Footpaths	**1,065,970**	0	1,065,970
Public Artwork	**72,000**	20,000	52,000
Parks Hard Infrastructure	**7,854,063**	2,634,000	5,220,063
Landfill Site Infrastructure	**1,560,000**	1,350,000	210,000
Buildings Infrastructure	**13,820,441**	4,202,386	9,618,055
Information Technology	**433,034**	373,034	60,000
Plant & Machinery	**11,808,239**	2,387,500	9,420,739
Marina Services Infrastructure	**300,000**	0	300,000
Coastal Infrastructure	**270,000**	140,000	130,000
TOTAL	**64,069,811**	**12,336,920**	**51,732,891**

BY FUNDING SOURCE

ASSET CLASS	TOTAL	RESERVES	EXTERNAL	ASSET SALES
Roads Infrastructure	**22,105,128**	15,073,710	7,031,418	-
Drainage	**4,780,936**	4,780,936	-	-
Footpaths	**1,065,970**	1,025,970	40,000	-
Parks Hard Infrastructure	**7,926,063**	7,826,063	100,000	-
Landfill Site Infrastructure	**1,560,000**	1,560,000	-	-
Buildings Infrastructure	**13,820,441**	9,976,745	3,843,696	-
Information Technology	**433,034**	133,034.30	300,000.00	-
Plant & Machinery	**11,808,239**	9,982,738.50	215,000.00	1,610,500.00
Marina Services Infrastructure	**300,000**	300,000	-	-
Coastal Infrastructure	**270,000**	270,000.00	-	-
TOTAL	**64,069,811**	**50,929,197**	**11,530,114**	**1,610,500**

Roads - Grouped by Activity

SU	Service Unit Description	Project Description	Asset Spend Type	Asset Class Type	Suburb	Purpose
	Traffic and Major Projects	**Activity: Bike Plan - CW $720,000**				
520	Traffic and Major Projects	Urban Road Safety Improvements - Bibra Lake Stage 2	RENEWAL	Roads Infrastructure	BIBRA LAKE	With funding through Main Roads WA's Low Cost Urban Road Safety Program, the City will be installing road safety treatments that can improve the safety of roads and intersections and reduce crashes
	Traffic and Major Projects	**Activity: MRRG Road Construction- CW $50,000**				
520	Traffic and Major Projects	Hammond Rd-Russell Rd to Frankland Ave MRRG Project	RENEWAL	Roads Infrastructure	HAMMOND PARK	Hammond Rd upgrades to enhance traffic flow, and safe environment for all road users for the planned future traffic volumes.
	Traffic and Major Projects	**Activity: State Blackspot Program - CW $5,754,670**				
520	Traffic and Major Projects	Wattleup Rd and Mandogalup Rd - Detailed Design only	RENEWAL	Roads Infrastructure	WATTLEUP	Black Spot Wattleup Road Mandogalup Road - Design Stage Modifying the intersection to support the change in priority will reduce the risk of turning vehicle conflict which will reduce crashes and al
520	Traffic and Major Projects	Orsino Blvd - Pantheon Ave - Blackspot	RENEWAL	Roads Infrastructure	NORTH COOGEE	Installation of roundabout with raised platform to improve safety at the four-way intersection and reduce the number and severity of crashes. Signalisation is not supported by MRWA
520	Traffic and Major Projects	Rowley Rd - Liddelow Rd Black Spot	RENEWAL	Roads Infrastructure	BANJUP	Black Spot project: Rowley Rd - Liddelow Rd - De Haer Rd intersection - To improve the safety along the staggered intersection and thereby reduce the number and severity of crashes.
520	Traffic and Major Projects	Semple Court - Verna Court - Berrigan Dr	RENEWAL	Roads Infrastructure	SOUTH LAKE	Improve the safety for road users and efficient traffic flow at this busy intersection
	Infrastructure Assets	**Activity: Resurfacing - CW $8,679,090**				
512	Infrastructure Assets	Winterfold Road Redmond to Stock	RENEWAL	Roads Infrastructure	HAMILTON HILL	Winterfold Road Resurfacing - Redmond to Stock
512	Infrastructure Assets	Wentworth Parade Lauderdale to Columbus	RENEWAL	Roads Infrastructure	SUCCESS	Wentworth Parade Resurfacing - Lauderdale to Columbus
512	Infrastructure Assets	Southwell Crescent Phoenix to Jamy	RENEWAL	Roads Infrastructure	HAMILTON HILL	Southwell Crescent Resurfacing - Phoenix to Jamy
512	Infrastructure Assets	Warton Road Jandakot to Nicholson	RENEWAL	Roads Infrastructure	BANJUP	Warton Road Resurfacing - Jandakot to Nicholson
512	Infrastructure Assets	Warton Road Armadale to Jandakot	RENEWAL	Roads Infrastructure	BANJUP	Warton Road Resurfacing - Armadale to Jandakot
512	Infrastructure Assets	Lydon Boulevard Rosehill to Carhausen	RENEWAL	Roads Infrastructure	ATWELL	Lydon Boulevard Resurfacing - Rosehill to Carhausen
512	Infrastructure Assets	Resurfacing Rockingham Road Spearwood	RENEWAL	Roads Infrastructure	SPEARWOOD	Rockingham Road Resurfacing
512	Infrastructure Assets	Tapper Road Beenyup to #273	RENEWAL	Roads Infrastructure	ATWELL	Tapper Road Resurfacing - Beenyup to #273
512	Infrastructure Assets	Sussex Street Kent to Pheonix	RENEWAL	Roads Infrastructure	SPEARWOOD	Sussex Street Resurfacing - Kent to Phoenix
512	Infrastructure Assets	Kiesey Street Resurfacing	RENEWAL	Roads Infrastructure	COOGEE	Kiesey Street Resurfacing
512	Infrastructure Assets	Progress Drive Hope to Farrington	RENEWAL	Roads Infrastructure	NORTH LAKE	Progress Drive Resurfacing - Hope to Farrington
512	Infrastructure Assets	Progress Drive Gwilliam to Hope	RENEWAL	Roads Infrastructure	BIBRA LAKE	Progress Drive Resurfacing - Gwillam to Hope
512	Infrastructure Assets	Lyon Road Twilight to Yale	RENEWAL	Roads Infrastructure	AUBIN GROVE	Lyon Road Resurfacing - Twilight to Yale
512	Infrastructure Assets	Lauderdale Drive Crockett to Wentworth	RENEWAL	Roads Infrastructure	SUCCESS	Lauderdale Drive Resurfacing - Crockett to Wentworth
512	Infrastructure Assets	Hope Road Progress to Bibra	RENEWAL	Roads Infrastructure	NORTH LAKE	Hope Road Resurfacing - Progress to Bibra
512	Infrastructure Assets	Heron Way Osprey to Pelican	RENEWAL	Roads Infrastructure	YANGEBUP	Heron Way Resurfacing - Osprey to Pelican
512	Infrastructure Assets	Henderson Road Mankin to Holmes	RENEWAL	Roads Infrastructure	BEELIAR	Henderson Road Resurfacing - Mankin to Holmes
512	Infrastructure Assets	Russell Road Ricci to Ashendon	RENEWAL	Roads Infrastructure	HAMMOND PARK	Russell Road Resurfacing - Ricci to Ashendon
512	Infrastructure Assets	Russell Road Lorimer to Pearse	RENEWAL	Roads Infrastructure	BEELIAR	Russell Road Resurfacing - Lorimer to Pearse
512	Infrastructure Assets	Russell Road Pearse to Hammond	RENEWAL	Roads Infrastructure	BEELIAR	Russell Road Resurfacing - Pearse to Hammond
512	Infrastructure Assets	Rowley Road Freeway to Beenyup	RENEWAL	Roads Infrastructure	AUBIN GROVE	Rowley Road Resurfacing - Freeway to Beenyup
512	Infrastructure Assets	Rowley Road Beenyup to Woolfe	RENEWAL	Roads Infrastructure	AUBIN GROVE	Rowley Road Resurfacing - Beenyup to Wolfe
512	Infrastructure Assets	Frankland avenue and Wattleup intersection	RENEWAL	Roads Infrastructure	HAMMOND PARK	Frankland Avenue Resurfacing - Wattleup Intersection
512	Infrastructure Assets	Elderberry Drive and South lake to Berrigan	RENEWAL	Roads Infrastructure	SOUTH LAKE	Elderberry Drive Resurfacing - South Lake to Berrigan
512	Infrastructure Assets	Discovery Drive Aspiration to North Lake Road	RENEWAL	Roads Infrastructure	BIBRA LAKE	Discovery Drive Resurfacing - Aspiration to North Lake
512	Infrastructure Assets	Bluebush and Lakefront Intersection	RENEWAL	Roads Infrastructure	BEELIAR	Bluebush Avenue Resurfacing - Lakefront Intersection
	Infrastructure Assets	**Activity: Roads Construction - CW $3,845,640**				
512	Infrastructure Assets	Yangebup Primary School Moorhen Drive	RENEWAL	Roads Infrastructure	YANGEBUP	Yangebup Primary School Asset Renewal
512	Infrastructure Assets	Watson off road Car park Reserve Road	RENEWAL	Roads Infrastructure	SPEARWOOD	Watson Road Car Park Resurfacing
512	Infrastructure Assets	Street Lighting System - Various Enhance	RENEWAL	Roads Infrastructure	CITY WIDE	Street Lighting Enhancements
512	Infrastructure Assets	Banjup Traffic Calming Implementation	RENEWAL	Roads Infrastructure	BANJUP	Banjup Traffic Calming Implementation: Stage 2 of project to provide Light Upgrade Current light levels are not to current standards and require upgrade to LED lights and solar light Supporting kerb
512	Infrastructure Assets	Hammond Rd Extension: Frankland-Wattleup	RENEWAL	Roads Infrastructure	HAMMOND PARK	Feasibility investigation - Hammond Rd extension stage 2 to improve traffic flow, safety and amenity.
512	Infrastructure Assets	Minor Roadworks	RENEWAL	Roads Infrastructure	CITY WIDE	City wide minor road work improvements
512	Infrastructure Assets	Healy Road off road car Park near Redmond	RENEWAL	Roads Infrastructure	HAMILTON HILL	Healy Road Carpark Construction
512	Infrastructure Assets	North Lake Rd-Discovery Dr intersection Concept Design and Traffic modelling	RENEWAL	Roads Infrastructure	BIBRA LAKE	To address the crash prone intersection to improve both safety and traffic flow.
512	Infrastructure Assets	Rowley Rd & Lyon Rd Intersection Upgrade	RENEWAL	Roads Infrastructure	AUBIN GROVE	Rowley Rd & Lyon Rd Intersection Upgrade Concept Design and Traffic Modelling in support of future Blackspot program Project investigation aims tackles the Rowley Road and Lyon Road crash-prone inters
512	Infrastructure Assets	North Lake Rd-Elderberry Dr Intersection Concept and Traffic Modelling Stage	RENEWAL	Roads Infrastructure	SOUTH LAKE	Improve the safety and traffic flow at this crash prone intersection of North Lake Rd - Elderberry Dr
512	Infrastructure Assets	Clontarf Road School Guard Crossing	RENEWAL	Roads Infrastructure	HAMILTON HILL	Clontarf Road School Guard Crossing Construction Stage 2 of project to provide Light Upgrade Current light levels are not to current standards and require upgrade

SU	Service Unit Description	Project Description	Asset Spend Type	Asset Class Type	Suburb	Purpose
512	Infrastructure Assets	Elderberry Dr-Berrigan Dr intersection	RENEWAL	Roads Infrastructure	SOUTH LAKE	Installation of a new roundabout at the Berrigan Dr - Elderberry Dr intersection aims to significantly improve safety and traffic flow for all road users.
	Traffic and Major Projects	**Activity: Traffic Management - CW $850,000**				
520	Traffic and Major Projects	Poletti Road Parking Exapnsion ARC	NEW	Roads Infrastructure	COCKBURN CENTRAL	Poletti Road Parking Expansion
520	Traffic and Major Projects	NorthLake Rd-Elderberry Dr Intersection Concept and Traffic Modelling Stage	RENEWAL	Roads Infrastructure	SOUTH LAKE	Improve the safety and traffic flow at this crash prone intersection of North Lake Rd - Elderberry Dr
520	Traffic and Major Projects	Installation of the crash worthy bollards at north west corner of Spearwood Ave	RENEWAL	Roads Infrastructure	BEELIAR	Installation of the crash worthy bollards at north west corner of Spearwood Avenue and The Grange intersection. Proposal includes light upgrade. Vegetation clearance for sightlines also included.
520	Traffic and Major Projects	Gerald St Spearwood Ave crash bollards	RENEWAL	Roads Infrastructure	SPEARWOOD	Installation of the crash worthy bollards at north east corner of Spearwood Gerald intersection. Proposal includes light upgrade.
520	Traffic and Major Projects	Beeliar Village School crossing - Design Investigation	RENEWAL	Roads Infrastructure	YANGEBUP	Design investigation to confirm the possibility of installation of a signalised school crossing at Beeliar Village across Beelair Drive.
520	Traffic and Major Projects	Beeliar Village School crossing - Design Investigation	NEW	Roads Infrastructure	HAMMOND PARK	construction of a dedicated school crossing
	Infrastructure Assets	**Activity: MRRG Road Rehabilitation- CW $2,205,728**				
512	Infrastructure Assets	Beeliar Drive Wentworth to Midgeegooroo Ave	RENEWAL	Roads Infrastructure	SUCCESS	Beeliar Drive Rehabilitation Works - Wentworth to Midgeegooroo
512	Infrastructure Assets	Spearwood Ave Howson - Barrington	RENEWAL	Roads Infrastructure	BIBRA LAKE	Spearwood Avenue Upgrades - Howson to Barrington
512	Infrastructure Assets	Farrington Road B North Lake to Bibra Dr	RENEWAL	Roads Infrastructure	NORTH LAKE	Farrington Road Rehabilitation Works - North Lake to Bibra
512	Infrastructure Assets	Farrington Road A Freeway to Allendale	RENEWAL	Roads Infrastructure	NORTH LAKE	Farrington Road Rehabilitation Works - Freeway to Allendale
		Grand Total: $22,105,128				

New Capital Initiatives - Drainage

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Infrastructure Assets	**Total $4,780,936**			
512	Infrastructure Assets	Botany Park Drainage - Detailed Design	NEW	HAMMOND PARK	Detailed Design - Drainage - Botany Park and Eucalyptus Drive, Hammond Park
512	Infrastructure Assets	Savannah Circuit #9 to Wentworth Park 525 diameter	RENEWAL	SUCCESS	Savannah Circuit - Drainage Improvements
512	Infrastructure Assets	Savannah Circuit #13-#9 225 diameter	RENEWAL	SUCCESS	Savannah Circuit - Drainage Improvements
512	Infrastructure Assets	Carrello Circuit-Drainage Construction	RENEWAL	COOGEE	Stormwater Drainage Improvement - Carrello Ct, Hamilton Road and Kotisina Gdns, Coogee
512	Infrastructure Assets	South Lake Pipe relining 450 diamter	RENEWAL	SOUTH LAKE	Lochside Grove - Drainage Improvements
512	Infrastructure Assets	Solace gardens to Beenyup Drain 300 diamter	RENEWAL	ATWELL	Beenyup Road Drainage Improvements
512	Infrastructure Assets	Minor Drainage	RENEWAL	CITY WIDE	City wide minor drainage improvements
512	Infrastructure Assets	Mariposa Gardens Pipe Relining 750 diameter	RENEWAL	SUCCESS	Mariposa Gardens - Drainage Improvements
512	Infrastructure Assets	Macquarrie Blvd relining 300 diamter pipe	RENEWAL	HAMMOND PARK	MacQuarrie Blvd Drainage Improvements
512	Infrastructure Assets	Detailed Design - Drainage - North Lake Road	NEW	SOUTH LAKE	Detailed Design - Drainage - Intersection of North Lake Road and Osprey Drive, South Lake
512	Infrastructure Assets	Aberle Street - Drainage construction	NEW	HAMILTON HILL	Stormwater Drainage Improvement- Aberle Street, Hamilton Hill
512	Infrastructure Assets	Hammond Road pipe Relining 450 diameter	RENEWAL	SUCCESS	Hammond Road - Drainage Improvements
512	Infrastructure Assets	Goulburn and Barcoo sink hole 900 diameter	RENEWAL	HAMMOND PARK	Goulburn Approach - Drainage Improvements
512	Infrastructure Assets	Drainage Works - Elderberry Dr, South Lake	RENEWAL	SOUTH LAKE	Stormwater Drainage Improvement Works - Elderberry Drive, South Lake
512	Infrastructure Assets	Watterbutton Park relining	RENEWAL	SUCCESS	Mariposa Gardens - Drainage Improvements
512	Infrastructure Assets	Glenister Drainage Construction	RENEWAL	HAMILTON HILL	Glenister Drainage
		Grand Total: $4,780,936			

Footpaths

SU	Service Unit Description	Project Description	Asset Spend Type	Asset Class Type	Suburb	Purpose
	Infrastructure Assets	**Total $1,065,970**				
512	Infrastructure Assets	Solar Pass Footpath Renewal	RENEWAL	FTPATH	BIBRA LAKE	Solar Pass Footpath Renewal
512	Infrastructure Assets	Socrates parade	RENEWAL	FTPATH	NORTH COOGEE	Socrates Parade - Footpath Renewal
512	Infrastructure Assets	Ralston Street	RENEWAL	FTPATH	HAMILTON HILL	Ralston Street - Footpath Renewal
512	Infrastructure Assets	Purvis Street	RENEWAL	FTPATH	HAMILTON HILL	Purvis Street - Footpath Renewal
512	Infrastructure Assets	Minor Footpaths	RENEWAL	FTPATH	CITY WIDE	City wide minor footpath improvements
512	Infrastructure Assets	Mayor Rd Path Separation Apium to Atwell	RENEWAL	FTPATH	LAKE COOGEE	Mayor Rd Path Separation Apium to Atwell Stage 2 of project to provide Light Upgrade Current light level are not to current standards and require upgrade to LED lights
512	Infrastructure Assets	Mariposa Gardens	RENEWAL	FTPATH	SUCCESS	Mariposa Gardens - Footpath Renewal
512	Infrastructure Assets	Marchant Drive	RENEWAL	FTPATH	BIBRA LAKE	Marchant Drive - Footpath Renewal
512	Infrastructure Assets	Imogene Street	RENEWAL	FTPATH	NORTH COOGEE	Imogen Street - Footpath Renewal
512	Infrastructure Assets	Glen Iris Drive	RENEWAL	FTPATH	JANDAKOT	Glen Iris Drive - Footpath Renewal
512	Infrastructure Assets	Fulton Street	RENEWAL	FTPATH	HAMILTON HILL	Fulton Street - Footpath Renewal
512	Infrastructure Assets	Caledonia Loop	RENEWAL	FTPATH	NORTH COOGEE	Caledonia Loop - Footpath Renewal
512	Infrastructure Assets	Blackwood Avenue	RENEWAL	FTPATH	HAMILTON HILL	Blackwood Avenue - Footpath Renewal
512	Infrastructure Assets	Beswick gardens	RENEWAL	FTPATH	ATWELL	Beswick Gardens - Footpath Renewal
512	Infrastructure Assets	Ambitious Link	RENEWAL	FTPATH	BIBRA LAKE	Ambitious Link - Footpath Renewal
512	Infrastructure Assets	Access Way Hamilton to Cockburn	RENEWAL	FTPATH	SPEARWOOD	Hamilton Road - Footpath Renewal
512	Infrastructure Assets	Access Way Cockburn Road to Lister Lane	RENEWAL	FTPATH	SPEARWOOD	Cockburn Road - Footpath Renewal
512	Infrastructure Assets	Access Way 101 Glen iris Drive	RENEWAL	FTPATH	JANDAKOT	Glen Iris Drive - Access Way Footpath Renewal
512	Infrastructure Assets	Bus Stop Facilities	RENEWAL	FTPATH	CITY WIDE	Bus Shelter Construction and Renewal
512	Infrastructure Assets	Bus Shelter Replacement Program	RENEWAL	FTPATH	CITY WIDE	Bus Shelter Replacement
		Grand Total: $1,065,970				

Parks Infrastructure

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Library Place and Culture	**Total $52,000**			
310	Library Place and Culture	Beeliar Drive Railway bridge Mural (Soouthern Side)	RENEWAL	YANGEBUP	We are replacing the ageing mural on Beeliar drive railway Bridge ensuring the wall is properly restored and prepared for a new piece of contemporary public art. The current artwork has reached the en
	Recreation Services	**Total $2,809,200**			
321	Recreation Services	Anning Park Floodlight Upgrade	RENEWAL	SOUTH LAKE	Anning Park Floodlighting Detailed Design
321	Recreation Services	Enright Reserve - Cricket Nets Renewal	RENEWAL	HAMILTON HILL	Renewal of existing two bay cricket net facility.
321	Recreation Services	514 Success Netball Floodlighting - Detailed Design Only	RENEWAL	SUCCESS	Implementation of Success Reserve Master Plan Prioritie
321	Recreation Services	Cockburn Coast Oval - Detailed Design	NEW	NORTH COOGEE	Cockburn Coast Oval - Detailed Design
321	Recreation Services	Success Reserve Rugby Floodlights	RENEWAL	SUCCESS	Success Reserve Rugby Floodlights
321	Recreation Services	Frankland Park - Ball Barrier Extension	RENEWAL	HAMMOND PARK	Extension of existing northern and southern ball barrier fence to prevent the likelihood of footballs landing in the conservation areas.
321	Recreation Services	Treeby East Reserve Detailed Design - Stage 1	NEW	TREEBY	Treeby East Reserve Detailed Design
321	Recreation Services	Aubin Grove Reserve Floodlighting Construction	RENEWAL	AUBIN GROVE	Please use corporate business plan text
	Parks and Environment	**Total $4,854,863**			
511	Parks and Environment	Environmental interpretive signage	NEW	CITY WIDE	Environmental interpretive signage
511	Parks and Environment	Limestone footpath upgrade - environmental reserves	RENEWAL	CITY WIDE	Limestone footpath upgrade -to various environmental reserves
511	Parks and Environment	Citywide bushland sign renewal	RENEWAL	CITY WIDE	Citywide bushland sign renewal
511	Parks and Environment	Citywide bushland fencing renewal	RENEWAL	CITY WIDE	Citywide bushland fencing renewal
511	Parks and Environment	Kurrajong Boardwalk Renewal	RENEWAL	ATWELL	aligns with Asset Management Plan
511	Parks and Environment	Zodiac Park - Shelter Roof	NEW	ATWELL	Zodiac Park - Shelter roof. Add a shelter roof to current open aired structure. While provide shade to picnic seating underneath.
511	Parks and Environment	MacFaull Park - Playground Renewal	RENEWAL	SPEARWOOD	MacFaull Park timber playground equipment replacement
511	Parks and Environment	Dixon Park - Pump Track Renewal	RENEWAL	HAMILTON HILL	Dixon pup track has become unsafe and is fenced off. Renewal of track with asphalt product for greater longevity
511	Parks and Environment	Bibra Lake - Renewal of selected exercise equipment	RENEWAL	NORTH COOGEE	Exercise equipment renewal - Gage Park
511	Parks and Environment	Beach accessibility equipment renewal	RENEWAL	CITY WIDE	Beach accessibility equipment renewal
511	Parks and Environment	Balboa Stair renewal / Deck and Shelter Conversion	RENEWAL	AUBIN GROVE	Balboa Stair renewal / deck and shelter conversion. Consulted communty regarding spending stair repalcement funds on narrower stairs with a shleter to add amentiy to this park.
511	Parks and Environment	Dixon Park - Playground fencing renewal -	RENEWAL	HAMILTON HILL	Dixon Park Playground fencing renewal- to replace pool style fencing which has a high vandalism rate with stronger fencing.
511	Parks and Environment	Arabella Park - Playground Equipment Renewal	RENEWAL	NORTH COOGEE	Arabella Park playground renewal or BB court, community consultation to decide FY25/26
511	Parks and Environment	Voyageurs Park nature play renewal	RENEWAL	HAMMOND PARK	Voyageurs Park nature play renewal - replacing aging and pest effected play equipment
511	Parks and Environment	Parco Park nature play renewal	RENEWAL	HAMMOND PARK	Parco Park nature play renewal - replacing aging and pest effected play equipment
511	Parks and Environment	Monaco - Playground Renewal	RENEWAL	NORTH LAKE	Monaco Playground and softfall retaining wall renewal
511	Parks and Environment	Shelter Renewal - Various	RENEWAL	CITY WIDE	Shelter renewal to renew rusting shelters or shelters which offer limited shade.
511	Parks and Environment	Princeton Park Shelter lighting	NEW	AUBIN GROVE	Princeton Park Shelter lighting - to provide longer use of the exisitng BBQ and picnic seating
511	Parks and Environment	Voyageurs Park shade sail extension and poles - New	NEW	HAMMOND PARK	Voyageurs Park shade sail extension and poles - New
511	Parks and Environment	Teramo Park - Shade Sail and Playground Equipment Poles	NEW	HAMMOND PARK	Teramo Park shade sail and poles - New
511	Parks and Environment	Citywide Parks signs new or renewal	RENEWAL	CITY WIDE	Citywide Parks signs new or renewal
511	Parks and Environment	Citywide Irrigation Pump Renewals	RENEWAL	CITY WIDE	Citywide Irrigation pump renewals
511	Parks and Environment	Various reactive minor road improvements	RENEWAL	CITY WIDE	Citywide minor road landscape improvements
511	Parks and Environment	Citywide major road landscape improvements	RENEWAL	CITY WIDE	Citywide major road landscape improvments
511	Parks and Environment	Citywide Drink Fountain New or renewal	RENEWAL	CITY WIDE	Citywide Drink Fountain New or renewal
511	Parks and Environment	Citywide Bench seat new or renewal	RENEWAL	CITY WIDE	Citywide Bench seat new or renewal
511	Parks and Environment	Harmony Park Exercise Equipment Renewal	RENEWAL	ATWELL	Harmony Park exercse equipment renewal and removal of old equipment
511	Parks and Environment	Wheeler Park Renew Basketball court and backboard	RENEWAL	HAMILTON HILL	Basket ball court and back board renewal - Wheeler Park
511	Parks and Environment	Playground rubber softfall renewal	RENEWAL	CITY WIDE	Playground rubber softfall renewal
511	Parks and Environment	Ravello Park Nature play renewal	RENEWAL	YANGEBUP	Ravello Park Nature play renewal - replacing aging and pest effected play equipment
511	Parks and Environment	Perena Rocchi Pump, Cabinet, Irrigation renewal	RENEWAL	YANGEBUP	Perena Rocchi Irrigation renewal
511	Parks and Environment	Arabella Shade sail and poles - New	NEW	NORTH COOGEE	Arabella Shade sail and poles - New
511	Parks and Environment	Parks Infrastructure Renewals - Various	RENEWAL	CITY WIDE	Parks infrastructure renewals
511	Parks and Environment	Milgun Additional footpath lighting	NEW	YANGEBUP	Milgun footpath lighting to light access from surrounding suburb through park to bus stop
511	Parks and Environment	Coogee Maritime and Omeo park interpretive signage	NEW	NORTH COOGEE	Coogee Maritime and Omeo park interpretive signage providing various information about the history of area and restrictions to this area
511	Parks and Environment	Bologna Park - Playground Renewal	RENEWAL	AUBIN GROVE	Bologna Park play ground renewal
511	Parks and Environment	Hobbs Park playground renewal	RENEWAL	HAMILTON HILL	Hobbs Park playground renewal
511	Parks and Environment	Naval Base Shacks - Picnic Table	NEW	HENDERSON	Installation of Picnic Tables - Naval Base Shacks
511	Parks and Environment	Garston Park - Solar path lighting	NEW	NORTH COOGEE	Garston Park - Solar path lighting, requested by residents
511	Parks and Environment	Carlhausen Shade sail and poles - New	NEW	ATWELL	Carhausen Shade sail and poles - New
511	Parks and Environment	Bibra Lake South shade sail and poles -New	NEW	BIBRA LAKE	Heatherlea shade sail and poles -New
511	Parks and Environment	Bavich Park shade sails and poles- New	NEW	SPEARWOOD	Bavich Park shade sails and poles- New
511	Parks and Environment	Jakob Park shade sails and poles - New	NEW	HAMILTON HILL	Jakob Park shade sails and poles - New
511	Parks and Environment	David Gregg Park Renew nature play equipment only	NEW	HAMILTON HILL	David Gregg Park nature play renewal - replacing aging and pest effected play equipment

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
511	Parks and Environment	Atwell Reserve - New AFL Posts	RENEWAL	ATWELL	1 new set of AFL Posts on the western football oval to comply with community standards. 9m high goal posts and 6m high point posts.
511	Parks and Environment	Mural at Naval Base Shacks Toilet Block	NEW	HENDERSON	Mural at Naval Base Shacks Toilet Block
511	Parks and Environment	Monaco Park Shelter and Footpath	NEW	BIBRA LAKE	Monaco Park shelter and footpath to increase community amenity as requested by resident.
511	Parks and Environment	Manning Park Playground - New	RENEWAL	HAMILTON HILL	Manning Park playground new & renewal
511	Parks and Environment	Broadwater Bridge Lighting	NEW	SOUTH LAKE	Solar lights - Broadwater Bridge, to ensure safe pedestrian access to the bridge in this dark location
511	Parks and Environment	Various Irrigation Cabinet Renewals	RENEWAL	CITY WIDE	Citywide Irrigation cabinet renewals
511	Parks and Environment	Gage Park playground new	RENEWAL	NORTH COOGEE	Gage Park playground new - older play equipment
511	Parks and Environment	Costa park Decking Renewal	RENEWAL	BEELIAR	Costa park decking renewal
511	Parks and Environment	Omeo Park - Compacted limestone path Renewal	NEW	NORTH COOGEE	Limestone footpath upgrade - Omeo Park, renew degraded limestone track worn from heavy use.
511	Parks and Environment	Irrigation Cabinet WAS Lock Replacements	RENEWAL	CITY WIDE	WAS lock to PP lock renewal to ensure all city locks have the City PP key
511	Parks and Environment	Manning Park Bollards - Southern End	NEW	HAMILTON HILL	Manning park bollards - southern end- to restirct public vehilces parking on the turf
511	Parks and Environment	Victor George Kailis Surrounds	NEW	COCKBURN CENTRAL	Victor George Kailis Landscaping Works
	Infrastructure Assets	**Total $210,000**			
512	Infrastructure Assets	City Facilities public BBQ replacement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	Cockburn ARC - Poletti Road Parking Expansion	NEW	COCKBURN CENTRAL	Poletti Road Parking Expansion
		Grand Total: $7,926,063			

Landfill Infrastructure

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Waste and Fleet Services	**Total $1,560,000**			
513	Waste and Fleet Services	Dalison Ave Gate (Transfer Station Entry)	NEW	WATTLEUP	Henderson Waste Recovery Park - Electric Gate to Transfer Station
513	Waste and Fleet Services	HWRP - Perimeter Fence Renewal	RENEWAL	HENDERSON	Henderson Waste Recovery Park - Perimeter Fencing Renewal
513	Waste and Fleet Services	New and Renewal of Leachate pumps and pipes	RENEWAL	HENDERSON	Henderson Waste Recovery Park - Leachate Pumps and Pipes Renewal
513	Waste and Fleet Services	Weighbridge Deck Replacement Detailed Design	RENEWAL	HENDERSON	Henderson Waste Recovery Park - Weighbridge Deck Replacement
513	Waste and Fleet Services	Henderson Waste Recovery Park Temp Greenwaste Hardstand	NEW	HENDERSON	HWRP Temp Greenwaste hard stand construction
		Grand Total: $1,560,000			

Buildings

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Recreation Services	**Total $7,270,000**			
321	Recreation Services	Davilak Park Redevelopment	NEW	HAMILTON HILL	Davilak Park Redevelopment Detailed Design
321	Recreation Services	Beeliar Reserve Sports Floodlighting	RENEWAL	BEELIAR	Beeliar Reserve Sports Floodlighting
321	Recreation Services	Beeliar Community Centre Upgrade	RENEWAL	BEELIAR	Beeliar Community Centre Upgrade
321	Recreation Services	Atwell Reserve Changeroom Upgrades	RENEWAL	ATWELL	Atwell Reserve Changeroom Upgrades
321	Recreation Services	Skylight Blower - ARC internal street skylights	RENEWAL	COCKBURN CENTRAL	Cockburn ARC main street celing skylight maintenance
321	Recreation Services	ARC Renewal Planning and Stage 1 works - including aqua play	RENEWAL	COCKBURN CENTRAL	Cockburn ARC Asset Renewal Planning
321	Recreation Services	ARC Renewal Planning and Stage 2 works - planning	RENEWAL	COCKBURN CENTRAL	Cockburn ARC Asset Renewal Planning
	Infrastructure Assets	**Total $3,511,805**			
512	Infrastructure Assets	Integrated Health building toilet exhaust fans replacement	RENEWAL	SUCCESS	Replacement of toilet exhaust fans at end of functional life.
512	Infrastructure Assets	Yangebup Community Centre AMP	RENEWAL	YANGEBUP	Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods.
512	Infrastructure Assets	South Coogee Reserve Clubroom Storage Upgrade	RENEWAL	HENDERSON	Provide new storage are for existing venue hirer in order for them to store essential equipment on site.
512	Infrastructure Assets	Pine View kindergarten AMP	RENEWAL	COOLBELLUP	Removal of asbestos to allow for safe undertaking of maintenance activities
512	Infrastructure Assets	Operations Centre - Staff Lunch Room AMP	RENEWAL	BIBRA LAKE	Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods.
512	Infrastructure Assets	Operation Centre Administration Building AMP	RENEWAL	BIBRA LAKE	Renewal of various assets as identified in the AMP
512	Infrastructure Assets	Nicholson Reserve Changerooms external rendering	RENEWAL	YANGEBUP	External rendering to align the building with the Yangebup Community Centre
512	Infrastructure Assets	Manning Park Caretakers Cottage reclassification	RENEWAL	SPEARWOOD	Repurpose of existing building to provide office space and storage for multiple Service Units.
512	Infrastructure Assets	Len Packham AMP	RENEWAL	COOLBELLUP	Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods.
512	Infrastructure Assets	Jandakot Hall Upgrades Detailed Design	RENEWAL	SOUTH LAKE	Consultancies to assit in specific asset component planning
512	Infrastructure Assets	Beeliar Community Centre - Storage	NEW	BEELIAR	Installation of fencing to storage spaces to provide secure storage areas to existing and new users to support the delivery of programs occurring in the Centre
512	Infrastructure Assets	Bibra Lake Community Centre - AV Equipment upgrade	NEW	BIBRA LAKE	Installation of Audio-Visual Equipment to enhance meetings, presentations, performances, and community events taking place in Bibra Lake Community Centre.
512	Infrastructure Assets	Integrated Health building boiler replacement	RENEWAL	SUCCESS	Replacement of heating water boiler units at end of functional life.
512	Infrastructure Assets	Harvest Lakes Community Centre hot water system electrification	NEW	ATWELL	Hot water systems at end of life, upgrades to improve efficiency and reduce emmissions.
512	Infrastructure Assets	Administration and Operations Centre - Generator Renewal	RENEWAL	SPEARWOOD	City Asset Renewal Program
512	Infrastructure Assets	Coogee Beach Jetty Works - Detailed Design	RENEWAL	COOGEE	Renewal of various assets as identified in the AMP
512	Infrastructure Assets	Memorial Hall AMP - Detailed Design	RENEWAL	HAMILTON HILL	Renewal of various assets as identified in the AMP
512	Infrastructure Assets	Coogee Beach Suf Club AMP - Detailed Design	RENEWAL	COOGEE	Renewal of various assets as identified in the AMP
512	Infrastructure Assets	Azelia Ley Heritage AMP - Detailed Design	RENEWAL	SPEARWOOD	Renewal of various assets as identified in the AMP
512	Infrastructure Assets	Aubin Grove Community Centre AMP - Detailed Design	RENEWAL	AUBIN GROVE	Renewal of various assets as identified in the AMP
512	Infrastructure Assets	Coolbellup Hub AMP	RENEWAL	COOLBELLUP	Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods.
512	Infrastructure Assets	City Facilities switchboards replacement and upgrades	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities swipe card access improvements	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities signage replacement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities lighting upgrades and replacement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities internal and external painting	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities HVAC replacement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities height safety system improvements and replacement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities flooring replacement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities Disabilities access improvements	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities community venues furniture repalcement	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities car park linemarking improvements	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	City Facilities asbestos removal and treatment	RENEWAL	CITY WIDE	City Asset Renewal Program
512	Infrastructure Assets	Integrated Health building Chiller No. 3 - water pump replacement	RENEWAL	SUCCESS	Replacement of chiller CW pump at end of functional life.
512	Infrastructure Assets	Bibra Lake Community Centre AMP	RENEWAL	BIBRA LAKE	Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods.
512	Infrastructure Assets	Anning Park changeroom access improvements	RENEWAL	SOUTH LAKE	Improvement to access at Anning Park changerooms
512	Infrastructure Assets	Administration Building wellness room, focus room, collab room	RENEWAL	SPEARWOOD	Improvements to Administration building amenities
512	Infrastructure Assets	219 Winterfold Road AMP -Asset Renewal Works	RENEWAL	COOLBELLUP	Addressing car park resurfacing, linemarking, kerbing delayed from FY22/23
512	Infrastructure Assets	Integrated Health building - supply chilled water pumps replacement	RENEWAL	SUCCESS	Replacement of chilled water pumps at end of functional life.
512	Infrastructure Assets	Memorial Hall - Electrical equipment upgrade	RENEWAL	HAMILTON HILL	Memorial hall electrical upgrade
	Traffic and Major Projects	**Total $3,038,636**			
520	Traffic and Major Projects	Henderson Innovation and Research Hub - Concept and Front End Engineering	NEW	HENDERSON	New Research and Innovation Hub
520	Traffic and Major Projects	Beale Park Redevelopment	NEW	SPEARWOOD	Beale Park Redevelopment, for more information please see https://comment.cockburn.wa.gov.au/bealepark
		Grand Total: $13,820,441			

Technology

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Information Technology and Customer	**Total $53,034**			
221	Information Technology and Customer	Mobile Phone handset replacements (13 devices) (CoSafe)	NEW	BIBRA LAKE	Upgrade of IT Equipment
221	Information Technology and Customer	Council Chambers AV Upgrade	NEW	SPEARWOOD	Upgrade of AV Equipment for Council Chambers to be used for Council Meetings
221	Information Technology and Customer	ScanPro Firewire Microfiche Scanner	NEW	BIBRA LAKE	Upgrade of IT Equipment
	Recreation Services	**Total $80,000**			
321	Recreation Services	ARC CCTV installation of static TV screens in Admin area	NEW	COCKBURN CENTRAL	Emergency management CCTV upgrade
321	Recreation Services	Cockburn ARC - New Scoreboards	RENEWAL	COCKBURN CENTRAL	Replacement Cockburn ARC Stadium Scoreboards for Sporting Competition Management
	Rangers and Community Safety	**Total $300,000**			
340	Rangers and Community Safety	CCTV Beeliar Village Shopping Precinct - - Election commitment	NEW	BEELIAR	CCTV near the Beeliar Shopping Complex to improve community safety
340	Rangers and Community Safety	CCTV installation at Port Coogee - Election commitment	NEW	NORTH COOGEE	CCTV installation at Port Coogee including along the Napoleon Peninsula Park and the new toilet block.
		Grand Total: $433,034			

Plant and Machinery

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Recreation Services	**Total $121,831**			
321	Recreation Services	ARC Spin Bikes Asset renewal	RENEWAL	COCKBURN CENTRAL	New Spin bikes for newly constructed immersive cycle studio
321	Recreation Services	Plant room high works	RENEWAL	COCKBURN CENTRAL	Working at heights safety structure
321	Recreation Services	Air Pump System Renewal - Cockburn ARC	RENEWAL	COCKBURN CENTRAL	Cockburn ARC Airpump Renewal Project
	Rangers and Community Safety	**Total $215,000**			
340	Rangers and Community Safety	2x Co-branded (WA government) mobile CCTV cameras - Election commitment	NEW	BIBRA LAKE	2x co-branded (WA government) mobile CCTV cameras to be used for events or hotspot areas as required.
340	Rangers and Community Safety	Mobile CCTV Trailer for Treeby - Election commitment	NEW	BIBRA LAKE	Purchase of mobile CCTV trailer for use in Treeby area.
	Waste and Fleet Services	**Total $11,471,408**			
513	Waste and Fleet Services	Major Plant Purchases - Total $2,032,500	NEW	BIBRA LAKE	
513	Waste and Fleet Services	Light Vehicle Purchases - Total $140,000	NEW	BIBRA LAKE	
513	Waste and Fleet Services	Major Plant Purchases - Total $7,603,908	RENEWAL	BIBRA LAKE	
513	Waste and Fleet Services	Light Vehicle Purchases - Total $1,695,000	RENEWAL	BIBRA LAKE	
		Grand Total: $11,808,239			

Marina Infrastructure

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Recreation Services	**Total $300,000**			
321	Recreation Services	Replacement of Marina Mesh Decking	RENEWAL	NORTH COOGEE	Replacing deteriorated dock infrastructure where non-skid has worn away and fiberglass strands are exposed. This upgrade will improve safety for all users and prevent environmental contamination, ensu
		Grand Total: $300,000			

Coastal Infrastructure

SU	Service Unit Description	Project Description	Asset Spend Type	Suburb	Purpose
	Recreation Services	**Total $100,000**			
321	Recreation Services	Marina Boardwalk Paint Major Renewal	RENEWAL	NORTH COOGEE	Renewing protective coatings on boardwalk structures to prevent deterioration caused by the harsh marine environment. This project ensures safety, preserves infrastructure, and supports a sustainable
	Sustainability	**Total $170,000**			
430	Sustainability	C.Y. O'Connor Beach Geotextile Sandbags	NEW	NORTH COOGEE	Installation of geotextile sandbags for coastal erosion protection at C.Y. O'Connor Beach
430	Sustainability	C.Y. O'Connor Beach Pontoon Installation	RENEWAL	NORTH COOGEE	Swimming pontoon investigations and installation at C.Y. O Connor Beach
		Grand Total: $270,000			

City of Cockburn
wetlands to waves

Fees and Charges
2026–2027



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Explanation Table

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)

City of Cockburn

Office of CEO

Legal, Governance & Risk Management

Governance Services

Freedom of Information (FOI) Fees

FOI Application Fee	$30.00	$30.00	$0.00	$30.00
Charge for time dealing with application (per hour, or pro-rata for a part of an hour)	$30.00	$30.00	$0.00	$30.00
Charge for access time supervised by staff (per hour, or pro-rata for a part of an hour)	$30.00	$30.00	$0.00	$30.00
Per hour, or pro-rata for a part of an hour of staff time	$30.00	$30.00	$0.00	$30.00
Per copy	$0.20	$0.20	$0.00	$0.20
Charge for time taken by staff transcribing information from a tape or other device (per hour, or pro-rata for part of an hour)	$30.00	$30.00	$0.00	$30.00
Charge for duplicating a tape, film or computer information				Actual Cost
Advance deposit which may be required by agency under Section 18(1) of the Act, as a percentage of the estimated charges which will be payable in excess of the application fee				25%
Further advance deposit which may be required on agency under Section 18(40) of the Act, expressed as a percentage of the estimated charges will be payable in excess of the application fee				75%

Corporate and System Services

Property and Asset Services

Pedestrian Access Way and Road Closure

Naval Base Holiday Park

Leasing and Land Administration

Property Services

Leased Buildings Abloy Keys	$25.00	$23.30	$2.33	$25.63
Leased Buildings Additional Swipes	$60.50	$56.38	$5.64	$62.01
Leased Buildings Replacement/Lost Keys	$200.00	$186.37	$18.64	$205.00
Licence Agreement for the management of Static Electronic Display illuminated Street signs (per sign) per annum	$2,380.00	$2,439.50	$0.00	$2,439.50
Shacks swipe card fee (replacement card)	$60.50	$56.38	$5.64	$62.01
Licence Agreement for the management of illuminated street signs (per sign), per annum	$2,070.00	$2,121.75	$0.00	$2,121.75
Land Administration and Related Legal Agreements Administration Fee	$750 (this will attract minimum 11% interest on any deferred payment)			
Park Naming Application Fee (plus Advertising Cost)	$807.30	$827.48	$0.00	$827.48
Road Naming Application Fee (plus Advertising Cost)	$807.30	$827.48	$0.00	$827.48
Application Fee – Community facility signs	$53.82	$50.14	$5.01	$55.16
Manufacture cost for one sign	$163.61	$152.46	$15.25	$167.70
Installation – One sign	$172.22	$160.47	$16.05	$176.52
Installation – Two signs	$344.45	$320.97	$32.10	$353.07

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Road Planning & Development Services				
Direction Signs				
Pedestrian Access Way and Road Closure				
Administration Fee – PAW & Road Closures	$807.30	$827.48	$0.00	$827.48
Advertising Fee – PAW & Road Closures	Additional $500 to $1,000 per application, to be invoiced separately			
Naval Base Holiday Park				
Naval Base Lease Changeover Application Fee	$269.10	$275.83	$0.00	$275.83
Payment Plan Administration Fee	$21.53	$20.06	$2.01	$22.07
Penalty Interest for overdue payments	In accordance with Rates penalty interest amounts			
Finance				
Rates & Revenue Services				
Rate Account Search	$40.00	$40.00	$0.00	$40.00
Rate Notice Hard Copy Reprint per notice up to max $100 per property (prior years); No Fee Payable for Email Copy	$10.00	$20.00	$0.00	$20.00
Dishonoured Payment / Cheque Processing Fee	$5.00	$40.00	$0.00	$40.00
Direct Debit Default Fee	$5.00	$5.00	$0.00	$5.00
Rates Settlement Statement Reprint per Hard Copy (No Fee Payable for Email Copy)	$10.00	$20.00	$0.00	$20.00
Legal Fees	At Cost			
Memorandum of Consent Order / Notice of Discontinuance	At Cost			
Customer-Initiated Payment Cancellation or Reversal Fee	At Cost			
Sustainable Development and Safety				
Development and Safety				
Building Services				
Building Control				
Building Permits				
Uncertified Building Permits Application – Class 1 & 10 Buildings s. 16 (l)	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than $110.00			
Certified Building Permits Application – Class 1 & 10 Buildings s. 16 (l)	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than $110.00			
Certified Building Permit Application Class 2 to 9 building or incidental structure – s.16 (l)	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than $110.00			
Application to extend the time during which a Building Permit has effect, (s. 32 (3) (f))	$110.00	$112.00	$0.00	$112.00
Occupancy Permits – Class 2-9 Buildings				
Application for an Occupancy Permit for a completed Class 2-9 Building (s.46)	$110.00	$112.00	$0.00	$112.00
Application for a temporary Occupancy Permit for a incomplete building – Class 2 – 9 (s.47)	$110.00	$112.00	$0.00	$112.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Occupancy Permits – Class 2-9 Buildings *[continued]*				
Application for modification of Occupancy Permit for additional use of a building on a temporary basis – Class 2 – 9 Building (s.48)	$110.00	$112.00	$0.00	$112.00
Application for replacement Occupancy Permit for permanent change of building's use – Class 2-9 Building (s.49)	$110.00	$112.00	$0.00	$112.00
Application for Occupancy Permit for a building in respect of which unauthorised work has been done (s.51 (2))	0.18% of the estimated value of the building work as determined by the relevant permit authority, but not less than $110.00			
Application to replace an Occupancy Permit for an existing building, Class 2 – 9 Buildings (s. 52 (1))	$110.00	$112.00	$0.00	$112.00
Application to extend the time during which as Occupancy Permit has affect (s.65 (3)(a)) Class 2 – 9 Buildings	$110.00	$112.00	$0.00	$112.00
Building Approval Certificates – Class 1 & 10 Buildings				
Application for a Building Approval Certificate for a building in respect of which unauthorised work has been done (s.51 (3)) – Class 1 & 10 Buildings	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than $110.00			
Application for a Building Approval Certificate for an existing building where unauthorised work has not been done, Class 1 & 10 Buildings – (s. 52 (2))	$110.00	$112.00	$0.00	$112.00
Application to extend the time during which a Building Approval Certificate has effect (s. 65(3)(a))	$110.00	$112.00	$0.00	$112.00
Strata Titles				
Application for an Occupancy Permit – Strata (Class 2 – 9 Buildings) or plan of strata re-subdivision (s.50(1) and (2))	$11.60 for each strata unit covered by the application, but not less than $115.00			
Building Approval Certificate – Strata, (Class 1 & 10 Buildings) for registration of strata scheme, or plan of strata re-subdivision (s.50(1) and (2))	$11.60 for each strata unit covered by the application, but not less than $115.00			
Demolition Permits				
Demolition Permit Application for the issue of permit for demolition work of Class 1 & 10 Buildings (S 16(1))	$110.00	$112.00	$0.00	$112.00
Demolition Permit Application for the issue of permit for demolition work of Class 2 & 9 Buildings (S 16(1))	$110.00 for each storey of the building			
Application to extend the time during which a Demolition Permit has effect, (s. 32 (3) (f))	$110.00	$112.00	$0.00	$112.00
BCITF Levy, Other Charges & Administration Fees				
Building Construction Industry Training Levy, Work Value > $20,000	0.2% of value of work			
Local Government approval of battery powered smoke alarms – Building Regulation 61 (3) (b)	$179.40	$183.00	$0.00	$183.00
Application to vary Building Standard-Building Regulations Sch. 2 Div. 3 it. 1	$2,160.15	$2,214.00	$0.00	$2,214.00
BCITF Admin. Fee	$8.25	$8.00	$0.00	$8.00
BSL Admin. Fee	$5.00	$5.00	$0.00	$5.00
Building Services Levy – Authorised Works				
Building Permit – Value $45,000 or less	$61.65	$63.00	$0.00	$63.00
Building Permit – Value > $45,000	0.137% of value of work			
Demolition Permit – Value $45,000 or less	$61.65	$63.00	$0.00	$63.00
Demolition Permit – Value > $45,000	0.137% of value of work			

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Building Services Levy – Authorised Works *[continued]*				
Occupancy Permit – Authorised Works s47,49 or 52 of the Building Act	$61.65	$63.00	$0.00	$63.00
Occupancy Permit or Building Approval Certificate for unauthorised building works under s51 of the Building Act	$123.30 if value is $45,000 or less. If > $45,000 at a rate of 0.274% of current value.			
Building Services Levy Exemptions				
Occupancy Permit Under s46 of the Building Act	No Levy is Payable			
Modification of Occupancy Permit for additional use of building on temporary basis under s48 of Building Act	No Levy is Payable			
Additional Council Services				
Request to provide certificate of Design Compliance – Class 1 & 10 Buildings within/outside the City of Cockburn, based on construction cost	0.19% of estimated construction value but not less than $200			
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – up to $150,000 in value	$270.00	$251.59	$25.16	$276.74
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – $150,001 to $500,000	$270 + 0.15% in excess of $500,000 in value			
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – $500,001 to – $1,000,000	$795 + 0.12% in excess of $500,000 in value			
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – $1,000,001 and above	$1,395 + 0.1% in excess of $1,000,000 in value			
Request to provide Certificate of Construction Compliance	Min Fee $220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance			
Request to provide Certificate of Building Compliance	Min Fee $220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance			
Request for Building Surveyor Advice or Services				
Building Surveyor $300 (2 hours minimum charge) + $150 per hour	$300.00	$272.73	$27.27	$300.00
Building Surveyor initial inspection and report (2 hours minimum charge)	$0.00	$272.73	$27.27	$300.00
Building Surveyor initial review of proposal (2 hours minimum charge)	$0.00	$272.73	$27.27	$300.00
Building Surveyor initial review, inspection or report (hourly rate where over 2 hours)	$0.00	$136.36	$13.64	$150.00
Request for professional advice from Engineering Services initial inspection and report (2 hours minimum charge)	$0.00	$272.73	$27.27	$300.00
Request for professional advice from Engineering Services inspection or report (hourly rate where over 2 hours)	$0.00	$136.36	$13.64	$150.00
Request to provide Certificate of Building Compliance (2 hours minimum charge)	$0.00	$272.73	$27.27	$300.00
Request to provide Certificate of Building Compliance (hourly rate where over 2 hours)	$0.00	$136.36	$13.64	$150.00
Request for professional advice from the Health, Planning or Engineering Services – per hour	$134.00	$136.36	$13.64	$150.00
Signs				
Copy of Building Documents				
Copies of Building Permits, Demolition Permits, Occupancy Permits Building Approval Certificates, Building Orders (per document)	$31.00	$44.00	$0.00	$44.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Copy of Building Documents *[continued]*				
Plan copies per Property – Residential, for 3 or more properties	$87.00	$110.00	$0.00	$110.00
Plan copies per Building Permit – Residential	$34.00	$44.00	$0.00	$44.00
Plan copies per Building Permit – Commercial/Industrial, for one permit	$53.00	$165.00	$0.00	$165.00
Plan copies per Building Permit – Commercial/Industrial, for 2 or more permit	$0.00	$330.00	$0.00	$330.00
Additional sheets if required – A3 or smaller	$1.50	$1.55	$0.00	$1.55
Additional sheets if required – A1 or smaller	$4.50	$4.00	$0.00	$4.00
Residential Building Plan (Digital Plans for 1 Permit or License Approval)	$40 – per search paid in advance Additional $20.00 for the permit or license approval document to be included			
Residential Building Plans (Copies of Digital Plans for 2 or more Permit or License Approvals)	$100 Capped – Per search Paid in advance Additional $20.00 each– for each permit or license approval document to be included			
Site Plans or Floor Plan only (Single Digital Plan)	$40 Per Search paid in advance.			
Commercial Buildings Digital Plan (Single Digital Plan)	$150 – Per Search Paid in advance			
Commercial Building Digital Plans only (2 or more)	$300 Capped Paid in advance			
Any printing of hard copy plans	$5.00 per page A4 or A3– paid in advance			
Copy of any Building Permit, Demolition Permit, Occupancy Permit, Building Approval Certificate or Building Order (only)	$40 per permit or license approval document paid in advance (excluding plans)			
Private Swimming Pool Inspection				
Private Swimming Pool Periodic Inspection (Note: annual fee of $56.03 [rates notice] x 4 years = total of $224.12 per inspection)	$56.03	$57.43	$0.00	$57.43
New Swimming Pool Inspection Fees	$224.12	$229.72	$0.00	$229.72
Environmental Health				
Environmental Health Management				
Food stall per event day	$25.00	$30.00	$0.00	$30.00
Major Health Promotion Programs	$0.00	$9.09	$0.91	$10.00
Minor Health Promotion Programs	$0.00	$4.55	$0.45	$5.00
Food Vehicles (per annum per vehicle/food van)	$150.00	$153.00	$0.00	$153.00
Each additional day event	$5.00	$5.00	$0.00	$5.00
Licence & Registration Fees – Offensive Trades				
Fat Melting, Fat Extracting or Tallow Melting Establishment				
Caravan Parks (Sch 3)				
Licence/Renewal	$200.00	$200.00	$0.00	$200.00
Long stay sites	$6.00	$6.00	$0.00	$6.00
Short stay sites and sites in transit camps	$6.00	$6.00	$0.00	$6.00
Camp site	$3.00	$3.00	$0.00	$3.00
Overflow site (per site)	$1.50	$1.50	$0.00	$1.50
Renewal after expiry	$20.00	$20.00	$0.00	$20.00
Temporary Licence – pro-rata amount of the fee payable for the period of time for which the licence is to be in force	$100.00	$100.00	$0.00	$100.00
Transfer of Licence	$100.00	$100.00	$0.00	$100.00

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Onsite Waste Water Disposal				
Local government report fee	$118.00	$118.00	$0.00	$118.00
Septic Tank Application Fee	$118.00	$118.00	$0.00	$118.00
Issuing a permit to use an apparatus	$118.00	$118.00	$0.00	$118.00
Food Hawkers, Stallholders and Traders Licences				
Additional Fee for processing late food stall holder applications (received after the closing date) - single day event	$25.00	$30.00	$0.00	$30.00
Additional annual charge for weekend and public holidays only (food operators)	$636.00	$660.00	$0.00	$660.00
Daily charge for non-weekend (food operators)	$25.00	$30.00	$0.00	$30.00
Weekly charge for weekend and public holidays only (food operators)	$113.00	$150.00	$0.00	$150.00
Monthly charge for weekend and public holidays only (food operators)	$269.00	$300.00	$0.00	$300.00
Annual charge for weekdays, weekend and public holidays (food operators)	$2,440.00	$2,600.00	$0.00	$2,600.00
Lodging Houses				
Lodging House Initial application	$538.00	$600.00	$0.00	$600.00
Lodging House Annual registration	$191.00	$250.00	$0.00	$250.00
Keeping of Animals				
Annual Renewal of a Kennel Licence	$220.00	$250.00	$0.00	$250.00
Registration of miniature horse and miniature pig (one-off application)	$130.00	$200.00	$0.00	$200.00
Approval to keep more than 50 poultry in a rural area	$130.00	$200.00	$0.00	$200.00
Annual registration of a cattery	$130.00	$200.00	$0.00	$200.00
Annual registration to keep more than 20 pigeons	$130.00	$200.00	$0.00	$200.00
Approval to keep a beehive in a Residential or Special Rural Zone	$130.00	$200.00	$0.00	$200.00
Approval to keep more than 2 beehives on a non-residential lot	$130.00	$200.00	$0.00	$200.00
Stable Registration: Min. charge	$160.00	$200.00	$0.00	$200.00
Stable Registration: Min. per stall	$21.00	$30.00	$0.00	$30.00
Kennel Application Fee	$220.00	$250.00	$0.00	$250.00
Administration Fees				
Application to Establish a Skin Penetrations premises	$205.00	$300.00	$0.00	$300.00
Provision of Section 39 Certificate (Liquor Act), Section 55 Certificate (Gaming Act) or Written Report to Settlement Agent				
Settlement Enquiry, S39 or S55 Certificate (No inspection required)	$100.00	$102.00	$0.00	$102.00
Inspection required (S39 or S55)				
Settlement Enquiry, Section 39 or Section 55 Certificate (with Inspection)	$205.00	$300.00	$0.00	$300.00
Settlement Enquiry, Section 39 or Section 55 Certificate (without Inspection)	$100.00	$200.00	$0.00	$200.00
Approval of Dust Management Plan, Noise Management Plan (other than Reg 18 approval) or similar				
Dust & Noise Mgmt. Plans (Min. charge)	$205.00	$300.00	$0.00	$300.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Approval of Dust Management Plan, Noise Management Plan (other than Reg 18 approval) or similar *[continued]*				
Dust & Noise Mgmt. Plans (Hourly rate for > 2 hours)	$100.00	$150.00	$0.00	$150.00
Completion of a Historical File Search for Contaminated Sites Survey; Property Search or similar				
Min. charge (Historical File Search)	$205.00	$300.00	$0.00	$300.00
Hourly rate > 2 hours (Historical File Search)	$100.00	$150.00	$0.00	$150.00
Other Inspections, monitoring or reporting by EHO's on request (subject to approval by Manager PH & BS)				
Min. charge (up to 2 hours per officer) – Inspection or Reporting, Monitoring on Request	$205.00	$300.00	$0.00	$300.00
Hourly rate (> 2 hours per officer) - Inspections, Monitoring or Reporting on request	$100.00	$150.00	$0.00	$150.00
Expedited Approval/Service Fee				
Minimum Expedited Assessment Fee (or 25% of normal fee whichever is the greater)	$205.00	$300.00	$0.00	$300.00
Other Health Applications, hourly rate (minimum 1 hour charge)	$100.00	$150.00	$0.00	$150.00
Food Premises Fees & Charges (Food Act 2008)				
Settlement enquiry – no inspection	$100.00	$200.00	$0.00	$200.00
Settlement enquiry – with inspection	$205.00	$300.00	$0.00	$300.00
Annual Risk Assessment/Inspection Fee				
Primary Classification – High Risk	$520.00	$600.00	$0.00	$600.00
Primary Classification – Medium Risk	$520.00	$600.00	$0.00	$600.00
Primary Classification – Low Risk	$260.00	$300.00	$0.00	$300.00
Additional Classification – High Risk	$260.00	$300.00	$0.00	$300.00
Additional Classification – Medium Risk	$260.00	$300.00	$0.00	$300.00
Additional Classification – Low Risk	$130.00	$200.00	$0.00	$200.00
Application fee construction and establishment of food premises (includes a one off notification fee)				
Food Premises Notification Fee	$60.00	$100.00	$0.00	$100.00
New Food Premises – High, Medium Risk	$565.00	$600.00	$0.00	$600.00
New Food Premises – Low Risk	$300.00	$300.00	$0.00	$300.00
Application Fee – Amended or Refurbished Food Premises				
Refurbished Food Premises – Minor	$205.00	$300.00	$0.00	$300.00
Refurbished Food Premises – Major	$380.00	$400.00	$0.00	$400.00
Safe Food Handler Training Sessions				
HSFSafInt – Food Safe Package Discount	$103.00	$95.45	$9.55	$105.00
Safe Food Handler Training Sessions. Scheduled session per person (work in food premises in the City)	$15.00	$13.98	$1.40	$15.38
Scheduled session per person (do not work in food premises in the City)	$86.00	$80.13	$8.01	$88.15

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Safe Food Handler Training Sessions *[continued]*				
Training session on request outside of business hours (within the City) additional to per person fee	$220.00	$205.00	$20.50	$225.50
Training session on request (business not within the City) additional to per person fee	$812.00	$756.36	$75.64	$832.00
Overtime surcharge (for outside of the City)	$144.00	$133.64	$13.36	$147.00
Public Buildings				
Application for approval to construct, extend or alter a public building				
Public Buildings – Maximum	$902.00	$870.00	$0.00	$870.00
Public Buildings – Minimum (non-community and charitable)	$205.00	$211.00	$0.00	$211.00
Public Buildings – Minimum	$100.00	$102.00	$0.00	$102.00
Public Buildings – Hourly rate	$100.00	$102.00	$0.00	$102.00
Noise				
Application fee for Approval of a noise management plan for motor sport venue (Reg 16AA)	$500.00	$500.00	$0.00	$500.00
Application fee for Approval of a noise management plan for shooting venue (Reg 16BA)	$500.00	$500.00	$0.00	$500.00
Application fee for Approval of a noise management plan for specified works (Reg 14A)	$500.00	$500.00	$0.00	$500.00
Application fee for approval of a non-complying sporting, cultural and entertainment event (Reg.18).	$1,000.00	$1,000.00	$0.00	$1,000.00
Noise Monitoring Fee: Minimum Charge 2 hours	$205.00	$210.00	$0.00	$210.00
Noise Monitoring Fee: Hourly rate for >2 hours	$100.00	$100.00	$0.00	$100.00
Annual Registration of Aquatic Facility – fees for sampling and inspections				
Water Sampling – annual sampling fee	$320.00	$400.00	$0.00	$400.00
For each additional aquatic facility requiring to be sampled separately per annum	$103.00	$150.00	$0.00	$150.00
Statutory Planning				
Single House Exemption (SHE) Letter application	$295.00	$295.00	$0.00	$295.00
Renewal and Modifications to Development Approvals	$295.00	$295.00	$0.00	$295.00
Change of Use	$295.00	$295.00	$0.00	$295.00
Extractive Industry	$739.00	$739.00	$0.00	$739.00
If the development has commenced or been carried out, the following additional fee amount by way of penalty applies.	$1,478.00	$1,478.00	$0.00	$1,478.00
Home Business – Initial fee	$222.00	$222.00	$0.00	$222.00
If the home business has commenced, the following additional fee amount by way of penalty applies.	$444.00	$444.00	$0.00	$444.00
Home Business – Renewal fee	$73.00	$73.00	$0.00	$73.00
If the approval to be renewed has expired, the following additional fee amount by way of penalty applies	$219.00	$219.00	$0.00	$219.00
Application for change of use or for alteration or extension or change of a non conforming use	$295.00	$295.00	$0.00	$295.00
If the change of use or the alteration or extension or change of non conforming use has commenced, the following additional fee amount by way of penalty applies	$590.00	$590.00	$0.00	$590.00

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:				
(a) <$50,000	$147.00	$147.00	$0.00	$147.00
(b) >$50,000-$500,000	0.32% of estimated development cost			
(c) >$500,000-$2.5M	$1,700 + 0.257% for every $1 in excess of $500,000			
(d) >$2.5M-$5M	$7,161 + 0.206% for every $1 in excess of $2.5 million			
(e) >$5M-$21.5M	$12,633 + 0.123% for every $1 in excess of $5 million			
(f) More than $21.5M	$34,196.00	$34,196.00	$0.00	$34,196.00
If the development has commenced or been carried out, an additional amount by way of penalty is charged	Twice the amount of the maximum fee payable for the determination of the application under paragraph (a), (b), (c), (d), (e) or (f) applies.			
Advertising of development application				
0-10 Letters	$0.00	$0.00	$0.00	$0.00
11-50 Letters	$100.00	$102.50	$0.00	$102.50
51-100 Letters	$200.00	$205.00	$0.00	$205.00
101-150 Letters	$300.00	$307.50	$0.00	$307.50
151+ Letters	$400.00	$410.00	$0.00	$410.00
Built Strata Fees				
Built Strata - not more than 5 lots	$65.00 per lot + base rate $656.00			
More than 5 lots but not more than 100 lots	$43.50 per lot for lot no. 6 to 100 + base rate $981.00			
More than 100 lots	$5,113.50	$5,113.50	$0.00	$5,113.50
Subdivision clearances				
Zoning Certificates/Statements (Online)	$20.00	$20.00	$0.00	$20.00
Subdivision clearance - not more than 5 lots	$73.00	$73.00	$0.00	$73.00
More than 5 lots but not more than 195 lots	$73.00 per lot for first 5 lots & $35.00 per lot thereafter			
More than 195 lots	$7,393.00	$7,393.00	$0.00	$7,393.00
Section 40 Liquor Licencing Certificate	$200.00	$205.00	$0.00	$205.00
Zoning Certificates/Statements	$73.00	$73.00	$0.00	$73.00
Written Planning Advice that a proposal complies with the R codes, TPS no. 3, and/or council policies, and does not require Planning approval	$73.00	$73.00	$0.00	$73.00
Written Planning Advice where the advice sought is less specific and warrants more detailed response. (Refer to WAPC Schedule of Fees part 2).	(Refer to WAPC Schedule of Fees part 2). Minimum fees of $73 applied			
Local Development Plans				
Local Development Plan	$1,614.60	$1,654.97	$0.00	$1,654.97
Modification to Local Development Plan	$807.30	$827.48	$0.00	$827.48
Planning enquiries-Reply to Property Settlement Questionnaire [2]	$73.00	$73.00	$0.00	$73.00
Ranger & Community Safety				
Animal Control				
Cat Trap Fee	$100.00	$0.00	$0.00	$0.00
Cat Trap Hire (first seven days)	$0.00	$22.73	$2.27	$25.00
Cat Trap Weekly Hiring Fee (After the first week)	$30.00	$22.73	$2.27	$25.00
Dangerous Dog Collar	$72.45	$43.18	$4.32	$47.50

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Animal Control [continued]				
Dangerous Dog Muzzle	$45.00	$38.18	$3.82	$42.00
Dangerous Dog Sign	$30.00	$29.09	$2.91	$32.00
Lost/Damaged Cat Trap	$180.00	$190.91	$19.09	$210.00
Dangerous Dog – Declaration hourly rate	$60.00	$60.00	$0.00	$60.00
Dangerous Dog – Inspection of property	$120.00	$120.00	$0.00	$120.00
Multiple Dog Application	$120.00	$120.00	$0.00	$120.00
Impounding Livestock, Other Animals & Signs				
Ranger, hourly rate chargeable after the first fifteen minutes	$60.00	$60.00	$0.00	$60.00
Livestock - Impounding	$100.00	$100.00	$0.00	$100.00
Sustenance of Livestock (per day of part thereof)	$30.00	$30.00	$0.00	$30.00
Impounded after the hours of 7pm – 7am	$150.00	$150.00	$0.00	$150.00
Impounding Signs	$80.00	$80.00	$0.00	$80.00
Impounding Dogs				
Dog Microchipping	$75.00	$75.00	$0.00	$75.00
Registered Dog Impounded after the hours of 6pm – 7am	$150.00	$150.00	$0.00	$150.00
Unregistered Dog Impounded	$200.00	$200.00	$0.00	$200.00
Unregistered Dog Impounded after the hours of 6pm-7am	$250.00	$250.00	$0.00	$250.00
Registered Dog Impounded	$100.00	$100.00	$0.00	$100.00
Sustenance of dogs (per day or part thereof)	$25.00	$25.00	$0.00	$25.00
Impounding Cats				
Cat Microchipping	$75.00	$75.00	$0.00	$75.00
Impounded after the hours of 7pm – 7am	$150.00	$150.00	$0.00	$150.00
Unregistered Cat Impounded	$200.00	$200.00	$0.00	$200.00
Registered Cat Impounded	$100.00	$100.00	$0.00	$100.00
Sustenance of cats (per day or part thereof)	$25.00	$25.00	$0.00	$25.00
Euthanasia				
Dogs - Voluntary Surrender (Pensioners)	$105.00	$90.91	$9.09	$100.00
Cats – C	$0.00	$0.00	$0.00	$0.00
Dogs – Owners Request	$0.00	$0.00	$0.00	$0.00
Pups – Owners Request	$0.00	$0.00	$0.00	$0.00
Pension Cardholders – Owners Request	$0.00	$0.00	$0.00	$0.00
Cats – Voluntary Surrender	$135.00	$122.73	$12.27	$135.00
Dogs – Voluntary Surrender	$210.00	$327.27	$32.73	$360.00
Pups – Voluntary Surrender	$135.00	$163.64	$16.36	$180.00
Cats-Pension Cardholders – Voluntary Surrender	$67.50	$61.36	$6.14	$67.50
Impounding Vehicles				
Proactive Parking Patrolling (For profit private events, per hour, per officer)	$80.00	$72.73	$7.27	$80.00
Vehicle Impound Administration Fee	$30.00	$88.00	$0.00	$88.00
Vehicle Impounding (Gross Vehicle Mass (GVM) exceeding 4,500 kg) or special item towage.	$1,200.00	$1,200.00	$0.00	$1,200.00
Towing Fee	$330.00	$485.00	$0.00	$485.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Impounding Vehicles [continued]				
Holding fee (per day)	$50.00	$25.00	$0.00	$25.00
Impounded Trolley	$100.00	$100.00	$0.00	$100.00
Non-food Hawker and Stallholders and Traders Licences				
Administration Officer Cost (Per hour)	$60.00	$60.00	$0.00	$60.00
Hawkers License (Per day)	$22.00	$22.00	$0.00	$22.00
Licence Fee – Initial & Renewal (non-food operators)	$80.00	$80.00	$0.00	$80.00
Additional annual charge – weekend and public holidays only (non-food operators)	$562.00	$562.00	$0.00	$562.00
Additional daily charge – other than the weekend (non-food operators)	$35.00	$35.00	$0.00	$35.00
Additional weekly charge – other than the weekend (non-food operators)	$102.00	$102.00	$0.00	$102.00
Additional monthly charge – other than the weekend (non-food operators)	$238.00	$238.00	$0.00	$238.00
Additional annual charge – other than the weekend (non-food operators)	$2,163.00	$2,163.00	$0.00	$2,163.00
Fire Prevention				
Administration Fee	$60.00	$61.50	$0.00	$61.50
Fire Break Inspection Fee for repeat offenders: 2nd visit	$100.00	$102.50	$0.00	$102.50
Hazard Reduction Burning Prescription Planning (Private Property) per hour	$60.00	$61.50	$0.00	$61.50
Hazard Reduction Burning Prescription Planning (State Government) per hour	$60.00	$61.50	$0.00	$61.50
Application Hire (for Hazard Reduction Burns) – Light Tanker per hour	$70.00	$71.75	$0.00	$71.75
Application Hire (for Hazard Reduction Burns) – 2.4 per hour	$80.00	$82.00	$0.00	$82.00
Application Hire (for Hazard Reduction Burns) – 3.4 per hour	$80.00	$82.00	$0.00	$82.00
Application Hire (for Hazard Reduction Burns) – 12.2 per hour	$120.00	$123.00	$0.00	$123.00
Application Hire (for Hazard Reduction Burns) – Support Vehicle per hour	$70.00	$71.75	$0.00	$71.75
Security				
Reviewing CCTV Footage hourly rate	$80.00	$82.00	$0.00	$82.00
Parking Options				
Infringement Withdrawal (Private Property Parking Agreement Only)	$0.00	$0.00	$0.00	$0.00
Private Property Parking Agreement (Application)	$0.00	$0.00	$0.00	$0.00
Private Property Parking Sign	$0.00	$0.00	$0.00	$0.00
Residential Parking Permit Replacement	$20.00	$20.00	$0.00	$20.00
Verge Parking Agreement	$0.00	$0.00	$0.00	$0.00
Growth and Sustainability				
Rural Street Numbering Signs	$32.29	$30.08	$3.01	$33.09
Reports				
Scheme Text	$64.58	$66.19	$0.00	$66.19
Other (per page)	$0.43	$0.45	$0.00	$0.45

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Maps (per sheet)				
A3 maps	$16.15	$16.55	$0.00	$16.55
A2 maps	$21.53	$22.07	$0.00	$22.07
A1 maps	$43.06	$44.14	$0.00	$44.14
A0 maps	$86.11	$88.26	$0.00	$88.26
Scheme Amendments & Structure Plans (Excludes sign and advertising costs.)				
Basic Amendment	Fees calculated in accordance with the Planning and Development Regulations 2009			
Standard Amendment	Fees calculated in accordance with the Planning and Development Regulations 2009			
Complex Amendment	Fees calculated in accordance with the Planning and Development Regulations 2009			
Structure Plans	Fees calculated in accordance with the Planning and Development Regulations 2009			
Community and Place				
Recreation and Place				
Library and Cultural Services				
Library Services				
Lost and damaged items	Charged for at replacement cost			
Debt Recovery Fee	$15.00	$15.00	$0.00	$15.00
Replacement plastic readers' ticket	$3.00	$2.73	$0.27	$3.00
Community Rooms 1 & 2	$50.00	$45.45	$4.55	$50.00
Conference Room	$100.00 per hour up to 4 hours. Over 4 hours $700.00 per day. Not for profit rate $50 per hour. Min. Fee excl. GST: $90.91			
	Last year fee $100.00 per hour up to 4 hours. Over 4 hours $700.00 per day. Min. Fee excl. GST: $90.91			
$100.00 per hour for the first 4 hours then $700 for 5 plus hours up to a maximum of 8 hours				
Event Fees	range from $5 - $30 GST Inclusive Min. Fee excl. GST: $4.55			
Earbuds for public access computers	$3.00	$2.73	$0.27	$3.00
USB Sticks for public access computers	$10.00	$9.09	$0.91	$10.00
Library Bags	$3.00	$2.73	$0.27	$3.00
Discard book sales	range from $0.2-$5.00 GST Inclusive Min. Fee excl. GST: $0.45			
Branch Libraries (Spearwood, Success, Coolbellup)				
Coolbellup Children's Activity Area – Not for profit (Hourly)	$0.00	$17.27	$1.73	$19.00
Coolbellup Children's Activity Area (Hourly)	$0.00	$34.55	$3.45	$38.00
Coolbellup Meeting Room	$0.00	$23.64	$2.36	$26.00
Coolbellup Meeting Room – Not for profit (Hourly)	$0.00	$11.82	$1.18	$13.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Branch Libraries (Spearwood, Success, Coolbellup) *[continued]*				
Success Community Rooms 1 and 2 – Not for profit rate (Hourly)	$0.00	$22.73	$2.27	$25.00
Printing & Photocopying				
A4 and A3 monochrome single sided	$0.20	$0.18	$0.02	$0.20
A4 and A3 monochrome double sided	$0.40	$0.36	$0.04	$0.40
A4 and A3 colour single sided	$0.60	$0.55	$0.05	$0.60
A4 and A3 colour double sided	$1.20	$1.09	$0.11	$1.20
A4 and A3 computer print (monochrome)	$0.20	$0.18	$0.02	$0.20
A4 and A3 computer print (colour)	$0.60	$0.55	$0.05	$0.60
A4 and A3 computer print (monochrome) – double sided	$0.30	$0.27	$0.03	$0.30
A4 and A3 computer print (colour) – double sided	$0.90	$0.82	$0.08	$0.90
Document Laminating				
A4	$2.00	$1.82	$0.18	$2.00
A3	$4.00	$3.64	$0.36	$4.00
Business Card	$0.50	$0.45	$0.05	$0.50
Basic Facsimile Charges				
Metropolitan Area – up to 100kms.				
Rest of Australia, NZ & PG				
Rest of the World				
Events and Culture				
Events, Arts, Cultural Activation ticketing and associated fees for service and program delivery across the business unit ranging from $5 - $200.00	Events, Arts, Cultural Activation ticketing and associated fees for service and program delivery across the business unit. Min. Fee excl. GST: $4.55			
Memorial Hall				
Entire facility Community Rate - Daily - up to 12 hours	$270.00	$251.59	$25.16	$276.74
Entire facility Professional Rate - Daily - up to 12 hours	$300.00	$279.55	$27.95	$307.50
Main Hall Community Rate - Daily - up to 12 hours	$150.00	$139.77	$13.98	$153.75
Main Hall Professional Rate - Daily - up to 12 hours	$180.00	$167.73	$16.77	$184.50
Round Room Community Rate - Daily - up to 12 hours	$125.00	$116.48	$11.65	$128.13
Round Room Professional Rate - Daily - up to 12 hours	$150.00	$139.77	$13.98	$153.75
Theatre/Exhibition Hire (per week)				
Community/Amateur				
Main Hall (Community rate)	$596.00	$554.55	$55.45	$610.00
Round Room (Community rate)	$377.00	$350.91	$35.09	$386.00
Whole Facility (Community rate)	$871.00	$811.82	$81.18	$893.00
Professional Hire				
Main Hall (Professional rate)	$871.00	$811.82	$81.18	$893.00
Round Room (Professional rate)	$596.00	$554.55	$55.45	$610.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Professional Hire *[continued]*				
Whole Facility (Professional rate)	$1,351.00	$1,258.18	$125.82	$1,384.00
Phoenix Theatre (per week)				
Key Charge				
Additional Abloy key	$25.00	$23.30	$2.33	$25.63
Additional Swipe card	$50.00	$46.59	$4.66	$51.24
Security Call Out Fee				
Casual hirer	$84.00	$78.18	$7.82	$86.00
Regular hirer	$53.00	$50.00	$5.00	$55.00
Main Hall and Round Room, hourly hire				
Main Hall - Not for Profit	$23.00	$20.91	$2.09	$23.00
Main Hall - Standard	$40.00	$37.27	$3.73	$41.00
Round Room - Not for Profit	$18.00	$16.36	$1.64	$18.00
Round Room - Standard	$30.00	$28.18	$2.82	$31.00
Recreation Services				
Hall Hire Charges				
Bond Category 1	$250.00	$275.00	$0.00	$275.00
Bond Category 2	$500.00	$550.00	$0.00	$550.00
Bond Category 3	$1,000.00	$1,100.00	$0.00	$1,100.00
Non-returned Physical Key at end of hire arrangement	$500.00	$468.18	$46.82	$515.00
Regular Hire Storage Large (p/month)	$21.00	$20.00	$2.00	$22.00
Regular Hire Storage Medium (p/month)	$12.50	$11.82	$1.18	$13.00
Regular Hire Storage Small (p/month)	$8.50	$8.18	$0.82	$9.00
Replacement Access Card (single)	$60.00	$57.27	$5.73	$63.00
Replacement Physical Key (single)	$200.00	$186.37	$18.64	$205.00
Small Room – Standard Rate p/h	$26.00	$24.55	$2.45	$27.00
Small Rooms – Not for Profit Rate p/h	$9.00	$9.09	$0.91	$10.00
Medium Room – Standard Rate p/h	$38.00	$35.45	$3.55	$39.00
Medium Room – Not for Profit Rate p/h	$13.00	$12.73	$1.27	$14.00
Large Room – Standard Rate p/h	$46.00	$42.73	$4.27	$47.00
Large Room – Not for Profit Rate p/h	$20.00	$19.09	$1.91	$21.00
Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)				
Large Room – Not For Profit 50% Surcharge Rate	$30.00	$28.18	$2.82	$31.00
Large Room – Standard 50% Surcharge Rate	$69.00	$64.55	$6.45	$71.00
Medium Room – Not for Profit 50% Surcharge Rate	$19.50	$18.18	$1.82	$20.00
Medium Room – Standard 50% Surcharge Rate	$57.00	$53.64	$5.36	$59.00
Small Room - Not for Profit 50% Surcharge Rate	$13.50	$12.73	$1.27	$14.00
Small Room – Standard 50% Surcharge Rate	$39.00	$37.27	$3.73	$41.00
Tennis and Pickleball Courts				
Casual day (per HALF HOUR)	$0.00	$4.55	$0.45	$5.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Tennis and Pickleball Courts [continued]				
Casual evening with lights (per HALF HOUR)	$10.00	$6.82	$0.68	$7.50
Reserve Hire				
Active Reserve Hire per day (Sports Only)	$92.00	$86.37	$8.64	$95.00
Active Reserve Hire per hour (Sports Only)	$26.00	$24.55	$2.45	$27.00
Active Reserve Hire with Lights per hour (Sports Only) - no individual metering	$30.00	$28.18	$2.82	$31.00
Changeroom Hire per hour	$30.00	$28.18	$2.82	$31.00
Changeroom Hire per day	$42.00	$40.00	$4.00	$44.00
Toilet Block Hire per hour - Standard Rate	$20.00	$19.09	$1.91	$21.00
Toilet Block Hire per day - Standard Rate	$40.00	$37.27	$3.73	$41.00
Toilet Block Hire per day – Not for Profit	$30.00	$28.18	$2.82	$31.00
Toilet Block Hire per hour – Not for Profit	$15.00	$14.55	$1.45	$16.00
Reserve Hire – Weddings	$55.00	$54.55	$5.45	$60.00
Reserve Power Charge per day	$100.00	$100.00	$10.00	$110.00
Sports Lighting Charge		23 cents per unit (As per meter reading)		
		Last year fee 25 cents per unit (As per meter reading)		
School/Junior Program Rates (18 and under)				
Full Day Reserve Hire (Over 5hrs)	$55.00	$50.91	$5.09	$56.00
Half Day Reserve Hire	$35.00	$32.72	$3.27	$36.00
Toilet/Changerooms – Full Day	$30.00	$28.18	$2.82	$31.00
Toilet/Changerooms – Half Day	$15.00	$14.55	$1.45	$16.00
Reserve Power (if power required a call out fee of $50.00 is charged)	$50.00	$54.54	$5.45	$60.00
Sports Ground Seasonal Hire				
Juniors Fees (per player) - 6 months				
Grass Fees	$5.00	$5.45	$0.55	$6.00
Changerooms/Toilets (Juniors)	$5.50	$5.91	$0.59	$6.50
Clubrooms/Canteen (Juniors)	$6.00	$6.37	$0.64	$7.00
Failure to submit club membership numbers by required deadline	$100.00	$100.00	$10.00	$110.00
Seniors Fees (per player) - 6 months				
Grass Fees (Training and Match)	$52.00	$48.18	$4.82	$53.00
Grass Fees (Training)	$31.00	$29.09	$2.91	$32.00
Grass Fees (Match)	$29.00	$27.27	$2.73	$30.00
Hard Court Fees (Training and Match)	$37.00	$34.55	$3.45	$38.00
Hard Court Fees (Training)	$23.00	$21.82	$2.18	$24.00
Hard Court Fees (Match)	$21.00	$20.00	$2.00	$22.00
Changerooms/Toilets (Seniors)	$8.50	$8.18	$0.82	$9.00
Clubrooms/Canteen (Seniors)	$7.50	$7.27	$0.73	$8.00
Failure to submit club membership numbers by required deadline	$100.00	$95.46	$9.55	$105.00
Recreation Traders Licence				
1 session (up to 5 hrs)	$20.00	$18.18	$1.82	$20.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Recreation Traders Licence [continued]				
Monthly License Fee (3 sessions per week)	$220.00	$200.00	$20.00	$220.00
Half yearly license	$750.00	$681.82	$68.18	$750.00
Yearly License Fee	$1,500.00	$1,363.64	$136.36	$1,500.00
Application Fee	$150.00	$136.36	$13.64	$150.00
Events Application				
Recycle Bin Hire for Events – Cost per Bin	$10.00	$10.00	$1.00	$11.00
Waste Bin Hire for Events – Cost per Bin (Standard Rate)	$40.00	$37.27	$3.73	$41.00
Application Fee – Private/Commercial Events	$150.00	$155.00	$0.00	$155.00
Facility/Park Toilet Clean	$55.00	$54.55	$5.45	$60.00
Waste Bin Hire for Events – Cost per Bin (Not For Profit rate)	$20.00	$19.09	$1.91	$21.00
Event Reserve Hire	$150.00	$140.91	$14.09	$155.00
Community Markets				
Late Application Fee (excludes Wakes)				
Bookings after closing deadline	$100.00	$90.91	$9.09	$100.00
3 weeks prior to booking date for facility hire, or two months for outdoor public events				
Other				
Breach of Terms & Conditions Penalty (minimum charge per breach)	$80.00	$77.27	$7.73	$85.00
Post booking litter collection fee	$400.00	$372.73	$37.27	$410.00
Cockburn ARC				
Facility/Room Hire				
Bond – Commercial Special Event				Up to 200% of hire costs
Bond – Community Special Event				Up to 100% of hire costs
Commercial – Special Event				200% commercial rate
Cleaning Costs – Special Event				Up to 125% cleaning charge on costed to the hirer
Function Supervisor – After Hours				Up to 125% charge on costed to the hirer
Facility Hire Bond				
Bond Commercial	$910.00	$946.40	$0.00	$946.40
Bond Community	$455.00	$473.20	$0.00	$473.20
Level 1 (Per Hour)				
Group Fitness Studio – commercial	$112.00	$105.91	$10.59	$116.50
Group Fitness Studio – community	$56.00	$52.95	$5.30	$58.25
Meeting room – commercial	$62.00	$58.64	$5.86	$64.50
Meeting room – community	$31.00	$29.32	$2.93	$32.25
Assessment rooms	$30.50	$28.82	$2.88	$31.70
Service Fees – Room Hire				
Group Fitness Instructor				Up to 125% of employee costs on costed to the hirer
Setup/ pack down fee (per hour)				Up to 125% of employee costs on costed to the hirer

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Sports Hall				
Badminton/pickleball - per court commercial booking	$41.00	$38.64	$3.86	$42.50
Changeroom Hire - Commercial	$68.50	$64.77	$6.48	$71.25
Changeroom Hire - Community	$34.25	$32.36	$3.24	$35.60
Pickleball Casual Booking	$10.00	$9.46	$0.95	$10.40
Sports ARCademy - Per Session	$12.75	$11.86	$1.19	$13.05
Full court – commercial	$118.00	$111.82	$11.18	$123.00
Full court – community	$59.00	$55.91	$5.59	$61.50
Half court – commercial	$66.00	$62.27	$6.23	$68.50
Half court – community	$33.00	$31.14	$3.11	$34.25
Badminton/Pickleball – per court casual/community booking	$21.00	$19.32	$1.93	$21.25
Umpire room	$26.50	$25.05	$2.50	$27.55
Casual court admission – per visit	$7.65	$7.23	$0.72	$7.95
Service Fees – Sports				
Referees, umpires etc.	Up to 125% of employee costs on costed to the hirer			
Aquatic Lane Hire				
Lane Hire (indoor) – commercial	$44.50	$42.05	$4.20	$46.25
Lane Hire (indoor) – community	$22.25	$21.05	$2.10	$23.15
Lane Hire (outdoor) – commercial	$56.20	$53.14	$5.31	$58.45
Lane Hire (outdoor) – community	$28.10	$26.55	$2.65	$29.20
Lane Hire (outdoor) 25m – commercial	$34.20	$32.32	$3.23	$35.55
Lane Hire (outdoor) 25m – community	$17.10	$16.18	$1.62	$17.80
Water Polo Hire (outdoor) 50m deep end – water polo only	$65.80	$62.23	$6.22	$68.45
Learn to swim pool – commercial	$45.00	$42.55	$4.25	$46.80
Learn to swim pool – community	$22.50	$21.27	$2.13	$23.40
Warm water pool – Full	$114.00	$107.77	$10.78	$118.55
Warm water pool – 1/3	$57.00	$53.91	$5.39	$59.30
Recovery pools	$66.00	$62.41	$6.24	$68.65
Service Fees – Aquatic Hire				
Locker Hire (Casual)	$2.35	$2.23	$0.22	$2.45
Waterslide hire (hire cost only, excludes staff costs)	$360.00	$340.36	$34.04	$374.40
Pool inflatable hire (hire cost only, excludes staff costs)	$180.00	$170.18	$17.02	$187.20
Lifeguard	Up to 125% of employee costs on costed to the hirer			
Instructor	Up to 125% of employee costs on costed to the hirer			
Outdoor meeting room – commercial	$89.50	$84.64	$8.46	$93.10
Outdoor meeting room – community	$44.75	$42.32	$4.23	$46.55
Facility Membership				
Service Fees – Memberships				
Brazilian Jui Jitsu (per class)	$20.00	$18.63	$1.86	$20.50
Cancellation of Direct Debit – within contract period	$50.00	$45.45	$4.55	$50.00
Lost card fee / Wrist band	$10.00	$9.45	$0.95	$10.40
Membership administration fee	$10.00	$9.09	$0.91	$10.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Service Fees – Memberships *[continued]*				
Day pass (gym, group fitness, indoor cycle, pools) excluding wellness lounge	$24.45	$22.27	$2.23	$24.50
Group Fitness Casual Entry	$18.50	$17.50	$1.75	$19.25
Membership General				
Band breach fee	$100.00	$90.91	$9.09	$100.00
Cooling off administration fee	$30.00	$27.27	$2.73	$30.00
FIFO Active, Conditions Apply	$15.60	$14.77	$1.48	$16.25
Online Active	$7.65	$7.14	$0.71	$7.85
Recovery 1 Casual	$0.00	$9.09	$0.91	$10.00
Recovery 2 Casual	$0.00	$13.64	$1.36	$15.00
Recovery 3 Casual	$0.00	$18.18	$1.82	$20.00
Rehab Membership Upfront	$0.00	$400.23	$40.02	$440.25
Teen Flexi	$20.20	$19.09	$1.91	$21.00
Teen Lifestyle	$17.80	$16.82	$1.68	$18.50
Lifestyle Active	$22.25	$21.05	$2.10	$23.15
Flexi Active	$25.25	$23.86	$2.39	$26.25
Lifestyle Aquatic	$16.80	$15.86	$1.59	$17.45
Flexi Aquatic	$18.85	$17.82	$1.78	$19.60
Youth Active	$16.85	$15.91	$1.59	$17.50
Youth memberships	$0.00	$22.73	$2.27	$25.00
Aquatic memberships	$0.00	$45.45	$4.55	$50.00
Active memberships	$0.00	$68.18	$6.82	$75.00
Joining fee Adult Active	$99.00	$90.00	$9.00	$99.00
Joining fee Aquatic	$49.00	$44.55	$4.45	$49.00
Membership Foundation				
Foundation Stage 1	$16.80	$15.86	$1.59	$17.45
Foundation Stage 2	$18.95	$17.91	$1.79	$19.70
Foundation Stage 3	$21.00	$19.86	$1.99	$21.85
Swim School Membership				
Take a Break Suspension- Per week	$6.25	$5.91	$0.59	$6.50
Active Swim School	$19.90	$20.70	$0.00	$20.70
Swim school – Access and Inclusion – 15 minutes	$19.90	$20.70	$0.00	$20.70
Swim school – Access and Inclusion – 30 minutes	$39.80	$41.40	$0.00	$41.40
South Lake Dolphins Access Membership				
SLD Senior Squad Conditions apply	$16.10	$15.23	$1.52	$16.75
Squad Active (12 years and under) Conditions apply	$13.55	$12.82	$1.28	$14.10
New Services				
Personal Training 60 Minute 1-2-1	$85.00	$80.91	$8.09	$89.00
Personal Training 60 Minute 2-2-1 (per person)	$60.00	$57.27	$5.73	$63.00
Running club per session - Group Program fee - member	$0.00	$8.18	$0.82	$9.00
Running club per session - Group Program fee - non member	$0.00	$13.64	$1.36	$15.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
New Services *[continued]*				
SLD senior full membership	$0.00	$16.82	$1.68	$18.50
Physio Entry	$0.00	$8.18	$0.82	$9.00
Member Fitness challenge per week	$0.00	$19.32	$1.93	$21.25
Reformer Add On - Unlimited	$0.00	$36.91	$3.69	$40.60
Reformer Casual Pass	$0.00	$31.82	$3.18	$35.00
Reformer Casual 5 Pack (No Discount. Convenience)	$0.00	$159.09	$15.91	$175.00
Reformer Casual 10 Pack (No Discount. Convenience)	$0.00	$318.18	$31.82	$350.00
Outdoor Sports Comps Game Fee Seniors	$0.00	$74.36	$7.44	$81.80
Outdoor Sports Comps Game Fee Juniors	$0.00	$63.64	$6.36	$70.00
Reformer Pilates Studio Hire per hour	$0.00	$136.36	$13.64	$150.00
Kids Gymnastics per session - Term	$0.00	$13.64	$1.36	$15.00
Kids Gymnastics per session - Casual	$0.00	$22.73	$2.27	$25.00
Band Breach repeat offence	$0.00	$136.36	$13.64	$150.00
Safety Initiative member discount			50% for officers stationed at	
Indoor Play Centre Facility Hire Fee - Group sessions (1 hour)	$0.00	$53.41	$5.34	$58.75
Indoor Play Centre Facility Hire Fee - Group sessions (2 hours)	$0.00	$106.82	$10.68	$117.50
New 8-12 Wk Term Programs				
Results Based Training programs - Various	$25.00	$23.64	$2.36	$26.00
SQUAD - Female Specific (per person per session)	$25.00	$23.30	$2.33	$25.63
SQUAD - Weight Loss (per person per session)	$25.00	$23.30	$2.33	$25.63
New Membership				
Youth 12-13 (Stadium and Aquatic)	$14.50	$13.73	$1.37	$15.10
Membership Add Ons				
Pilates Reformer 1 class pw (unlimited virtual)	$25.00	$23.30	$2.33	$25.63
Pilates Reformer 2 class pw (unlimited virtual)	$40.00	$37.27	$3.73	$41.00
Pilates Reformer 3 class pw (unlimited virtual)	$55.00	$51.25	$5.13	$56.38
Virtual Pilates Reformer only	$10.00	$9.45	$0.95	$10.40
Wellness Program	$35.00	$33.09	$3.31	$36.40
Children Services				
Crèche				
Per child (2 hours)	$5.55	$5.27	$0.53	$5.80
Per child (3 hours)	$7.90	$7.45	$0.75	$8.20
Indoor Play Centre				
Play Centre Per child (per session)	$9.00	$8.55	$0.85	$9.40
Birthday Parties				
Creche Room Party (up to 30 kids)	$325.00	$307.27	$30.73	$338.00
Dry Birthday Party Exclusive (up to 20 kids)	$325.00	$307.27	$30.73	$338.00
Dry Birthday Party Non-Exclusive (up to 20 kids)	$240.00	$227.27	$22.73	$250.00
Leisure Pool Party (up to 15 kids)	$285.00	$270.00	$27.00	$297.00
Water Slide Party Exclusive (up to 15 kids)	$570.00	$539.09	$53.91	$593.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Birthday Parties *[continued]*				
Water Slide Party Non-Exclusive (up to 15 kids)	$325.00	$307.27	$30.73	$338.00
Children Programming				
KGA early or late drop-off/pickup option (per hour)	$15.00	$14.18	$1.42	$15.60
Kids Get Active Holiday program - per child, half day	$40.00	$37.82	$3.78	$41.60
Kids Holiday program – per child, per session	$76.50	$69.55	$6.95	$76.50
Play Active - Casual Visit	$16.30	$15.45	$1.55	$17.00
Play Active - Term Program (per session)	$12.75	$12.09	$1.21	$13.30
Rock up and Play (per session)	$12.75	$12.09	$1.21	$13.30
Aquatics				
Pool General				
Bub and Me (Per Class)	$18.80	$17.77	$1.78	$19.55
Child Warm Water Entry (medical entry)	$8.40	$7.95	$0.80	$8.75
Adult Entry (16 years+)	$7.95	$7.50	$0.75	$8.25
Concession or Child Entry	$6.40	$6.05	$0.60	$6.65
Waterbubs session	$8.40	$7.95	$0.80	$8.75
Pool General - Under 3 years				Free
Spectator Entry	$2.80	$2.64	$0.26	$2.90
School Entry	$4.10	$3.86	$0.39	$4.25
Family Pass (2x adult, 2x child or 1 x adult, 3 x child)	$22.50	$21.27	$2.13	$23.40
Spa, Sauna, Steam, Wellness pool	$15.30	$14.45	$1.45	$15.90
Adult Wellness Lounge Upgrade	$7.35	$6.95	$0.70	$7.65
Adult Vouchers x 10	$71.55	$67.50	$6.75	$74.25
Adult Vouchers x 20	$143.10	$135.00	$13.50	$148.50
Child Vouchers x 10	$57.60	$54.41	$5.44	$59.85
Child Vouchers x 20	$115.20	$108.82	$10.88	$119.70
VacSwim Entry				
VacSwim swimmer entry	$5.10	$4.82	$0.48	$5.30
VacSwim spectator entry	$2.80	$2.64	$0.26	$2.90
Water Slides				
Waterslide Entry (Adult & Child) per person	$8.20	$7.77	$0.78	$8.55
Team Sports				
Equipment hire (ball, racquet)	$5.30	$5.00	$0.50	$5.50
Sports Clinics - Casual Visit	$16.30	$15.45	$1.55	$17.00
Sports Clinics Term Program (per session)	$12.75	$12.09	$1.21	$13.30
Senior Weekly Team Fees (all sports)	$78.50	$74.36	$7.44	$81.80
Junior Weekly Team Fees (all sports)	$67.30	$63.64	$6.36	$70.00
Forfeit fees				Up to 2 game fees
Service Fees – Discounts, to apply to Memberships, Single Aquatic Entry Only				
Discount for Government Concession & Health Care Card holders	25% Discount for Government Concession & Health Care holders			

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Service Fees – Discounts, to apply to Memberships, Single Aquatic Entry Only [continued]				
Discount for Seniors, Students & Very Important Volunteer Card holders	20% Discount for Seniors, Students & Very Important Volunteer Card holders			
Schools & Business Development Discount (off Community Rate)	25% off prescribed fee			
Group Discount / Corporate 5 or more members	10% off prescribed fee, 5 or more members			
Retail				
Retail shop sales	Cost + Mark-up up to 150%			
School Carnivals				
Carnival Package	$1,600.00	$1,512.73	$151.27	$1,664.00
School Sports				
Excursions: Full-Day (6 hours)	$1,400.00	$1,323.64	$132.36	$1,456.00
Excursions: Half-Day (3 hours)	$700.00	$661.82	$66.18	$728.00
Incursions: Full-Day (6 hours)	$1,100.00	$1,040.00	$104.00	$1,144.00
Incursions: Half-Day (3 hours)	$550.00	$520.00	$52.00	$572.00
Sport Schools - Coaching per session	$132.00	$124.82	$12.48	$137.30
Port Coogee Marina				
Transfer Fee 12m and under	$0.00	$1,818.18	$181.82	$2,000.00
Transfer Fee 16m and under including Catamarans	$0.00	$2,727.27	$272.73	$3,000.00
Transfer Fee 30m and under including Catamarans	$0.00	$3,636.36	$363.64	$4,000.00
Annual Licence Fee for Port Catherine Development Licence Holders - fee schedule effective from 1st September				
Standard Pens (PCD Licence) (Effective 1/9)				
15m Standard Pen (PCD Licence)	No fee - discontinued since 2024/25 Please remove			
	Last year fee No fee - discontinued. Please remove			
Bond Deposit (Refundable)-fee schedule effective from 1st September				
Waitlist Bond	$350.00	$350.00	$0.00	$350.00
Over 1 month	$500.00	$500.00	$0.00	$500.00
Up to 1 month	$100.00	$100.00	$0.00	$100.00
Miscellaneous - fee schedule effective from 1st September				
Administration Fee	$30.00	$27.27	$2.73	$30.00
Chandlery Items	COST + 50%			
	Last year fee COST + 30%			
Cost + 15% Cost + 15%				
Electricity (per kWh)	Cost recovery based on calculation of utility supplier charges			
Mooring Line and Maintenance Fee	Cost + 50%			

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)

Miscellaneous - fee schedule effective from 1st September [continued]

Sundry Fuel Purchase	COST + 15%			
	COST + 10%			Last year fee
Swipe Card Contractor	$50.00	$45.45	$4.55	$50.00
Swipe Card Pen Holder	$25.00	$22.73	$2.27	$25.00

Port Coogee Marina-fee schedule effective from 1st September

Day Rate 12m Vessels and Under	$60.00	$72.73	$7.27	$80.00
Day Rate 16m Vessels and Under	$70.00	$81.82	$8.18	$90.00
Day Rate 30m Vessels and Under Including All Catamarans - all day rates for vessels increased by $20, there has been no increase since FY20	$80.00	$90.91	$9.09	$100.00
Day Rate Jet Ski	$50.00	$63.64	$6.36	$70.00
Float Dock Jet Ski	$200.00	$181.82	$18.18	$200.00
Pen Fee 2 Years Upfront Payment Discount	Upfront payment only - 3% discount			
Pen Fee Base Rate*	$2,591.18	$2,449.84	$244.98	$2,694.83
Pen Fee Square Meter Rate*	$116.60	$110.24	$11.02	$121.26
Short Stay Month Rate	12% of Annual Fee			
Short Stay Week Rate	4% of Annual Fee			
*Pen fee is calculated by adding the Pen Fee Base Rate plus the Pen Fee square metre rate (multiplying the width by the length of the Pen)				

Community Services

Child Care Services

Cockburn Family Day Care

FDC Service Parent Fee/ Child Enrolment.	Initial FDC Service Parent/ Child Enrolment Fee / No GST Minimum Fee $25			
Parent Child Enrolment Annual Update Fee	$15.00	$15.38	$0.00	$15.38
FDC Service Educator Levy	FDC Service Educator Levy: $1.50 per booked hour per child per week / No GST. Educators also pay Harmony IT system subs for on-pay by Service to Harmony.			
FDC Service Parent Fee	FDC Service Parent Levy = $15 per child per week regardless of booked hours / No GST Minimum Fee $15			
FDC Service Educator Application Fee – GST Applicable	$330.00	$307.50	$30.75	$338.25

Cockburn In Home Care

Aged and Disabled Services

Cockburn Care

Commonwealth Home Support Program

Group Outings Full Day (Max fee per day)	$50.00	$25.00	$0.00	$25.00
In-Service Transport 15km – 25km	$0.00	$10.00	$0.00	$10.00
In-Service Transport over 25km	$0.00	$20.00	$0.00	$20.00
Transport – Community Bus (per Day)	$15.00	$15.00	$0.00	$15.00
Centre – Based Day Care fee per day to max	$13.50	$15.00	$0.00	$15.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Commonwealth Home Support Program *[continued]*				
Centre – Based Day Care Transport per trip	$4.00	$4.00	$0.00	$4.00
Meals - Group Social Support CHSP	$15.00	$18.00	$0.00	$18.00
Direct Transport 0-10km	$8.00	$8.00	$0.00	$8.00
Direct Transport 11-30km	$12.00	$12.00	$0.00	$12.00
Transport 31-60km per trip	$15.00	$15.00	$0.00	$15.00
Transport 61km or more per trip	$20.00	$30.00	$0.00	$30.00
Domestic Assistance per hour	$13.50	$13.50	$0.00	$13.50
Social Support per hour	$13.50	$13.50	$0.00	$13.50
Respite Care per hour	$13.50	$13.50	$0.00	$13.50
Personal Care (per hour)	$13.50	$13.50	$0.00	$13.50
Home Care Packages				
Care Management Fee – Max per month	$672.75	$689.57	$0.00	$689.57
In service Transport				$1.23 per km
Client Basic Fee per week (to maximum of 17.5% of single pension)	$93.15	$95.48	$0.00	$95.48
Weekly maximum income tested fee	$269.10	$275.83	$0.00	$275.83
Hourly fee for individual services (to max) Weekday business hours HCP	$82.95	$85.02	$0.00	$85.02
Hourly fee for individual services (to max) Saturday business hours HCP	$98.70	$101.17	$0.00	$101.17
Hourly fee for individual services (to max) Sunday business hours HCP	$112.35	$115.16	$0.00	$115.16
Hourly fee for individual services (to max) Public Holiday and out of business hours HCP	$169.05	$173.28	$0.00	$173.28
NDIS				
Group based activities in a centre				
Centre Capital Costs	$20.00	$20.50	$0.00	$20.50
Set up and Planning - Non-Face-to-Face Support Provision	$15.00	$15.38	$0.00	$15.38
Social Group-Access Community- Social and Recreational Activity Standard	$70.00	$71.00	$0.00	$71.00
Travel Cost - Non-Labour Costs Modified/ Accessible Bus	$30.00	$30.75	$0.00	$30.75
Travel Costs - Activity Based Transport	$30.00	$30.75	$0.00	$30.75
Group based activities in a centre - Complex needs				
Private services and Brokered Services				
Group Outings Full Day	$145.00	$145.00	$0.00	$145.00
Hourly fee for individual services (to max) Weekday business hours (non HCP)	$85.00	$87.13	$0.00	$87.13
Centre-Based Day Care Private (max fee per day)	$145.00	$145.00	$0.00	$145.00
Centre-Based Day Care Transport Private	$32.00	$32.00	$0.00	$32.00
Client Funded Meals for Centre-Based Respite	$15.00	$18.00	$0.00	$18.00
Youth Services				
Team Vacation Program				
Outrage daily maximum cost recovery fee	$39.60	$40.91	$4.09	$45.00

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Cockburn Youth Centre				
Music Room - 5 hour block for young band (aged 10-24)	$31.20	$29.07	$2.91	$31.98
Music Room - After hours (including staff component)	$74.51	$69.43	$6.94	$76.38
Music Room- Per hour rate	$31.20	$29.07	$2.91	$31.98
Main Hall – During centre open hours	$52.00	$48.18	$4.82	$53.00
Fee less 20% for community groups				
Main Hall – after hours (fee includes staff person to close centre)	$97.62	$100.00	$10.00	$110.00
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Main Hall – BOND	$1,076.40	$1,103.31	$0.00	$1,103.31
Hive (Activity or Crèche room) during centre open hours	$34.00	$31.82	$3.18	$35.00
Fee less 20% for community groups				
Hive (Activity or Crèche room) after hours (fee includes staff person to close centre)	$74.91	$69.80	$6.98	$76.78
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Hive (Activity/Crèche) BOND	$538.20	$551.66	$0.00	$551.66
Pod (Computer/Training Room) during centre open hours	$36.00	$33.64	$3.36	$37.00
Fee less 20% for community groups				
Pod (Computer/Training Room) after hours	$79.00	$73.64	$7.36	$81.00
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Pod (Computer/Training Room) BOND	$538.20	$551.66	$0.00	$551.66
Blender Activity Room (only avaliable after hours)	$60.00	$55.45	$5.55	$61.00
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Kitchen both during and after hours (not only room hired - after hours)	$24.00	$22.73	$2.27	$25.00
Fee less 20% for community groups				
Kitchen - BOND	$53.82	$55.17	$0.00	$55.17
Music Room - 5 hour block rate (for bands & group rehearsal only)	$32.29	$30.08	$3.01	$33.09
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Music Room - BOND	$108.00	$111.00	$0.00	$111.00
Foyer/Exhibition Space – Fee per day	$64.00	$59.09	$5.91	$65.00
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Foyer/Exhibition Space – Fee per week	$258.34	$240.72	$24.07	$264.79
Fee less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"				
Youth Programs				
RYDE Program	$15.00	$18.18	$1.82	$20.00
Centre Program Fees (maximum fee charged)	$32.29	$30.08	$3.01	$33.09
Fees will be waived by the Program Coordinator for young people who are assessed as "at risk" by one of the City's Youth Workers				
Youth Holiday Activities				
Centre Holiday Activity Fees (maximum fee charged)	$32.29	$30.08	$3.01	$33.09
Fees will be waived by the Program Coordinator for young people who are assessed as "at risk" by one of the City's Youth Workers				

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Youth Events				
Centre Event Entry Fees (maximum)	$34.61	$32.25	$3.22	$35.47
Fees will be waived by the Program Coordinator for young people who are assessed as "at risk" by one of the City's Youth Workers				
Youth Bus Hire				
Youth Services 8 seater (Kia) – Bond	$215.28	$220.66	$0.00	$220.66
Youth Services 8 seater (Kia) – full day hire fee	$93.32	$86.96	$8.70	$95.66
Youth Services 8 seater (Kia) – half day hire fee	$49.41	$46.04	$4.60	$50.65
Seniors Services				
Seniors Centre				
Cafe Foods (Max)	$16.50	$15.38	$1.54	$16.91
Classes (to a maximum of)	$12.35	$11.50	$1.15	$12.65
Coffee/ Tea (Cafe)	$5.20	$4.86	$0.49	$5.35
Concerts (to a maximum of)	$32.30	$30.09	$3.01	$33.10
Course (to a maximum of)	$74.86	$69.77	$6.98	$76.75
Events (to a maximum of)	$53.82	$50.14	$5.01	$55.15
Packet of Biscuits	$1.00	$0.91	$0.09	$1.00
Membership (Annually)	$51.50	$90.91	$9.09	$100.00
Casual Attendance (Daily)	$6.50	$9.09	$0.91	$10.00
Commercial Room Main Hall Hire (Hourly)	$34.00	$31.82	$3.18	$35.00
Dining Room (Commercial)	$28.00	$26.36	$2.64	$29.00
Activity Room (Commercial)	$25.00	$23.64	$2.36	$26.00
Art Room (Commercial)	$25.00	$23.64	$2.36	$26.00
Lounge (Commercial)	$15.00	$14.32	$1.43	$15.75
Community Group Main Hall Hire (Hourly)	$28.50	$25.91	$2.59	$28.50
Dining Room (Community Group)	$21.00	$19.09	$1.91	$21.00
Activity Room (Community Group)	$15.00	$13.64	$1.36	$15.00
Art Room (Community Group)	$15.00	$13.64	$1.36	$15.00
Lounge (Community Group)	$9.00	$8.18	$0.82	$9.00
Rent for Hairdresser/Natropath/Massage (daily)	$36.00	$32.73	$3.27	$36.00
Rent for Hairdresser/Natropath/Massage (half daily)	$18.00	$16.36	$1.64	$18.00
Meals 2 Courses	$14.00	$13.64	$1.36	$15.00
Meals 3 Courses Special Events (to maximum)	$32.29	$31.81	$3.18	$35.00
Main meal only (to maximum)	$11.00	$10.91	$1.09	$12.00
Lemon, Lime Bitters	$5.00	$5.45	$0.55	$6.00
Can/ stubbie of light or mid strength beer	$6.20	$5.91	$0.59	$6.50
Can/ stubbie of full strength beer	$8.20	$7.64	$0.76	$8.40
Soft drink (maximum)	$3.00	$2.73	$0.27	$3.00
Glass of wine	$7.00	$6.36	$0.64	$7.00
Cakes and desserts (max)	$6.00	$5.91	$0.59	$6.50
Tea, coffee, milo	$0.00	$0.00	$0.00	$0.00
Endless tea Coffee, Milo	$0.00	$0.00	$0.00	$0.00
Round of Sandwiches (max)	$7.00	$6.82	$0.68	$7.50
Activity (Cost recovery to maximum)	$12.42	$11.82	$1.18	$13.00
Outing (Cost recovery to daily maximum)	$230.00	$214.32	$21.43	$235.75
Centre Transport (per trip) per person	$3.60	$3.27	$0.33	$3.60

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Seniors Centre [continued]				
Centre Transport (per trip) per couple	$4.65	$4.23	$0.42	$4.65
Bus Fare for Outing Less than 40km round trip (per outing every passenger)	$8.00	$7.27	$0.73	$8.00
Bus Fare for Outing greater than 40km round trip (per outing every passenger)	$14.00	$12.73	$1.27	$14.00
Soup/Dessert	$6.00	$5.45	$0.55	$6.00
Movie Meal Deal	$12.50	$11.64	$1.16	$12.80
Courses (Max)	$64.60	$60.00	$6.00	$66.00
Computer Class (Max)	$64.60	$60.00	$6.00	$66.00
Seniors Bus Hire				
Promo 29 Seater Seniors Bus – Bond	$560.00	$574.00	$0.00	$574.00
Hiace 10 Seater Plus Wheelchair access Seniors Bus – Bond	$322.92	$330.99	$0.00	$330.99
Promo 44 Seater Seniors Bus – Half day hire (6 hrs or less)	$236.81	$220.66	$22.07	$242.73
Hiace 10 Seater Plus Wheelchair access Seniors Bus – half day hire (6 hrs or less)	$75.36	$70.22	$7.02	$77.25
Promo 29 Seater Seniors Bus – Full day hire	$430.57	$401.22	$40.12	$441.34
Hiace 10 Seater Plus Wheelchair access Seniors Bus – full day hire	$162.00	$151.82	$15.18	$167.00
Infrastructure Services				
Infrastructure				
Search for traffic data, drawings and stormwater drainage information	Miscellaneous Engineering Assessment Fees to cover the actual costs and expenses incurred by the City in providing services			
Road Design				
Search for traffic data, drawings and stormwater drainage information	Miscellaneous Engineering Assessment Fees to cover the actual costs and expenses incurred by the City in providing services			
Photocopy drawings/maps (on paper)				
Transport & Traffic				
Additional fee – accelerated TMP assessment – where approval required within half usual approval time (The fee collection will only be activated after the information system is updated)	$269.10	$275.83	$0.00	$275.83
TMP assessment (The fee collection will only be activated after the information system is updated)	$300.00	$307.50	$0.00	$307.50
Vehicle Traffic Data Collection	$330.03	$307.53	$30.75	$338.28
Infrastructure Assets				
Graffiti Removal - Private Property (Annual Cummulative)	$0.00	$1,090.91	$109.09	$1,200.00
Graffiti Removal - Private Property (Per Event)	$0.00	$363.64	$36.36	$400.00
Waste Services				
Waste Collection Services				
Bin Levy - exchanges or additions (140lt or 240lt)	$55.00	$55.00	$0.00	$55.00
Event Bin Delivery and Return per event	$0.00	$45.45	$4.55	$50.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Waste Collection Services [continued]				
Service cost – upsize from existing 140 litre to a 240 litre general waste bin additional charge on the annual service charge	$229.77	$229.77	$0.00	$229.77
Waste Truck Spotter - Hourly Charge	$176.00	$176.00	$0.00	$176.00
Waste management service charge – industrial/commercial/ unimproved value properties	$458.00	$458.00	$0.00	$458.00
Rubbish Collection Levy – Exempt Properties	$458.00	$458.00	$0.00	$458.00
Purchase a set of 240 Litre bins "one off" charge	$110.00	$110.00	$0.00	$110.00
Purchase of shared 240 Litre Bin Allocation (Strata or Grouped Housing Developments)	$37.00	$38.00	$0.00	$38.00
Service Charge – 2nd 240L MSW MGB	$243.00	$250.00	$0.00	$250.00
Service Charge – 2nd 240L REC MGB	$110.00	$110.00	$0.00	$110.00
Service Charge – 2nd 140lt MSW	$190.00	$195.00	$0.00	$195.00
Service Charge – 2nd 240 Garden Waste Bin	$80.00	$82.00	$0.00	$82.00
MSW 240L MGB 6mth Hire	$152.00	$156.00	$0.00	$156.00
Recycling 240L MGB 6mth Hire	$75.00	$76.88	$0.00	$76.88
Service Charge in addition to Waste Levy Charge – Bins removed from & returned to an unmanaged bin store	$592.02	$606.82	$0.00	$606.82
Service Charge in addition to the Waste Levy Charge – Bins removed from & returned to a unit within a development	$1,000.00	$1,025.00	$0.00	$1,025.00
Service Charge – Litter bin service from non-City of Cockburn land	$550.00	$564.00	$0.00	$564.00
Service Charge – Additional MSW Bin Service /Week	$328.00	$336.00	$0.00	$336.00
Service Charge – Additional Recycle Bin Service /Week	$165.00	$169.13	$0.00	$169.13
Service Charge – One-off event hire MSW Bin	$40.00	$36.36	$3.64	$40.00
Service Charge – One-off event hire Recycle Bin	$10.00	$9.09	$0.91	$10.00
Additional Collection of MSW for property with insufficient bin store per trip	$215.28	$220.00	$0.00	$220.00
Additional Collection of recyclables for property with insufficient bin store per trip	$215.28	$220.66	$0.00	$220.66
Commercial Users Bin Hire Rates				
Annual Commercial Food Waste Service 140 lt bin	$135.00	$1,500.00	$0.00	$1,500.00
Annual Commercial Food Waste Service 240 lt bin	$215.00	$1,610.00	$0.00	$1,610.00
Annual Commercial Food Waste Service 660 lt bin	$715.00	$2,145.00	$0.00	$2,145.00
Additional 660 Litre MSW Bin Annual Service Cost	$500.00	$512.00	$0.00	$512.00
Additional 660 Litre Recycling Bin Annual Service Cost	$350.00	$358.00	$0.00	$358.00
Purchase a set of 660 Litre bins "one off" Charge	$400.00	$410.00	$0.00	$410.00
Waste Disposal Services				
Gate Entry Fees				
Per car boot not exceeding 1.0 cu.m. (Residents Only)	$51.00	$59.09	$5.91	$65.00
City of Cockburn Trailer Pass (Residents only), per pass	$85.00	$85.45	$8.55	$94.00
2nd City of Cockburn Trailer Pass (Residents only), 6 passes	$510.00	$512.73	$51.27	$564.00
Per car, utility or trailer not exceeding 1.0 cu.m.	$85.00	$85.45	$8.55	$94.00
Per trailer, 1.0 cu.m.-2.5 cu.m. (Residents Only)	$135.00	$122.73	$12.27	$135.00
Per trailer exceeding 2.5 cu.m. (Residents Only)	$186.00	$177.27	$17.73	$195.00
Non-Cockburn Resident – Per car boot not exceeding 1.0 cu.m.	$61.00	$59.09	$5.91	$65.00
Non-Cockburn Resident – Per van, utility or trailer not exceeding 1.0 cu.m.	$89.00	$87.27	$8.73	$96.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Gate Entry Fees [continued]				
Non-Cockburn Resident – Per trailer, 1.0 cu.m.-2.5 cu.m.	$150.00	$146.36	$14.64	$161.00
Non-Cockburn Resident – Per trailer, 2.5 cu.m-4.0 cu.m.	$189.00	$197.27	$19.73	$217.00
Non-Cockburn Resident – per Trailer exceeding 4.0 cu.m	$0.00	$223.64	$22.36	$246.00
Putrescible solid waste				
Minimum Putrescible Load	$92.00	$90.91	$9.09	$100.00
Per Tonne MSW (Fee dependent on the gate fees for Avertas and Rockingham WTE)	$195.00	$197.27	$19.73	$217.00
Per Tonne C&I (Fee dependent on the gate fees for Avertas and Rockingham WTE)	$195.00	$197.27	$19.73	$217.00
Per Tonne C&D (Fee dependent on the gate fees for Avertas and Rockingham WTE)	$195.00	$197.27	$19.73	$217.00
Contracts with attractive discounted rates of up to 10% are available to major customers and Local Governments for substantial tonnages.				
Clean Fill				
Minimum Clean Fill Load	$92.00	$90.91	$9.09	$100.00
Per Tonne (Maximum 100 tonne per day)	$92.00	$90.91	$9.09	$100.00
Inert Waste (Off Liner)				
Minimum Inert Waste Load	$92.00	$90.91	$9.09	$100.00
Inert Waste Per Tonne	$114.00	$118.18	$11.82	$130.00
Environmentally Sensitive (i.e. asbestos) 1 cu.m.				
Residential Burial Fee – 1 Trailer Pass plus per sheet rate	$10.00	$13.64	$1.36	$15.00
Non Residential Burial Fee – 1 Cubic Metre Charge plus per sheet rate	$11.00	$15.45	$1.55	$17.00
Soil Class 3	$235.00	$218.18	$21.82	$240.00
Soil Class 2	$223.00	$209.09	$20.91	$230.00
When weighbridge is not in use for putrescible and non-putrescible solid waste				
Bins 2-4m3 (1.2 tonnes)	$223.00	$236.36	$23.64	$260.00
Bins 4-8m3 (2.4 tonnes)	$435.00	$472.73	$47.27	$520.00
Bins 8-12m3 (5.0 tonnes)	$927.00	$986.36	$98.64	$1,085.00
Bins 12-19m3 (6.5 tonnes)	$1,204.00	$1,277.27	$127.73	$1,405.00
Bins > 20m3 (8.0 tonnes)	$1,482.00	$1,578.18	$157.82	$1,736.00
Compactor trucks <8m3 (1.7 tonnes)	$314.00	$334.55	$33.45	$368.00
Compactor trucks 8-12m3 (4.25 tonnes)	$786.00	$838.18	$83.82	$922.00
Compactor trucks 12-18m3 (4.34 tonnes)	$803.00	$856.36	$85.64	$942.00
Compactor trucks 18-32m3 (10.6 tonnes)	$1,964.00	$2,090.91	$209.09	$2,300.00
Compactor trucks >32m3 (14.9tonnes)	$2,648.00	$2,939.09	$293.91	$3,233.00
Open trucks, gross weight <5 tonnes (0.9tonnes)	$56.00	$177.27	$17.73	$195.00
Open trucks, gross weight 5-12tonnes (1.8tonnes)	$335.00	$355.45	$35.55	$391.00
Open truck – 3 axles “6 wheeler” (3.0 tonnes)	$555.00	$590.91	$59.09	$650.00
Open truck – 4 axles “8 wheeler” (3.6 tonnes)	$667.00	$709.09	$70.91	$780.00
Open truck – 5 axles “Bogy Semi or 6 wheel pig trailer” (5.4 tonnes)	$999.00	$1,063.64	$106.36	$1,170.00
Open truck – 6 axles “Tri-axle Semi” (6.0 tonnes)	$1,109.00	$1,181.82	$118.18	$1,300.00
Open truck – 8 axles (7.8 tonnes)	$1,443.00	$1,545.45	$154.55	$1,700.00

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Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
When weighbridge is not in use for putrescible and non-putrescible solid waste *[continued]*				
Open truck – 9 axles “8 Wheeler plus trailer” (9.6 tonnes)	$667.00	$1,890.91	$189.09	$2,080.00
Open truck – 11 axles “Road Train” (12.0 tonnes)	$2,223.00	$2,363.64	$236.36	$2,600.00
Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste				
Contaminated Soil up to Class III, per Ton	$0.00	$200.00	$20.00	$220.00
Class III Contaminated Waste, per Ton	$0.00	$200.00	$20.00	$220.00
City of Cockburn Verge Generated Greenwaste (per Tonne)	$45.00	$44.55	$4.45	$49.00
Gas and Air Cylinders or Fire Extinguishers delivery (per bottle)	$44.00	$40.91	$4.09	$45.00
Biosecurity Waste Burial – Tonnage rate plus fee	$345.00	$333.64	$33.36	$367.00
Commercial mattress disposal fee (in addition to the standard entry fee)	$57.00	$53.64	$5.36	$59.00
Verge E-Waste delivered to HWRP (per tonne)	$34.00	$34.55	$3.45	$38.00
Boats (Wood/Fibreglass) per Ton	$0.00	$197.27	$19.73	$217.00
Boat Special Handling Charge (Depending on Boat Size, Range $150-750/ Boat)	i. up to 5m – Special Handling Fee - $150 ii. 5m to 10m – Special Handling Fee - $250 iii. 10m-15m – Special Handling Fee - $500 iv. Above 15 m – Special Handling Fee - $750 Min. Fee excl. GST: $150.00			
Timber Packaging (Fee dependent on the gate fees for Avertas and Rockingham WTE)	$195.00	$197.27	$19.73	$217.00
Resident mattress disposal fee (in addition to standard entry fee)	$53.00	$50.00	$5.00	$55.00
Tyres – Motorcycle, Passenger, 4*4 ” off rims (Max 4 per driver) cost per tyre	$9.00	$10.91	$1.09	$12.00
Tyres – Motorcycle, Passenger, 4*4 ” on rims (Max 4 per driver) cost per tyre	$22.00	$20.91	$2.09	$23.00
Wash-down Bay Facility	$34.00	$31.82	$3.18	$35.00
Special Handling Charge per hour Min Rate $55 per load	$216.00	$201.82	$20.18	$222.00
Burial Fee – commercial tonnage rate applies. Min Rate $100 for Commercial.	$269.10	$250.00	$25.00	$275.00
Burial-Emergency outside business hrs. plus tonnage rate	$538.20	$499.09	$49.91	$549.00
City of Cockburn Generated Garden Waste Bin (per Tonne)	$90.00	$86.36	$8.64	$95.00
Greenwaste (Fee dependent on the gate fees for Avertas and Rockingham WTE)	$195.00	$197.27	$19.73	$217.00
Non Compliance/Special Handling Fee Maximum (in addition to tonnage rate)	$1,077.00	$1,003.64	$100.36	$1,104.00
Load Weighing for Information Only	$22.00	$20.91	$2.09	$23.00

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)

Discount Gate Rate for Large Waste MSW, C&I, or C&D Deliveries (Include Waste Levy and GST)

Parks Services

Developer / Residential Street Tree Damage	Where the developer or resident causes damage to a street tree through unlawful pruning or vandalism. Min. Fee 980.00 ex GST(cost of one replacement tree including establishment watering) Plus cost of pruning or removal and grinding Plus loss of tree value (Helliwell valueation) Basis of charge: Assessed loss of Helliwell value of the tree + (if required when tree is removed, not pruned) Tree removal and stump grinding as per the City's Tree Services contract rates. + Tree replacement and establishment costs as per the City's current tree planting and watering contractor rates. Min. Fee excl. GST: $980.00

Where the developer or resident causes damage to a street tree through unlawful pruning or vandalism.
Basis of charge:
Assessed loss of Helliwell value of the tree + (If required)
Tree removal and stump grinding as per the City's Tree Services contract rates. +
Tree replacement and establishment costs as per the City's current tree planting and watering contractor rates.

Standard City of Cockburn Memorial Plaque	$0.00	$454.55	$45.45	$500.00

Utility / Service Provider Street Tree Damage	Where the utility or service provider causes damage to a street tree as a result of service works to the verge. Min. Fee 980.00 ex GST(cost of one replacement tree including establishment watering) Plus cost of pruning or removal and grinding Plus loss of tree value (Helliwell valueation) Basis of charge: Assessed loss of Helliwell value of the tree + (if required when tree is removed, not pruned) Tree removal and stump grinding as per the City's Tree Services contract rates. + Tree replacement and establishment costs as per the City's current tree planting and watering contractor rates. Min. Fee excl. GST: $980.00

Where the utility or service provider causes damage to a street tree as a result of service works to the verge.
Basis of charge:
Assessed loss of Helliwell value of the tree + (If required).
Tree removal and stump grinding as per the City's Tree Services contract rates. +
Tree replacement and establishment costs as per the City's current tree planting and watering contractor rates.

Development Street Tree Planting Contribution	Fee of $980 + GST for the planting of one tree per lot as required for a new development or subdivision. Min Fee excl GST $980 Where a developer is required to contribute to the provision of 1 x 45lt, new street trees per lot; as per the Subdivision and Development - Street trees - LPP5.18 - Policy Basis of charge: Tree planting and establishment costs as per the City's current tree planting and watering contractor rates. Min. Fee excl. GST: $980.00

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Parks Services [continued]

Name	Year 25/26	Year 26/27		
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)
Removal of existing street tree		Where a property development plan propose removal of one or more existing verge trees Min. Fee 980.00 ex GST(cost of one replacement tree including establishment watering) Plus cost of pruning or removal and grinding Plus loss of tree value (Helliwell valueation) Basis of charge: Assessed loss of Helliwell value of the tree + (if required when tree is removed, not pruned) Tree removal and stump grinding as per the City's Tree Services contract rates. + Tree replacement and establishment costs as per the City's current tree planting and watering contractor rates. Min. Fee excl. GST: $980.00		

Where a property development plan propose removal of one or more existing verge trees.
Basis of charge;
Assessed Helliwell value of the tree +.
Tree removal and stump grinding as per the City’s Tree Services contract rates. +
Tree replacement and establishment costs as per the City’s current tree planting and watering contractor rates.

Min. Fee 980.00 for removal and replacement of tree +
the loss of tree value, based on the Helliwell value.

Where a property development plan propose removal of one or more existing verge trees.
Basis of charge;
Assessed Helliwell value of the tree +
Tree removal and stump grinding as per the City’s Tree Services contract rates. +
Tree replacement and establishment costs as per the City’s current tree planting and watering contractor rates.

Min. Fee 980.00 for removal and replacement of tree +
the loss of tree value, based on the Helliwell value.

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FDC Service Educator Levy	[Cockburn Family Day Care]	25
FDC Service Parent Fee	[Cockburn Family Day Care]	25
FDC Service Parent Fee/ Child Enrolment.	[Cockburn Family Day Care]	25
FIFO Active, Conditions Apply	[Membership General]	21
Fire Break Inspection Fee for repeat offenders: 2nd visit	[Fire Prevention]	14
Flexi Active	[Membership General]	21
Flexi Aquatic	[Membership General]	21
Float Dock Jet Ski	[Port Coogee Marina-fee schedule effective from 1st September]	25
FOI Application Fee	[Freedom of Information (FOI) Fees]	4
Food Premises Notification Fee	[Application fee construction and establishment of food premises (includes a one off notification fee)]	10
Food stall per event day	[Environmental Health Management]	8
Food Vehicles (per annum per vehicle/food van)	[Environmental Health Management]	8
For each additional aquatic facility requiring to be sampled separately per annum	[Annual Registration of Aquatic Facility – fees for sampling and inspections]	11
Forfeit fees	[Team Sports]	23
Foundation Stage 1	[Membership Foundation]	21
Foundation Stage 2	[Membership Foundation]	21
Foundation Stage 3	[Membership Foundation]	21
Foyer/Exhibition Space – Fee per day	[Cockburn Youth Centre]	27
Foyer/Exhibition Space – Fee per week	[Cockburn Youth Centre]	27
Full court – commercial	[Sports Hall]	20
Full court – community	[Sports Hall]	20
Full Day Reserve Hire (Over 5hrs)	[School/Junior Program Rates (18 and under)]	18
Function Supervisor – After Hours	[Facility/Room Hire]	19
Further advance deposit which may be required on agency under Section 18(40) of the Act, expressed as a percentage of the estimated charges will be payable in excess of the application fee	[Freedom of Information (FOI) Fees]	4
G		
Gas and Air Cylinders or Fire Extinguishers delivery (per bottle)	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Glass of wine	[Seniors Centre]	28
Graffiti Removal - Private Property (Annual Cummulative)	[Infrastructure Assets]	29
Graffiti Removal - Private Property (Per Event)	[Infrastructure Assets]	29
Grass Fees	[Juniors Fees (per player) - 6 months]	18
Grass Fees (Match)	[Seniors Fees (per player) - 6 months]	18
Grass Fees (Training and Match)	[Seniors Fees (per player) - 6 months]	18
Grass Fees (Training)	[Seniors Fees (per player) - 6 months]	18

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Fee Name	Parent Name	Page
G [continued]		
Greenwaste (Fee dependent on the gate fees for Avertas and Rockingham WTE)	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Group Discount / Corporate 5 or more members	[Service Fees – Discounts, to apply to Memberships, Single Aquatic Entry Only]	24
Group Fitness Casual Entry	[Service Fees – Memberships]	21
Group Fitness Instructor	[Service Fees – Room Hire]	19
Group Fitness Studio – commercial	[Level 1 (Per Hour)]	19
Group Fitness Studio – community	[Level 1 (Per Hour)]	19
Group Outings Full Day	[Private services and Brokered Services]	26
Group Outings Full Day (Max fee per day)	[Commonwealth Home Support Program]	25
H		
Half court – commercial	[Sports Hall]	20
Half court – community	[Sports Hall]	20
Half Day Reserve Hire	[School/Junior Program Rates (18 and under)]	18
Half yearly license	[Recreation Traders Licence]	19
Hard Court Fees (Match)	[Seniors Fees (per player) - 6 months]	18
Hard Court Fees (Training and Match)	[Seniors Fees (per player) - 6 months]	18
Hard Court Fees (Training)	[Seniors Fees (per player) - 6 months]	18
Hawkers License (Per day)	[Non-food Hawker and Stallholders and Traders Licences]	14
Hazard Reduction Burning Prescription Planning (Private Property) per hour	[Fire Prevention]	14
Hazard Reduction Burning Prescription Planning (State Government) per hour	[Fire Prevention]	14
Hiace 10 Seater Plus Wheelchair access Seniors Bus – Bond	[Seniors Bus Hire]	29
Hiace 10 Seater Plus Wheelchair access Seniors Bus – full day hire	[Seniors Bus Hire]	29
Hiace 10 Seater Plus Wheelchair access Seniors Bus – half day hire (6 hrs or less)	[Seniors Bus Hire]	29
Hive (Activity or Crèche room) after hours (fee includes staff person to close centre)	[Cockburn Youth Centre]	27
Hive (Activity or Crèche room) during centre open hours	[Cockburn Youth Centre]	27
Hive (Activity/Crèche) BOND	[Cockburn Youth Centre]	27
Holding fee (per day)	[Impounding Vehicles]	14
Home Business – Initial fee	[Statutory Planning]	11
Home Business – Renewal fee	[Statutory Planning]	11
Hourly fee for individual services (to max) Public Holiday and out of business hours HCP	[Home Care Packages]	26
Hourly fee for individual services (to max) Saturday business hours HCP	[Home Care Packages]	26
Hourly fee for individual services (to max) Sunday business hours HCP	[Home Care Packages]	26
Hourly fee for individual services (to max) Weekday business hours (non HCP)	[Private services and Brokered Services]	26
Hourly fee for individual services (to max) Weekday business hours HCP	[Home Care Packages]	26
Hourly rate (> 2 hours per officer) - Inspections, Monitoring or Reporting on request	[Other Inspections, monitoring or reporting by EHO's on request (subject to approval by Manager PH & BS)]	10
Hourly rate > 2 hours (Historical File Search)	[Completion of a Historical File Search for Contaminated Sites Survey; Property Search or similar]	10
HSFSafInt – Food Safe Package Discount	[Safe Food Handler Training Sessions]	10
I		
If the approval to be renewed has expired, the following additional fee amount by way of penalty applies	[Statutory Planning]	11
If the change of use or the alteration or extension or change of non conforming use has commenced, the following additional fee amount by way of penalty applies	[Statutory Planning]	11
If the development has commenced or been carried out, an additional amount by way of penalty is charged	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
If the development has commenced or been carried out, the following additional fee amount by way of penalty applies.	[Statutory Planning]	11

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Fee Name	Parent Name	Page
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If the home business has commenced, the following additional fee amount by way of penalty applies.	[Statutory Planning]	11
Impounded after the hours of 7pm – 7am	[Impounding Cats]	13
Impounded after the hours of 7pm – 7am	[Impounding Livestock, Other Animals & Signs]	13
Impounded Trolley	[Impounding Vehicles]	14
Impounding Signs	[Impounding Livestock, Other Animals & Signs]	13
In service Transport	[Home Care Packages]	26
In-Service Transport 15km – 25km	[Commonwealth Home Support Program]	25
In-Service Transport over 25km	[Commonwealth Home Support Program]	25
Incursions: Full-Day (6 hours)	[School Sports]	24
Incursions: Half-Day (3 hours)	[School Sports]	24
Indoor Play Centre Facility Hire Fee - Group sessions (1 hour)	[New Services]	22
Indoor Play Centre Facility Hire Fee - Group sessions (2 hours)	[New Services]	22
Inert Waste Per Tonne	[Inert Waste (Off Liner)]	31
Infringement Withdrawal (Private Property Parking Agreement Only)	[Parking Options]	14
Installation – One sign	[Property Services]	4
Installation – Two signs	[Property Services]	4
Instructor	[Service Fees – Aquatic Hire]	20
Issuing a permit to use an apparatus	[Onsite Waste Water Disposal]	9
J		
Joining fee Adult Active	[Membership General]	21
Joining fee Aquatic	[Membership General]	21
Junior Weekly Team Fees (all sports)	[Team Sports]	23
K		
Kennel Application Fee	[Keeping of Animals]	9
KGA early or late drop-off/pickup option (per hour)	[Children Programming]	23
Kids Get Active Holiday program - per child, half day	[Children Programming]	23
Kids Gymnastics per session - Casual	[New Services]	22
Kids Gymnastics per session - Term	[New Services]	22
Kids Holiday program – per child, per session	[Children Programming]	23
Kitchen - BOND	[Cockburn Youth Centre]	27
Kitchen both during and after hours (not only room hired - after hours)	[Cockburn Youth Centre]	27
L		
Land Administration and Related Legal Agreements Administration Fee	[Property Services]	4
Lane Hire (indoor) – commercial	[Aquatic Lane Hire]	20
Lane Hire (indoor) – community	[Aquatic Lane Hire]	20
Lane Hire (outdoor) – commercial	[Aquatic Lane Hire]	20
Lane Hire (outdoor) – community	[Aquatic Lane Hire]	20
Lane Hire (outdoor) 25m – commercial	[Aquatic Lane Hire]	20
Lane Hire (outdoor) 25m – community	[Aquatic Lane Hire]	20
Large Room – Not For Profit 50% Surcharge Rate	[Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)]	17
Large Room – Not for Profit Rate p/h	[Hall Hire Charges]	17
Large Room – Standard 50% Surcharge Rate	[Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)]	17
Large Room – Standard Rate p/h	[Hall Hire Charges]	17
Learn to swim pool – commercial	[Aquatic Lane Hire]	20
Learn to swim pool – community	[Aquatic Lane Hire]	20
Leased Buildings Abloy Keys	[Property Services]	4
Leased Buildings Additional Swipes	[Property Services]	4
Leased Buildings Replacement/Lost Keys	[Property Services]	4
Legal Fees	[Rates & Revenue Services]	5
Leisure Pool Party (up to 15 kids)	[Birthday Parties]	22
Lemon, Lime Bitters	[Seniors Centre]	28
Library Bags	[Library Services]	15
Licence Agreement for the management of illuminated street signs (per sign), per annum	[Property Services]	4

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Fee Name	Parent Name	Page
L [continued]		
Licence Agreement for the management of Static Electronic Display illuminated Street signs (per sign) per annum	[Property Services]	4
Licence Fee – Initial & Renewal (non-food operators)	[Non-food Hawker and Stallholders and Traders Licences]	14
Licence/Renewal	[Caravan Parks (Sch 3)]	8
Lifeguard	[Service Fees – Aquatic Hire]	20
Lifestyle Active	[Membership General]	21
Lifestyle Aquatic	[Membership General]	21
Livestock - Impounding	[Impounding Livestock, Other Animals & Signs]	13
Load Weighing for Information Only	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Local Development Plan	[Local Development Plans]	12
Local Government approval of battery powered smoke alarms – Building Regulation 61 (3) (b)	[BCITF Levy, Other Charges & Administration Fees]	6
Local government report fee	[Onsite Waste Water Disposal]	9
Locker Hire (Casual)	[Service Fees – Aquatic Hire]	20
Lodging House Annual registration	[Lodging Houses]	9
Lodging House Initial application	[Lodging Houses]	9
Long stay sites	[Caravan Parks (Sch 3)]	8
Lost and damaged items	[Library Services]	15
Lost card fee / Wrist band	[Service Fees – Memberships]	20
Lost/Damaged Cat Trap	[Animal Control]	13
Lounge (Commercial)	[Seniors Centre]	28
Lounge (Community Group)	[Seniors Centre]	28
M		
Main Hall - Not for Profit	[Main Hall and Round Room, hourly hire]	17
Main Hall - Standard	[Main Hall and Round Room, hourly hire]	17
Main Hall – after hours (fee includes staff person to close centre)	[Cockburn Youth Centre]	27
Main Hall – BOND	[Cockburn Youth Centre]	27
Main Hall – During centre open hours	[Cockburn Youth Centre]	27
Main Hall (Community rate)	[Community/Amateur]	16
Main Hall (Professional rate)	[Professional Hire]	16
Main Hall Community Rate - Daily - up to 12 hours	[Memorial Hall]	16
Main Hall Professional Rate - Daily - up to 12 hours	[Memorial Hall]	16
Main meal only (to maximum)	[Seniors Centre]	28
Major Health Promotion Programs	[Environmental Health Management]	8
Manufacture cost for one sign	[Property Services]	4
Meals - Group Social Support CHSP	[Commonwealth Home Support Program]	26
Meals 2 Courses	[Seniors Centre]	28
Meals 3 Courses Special Events (to maximum)	[Seniors Centre]	28
Medium Room – Not for Profit 50% Surcharge Rate	[Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)]	17
Medium Room – Not for Profit Rate p/h	[Hall Hire Charges]	17
Medium Room – Standard 50% Surcharge Rate	[Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)]	17
Medium Room – Standard Rate p/h	[Hall Hire Charges]	17
Meeting room – commercial	[Level 1 (Per Hour)]	19
Meeting room – community	[Level 1 (Per Hour)]	19
Member Fitness challenge per week	[New Services]	22
Membership (Annually)	[Seniors Centre]	28
Membership administration fee	[Service Fees – Memberships]	20
Memorandum of Consent Order / Notice of Discontinuance	[Rates & Revenue Services]	5
Min. charge (Historical File Search)	[Completion of a Historical File Search for Contaminated Sites Survey; Property Search or similar]	10
Min. charge (up to 2 hours per officer) – Inspection or Reporting, Monitoring on Request	[Other Inspections, monitoring or reporting by EHO's on request (subject to approval by Manager PH & BS)]	10
Minimum Clean Fill Load	[Clean Fill]	31
Minimum Expedited Assessment Fee (or 25% of normal fee whichever is the greater)	[Expedited Approval/Service Fee]	10
Minimum Inert Waste Load	[Inert Waste (Off Liner)]	31
Minimum Putrescible Load	[Putrescible solid waste]	31
Minor Health Promotion Programs	[Environmental Health Management]	8
Modification of Occupancy Permit for additional use of building on temporary basis under s48 of Building Act	[Building Services Levy Exemptions]	7
Modification to Local Development Plan	[Local Development Plans]	12

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Fee Name	Parent Name	Page
M [continued]		
Monthly charge for weekend and public holidays only (food operators)	[Food Hawkers, Stallholders and Traders Licences]	9
Monthly License Fee (3 sessions per week)	[Recreation Traders Licence]	19
Mooring Line and Maintenance Fee	[Miscellaneous - fee schedule effective from 1st September]	24
More than 100 lots	[Built Strata Fees]	12
More than 195 lots	[Subdivision clearances]	12
More than 5 lots but not more than 100 lots	[Built Strata Fees]	12
More than 5 lots but not more than 195 lots	[Subdivision clearances]	12
Movie Meal Deal	[Seniors Centre]	29
MSW 240L MGB 6mth Hire	[Waste Collection Services]	30
Multiple Dog Application	[Animal Control]	13
Music Room - 5 hour block for young band (aged 10-24)	[Cockburn Youth Centre]	27
Music Room - 5 hour block rate (for bands & group rehearsal only)	[Cockburn Youth Centre]	27
Music Room - After hours (including staff component)	[Cockburn Youth Centre]	27
Music Room - BOND	[Cockburn Youth Centre]	27
Music Room- Per hour rate	[Cockburn Youth Centre]	27
N		
Naval Base Lease Changeover Application Fee	[Naval Base Holiday Park]	5
New Food Premises – High, Medium Risk	[Application fee construction and establishment of food premises (includes a one off notification fee)]	10
New Food Premises – Low Risk	[Application fee construction and establishment of food premises (includes a one off notification fee)]	10
New Swimming Pool Inspection Fees	[Private Swimming Pool Inspection]	8
Noise Monitoring Fee: Hourly rate for >2 hours	[Noise]	11
Noise Monitoring Fee: Minimum Charge 2 hours	[Noise]	11
Non Compliance/Special Handling Fee Maximum (in addition to tonnage rate)	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Non Residential Burial Fee – 1 Cubic Metre Charge plus per sheet rate	[Environmentally Sensitive (i.e. asbestos) 1 cu.m.]	31
Non-Cockburn Resident – Per car boot not exceeding 1.0 cu.m.	[Gate Entry Fees]	30
Non-Cockburn Resident – per Trailer exceeding 4.0 cu.m	[Gate Entry Fees]	31
Non-Cockburn Resident – Per trailer, 1.0 cu.m.-2.5 cu.m.	[Gate Entry Fees]	31
Non-Cockburn Resident – Per trailer, 2.5 cu.m-4.0 cu.m.	[Gate Entry Fees]	31
Non-Cockburn Resident – Per van, utility or trailer not exceeding 1.0 cu.m.	[Gate Entry Fees]	30
Non-returned Physical Key at end of hire arrangement	[Hall Hire Charges]	17
O		
Occupancy Permit – Authorised Works s47,49 or 52 of the Building Act	[Building Services Levy – Authorised Works]	7
Occupancy Permit or Building Approval Certificate for unauthorised building works under s51 of the Building Act	[Building Services Levy – Authorised Works]	7
Occupancy Permit Under s46 of the Building Act	[Building Services Levy Exemptions]	7
Online Active	[Membership General]	21
Open truck – 11 axles “Road Train” (12.0 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	32
Open truck – 3 axles “6 wheeler” (3.0 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Open truck – 4 axles “8 wheeler” (3.6 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Open truck – 5 axles “Bogy Semi or 6 wheel pig trailer” (5.4 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Open truck – 6 axles “Tri-axle Semi” (6.0 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Open truck – 8 axles (7.8 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Open truck – 9 axles “8 Wheeler plus trailer” (9.6 tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	32

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Open trucks, gross weight <5 tonnes (0.9tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Open trucks, gross weight 5-12tonnes (1.8tonnes)	[When weighbridge is not in use for putrescible and non-putrescible solid waste]	31
Other (per page)	[Reports]	14
Other Health Applications, hourly rate (minimum 1 hour charge)	[Expedited Approval/Service Fee]	10
Outdoor meeting room – commercial	[Service Fees – Aquatic Hire]	20
Outdoor meeting room – community	[Service Fees – Aquatic Hire]	20
Outdoor Sports Comps Game Fee Juniors	[New Services]	22
Outdoor Sports Comps Game Fee Seniors	[New Services]	22
Outing (Cost recovery to daily maximum)	[Seniors Centre]	28
Outrage daily maximum cost recovery fee	[Team Vacation Program]	26
Over 1 month	[Bond Deposit (Refundable)-fee schedule effective from 1st September]	24
Overflow site (per site)	[Caravan Parks (Sch 3)]	8
Overtime surcharge (for outside of the City)	[Safe Food Handler Training Sessions]	11
P		
Packet of Biscuits	[Seniors Centre]	28
Parent Child Enrolment Annual Update Fee	[Cockburn Family Day Care]	25
Park Naming Application Fee (plus Advertising Cost)	[Property Services]	4
Payment Plan Administration Fee	[Naval Base Holiday Park]	5
Pen Fee 2 Years Upfront Payment Discount	[Port Coogee Marina-fee schedule effective from 1st September]	25
Pen Fee Base Rate*	[Port Coogee Marina-fee schedule effective from 1st September]	25
Pen Fee Square Meter Rate*	[Port Coogee Marina-fee schedule effective from 1st September]	25
Penalty Interest for overdue payments	[Naval Base Holiday Park]	5
Pension Cardholders – Owners Request	[Euthanasia]	13
Per car boot not exceeding 1.0 cu.m. (Residents Only)	[Gate Entry Fees]	30
Per car, utility or trailer not exceeding 1.0 cu.m.	[Gate Entry Fees]	30
Per child (2 hours)	[Crèche]	22
Per child (3 hours)	[Crèche]	22
Per copy	[Freedom of Information (FOI) Fees]	4
Per hour, or pro-rata for a part of an hour of staff time	[Freedom of Information (FOI) Fees]	4
Per Tonne (Maximum 100 tonne per day)	[Clean Fill]	31
Per Tonne C&D (Fee dependent on the gate fees for Avertas and Rockingham WTE)	[Putrescible solid waste]	31
Per Tonne C&I (Fee dependent on the gate fees for Avertas and Rockingham WTE)	[Putrescible solid waste]	31
Per Tonne MSW (Fee dependent on the gate fees for Avertas and Rockingham WTE)	[Putrescible solid waste]	31
Per trailer exceeding 2.5 cu.m. (Residents Only)	[Gate Entry Fees]	30
Per trailer, 1.0 cu.m.-2.5 cu.m. (Residents Only)	[Gate Entry Fees]	30
Personal Care (per hour)	[Commonwealth Home Support Program]	26
Personal Training 60 Minute 1-2-1	[New Services]	21
Personal Training 60 Minute 2-2-1 (per person)	[New Services]	21
Physio Entry	[New Services]	22
Pickleball Casual Booking	[Sports Hall]	20
Pilates Reformer 1 class pw (unlimited virtual)	[Membership Add Ons]	22
Pilates Reformer 2 class pw (unlimited virtual)	[Membership Add Ons]	22
Pilates Reformer 3 class pw (unlimited virtual)	[Membership Add Ons]	22
Plan copies per Building Permit – Commercial/ Industrial, for 2 or more permit	[Copy of Building Documents]	8
Plan copies per Building Permit – Commercial/ Industrial, for one permit	[Copy of Building Documents]	8
Plan copies per Building Permit – Residential	[Copy of Building Documents]	8
Plan copies per Property – Residential, for 3 or more properties	[Copy of Building Documents]	8
Planning enquiries-Reply to Property Settlement Questionnaire [2]	[Local Development Plans]	12
Play Active - Casual Visit	[Children Programming]	23
Play Active - Term Program (per session)	[Children Programming]	23
Play Centre Per child (per session)	[Indoor Play Centre]	22
Pod (Computer/Training Room) after hours	[Cockburn Youth Centre]	27
Pod (Computer/Training Room) BOND	[Cockburn Youth Centre]	27
Pod (Computer/Training Room) during centre open hours	[Cockburn Youth Centre]	27
Pool General - Under 3 years	[Pool General]	23

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Pool inflatable hire (hire cost only, excludes staff costs)	[Service Fees – Aquatic Hire]	20
Post booking litter collection fee	[Other]	19
Primary Classification – High Risk	[Annual Risk Assessment/Inspection Fee]	10
Primary Classification – Low Risk	[Annual Risk Assessment/Inspection Fee]	10
Primary Classification – Medium Risk	[Annual Risk Assessment/Inspection Fee]	10
Private Property Parking Agreement (Application)	[Parking Options]	14
Private Property Parking Sign	[Parking Options]	14
Private Swimming Pool Periodic Inspection (Note: annual fee of $56.03 [rates notice] x 4 years = total of $224.12 per inspection)	[Private Swimming Pool Inspection]	8
Proactive Parking Patrolling (For profit private events, per hour, per officer)	[Impounding Vehicles]	13
Promo 29 Seater Seniors Bus – Bond	[Seniors Bus Hire]	29
Promo 29 Seater Seniors Bus – Full day hire	[Seniors Bus Hire]	29
Promo 44 Seater Seniors Bus – Half day hire (6 hrs or less)	[Seniors Bus Hire]	29
Public Buildings – Hourly rate	[Application for approval to construct, extend or alter a public building]	11
Public Buildings – Maximum	[Application for approval to construct, extend or alter a public building]	11
Public Buildings – Minimum	[Application for approval to construct, extend or alter a public building]	11
Public Buildings – Minimum (non-community and charitable)	[Application for approval to construct, extend or alter a public building]	11
Pups – Owners Request	[Euthanasia]	13
Pups – Voluntary Surrender	[Euthanasia]	13
Purchase a set of 240 Litre bins "one off" charge	[Waste Collection Services]	30
Purchase a set of 660 Litre bins "one off" Charge	[Commercial Users Bin Hire Rates]	30
Purchase of shared 240 Litre Bin Allocation (Strata or Grouped Housing Developments)	[Waste Collection Services]	30
R		
Ranger, hourly rate chargeable after the first fifteen minutes	[Impounding Livestock, Other Animals & Signs]	13
Rate Account Search	[Rates & Revenue Services]	5
Rate Notice Hard Copy Reprint per notice up to max $100 per property (prior years); No Fee Payable for Email Copy	[Rates & Revenue Services]	5
Rates Settlement Statement Reprint per Hard Copy (No Fee Payable for Email Copy)	[Rates & Revenue Services]	5
Recovery 1 Casual	[Membership General]	21
Recovery 2 Casual	[Membership General]	21
Recovery 3 Casual	[Membership General]	21
Recovery pools	[Aquatic Lane Hire]	20
Recycle Bin Hire for Events – Cost per Bin	[Events Application]	19
Recycling 240L MGB 6mth Hire	[Waste Collection Services]	30
Referees, umpires etc.	[Service Fees – Sports]	20
Reformer Add On - Unlimited	[New Services]	22
Reformer Casual 10 Pack (No Discount. Convenience)	[New Services]	22
Reformer Casual 5 Pack (No Discount. Convenience)	[New Services]	22
Reformer Casual Pass	[New Services]	22
Reformer Pilates Studio Hire per hour	[New Services]	22
Refurbished Food Premises – Major	[Application Fee – Amended or Refurbished Food Premises]	10
Refurbished Food Premises – Minor	[Application Fee – Amended or Refurbished Food Premises]	10
Registered Cat Impounded	[Impounding Cats]	13
Registered Dog Impounded	[Impounding Dogs]	13
Registered Dog Impounded after the hours of 6pm – 7am	[Impounding Dogs]	13
Registration of miniature horse and miniature pig (one-off application)	[Keeping of Animals]	9
Regular Hire Storage Large (p/month)	[Hall Hire Charges]	17
Regular Hire Storage Medium (p/month)	[Hall Hire Charges]	17
Regular Hire Storage Small (p/month)	[Hall Hire Charges]	17
Regular hirer	[Security Call Out Fee]	17
Rehab Membership Upfront	[Membership General]	21
Removal of existing street tree	[Parks Services]	34
Renewal after expiry	[Caravan Parks (Sch 3)]	8
Renewal and Modifications to Development Approvals	[Statutory Planning]	11

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Fee Name	Parent Name	Page
R [continued]		
Rent for Hairdresser/Natropath/Massage (daily)	[Seniors Centre]	28
Rent for Hairdresser/Natropath/Massage (half daily)	[Seniors Centre]	28
Replacement Access Card (single)	[Hall Hire Charges]	17
Replacement Physical Key (single)	[Hall Hire Charges]	17
Replacement plastic readers' ticket	[Library Services]	15
Request for professional advice from Engineering Services initial inspection and report (2 hours minimum charge)	[Request for Building Surveyor Advice or Services]	7
Request for professional advice from Engineering Services inspection or report (hourly rate where over 2 hours)	[Request for Building Surveyor Advice or Services]	7
Request for professional advice from the Health, Planning or Engineering Services – per hour	[Request for Building Surveyor Advice or Services]	7
Request to provide Certificate of Building Compliance	[Additional Council Services]	7
Request to provide Certificate of Building Compliance (2 hours minimum charge)	[Request for Building Surveyor Advice or Services]	7
Request to provide Certificate of Building Compliance (hourly rate where over 2 hours)	[Request for Building Surveyor Advice or Services]	7
Request to provide Certificate of Construction Compliance	[Additional Council Services]	7
Request to provide certificate of Design Compliance – Class 1 & 10 Buildings within/outside the City of Cockburn, based on construction cost	[Additional Council Services]	7
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – $1,000,001 and above	[Additional Council Services]	7
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – $150,001 to $500,000	[Additional Council Services]	7
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – $500,001 to – $1,000,000	[Additional Council Services]	7
Request to provide certificate of Design Compliance – Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost – up to $150,000 in value	[Additional Council Services]	7
Reserve Hire – Weddings	[Reserve Hire]	18
Reserve Power (if power required a call out fee of $50.00 is charged)	[School/Junior Program Rates (18 and under)]	18
Reserve Power Charge per day	[Reserve Hire]	18
Resident mattress disposal fee (in addition to standard entry fee)	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Residential Building Plan (Digital Plans for 1 Permit or License Approval)	[Copy of Building Documents]	8
Residential Building Plans (Copies of Digital Plans for 2 or more Permit or License Approvals)	[Copy of Building Documents]	8
Residential Burial Fee – 1 Trailer Pass plus per sheet rate	[Environmentally Sensitive (i.e. asbestos) 1 cu.m.]	31
Residential Parking Permit Replacement	[Parking Options]	14
Respite Care per hour	[Commonwealth Home Support Program]	26
Results Based Training programs - Various	[New 8-12 Wk Term Programs]	22
Retail shop sales	[Retail]	24
Reviewing CCTV Footage hourly rate	[Security]	14
Road Naming Application Fee (plus Advertising Cost)	[Property Services]	4
Rock up and Play (per session)	[Children Programming]	23
Round of Sandwiches (max)	[Seniors Centre]	28
Round Room - Not for Profit	[Main Hall and Round Room, hourly hire]	17
Round Room - Standard	[Main Hall and Round Room, hourly hire]	17
Round Room (Community rate)	[Community/Amateur]	16
Round Room (Professional rate)	[Professional Hire]	16
Round Room Community Rate - Daily - up to 12 hours	[Memorial Hall]	16
Round Room Professional Rate - Daily - up to 12 hours	[Memorial Hall]	16
Rubbish Collection Levy – Exempt Properties	[Waste Collection Services]	30

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Fee Name	Parent Name	Page
R [continued]		
Running club per session - Group Program fee - member	[New Services]	21
Running club per session - Group Program fee - non member	[New Services]	21
Rural Street Numbering Signs	[Growth and Sustainability]	14
RYDE Program	[Youth Programs]	27
S		
Safe Food Handler Training Sessions. Scheduled session per person (work in food premises in the City)	[Safe Food Handler Training Sessions]	10
Safety Initiative member discount	[New Services]	22
Scheduled session per person (do not work in food premises in the City)	[Safe Food Handler Training Sessions]	10
Scheme Text	[Reports]	14
School Entry	[Pool General]	23
Schools & Business Development Discount (off Community Rate)	[Service Fees – Discounts, to apply to Memberships, Single Aquatic Entry Only]	24
Search for traffic data, drawings and stormwater drainage information	[Road Design]	29
Search for traffic data, drawings and stormwater drainage information	[Infrastructure]	29
Section 40 Liquor Licencing Certificate	[Subdivision clearances]	12
Senior Weekly Team Fees (all sports)	[Team Sports]	23
Septic Tank Application Fee	[Onsite Waste Water Disposal]	9
Service Charge – 2nd 140lt MSW	[Waste Collection Services]	30
Service Charge – 2nd 240 Garden Waste Bin	[Waste Collection Services]	30
Service Charge – 2nd 240L MSW MGB	[Waste Collection Services]	30
Service Charge – 2nd 240L REC MGB	[Waste Collection Services]	30
Service Charge – Additional MSW Bin Service / Week	[Waste Collection Services]	30
Service Charge – Additional Recycle Bin Service / Week	[Waste Collection Services]	30
Service Charge – Litter bin service from non-City of Cockburn land	[Waste Collection Services]	30
Service Charge – One-off event hire MSW Bin	[Waste Collection Services]	30
Service Charge – One-off event hire Recycle Bin	[Waste Collection Services]	30
Service Charge in addition to the Waste Levy Charge – Bins removed from & returned to a unit within a development	[Waste Collection Services]	30
Service Charge in addition to Waste Levy Charge – Bins removed from & returned to an unmanaged bin store	[Waste Collection Services]	30
Service cost – upsize from existing 140 litre to a 240 litre general waste bin additional charge on the annual service charge	[Waste Collection Services]	30
Set up and Planning - Non-Face-to-Face Support Provision	[Group based activities in a centre]	26
Settlement enquiry – no inspection	[Food Premises Fees & Charges (Food Act 2008)]	10
Settlement enquiry – with inspection	[Food Premises Fees & Charges (Food Act 2008)]	10
Settlement Enquiry, S39 or S55 Certificate (No inspection required)	[Provision of Section 39 Certificate (Liquor Act), Section 55 Certificate (Gaming Act) or Written Report to Settlement Agent]	9
Settlement Enquiry, Section 39 or Section 55 Certificate (with Inspection)	[Inspection required (S39 or S55)]	9
Settlement Enquiry, Section 39 or Section 55 Certificate (without Inspection)	[Inspection required (S39 or S55)]	9
Setup/ pack down fee (per hour)	[Service Fees – Room Hire]	19
Shacks swipe card fee (replacement card)	[Property Services]	4
Short Stay Month Rate	[Port Coogee Marina-fee schedule effective from 1st September]	25
Short stay sites and sites in transit camps	[Caravan Parks (Sch 3)]	8
Short Stay Week Rate	[Port Coogee Marina-fee schedule effective from 1st September]	25
Single House Exemption (SHE) Letter application	[Statutory Planning]	11
Site Plans or Floor Plan only (Single Digital Plan)	[Copy of Building Documents]	8
SLD senior full membership	[New Services]	22
SLD Senior Squad Conditions apply	[South Lake Dolphins Access Membership]	21
Small Room - Not for Profit 50% Surcharge Rate	[Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)]	17
Small Room – Standard 50% Surcharge Rate	[Hall Hire – 50% Surcharge (5pm – Midnight Saturday/Day Prior to Public Holiday)]	17

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Fee Name	Parent Name	Page
S [continued]		
Small Room – Standard Rate p/h	[Hall Hire Charges]	17
Small Rooms – Not for Profit Rate p/h	[Hall Hire Charges]	17
Social Group-Access Community- Social and Recreational Activity Standard	[Group based activities in a centre]	26
Social Support per hour	[Commonwealth Home Support Program]	26
Soft drink (maximum)	[Seniors Centre]	28
Soil Class 2	[Environmentally Sensitive (i.e. asbestos) 1 cu.m.]	31
Soil Class 3	[Environmentally Sensitive (i.e. asbestos) 1 cu.m.]	31
Soup/Dessert	[Seniors Centre]	29
Spa, Sauna, Steam, Wellness pool	[Pool General]	23
Special Handling Charge per hour Min Rate $55 per load	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Spectator Entry	[Pool General]	23
Sport Schools - Coaching per session	[School Sports]	24
Sports ARCademy - Per Session	[Sports Hall]	20
Sports Clinics - Casual Visit	[Team Sports]	23
Sports Clinics Term Program (per session)	[Team Sports]	23
Sports Lighting Charge	[Reserve Hire]	18
SQUAD - Female Specific (per person per session)	[New 8-12 Wk Term Programs]	22
SQUAD - Weight Loss (per person per session)	[New 8-12 Wk Term Programs]	22
Squad Active (12 years and under) Conditions apply	[South Lake Dolphins Access Membership]	21
Stable Registration: Min. charge	[Keeping of Animals]	9
Stable Registration: Min. per stall	[Keeping of Animals]	9
Standard Amendment	[Scheme Amendments & Structure Plans (Excludes sign and advertising costs.)]	15
Standard City of Cockburn Memorial Plaque	[Parks Services]	33
Structure Plans	[Scheme Amendments & Structure Plans (Excludes sign and advertising costs.)]	15
Subdivision clearance - not more than 5 lots	[Subdivision clearances]	12
Success Community Rooms 1 and 2 – Not for profit rate (Hourly)	[Branch Libraries (Spearwood, Success, Coolbellup)]	16
Sundry Fuel Purchase	[Miscellaneous - fee schedule effective from 1st September]	25
Sustenance of cats (per day or part thereof)	[Impounding Cats]	13
Sustenance of dogs (per day or part thereof)	[Impounding Dogs]	13
Sustenance of Livestock (per day of part thereof)	[Impounding Livestock, Other Animals & Signs]	13
Swim school – Access and Inclusion – 15 minutes	[Swim School Membership]	21
Swim school – Access and Inclusion – 30 minutes	[Swim School Membership]	21
Swipe Card Contractor	[Miscellaneous - fee schedule effective from 1st September]	25
Swipe Card Pen Holder	[Miscellaneous - fee schedule effective from 1st September]	25
T		
Take a Break Suspension- Per week	[Swim School Membership]	21
Tea, coffee, milo	[Seniors Centre]	28
Teen Flexi	[Membership General]	21
Teen Lifestyle	[Membership General]	21
Temporary Licence – pro-rata amount of the fee payable for the period of time for which the licence is to be in force	[Caravan Parks (Sch 3)]	8
Timber Packaging (Fee dependent on the gate fees for Avertas and Rockingham WTE)	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
TMP assessment (The fee collection will only be activated after the information system is updated)	[Transport & Traffic]	29
Toilet Block Hire per day - Standard Rate	[Reserve Hire]	18
Toilet Block Hire per day – Not for Profit	[Reserve Hire]	18
Toilet Block Hire per hour - Standard Rate	[Reserve Hire]	18
Toilet Block Hire per hour – Not for Profit	[Reserve Hire]	18
Toilet/Changerooms – Full Day	[School/Junior Program Rates (18 and under)]	18
Toilet/Changerooms – Half Day	[School/Junior Program Rates (18 and under)]	18
Towing Fee	[Impounding Vehicles]	13
Training session on request (business not within the City) additional to per person fee	[Safe Food Handler Training Sessions]	11
Training session on request outside of business hours (within the City) additional to per person fee	[Safe Food Handler Training Sessions]	11
Transfer Fee 12m and under	[Port Coogee Marina]	24
Transfer Fee 16m and under including Catamarans	[Port Coogee Marina]	24
Transfer Fee 30m and under including Catamarans	[Port Coogee Marina]	24
Transfer of Licence	[Caravan Parks (Sch 3)]	8
Transport – Community Bus (per Day)	[Commonwealth Home Support Program]	25
Transport 31-60km per trip	[Commonwealth Home Support Program]	26

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Fee Name	Parent Name	Page
T [continued]		
Transport 61km or more per trip	[Commonwealth Home Support Program]	26
Travel Cost - Non-Labour Costs Modified/ Accessible Bus	[Group based activities in a centre]	26
Travel Costs - Activity Based Transport	[Group based activities in a centre]	26
Tyres – Motorcycle, Passenger, 4*4 ” off rims (Max 4 per driver) cost per tyre	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Tyres – Motorcycle, Passenger, 4*4 ” on rims (Max 4 per driver) cost per tyre	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
U		
Umpire room	[Sports Hall]	20
Uncertified Building Permits Application – Class 1 & 10 Buildings s. 16 (l)	[Building Permits]	5
Unregistered Cat Impounded	[Impounding Cats]	13
Unregistered Dog Impounded	[Impounding Dogs]	13
Unregistered Dog Impounded after the hours of 6pm-7am	[Impounding Dogs]	13
Up to 1 month	[Bond Deposit (Refundable)-fee schedule effective from 1st September]	24
USB Sticks for public access computers	[Library Services]	15
Utility / Service Provider Street Tree Damage	[Parks Services]	33
V		
VacSwim spectator entry	[VacSwim Entry]	23
VacSwim swimmer entry	[VacSwim Entry]	23
Vehicle Impound Administration Fee	[Impounding Vehicles]	13
Vehicle Impounding (Gross Vehicle Mass (GVM) exceeding 4,500 kg) or special item towage.	[Impounding Vehicles]	13
Vehicle Traffic Data Collection	[Transport & Traffic]	29
Verge E-Waste delivered to HWRP (per tonne)	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Verge Parking Agreement	[Parking Options]	14
Virtual Pilates Reformer only	[Membership Add Ons]	22
W		
Waitlist Bond	[Bond Deposit (Refundable)-fee schedule effective from 1st September]	24
Warm water pool – 1/3	[Aquatic Lane Hire]	20
Warm water pool – Full	[Aquatic Lane Hire]	20
Wash-down Bay Facility	[Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste]	32
Waste Bin Hire for Events – Cost per Bin (Not For Profit rate)	[Events Application]	19
Waste Bin Hire for Events – Cost per Bin (Standard Rate)	[Events Application]	19
Waste management service charge – industrial/ commercial/unimproved value properties	[Waste Collection Services]	30
Waste Truck Spotter - Hourly Charge	[Waste Collection Services]	30
Water Polo Hire (outdoor) 50m deep end – water polo only	[Aquatic Lane Hire]	20
Water Sampling – annual sampling fee	[Annual Registration of Aquatic Facility – fees for sampling and inspections]	11
Water Slide Party Exclusive (up to 15 kids)	[Birthday Parties]	22
Water Slide Party Non-Exclusive (up to 15 kids)	[Birthday Parties]	23
Waterbubs session	[Pool General]	23
Waterslide Entry (Adult & Child) per person	[Water Slides]	23
Waterslide hire (hire cost only, excludes staff costs)	[Service Fees – Aquatic Hire]	20
Weekly charge for weekend and public holidays only (food operators)	[Food Hawkers, Stallholders and Traders Licences]	9
Weekly maximum income tested fee	[Home Care Packages]	26
Wellness Program	[Membership Add Ons]	22
Whole Facility (Community rate)	[Community/Amateur]	16
Whole Facility (Professional rate)	[Professional Hire]	17
Written Planning Advice that a proposal complies with the R codes, TPS no. 3, and/or council policies, and does not require Planning approval	[Subdivision clearances]	12

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Fee Name	Parent Name	Page
W [continued]		
Written Planning Advice where the advice sought is less specific and warrants more detailed response. (Refer to WAPC Schedule of Fees part 2).	[Subdivision clearances]	12
Y		
Yearly License Fee	[Recreation Traders Licence]	19
Youth 12-13 (Stadium and Aquatic)	[New Membership]	22
Youth Active	[Membership General]	21
Youth memberships	[Membership General]	21
Youth Services 8 seater (Kia) – Bond	[Youth Bus Hire]	28
Youth Services 8 seater (Kia) – full day hire fee	[Youth Bus Hire]	28
Youth Services 8 seater (Kia) – half day hire fee	[Youth Bus Hire]	28
Z		
Zoning Certificates/Statements	[Subdivision clearances]	12
Zoning Certificates/Statements (Online)	[Subdivision clearances]	12
Other		
(a) <$50,000	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
(b) >$50,000-$500,000	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
(c) >$500,000-$2.5M	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
(d) >$2.5M-$5M	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
(e) >$5M-$21.5M	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
(f) More than $21.5M	[Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is:]	12
*Pen fee is calculated by adding the Pen Fee Base Rate plus the Pen Fee square metre rate (multiplying the width by the length of the Pen)	[Port Coogee Marina-fee schedule effective from 1st September]	25

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This information is available in alternative formats upon request.

Paper from responsible sources.

Public Questions and Submissions Received

Notice of Differential Rates – Objects and Reasons 2026-27



Process

In accordance with Section 6.36 of the *Local Government Act 1995*, the City of Cockburn advertised their intention to adopt rate increases in the dollar, and minimum payments for each rating category in the 2026-27 financial year.

The City's Draft Capital Works Budget for the 2026-27 financial year, was advertised for community comment alongside the Notice of Intention to Levy Differential Rates.

Between Wednesday 13 May 2026 and Friday 5 June 2026, the City invited participants to provide feedback in the following ways:

- Online survey
- Hardcopy survey (available at Main Administration, Spearwood, Coolbellup, and Success Libraries, and on request)
- In writing
- Phone call
- Email.

To raise awareness and encourage input, the City distributed the following communications about the project:

- Project page on the City's Comment on Cockburn website
- E-newsletter to all Comment on Cockburn 11,440 newsletter subscribers
- Notice and hardcopy surveys available at the City's Main Administration Building, and Spearwood, Coolbellup, and Success Libraries
- Promotional tile on the main City of Cockburn website
- Social media
- Presentation to local Residents Groups.

During the comment period, the email notifying subscribers of the submission period was opened by 5,594 people and the Facebook post was viewed by 13,394 people. The project page on the Comment on Cockburn website received 1,931 visits and 110 contributors provided comment via the online survey. Respondents were able to provide a submission related to either Differential Rates, the Draft Capital Works Budget or both. Of the 110 online contributors, 109 submissions were received regarding the proposed Differential Rates and 65 submissions were received pertaining to the Draft Capital Works Budget. 27 written submissions were received regarding Differential Rates; however, some of these submissions were duplicates received by the same people via various channels and have been collated as such in the table below. One person provided a written submission regarding the Draft Capital Works Budget 2026-27. Total submissions received were 132 for Differential Rates 2026-27 (plus one late submission which has been included below) and 66 for the Draft Capital Works Budget 2026-27.

Participant Submissions and City Responses

Responses are shown as received, and therefore some spelling and grammatical errors may exist. Some participants lodged multiple submissions in multiple ways and these have been grouped accordingly.

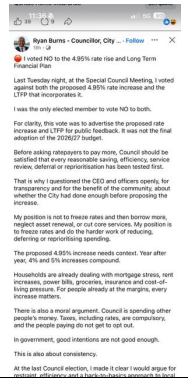
Respondents were advised on the Comment on Cockburn page that all submissions will be compiled, and the overall feedback themes will help inform the decision at the June 2026 Special Council Meeting. We do not send responses to individual submissions during this process, rather all submitters will be notified on the inclusion of the schedule of submissions in the Special Council Meeting Agenda.

The City received 133 submissions objecting to or querying the rate rise.

For the past five years, the City of Cockburn has continued to be one of Perth's lowest-rating Councils, consistently keeping annual rate rises below Perth's Consumer Price Index (CPI) inflation. In total, the City's rates have increased by only around 16.5 per cent over that period (2022-2026), while local costs (CPI) rose roughly 24 per cent. This approach helped keep rates affordable for residents, but it also created a gap between rising service delivery costs and the revenue from rates. Now the City needs to increase rates to ensure it has enough funding to continue providing the essential services that our community relies on.

Please provide your submission on the Differential Rates for 2026-27			
#	**Date**	**Submission**	**Officer Response**
1.	13/05/2026 Online submission	I would like to propose that the council first review its own expenses and make efforts to reduce them significantly before it looks to increase rates. From what I have personally observed, I have concerns around the councils procurement processes and cost control measures. For a specific example, in 2025 the council chose to spend over $549,000 Ex GST on a provider based in Melbourne when local based options that are used by neighbouring councils were available with one option that was actually based within the City of Cockburn for a price that was 18 times cheaper! (see Tender No. RFP/2024) I observe that this is a considerable price difference for the same service and in my opinion choosing to support a significantly more expensive eastern states provider over more affordable local founded businesses doesn't make sense. I believe the council should be supporting the local community and local businesses first and foremost, especially if they can deliver more cost effective services that save rate payors significant money. I have concerns this is a more wide spread cost blow out issue across the council procurement practices and I would like to recommend that the council make efforts to show it has tried to reduce its own costs first before asking rate payors to pay even more in rates. Thank you.	Feedback noted. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City is committed to delivering best practice in the procurement of goods, services and works in accordance with Council Policies and applicable statutory obligations. All procurement activities over $250,000 must comply with the *Local Government Act 1995 and* the *Local Government (Functions and General) Regulations 1996* in respect to all purchases, contracts and asset disposal decisions. The City is committed to maintaining the highest standards of ethical behaviour, accountability and probity, with tenders and tender exempt procurement undertaken in a fair, impartial and transparent manner supported by appropriate documentation and audit controls. Value for money underpins all procurement decisions and is assessed through a balanced evaluation of both cost and non-cost criteria, including quality, safety, fitness for purpose, timeliness, functionality, sustainability, and broader economic and community benefits. This ensures that the most advantageous and appropriate tender is selected, rather than solely the lowest priced submission.

			Risks associated with procurement activities are actively identified, assessed and managed throughout the procurement lifecycle, ensuring decisions are robust, defensible and aligned with the long-term interests of the City and the community.
2.	13/05/2026 Online submission	The proposed increase is excessive given it is above inflation and income from additional propeeties ahould actually be lowering required increases. There seems to be limited focus on reducing costs but instead asking for more handouts	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
3.	13/05/2026 Online submission	I oppose the proposed rate rise and do not support increases in expenditure above CPI. At a time when residents and businesses continue to face significant cost-of-living pressures, Council should be focusing on financial restraint, operational efficiency, and prioritisation of core services rather than expanding expenditure. Ratepayers are expected to manage within their means, and the same principle should apply to local government. Any increase in spending beyond CPI should only be considered where there is a clearly demonstrated necessity, strong community benefit, and evidence that all alternative cost-saving measures have been exhausted. Ongoing expenditure growth above inflation is not sustainable and places an unnecessary burden on the community.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

		Council should instead review discretionary spending, improve internal efficiencies, defer non-essential projects, and ensure existing resources are being used effectively before seeking additional revenue from ratepayers. I encourage Council to adopt a more financially disciplined approach and minimise any rate increase to align with CPI at most. The proposed 6.75% should not be adopted. *Second submission from same participant 13/05/2026 (written):* Ratepayers should not be expected to fund expenditure growth above CPI when Council should first be reducing discretionary spending, improving efficiencies, and prioritising essential services. I strongly oppose a 6.75% rate increase. *Third submission from same participant 13/05/2026 (written):* The City of Cockburn's proposed rate increase is materially higher than neighbouring local governments, which raises legitimate questions around affordability and budget discipline. In a period of sustained cost-of-living and interest rate pressures, a revised and more restrained approach to the FY26/27 budget should be considered. Recent examples highlight a more measured position across comparable councils, including City of Melville (revised to 4%), City of Kwinana (4.5%), and Town of East Fremantle (4.95%). Against this context, Cockburn's position appears inconsistent with prevailing regional benchmarks and community expectations. Given ongoing uncertainty in construction and service delivery costs, there is also a heightened risk of cost escalation and project overruns, reinforcing the need for a more conservative and disciplined budgeting approach rather than increased spend above CPI. *Fourth submission from same participant 22/05/2026 (written):* Good morning, Please see the attached example showing Councillors from other local governments publicly opposing their proposed 4.95% rate rise. Given the City of Cockburn's proposed increase is almost 2% higher again, I wanted to again express my concern regarding the level of the proposed rates increase and the impact this will have on residents already facing significant cost of living pressures. It is concerning that other councils are recognising the need to challenge and scrutinise increases at a lower level, while Cockburn residents are being asked to absorb a substantially higher rise.  Ryan Burns - Councillor, City ... · Follow I voted NO to the 4.95% rate rise and Long Term Financial Plan Last Tuesday night, at the Special Council Meeting, I voted against both the proposed 4.95% rate increase and the LTFP that incorporates it. I was the only elected member to vote NO to both. For clarity, this vote was to advertise the proposed rate increase and LTFP for public feedback. It was not the final adoption of the 2026/27 budget. Before asking ratepayers to pay more, Council should be satisfied that every reasonable saving, efficiency, service review, deferral or reprioritisation has been tested first. That is why I questioned the CEO and officers openly, for transparency and for the benefit of the community, about whether the City had done enough before proposing the increase. My position is not to freeze rates and then borrow more, neglect asset renewal, or cut core services. My position is to freeze rates and do the harder work of reducing, deferring or reprioritising spending. The proposed 4.95% increase needs context. Year after year, 4% and 5% increases compound. Households are already dealing with mortgage stress, rent increases, power bills, groceries, insurance and cost-of-living pressure. For people already at the margins, every increase matters. There is also a moral argument. Council is spending other people's money. Taxes, including rates, are compulsory, and the people paying do not get to opt out. In government, good intentions are not good enough. This is also about consistency. At the last Council election, I made it clear I would argue for restraint, efficiency and a back-to-basics approach to local	control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Council is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
4.	13/05/2026	I believe 6.75% is a huge increase in a 12 month period especially with rising interest rates and energy costs.	Feedback noted.

	Online submission		To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
5.	13/05/2026 Online submission	I personally think that increasing our rates is just running salt into wounds. We are already struggling with the increase in cost of living and are already making adjustments to reduce spending without it impacting on ensuring the food is kept on the table and a roof over our heads. We had already seen a $5 increase in rates and now you are wanting to increase it again. This is causing extreme stress and pressure on us who are already struggling and already on a hardship arrangement for our mortgage. Even paying in fort ightly repayments is a struggle, my partner is currently the sole income earner as I have had to resign from my work to look after my son. Everything is currently increasing and our paychecks aren't. Maybe there should be a pause on certain projects for example the painting of the mural on Beeliar drive. The markers you installed along Mayor road does not do anything, the second day after it was installed it had already been knocked down, it doesn't slow anyone down from coming around that bend. The resurfacing of the foot path crossing onto Atwell close was completely a waste of money. The path was perfectly fine, I use that crossing everyday and I see no difference or the need for it to have been resurfaced.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

		I would like to see the rates remain the same and a pause on unnecessary spending on projects that can wait till the economy is more stable. The money can be better spent to help rate payers.	The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
6.	13/05/2026 Online submission	No comment	Feedback noted.
7.	13/05/2026 Online submission	The changes being higher than CPI and average wage increases is an unfair burden on the ratepayer. Cost of living is a major issue at the moment and it seems out of touch for the council to impose this sort of increase on the ratepayers.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including

			instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
8.	13/05/2026 Online submission	Once again I see that a blanket approach is taken for increasing rates across the community regardless of improvements to suburbs in which we live. As a non user of council related large cost items within the Cockburn area, the increase in cost is disproportionate to the benefits. Much of this proposed budget could be postponed until improvements in the economy are realised rather then kicking people whilst they are on the floor and worried about survival. Not sure on your priorities in life as a council, however not consider the broader economics of the country and expected recession once again indicates you are very out of touch. Spend less, save more now and spend it when prices come down.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Council is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
9.	13/05/2026 Written submission	Thank you for providing the opportunity to share feedback on matters affecting Cockburn. I would like to express my strong opinion that this year's rates should not increase. The current inflation, which is causing significant hardship throughout the community, is largely a result of government and council mismanagement. I urge the council to reconsider its approach, ease the financial burden on the community, and refocus on core responsibilities. Traditionally, councils are expected to:	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

		collect rubbish, provide essential services, and ensure building compliance. If buildings are not up to code, this should be addressed as a SAT and is a state government issue. Other services should operate on a self-funded, not-for-profit basis, or be scaled accordingly. There are several activities that, in my view, councils should not be responsible for, including funding welcome to country ceremonies, adopting reconciliation positions or services, managing black spot projects (which are covered by state and federal taxes), implementing coastal erosion control measures in the ocean, and undertaking road projects—which fall under state government jurisdiction. Until current government-induced hardships are resolved, all council-sponsored events should also be paused. The Western Australian public is burdened with too many layers of government, and this must be addressed. Councils should focus strictly on waste collection, footpaths, and basic community services. The state government has shifted many of its responsibilities onto local councils, such as the need for Co Safe. If police were empowered to perform their duties and judges sentenced criminals appropriately, additional safety measures would be unnecessary. I am concerned that Port Coogee residents face inflated service costs due to inadequate schematics for the reticulation system. I request proof that an accurate schematic exists. Furthermore, I believe council negligence has impacted parking around Port Coogee Marina. Please confirm that the marina parking complies with Australian Standard AS 3962:2020 – Marina Design. Currently, I pay Cockburn Council $12.30 per day for their services, in addition to numerous state and federal taxes. Given this, I ask that the council and government seriously consider internal cost-cutting measures. I am not willing to pay further until it is demonstrated that the council is fulfilling its duties responsibly and without negligence toward its constituents. *Second submission from same participant 14/05/2026 (online):* Thank you for providing the opportunity to share feedback on matters affecting Cockburn. I would like to express my strong opinion that this year's rates should not increase. The current inflation, which is causing significant hardship throughout the community, is largely a result of government and council mismanagement. I urge the council to reconsider its approach, ease the financial burden on the community, and refocus on core responsibilities. Traditionally, councils are expected to: collect rubbish, provide essential services, and ensure building compliance. If buildings are not up to code, this should be addressed as a SAT and is a state government issue. Other services should operate on a self-funded, not-for-profit basis, or be scaled accordingly.	The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. At present, the parking at the Port Coogee Marina is compliant with parking requirements. The City is not yet at the development application stage for the Port Coogee Marina Expansion Stage Four Business Case. The Business Case for the expansion was reviewed by Council at the May 2026 Ordinary Council Meeting with a resolution requiring a further report be presented to Council before March 2027 to identify options and costings for additional car parking capacity through either purchasing free hold land or through parking embayment's within existing street reserves and parks. The City is unable to pre-empt the outcome of the parking component of a future development application prior to the further parking investigations being undertaken/ assessed and determined.

		There are several activities that, in my view, councils should not be responsible for, including funding welcome to country ceremonies, adopting reconciliation positions or services, managing black spot projects (which are covered by state and federal taxes), implementing coastal erosion control measures in the ocean, and undertaking road projects—which fall under state government jurisdiction. Until current government-induced hardships are resolved, all council-sponsored events should also be paused. The Western Australian public is burdened with too many layers of government, and this must be addressed. Councils should focus strictly on waste collection, footpaths, and basic community services. The state government has shifted many of its responsibilities onto local councils, such as the need for Co Safe. If police were empowered to perform their duties and judges sentenced criminals appropriately, additional safety measures would be unnecessary. I am concerned that Port Coogee residents face inflated service costs due to inadequate schematics for the reticulation system. I request proof that an accurate schematic exists. Furthermore, I believe council negligence has impacted parking around Port Coogee Marina. Please confirm that the marina parking complies with Australian Standard AS 3962:2020 – Marina Design. Currently, I pay Cockburn Council $12.30 per day for their services, in addition to numerous state and federal taxes. Given this, I ask that the council and government seriously consider internal cost-cutting measures. I am not willing to pay further until it is demonstrated that the council is fulfilling its duties responsibly and without negligence toward its constituents.	
10.	13/05/2026 Written submission	I believe I stand with everyone else, do not increase the rates. We're all struggling enough	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

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11.	14/05/2026 Online submission	Vacant land Should increase more for people who bough the land but never build a house. Residential Improved properties – an average yield increase of 6.75 per cent including the minimum payment" 6.75% increase is unreasonable as it is higher than inflation and it is much higher than everyone else of the annual salary increase.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
12.	15/05/2026 Online submission	With current cost of living challenges, and interest rates not slowing, an average on 6.75% would be another challenge for Aussie in the community.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

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13.	15/05/2026 Online submission	Na	Feedback noted.
14.	15/05/2026 Online submission	6.75% is too high a jump. Wage increases are only around 4% and just because my property value on paper may increase I do not have 6.75% realised increased earnings from my property. Its size has not increased or number of occupants either. In this cost of living crisis a 5% increase is warranted only to not outstep CPI, WPI or other inflation markers.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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15.	15/05/2026 Written submission	Notice to the Council, Attention CEO and Mayor Councillors and Rates staff Cease and desist as a 3rd Party Interloper accessing Landgate Records whom are also on NOTICE the illegal use of a Copyright NAME! To CEO and staff Rates increase and Forced acceptance revoked! 1. The Council has been previously notified as a Foreign Agency it is illegal for an ungazzetted Council Entity, to act as a third party forced charges on a noted Primary Residence Tax Exempt land! 2. Third party interlopers, using The Merchant of Venice, NAME on bonded birth certificates sold, or deducted funding paid to Foreign Agencies, is illegal for any third party to copyright © The illegal Dogma persona, a Death/not birth or berth [Maritime] legalese undoing of Universal Law. Any 3rd Party or other copyrighting the NAME is guilty of Copyright fraud and and or illegal securities trading! The NOTICE is to cease and desist and to provide an inner-standing, by one's participation may be aiding and abetting a crime being committed, including ungazzetted Councils placing charges by Notice converting to a Joinder contract without Agreement! 3. Pecuniary powers and the 2023/2024 initiating Court action for the above was a dishonourable fraudulent action and reserve all rights retain for the conduct of Council and or any future action whilst Council retained a Bill of exchange, for 3 months and hiring a 3rd party Legal to do business for Council, whilst knowing the numerous requests was to return it with a valid written reason! 4. The amount was paid prior to your covert action of hearing and documents unsigned by an unknown magistrate, papers returned post payment made, diabolical Acton! 5. Again, this is a NOTICE to cease and desist and review your legalese standing, I am that I am Sovereign and living not your Fraudulent Maritime trading vessel conversion. 6. any payment will be to avoid conflict VC Forced coercion Fraud on Notice, non-compliance and avoid targeting of an individual knowing the fraud being committed, and may fall under Rico participation 7. I have formed complaints with international agencies! Payable x 10 for identification of the fraud upon The Sovereigns of The Commonwealth. i would appreciate a record of receipt of this communication no response required! *Second submission from same participant 25/05/2026 (written):*	Feedback noted.

		No but can you please provide under freedom of information what STATE funding to Councul received apart from DFES paid direct for equipment to vehicles and complaints on run down equipment and facilities and charge extra to Ratepayers a voluntary contribution but can't not reneg from Councils force compliance without a Contract agreement and the budget spending from the Emergency Levy when no fires were a major impact last season [redacted] I'd appreciate it, the increase is not warranted given the imbalance of upgrades compared to Port Coogee amenities local area is run down and no comparison. What percentage is filtered into Port Coogee vs others! You can enter that into your rates feedback I believe relevant. Look forward to Councils response or will seek the Ministers office intervention!	
16.	16/05/2026 Online submission	Excessive increases in rates above inflation are not acceptable given the current market. Spending should remain stable not increased given extra revenue is already increasing from new housing .	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
17.	16/05/2026 Online submission	I feel that the rates increase of 6.75% is excessive at anytime but especially during this high inflation and uncertain Australian and global times. The annual Australian inflation rate YTD Feb 2026 is 3.7% this rate proposal is clearly excessive as it is more than double the annual inflation rate. Communities and families are struggling as it is and now is a time for Local, State and Federal governments to work together and focus on critical needs. While Cockburn can't control the State and Federal governments from	Feedback noted. To continue providing essential services in 2026-27, the City must raise funds through rates. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing

		spending like sailors on shore leave it can most certainly look at itself and its own spending levels. It can institute a top down audit of all expenses, projects and infrastructure spending, look at staffing levels and reducing administration costs, reduce resource expenditure or reuse resources . It has not gone unnoticed of the million dollar expenditure on food, alcohol and entertainment this council approved for itself. This is a time to help the community through difficult times not just throw out a Dickensian line " Please may I have some more money" and leave it at that. This council needs to step up to the plate and show some leadership and courage to focus on the NEEDs or the community and put a pause for a time on the WANTs of the community, unpopular as it may be to put a hold on some initiatives. It is noted the other councils sharing the Cockburn Sound coastline have proposed much smaller increases in rates, Rockingham 3.5%, Kwinana 4.5%. Perhaps our councillors need to ask them what they are doing or not doing to reattain or attain the levels of services and infrastructure that Cockburn is clearly not able to do. As strategic audit of this councils spending needs to be undertaken as mentioned from the top down. Some of the expenditure is clearly excessive, the $1million of food and alcohol for one! but numerous other items in the Draft Capital Works Budget need to be reviewed such as the cost of; Co Safe, The WA Police and State Government should carry the overriding responsibility for community safety and if they are not capable then the funding for Community based policing should come from those entities or a substantial financial commitment made by them. I may have missed it in the budget but I can see no costings at all for Co Safe. Major Plant and Machinery, $11.8 million for Plant and Vehicles, again no transparency as to what or why you are purchasing it. Henderson, any major infrastructure, investment, roads, coastal works should immediately be funded in almost entirely by the State and Federal governments and minor funding by the residents of Cockburn as part of the AUKUS and new Port planning process. Henderson Innovation and Research Hub, $3 million, again maybe nice to be involved in however what is the return on investment to the City of Cockburn? The major business partners involved according to council are Perth Angels, by its own admission is a Private Equity investment group and in essence is almost an Australian "Shark Tank" who want to make money for themselves. Another partner is Business Station, not much to garnered from their own company information profile. The last evidence of a successful Business Case Study assisted by them was in 2022, hardly a worthy partner. This investment is looking to the future but this funding looks like its going into other peoples pockets and no hint of results or return on investment. Public Art, just thought I'd throw this in to the mix as it does show that you are out of touch with the financial and life situation facing many Australians right now. Only $72K but this councils spending is the proverbial leaking tap. $52k to fix the Beeliar railway bridge but it doesn't need a hip mural, just a good coat of paint for now. $20k to paint a	costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. With safety rated as the second most important priority for our community in the PLACESCORE Service Survey 2025 and the highest priority in the PLACESCORE Liveability Survey 2024, community safety and crime prevention is a high priority for the City of Cockburn. CoSafe actively patrols the City of Cockburn 24 hours a day, seven days a week, 365 days a year. The service provides an active set of eyes on the street with the intention to promote community safety. CoSafe works closely with local police and other authorities to maintain and promote a safer community. Our CoSafe officers engage directly with the community to address concerns and can help with a number of issues should they occur. Many of these interactions prevent situations escalating further and can have a direct impact on community safety. CoSafe is also responsible for the response to alarms, access and security concerns at City managed facilities which reduces the need for an external security provider. As they are the only City service which operates 24 hours a day, they assist with City and community with all types of requests and incidents. The City Fleet replacement program is based on its 10-year plan. Benchmarks are set for vehicle and plant types to determine how long the City will hold onto an asset. The fleet team will monitor the assets also and take into consideration if an asset is in good condition with low usage, then replacement will be held over until the following year. Assets up for replacement FY26/27 include, side arm waste collection trucks, rear load waste compaction trucks, tipper trucks used by Parks and Civil teams, road sweeper, roads repair truck, and mowing tractors. Plant assets up for replacement include front

		mural on the toilet block at the Naval Base shacks. OMG have bothered to go down to the shacks and Challenger Beach. By all means spend the $20k but give all the homeless people camping something they can use, something that actually helps them right now. As I said, this rate increase and Capital Budget needs to have a strategic review of every dollar being spent and by who, which department and those department heads instructed to submit a case by case need while also being asked to deliver cost savings in their respective departments.	end loader for Henderson Landfill, excavators for landfill, skid steer loader for civils, along with various trailers. The Henderson Innovation and Research Hub is set to become a catalyst for research and development, bringing together industries like shipbuilding, robotics, and advanced manufacturing. The concept is to spark new ideas, helping to turn them into real-world solutions, and boost Cockburn's standing on the global stage. The Hub, in conjunction with university research partners, will also play a big part in workforce development, supporting the next generation of skilled workers, with Australia needing thousands more people in shipbuilding over the coming decades. By focusing on long-term growth, the Hub aims to help and attract businesses to develop new innovations, build their capabilities and get ready for the future. To ensure the project is on track financially, the City has engaged an independent consultant to review the business case before Council endorses a business plan to proceed with the project. The projected funding plan has state, local government, along with industry, each potentially contributing up to $3 million—pending formal approvals—this commitment will ensure that everyone is invested in making this project a success. The City of Cockburn allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities.
18.	17/05/2026 Online submission	City of Cockburn To the Mayor, Councillors and Chief Executive Officer, I write to formally object to the proposed 6.75% increase in residential rates for the 2026–27 financial year and respectfully request that the proposed increase be reduced to a level aligned with the current Western Australian Consumer Price Index (CPI), or 4.6%. While I acknowledge the financial pressures faced by local governments, including rising operational, infrastructure and service delivery costs, I believe the proposed increase substantially exceeds what many residents can reasonably absorb during the current economic climate. Western Australian households continue to experience significant cost-of-living pressures across a broad range of essential expenses, including: Electricity and utilities Insurance premiums Mortgage repayments and interest rates Food and groceries	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

		Fuel and transport costs Healthcare expenses School and family-related costs For many residents, wage growth has not kept pace with these cumulative increases. Retirees, pensioners, single-income households, young families and low-to-middle income earners are particularly vulnerable to further financial strain. A residential rate increase of 6.75% appears excessive when compared with current CPI trends and broader community income growth. Local government rates should, wherever possible, reflect the economic capacity of the community to pay. Aligning rate increases more closely with CPI would demonstrate financial restraint, community sensitivity and sound governance. Importantly, many residents are increasingly questioning whether local government expenditure growth is being sufficiently controlled before higher costs are passed on to ratepayers. In this regard, I respectfully encourage the City to further examine opportunities for: Operational efficiencies Reduction in non-essential expenditure, e.g., events and grants Improved procurement practices Staging or deferral of discretionary capital works Greater prioritisation of core community services Shared services or collaborative purchasing arrangements Increased pursuit of State and Federal grant funding opportunities Residents understand the importance of maintaining infrastructure and community services. However, rate increases materially above inflation risk placing additional financial pressure on households already struggling with affordability challenges. I also note that substantial rate increases can create broader social and economic consequences, including: Reduced household disposable income Increased financial stress within the community Lower spending within local businesses and the local economy Growing public dissatisfaction and declining confidence in local government decision-making In the current economic environment, there is a strong expectation from the community that all levels of government exercise prudent financial management and restraint.	Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Council is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City is committed to delivering best practice in the procurement of goods, services and works in accordance with Council Policies and applicable statutory obligations. All procurement activities over $250,000 must comply with the *Local Government Act 1995 and* the *Local Government (Functions and General) Regulations 1996* in respect to all purchases, contracts and asset disposal decisions. The City is committed to providing exceptional services that meet the needs of our growing community, whilst also evaluating services to better align with customer needs and expectations, leading to more relevant and effective service provision. The City is implementing a Service Review Program to identify opportunities to improve how resources are managed for service delivery, supporting a more efficient and sustainable use of resident rates. The review will also inform service planning and long-term financial planning, helping to ensure City resources are allocated effectively to meet the evolving needs of the community. The City actively pursues external funding opportunities from State and Federal Governments, particularly for major infrastructure and road projects that require investment beyond what can be supported through local rate revenue alone. These funding programs are highly competitive, with many local governments seeking access to limited funding pools. The City remains committed to securing additional investment for the community and continues to advocate strongly for a range of priority projects.

		Accordingly, I respectfully request that the City of Cockburn reconsider the proposed 6.75% residential rate increase and instead adopt a more moderate increase aligned with the prevailing Western Australian CPI rate of 4.6% or less. Such an approach would provide a more balanced outcome between maintaining City services and recognising the genuine financial pressures currently being experienced by residents. Thank you for considering this submission. I appreciate the opportunity to provide feedback on this important matter.	
19.	18/05/2026 Online submission	Why don't you stop weekly recycling - that must cost ratepayers a lot of money. With containers for change now barely anyone I know fills their recycling bin and like myself, if they do, they ask their neighbours if they can use theirs. Flights over East or abroad should be banned unless they could be justified as really value-for-money for the ratepayer.	Feedback noted. The City recognises that weekly red (general waste) and yellow (recycling) bin services are essential to maintaining public health, service reliability, and community expectations. These services will continue to be prioritised within the City's Waste Management Service Plan, which is subject to regular review and optimisation to ensure efficiency, cost-effectiveness, and alignment with changing needs and state waste strategies. Reviews will consider service performance, community demand, processing costs, and opportunities for improvement (e.g. route optimisation and contamination reduction), ensuring that essential weekly services are maintained while delivering value for money and long-term sustainability. Elected Member travel is managed under the City's Attendance at Events Policy or the Elected Member Professional Development Policy. Other travel may be claimed under the Elected Member Entitlements Policy. To maintain full transparency, all official travel is publicly reported in the Elected Members Travel Register, Register of Elected Member Training and Professional Development or the Register of Elected Member Attendance including the purpose, destination, and cost. This allows the community to clearly see how and why travel is undertaken using public funds. The City has policies and procedures that ensure employee travel for attendance at conferences and seminars is of benefit to the organisation.
20.	18/05/2026 Online submission	I would like to express my concern regarding the proposed 6.75% rates increase for 2026–27 by the City of Cockburn. Many families and households are already under significant financial pressure due to rising mortgage repayments, insurance, utilities, groceries, and general living costs. A rates increase of this size places further strain on residents who are already struggling to manage everyday expenses. While I understand the City faces increasing operating costs and ongoing infrastructure requirements, I encourage Council to reconsider the scale and timing of this increase. A	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing

		more moderate increase would better reflect the current economic conditions faced by the community. I also request that Council review and defer non-essential capital expenditure projects where possible. Priority should be given to maintaining core services and essential infrastructure, while delaying discretionary upgrades and new projects until economic conditions improve. The draft capital works program includes several large projects and upgrades which could potentially be staged over a longer timeframe to reduce pressure on ratepayers. At a time when many residents are making difficult financial decisions in their own households, the City should also focus on tightening expenditure and finding efficiencies before passing significant additional costs onto the community. I respectfully ask Council to reconsider the proposed 6.75% increase and adopt a more balanced and financially responsible approach that better supports residents during the current cost-of-living challenges.	costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Council is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
21.	20/05/2026 Online submission	Council needs to control spending, not just increase rates to fulfil their wishes. Out in Banjup, road verges, footpaths are a disgrace yet our rates continue to increase more than CPI how is this sustainable. Basically user pay for everything, rubbish, ARC etc. Out in Banjup you are putting so many conditions on the landowners which are increasing the cost of living in the suburb and wonder why people want or need to sub-divide the land. Ratepayers will be forced to sell out to big land developers who in turn remove the tree canopy. While I'm on my soapbox it is the wish of the Council to have 20% tree cover, when you consider that less than 25% of land in Cockburn is privately owned, therefore 75% is owned by the some form of government either Council, State of Federal. If you take out 10% for roads/footpaths and if the levels of Government are good to their word/idealolgy we should easily achieve the required 20% urban tree cover. Why does the Council permit big land developers to remove 100% of vegetation a question the council skirts around. Also why does all of the council employees like co-safe drive around in big 4wd's, why not electric, would like to know the % of electric vehicles the council has currently. Also I confess in not reading the paper as it makes no difference what I have to say, Council feels good in saying they let people have a say. More than happy to discuss any of the above, but I sure it will be a silent response.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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22.	24/05/2026 Online submission	It is a really tough time for families right now. If you are looking at putting rates up, please provide families with the ability to bill-smooth these payments with weekly/fortnightly or monthly payments to tie in with pay dates. Please understand how important our waste management is to residents. Regular Red and Yellow bin collections are vital. Green waste 2-weekly is greatly appreciated. Bulk Junk Waste 2 times a year is great. 1 Green Bulk Waste is also appreciated but please make it at a time that makes sense ie: start of spring through to start of summer.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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23.	26/05/2026 Online submission	To the Chief Executive Officer and Elected Members, I wish to submit my objection and concerns regarding the application of Special Area Rates (SAR) within Shoreline Estate. The commonly stated justification for Special Area Rates is that residents within a designated area receive unique amenities or enhanced infrastructure that primarily benefits those residents, while the broader community must travel to access and enjoy those facilities. However, this reasoning does not appear applicable to Shoreline Estate. Shoreline Estate does not contain any exceptional public amenities, attractions, or regional recreational facilities that would reasonably draw visitors from outside the estate. The estate contains three local parks which are typical neighbourhood parks without significant or unique features that distinguish them from countless other suburban public spaces throughout the municipality. In fact, several aspects of the estate actively discourage visitation from other ratepayers and raise questions about the value residents are supposedly receiving through the Special Area Rate. Access to the beach facilities requires residents and visitors, including families and elderly persons, to walk along a road without a footpath and past a sewer pump station. This does not present as a premium recreational environment and significantly detracts from the amenity of the area. Additionally, Bennett Avenue contains an unadopted section of roadway that currently terminates in rubble and has become frequented by antisocial behaviour, including:	Feedback noted. The City collects individual Special Area Rates (SAR) for Port Coogee and Shoreline (Cockburn Coast) precincts to fund the higher service standards including enhanced parks, streetscapes and public spaces, more frequent upkeep, and the maintenance of specialised infrastructure such as coastal assets (excluding Port Coogee Marina), including seawalls, boardwalks, and environmental systems unique to the area. Each year, SARs are reviewed through the City's annual budget to ensure they remain aligned with the cost of delivering these services. The 2026-27 SAR yield is not proposed to change, and the general 6.75% increase in rates will not apply to the SAR. Funds collected for the individual SAR are held separately from general municipal revenue and can only be used for their intended purpose, with individual SAR reserves maintained to ensure collected funds are only spent on delivery of the SAR specific purposes.

		drug use, free camping and rubbish dumping, hooning activities including racing and burnouts. These ongoing issues further diminish the attractiveness and usability of the estate for both residents and visitors. Shoreline Estate also contains an area designated as an oval which has remained unfinished for approximately three years. Rather than functioning as a recreational asset, it currently exists as a barren dust bowl with no visible indication of completion or development in the foreseeable future. Collectively, these conditions undermine any argument that Shoreline Estate offers special amenities or enhanced public facilities that warrant the imposition of an additional rate on local residents. In contrast, there are several examples across the City where substantially higher-quality public amenities exist without the imposition of Special Area Rates on local residents. These include: Bibra Lake Regional Playground — a major regional playground destination attracting visitors from across the metropolitan area, yet no Special Area Rate applies to surrounding residents. The Scramble — a highly developed recreational playground and community attraction which similarly operates without a Special Area Rate burden on local property owners. Barrow Park within the Barrow Park estate area — featuring landscaped public spaces, a lake with fountain infrastructure, and convenient beach access, again without the application of Special Area Rates. These examples demonstrate a clear inconsistency in the application of the SAR principle. If estates with regionally attractive amenities and substantial public visitation are not subject to additional rates, it is difficult to justify why Shoreline Estate residents should bear extra financial obligations for comparatively ordinary — and in some cases unfinished or poorly maintained — infrastructure. The parks and facilities within Shoreline Estate predominantly serve immediate residents and do not provide facilities of regional significance or broader community attraction. As such, the rationale underpinning the Special Area Rate appears inequitable and inconsistent with the treatment of other comparable or superior developments within the municipality. I respectfully request that Council review the ongoing justification for the Special Area Rate applied to Shoreline Estate and consider either:	

		removing the Special Area Rate entirely; or clearly articulating the objective criteria used to determine why Shoreline Estate is treated differently from other estates with equal or superior public amenities. Thank you for considering this submission.	
24.	29/05/2026 Online submission	I do not agree with the 6.75 percent increase in rates . An increase from 3.5% last year to 6.75% is not manageable in this current climate where everyday living expenses are already becoming unmanageable.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
25.	29/05/2026 Online submission	I understand inflation of services to meet currently prices. However I have not seen any substantial progress in the parks and land areas around my home. I would like to see improvements to the playgrounds at both my local dog park Powell Reserve (for such a lovley park the playground is apalling) and also the Woodmans point playground. Both these parks are heavily used but haven't seen much improvement apart from mowing and planting some more trees.	Feedback noted. The City currently manages over $2 billion infrastructure assets in a cost-effective manner to deliver services to the City's residential and business communities. Asset management covers roads, footpaths, buildings, drainage, buildings, signage, playgrounds, parks and environment, also fleet and plant. Various Asset Management Plans exist as part of the City’s Strategic Asset Management Planning Framework to track and manage asset condition, lifecycle, expiry and replacement.
26.	29/05/2026	To the CEO,	Feedback noted.

	Written submission	I am writing to express my deep concern and frustration regarding the proposed 6.75% increase in residential council rates for Cockburn residents. Many of us have worked hard our entire lives to own and maintain our homes, only to now face constant financial pressure from increasing living costs. Mortgage repayments, electricity, insurance, groceries, fuel, and everyday essentials have all risen significantly. For many households, especially retirees and long-term residents on fixed or limited incomes, another substantial rates increase feels unfair and extremely difficult to absorb. While I understand councils face rising operational costs, a 6.75% increase places an additional burden on residents who are already struggling to keep up financially. It is becoming increasingly difficult for ordinary people to afford to stay in the communities they have contributed to for decades. I respectfully ask the Council to reconsider the size of this increase and explore alternatives that would reduce the financial impact on residents. The current cost of living crisis is affecting many families across Cockburn, and I urge the Council to take this into account when making final decisions on residential rates. Thank you for taking the time to consider.	To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
27.	29/05/2026 Online submission	I wish to express my strong concern regarding the proposed 6.75% average rate increase across all rating categories. This level of increase is simply too high for many households in our community, especially at a time when families are already facing significant cost of living pressures, rising interest rates, and increasing utility and grocery costs. The burden of a 6.75% increase will fall directly on residents who are already stretched. Many families cannot absorb another substantial rise in annual expenses. The City must also demonstrate stronger efforts to reduce internal costs, improve efficiency, and prioritise essential services before passing such a large increase onto ratepayers. I want to be clear that if the City proceeds with this level of increase, it will significantly influence how I vote in future local government elections. As a resident, I expect elected representatives to protect the financial wellbeing of their community. Approving a 6.75% increase would show that current councillors and the Mayor are not listening to the concerns of ordinary families. I urge the City to reconsider the proposed increase and adopt a more balanced, affordable approach. NO MORE THAN 3.5% RATE INCREASE.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

		Thank you for considering this submission.	The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
28.	29/05/2026 Online submission	Good morning Council, I would like to see more visibility on how my rates are spent, being in Coogee the rates are quite high already however, im not seeing how this is being spent on the Coogee community. Im in the mind set that im happy to pay more rates provided that they are spent improving Coogee. Underground power which has been rolled out in many other Councils would be great, however this has not been looked at, the power outages we frequently have is a sign of an aging electrical grid in the area and an upgrade is in order. The Coogee community golf course near the marina has been delayed for years with no progress. Im happy to pay more rates provided these services are actioned. If not I would be asking where the money is going and how much wastage there is. An external audit of council spending may be in order.	Feedback noted. Local government rates are collected as a primary source of funding to support services and infrastructure across the entire municipality. These funds are not allocated or reserved for the specific suburb from which they are raised. Instead, all rate revenue is consolidated into a central budget. Expenditure decisions are made based on assessed need, strategic priorities, asset condition, population trends, and service demand across the whole local government area. Accordingly, investment levels may vary between suburbs over time. Some areas may receive greater funding in response to growth, infrastructure renewal requirements, or identified service gaps, while others may require less immediate attention. This model supports equitable and efficient service delivery for the broader community. The City has three underground power projects planned for parts of Spearwood, Hamilton Hill, and Coolbellup. These are listed on Western Power's network upgrades page, and there are currently no confirmed timeframes. In 2025, the City heard further community interest in underground power, including the older part of Coogee. The City spoke with Western Power in March–April 2025 and received cost estimates. The City will be meeting with Western Power in the new financial year to discuss what the next steps are. Council has recently considered the outcomes of environmental and heritage investigations for the proposed Coogee Golf Complex and has resolved to receive this information and pause any further work on the project beyond the current investigation. This work, which was previously approved in December 2025, is designed to provide Council with up-to-date information on the project's feasibility, potential costs, delivery options, and overall community benefit. Once complete, this investigation will give Council a clear evidence base to determine the future of the project.
29.	29/05/2026 Online submission	I strongly object to your 6.75% in crease in rates planned for 2026/27. It is much higher than the rate of inflation. You should look at making cost savings rather than tapping ratepayers up for more funds to be squandered	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

			from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
30.	29/05/2026 Online submission	We are already in a cost of living crisis and this feels like a kick in the guts for ratepayers doing it tough. It's things like this that people of Cockburn will remember when the time comes to vote for councillors.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

			Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
31.	29/05/2026 Online submission	This increase is way too much! The cost of everything is going up and this just adds to the pressure all households are facing. It isnt fair	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
32.	29/05/2026 Online submission	The suggested rate increase of 6.75% is ridiculous. This is substantially higher than headline inflation and even considering CPI which was recently at it's peak of 4.6%, an additional 2% higher than CPI is unreasonable. Local government can help ease household inflationary pressures by keeping rates closer to headline inflation. Unlike other residential costs, where consumers can choose cheaper alternatives or use less of a particular commodity, we do not have any other option for council rates beyond spreading the cost out over the year. The Cockburn council should be a role model for it's residents, tighten your belts, and improve cost saving measures.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for

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33.	29/05/2026 Online submission	I live in Coogee and the rates are already so high! I would rather have lower rates and live comfortably than have more homeless people living in the bushes around Woodmans point and Coogee beach. People just can't afford to live!	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
34.	29/05/2026	Having had a pay rise in over 2 years and you want to increase rates by that much, along with mortgage rates increases and cost of living, you have to be joking	Feedback noted.

	Online submission		To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
35.	29/05/2026 Online submission	Formally against yet another increase in rates. Given the cost of living pressures the city should focus on essential services. furthermore Cockburn receives huge revenue from all the business in the industrial area in Bibra lake Munster and Henderson. Also significant revenue from the ports, in licenses taxes and fees. Its outrageous that they over been able to unnecessarily overspend and acquired such a huge debt from 2024/2025	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

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36.	29/05/2026 Written submission	I wish to protest the proposed rate increase for Cockburn. I am a pensioner and I did not get a 6.75% increase. You have all these high rise units going up and you charge just about the same as a house. Some of these unit blocks are 2 stories high & others are 10-20 stories high. Each unit is paying the equivlant of a house and you have the units 15 high using the same ground space as a home. You are making a fortune on all these units. You need to cut back on your spending. You say you have kept the rates cheap for the last 5 years so now you hit us hard. So the last 5 years you were not really giving us cheap rates if you now hit us with a proposed 6.75% hike. You are just undoing the good work that you were doing. If you are short of funds then scrap some of the projects that you were going to do. (like parks etc).	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
37.	29/05/2026 Written submission	I am writing this email to oppose the planner rate hikes on the Budget 2026-2027. With the cost of living crisis, those rate hikes are unacceptable in my point of view. The focus should be on cutting costs, not hiking rates.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

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38.	29/05/2026 Written submission	Good afternoon It saddens me greatly to hear that the proposal is to increase rates by 6.75% this year. Inflation is at 4.3%, people are suffering from a cost of living crisis, with interest rates rising etc. and you can not cut back on your own spending. You were voted in by the people of this area and you are here to serve them, to make their lives easier not more difficult and unaffordable. You should be ashamed if this increase goes ahead. Kindest regards [redacted] A disgruntled local resident, the quicker we vote labour out the better!	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the

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39.	29/05/2026 Online submission	I object to the proposed 6.75% average differential rates increase. Forcing this hike across all categories (Residential Improved, Vacant Land, and Commercial) ignores the severe cost-of-living crisis facing our community. A 6.75% jump is nearly double Cockburn's historic 5-year average of 3.4% and adds roughly $101 annually to the benchmark family home. This steep increase will trigger damaging knock-on effects. Increasing residential rates worsens rental stress for tenants, while raising commercial and industrial rates forces local small businesses to hike prices, further driving up local inflation. Council should protect ratepayers during an economic squeeze by capping the rate yield below this aggressive $153.95 million target.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Council is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
40.	29/05/2026 Written submission	Dear Councillors, I feel compelled to provide my thoughts on the proposed differential rate rise of 6.75%. As a long-term resident of the City of Cockburn and as a local government employee of the City of Melville, I'm feel like I have a unique perspective on rate increases. I have to say that I am genuinely very appreciative of the way in which I've seen my rates deployed year after year, not only in the provision and maintenance of our local open	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

		space, but in the quality of our libraries and recreation centres, and the reliability of our waste services. My wife and three children feel very lucky to live in Atwell. No one in their right mind should be enthused by a 6.75% rate increase but context is key. We've enjoyed rate increases over the past few years that have been at or below inflation without any obvious drop in the quality of services, so I'm confident that 6.75% is necessary to ensure we continue to enjoy the standards that we expect as residents of such a great local government. So I have faith that the City is appropriately stewarding our money and that a rate rise of this amount is not levied lightly. I encourage you as councillors to support the City's recommended budget because I've seen what happens when Council's bow to pressure from residents who don't understand why costs have gone up. By all means do your due diligence, probe into budget line items that look bloated, query new capital spends, but if you can't see specifically where the savings are coming from, trust that an arbitrary 6% or 5.5% rate rise will cost us more in the long run, as the administration tries to do more with less. Standards will slip, staff will burnout, things will slip through the cracks, and people will notice. I've seen it from the other side and I can tell you the ripple effects are real. There will always be noise from the community, and a rate rise is a lightning rod for community criticism, but it will be short-lived. Stay the course and allow the administration to continue delivering quality outcomes for us as residents.	The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Council is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
41.	29/05/2026 Online submission	The increase in rates is astronomical compared to output by the council. We already pay a considerable amount and I see very little return. The suburbs across the electorate are not well landscaped or maintained. Given the relatively small projects listed under the capital works budget, I fail to see where this money is actually going. I am already paying rates close to relatives in Iluka who's suburb is far better maintained.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

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42.	29/05/2026 Online submission	The increase in rates is huge compared to what we see happening within Lake Coogee. I don't see where this money is going in the area, in particular verge care and maintenance to parks and public amenity. The rates as they currently are almost the same as wealthier suburbs that family members live in however you can see the money is being invested back into the local communty where that is not the case in lake Coogee.	Feedback noted. Local government rates are collected as a primary source of funding to support services and infrastructure across the entire municipality. These funds are not allocated or reserved for the specific suburb from which they are raised. Instead, all rate revenue is consolidated into a central budget. Expenditure decisions are made based on assessed need, strategic priorities, asset condition, population trends, and service demand across the whole local government area. Accordingly, investment levels may vary between suburbs over time. Some areas may receive greater funding in response to growth, infrastructure renewal requirements, or identified service gaps, while others may require less immediate attention. This model supports equitable and efficient service delivery for the broader community. All decisions take direction from the City's Strategic Community Plan objectives and specifically deliver upon commitments contained within the City's Corporate Business Plan and Long Term Financial Plan (LTFP). A number of other plans and strategies feed into these including: • Community Infrastructure Plan (CIP) • Public Health Plan • Integrated Transport Strategy • Bicycle and Walking Network Plan • several site-specific master plans (e.g. Coogee Beach, Manning Park) • various asset management plans and strategies (e.g. roads, footpaths, drainage, parks & environment, buildings).
43.	30/05/2026 Online submission	Cockburn has prided itself on keeping average increases low—averaging around 2.7% to 3.5% in recent years. Jumping straight to 6.75% is an overly aggressive "quick-fix" to address budget shortfalls, which goes against previous council assurances the $12.3 million slated for entirely new assets could be deferred. during a cost-of-living crisis, massive recreational overhauls (like certain components of the park expansions) should be staged over 3–4 years rather than funded via an aggressive, single-year rate spike.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic

		State and national wage growth averages roughly 3% to 4%, meaning a 6.75% council hike far outpaces household income growth. Ratepayers cannot simply increase their "revenue" to match inflation Homeowners are already battling elevated mortgage interest rates, rising utility tariffs, and increased insurance premiums. Layering an above-inflation council hike strains vulnerable households. Happy to reconsider if further information is provided alongside other cost cutting initiatives that Council has taken	climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
44.	31/05/2026 Online submission	To Whom It May Concern, I wish to formally submit my concerns regarding the City of Cockburn's proposed Differential Rates for the 2026–27 financial year. Like many residents across Cockburn, I acknowledge that councils face increasing operational costs and the challenge of maintaining community services. However, I believe the proposed rate increases place additional pressure on households and property owners during an ongoing cost of living crisis, without sufficient evidence that these increased charges are translating into meaningful improvements within our suburbs. Over recent years, many residents have observed a lack of visible investment into projects and infrastructure that genuinely improve the appeal, functionality, and liveability of our local communities. There appears to be limited progress in areas such as: * Upgrading ageing streetscapes and public spaces * Improving local parks and recreational facilities	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

		* Enhancing verge maintenance and landscaping * Delivering meaningful traffic and parking improvements * Improving community safety initiatives * Maintaining suburban presentation standards across all areas equally Many residents are tightening household budgets due to rising mortgage repayments, insurance costs, utilities, groceries, and fuel expenses. In this environment, it is difficult to justify additional rate burdens when there is a perception that council spending priorities are not aligned with the immediate needs of ratepayers. The proposed differential rating structure also risks creating the perception that ratepayers are being asked to contribute more without receiving proportional value or measurable improvements in return. For many in the community, this feels less like strategic long-term planning and more like a revenue-raising exercise. I encourage the City of Cockburn to instead prioritise: * Greater transparency regarding where ratepayer funds are being allocated * Clearer reporting on incomplete or delayed community improvement projects * Stronger financial restraint and efficiency measures within council operations * Increased focus on visible suburban improvements and maintenance * Practical initiatives that directly support residents during the cost of living crisis Council rates should reflect both responsible financial management and genuine community benefit. At present, many residents do not feel this balance is being achieved. I respectfully request that the City reconsider the extent of the proposed increases and place greater emphasis on delivering tangible improvements that residents can clearly see and experience within their local suburbs. Thank you for considering this submission.	The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Expenditure decisions are made based on assessed need, strategic priorities, asset condition, population trends, and service demand across the whole local government area. Accordingly, investment levels may vary between suburbs over time. Some areas may receive greater funding in response to growth, infrastructure renewal requirements, or identified service gaps, while others may require less immediate attention. This model supports equitable and efficient service delivery for the broader community. All decisions take direction from the City's Strategic Community Plan objectives and specifically deliver upon commitments contained within the City's Corporate Business Plan and Long Term Financial Plan (LTFP). A number of other plans and strategies feed into these including: • Community Infrastructure Plan (CIP) • Public Health Plan • Integrated Transport Strategy • Bicycle and Walking Network Plan • several site-specific master plans (e.g. Coogee Beach, Manning Park) various asset management plans and strategies (e.g. roads, footpaths, drainage, parks & environment, buildings). The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
45.	30/05/2026 Online submission	I do not approve of the proposed rates increase at all. In the current cost of living crisis it seems very short sighted to be upping council rates by that huge margin for the community, who are already struggling with fuel/groceries etc, instead of looking at what you could do with the rates we already pay.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

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46.	30/05/2026 Online submission	I wish to express my concern regarding the proposed 6.75% average yield increase for Residential Improved properties in the 2026–27 budget. In my view, this level of increase is excessive, particularly given current cost of living pressures and the cumulative rate rises applied over recent years. Many households are already experiencing significant financial strain, and an increase of this magnitude risks placing further burden on residents without clear justification or demonstrated efficiency gains. I ask the City to reconsider the scale of this increase, provide greater transparency around the drivers of the proposed rise, and explore options to reduce the impact on ratepayers—such as staged increases, internal cost savings, or reprioritisation of non essential capital works.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the

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47.	30/05/2026 Online submission	With all the cost of living pressures families are experiencing I would like to see a more empathetic way forward for your constituents. The council is here to look after their electorate. There are many events and projects that are nice to haves. Focus on the basics, safe roads, footpaths, underground power. I will be outraged if you think that increasing the rates so much and adding even more financial pressure is good for the community.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.

48.	30/05/2026 Online submission	Do not agree with rate increase. The current cost of living crisis does not support a rate increase. If the true intention of the council is to support the residents an additional cost increase is not it. I would prefer to have temporarily less development than a rate increase.the budget also doesn't warrant a 6.75% rate increase. The budget activities do not have any significant or stand out projects that would warrant this increase, these are all tasks the council should be doing anyway, nothing above and beyond that would warrant this increase.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
49.	31/05/2026 Written submission	Submission – Differential Rates and Draft Capital Works Budget 2026-27 1. Thank you for the opportunity to make a submission on the City of Cockburn's proposed differential rates and draft capital works budget for the 2026-27 financial year. The City has proposed an average yield increase of 6.75 per cent across all rating categories, with the objective of raising $153.95 million in rates revenue to fund services and infrastructure. While I appreciate the cost pressures facing local government, I write to suggest a specific, actionable measure that would meaningfully reduce the burden on ratepayers: the closure of the Coolbellup Public Library. 2. This submission is not a general complaint about rates. It is a constructive proposal directed at a discrete line item in the City's operating expenditure. The	Feedback noted. Libraries are vital community assets that contribute significantly to social, cultural, and economic wellbeing. Far beyond being repositories of books, modern libraries serve as inclusive, accessible spaces that support lifelong learning, community connection, and digital participation. At their core, libraries promote equity of access. They provide free resources in books, digital materials, internet access, and learning programs, ensuring that all members of the community, regardless of income or background, can access information and

		question I pose is a simple one: in 2026, does the City of Cockburn need three physical library branches? The City's library network 3. The City operates three public libraries: Spearwood (at 9 Coleville Crescent, within the City's Administration Centre), Success (at 11 Wentworth Parade, within the Cockburn Integrated Health and Community Facility), and Coolbellup (at 90 Cordelia Avenue, within the Coolbellup Community Hub). Each offers physical collections, internet access, free Wi-Fi, study desks, children's areas, and community programming. 4. Of the three, Coolbellup is the smallest and serves the smallest catchment. The suburb of Coolbellup has an estimated resident population of fewer than 7,000. It sits within a few kilometres of both the Spearwood and Success branches. Residents who currently use the Coolbellup Library would not be without library services if it closed — they would simply use one of the two remaining branches, both of which are modern facilities integrated into larger community and civic precincts. The changing role of libraries in the digital and AI age 5. The role of the public library has changed fundamentally over the past decade, and the pace of that change is accelerating. The internet, smartphones, and now artificial intelligence have transformed how people access information, education, and entertainment. The traditional rationale for a dense network of physical library branches — that residents need proximity to a building to access books and information — is increasingly obsolete. 6. Nationally, while physical library visits recovered somewhat after the COVID-19 pandemic, the long-term trajectory is clear. Digital borrowing continues to grow significantly. The Australian Library and Information Association reports that Australians now borrow an average of six books per year, with electronic and digital collections making up an increasingly large proportion of total lending. Platforms such as Libby and BorrowBox allow library members to borrow ebooks and audiobooks from their phones without ever entering a library building. In 2026, the Libby platform has integrated generative AI-powered recommendation features, further reducing the need for in-person browsing. 7. The broader information landscape has shifted even more dramatically. A decade ago, a resident who wanted to research a legal question, a health concern, a government benefit, or a school assignment might reasonably have gone to the library. Today, that same person is overwhelmingly likely to search online, consult an AI assistant, or access a government portal. The rise of large language models and AI-powered search tools means that the informational function once served by libraries is now available, at no cost, to anyone with a smartphone — which, in Australia, is effectively everyone. 8. This is not to say that libraries serve no purpose. They do. But the purposes they serve in 2026 are different from those they served in 1996, and the infrastructure required to deliver them is correspondingly different. A city does not need three physical branches to deliver digital lending, community programming, and internet access. Two well-resourced branches can do the same work more efficiently.	opportunities. This is particularly important in reducing barriers for disadvantaged groups, including students, job seekers, and seniors. In today's digital world, libraries are essential for bridging the digital divide. They provide access to computers, Wi-Fi, and digital literacy training, helping community members who ordinarily would not have access to digital platforms, to develop the skills needed to navigate online services, employment platforms, and communication technologies. Libraries also play a critical role in education and literacy development. From early childhood storytime programs to adult learning workshops, they support literacy at all ages. These services help build foundational skills that contribute to improved educational outcomes and greater civic participation. Equally important is the library's function as a community hub. Libraries offer safe, welcoming spaces where people can meet, collaborate, and participate in programs and events. These activities foster social inclusion, reduce isolation, and strengthen community connections. Whether through book clubs, technology training sessions, or cultural events, libraries encourage engagement and belonging. This is highly evident in Coolbellup, where the library plays a significant role in supporting residents through accessible services, targeted programs, and inclusive spaces, and contributes to social cohesion and community development, offering a welcoming environment where people of all ages and backgrounds can connect. The City is committed to providing exceptional services that meet the needs of our growing community, whilst also evaluating services to better align with customer needs and expectations, leading to more relevant and effective service provision. The City is implementing a Service Review Program to identify opportunities to improve how resources are managed for service delivery, supporting a more efficient and sustainable use of resident rates. The review will also inform service planning and long-term financial planning, helping to ensure City resources are allocated effectively to meet the evolving needs of the community.

		The financial case 9. Operating a public library branch involves significant ongoing expenditure: staffing costs (including librarians, customer service officers, and casuals), building maintenance, utilities, cleaning, security, insurance, collection acquisition, technology maintenance, and programming costs. While the City does not disaggregate library operating costs by branch in its publicly available budget documents, it is reasonable to estimate that a small branch library of the kind at Coolbellup costs the City in the order of $500,000 to $800,000 per year to operate, and potentially more when building maintenance and depreciation are factored in. 10. Even at the conservative end of that estimate, closing the Coolbellup Library would generate annual savings sufficient to offset a meaningful portion of the proposed rate increase. The City's consultation materials note that approximately 60 per cent of the budget is funded through rates, with the remaining 40 per cent from fees, grants, and other income. Every dollar saved in operating expenditure is a dollar that does not need to be raised from ratepayers. 11. There is also a capital dimension. If the Coolbellup Library site (or the portion of the Community Hub it occupies) could be repurposed, leased, or sold, that would generate a one-off capital return or an ongoing revenue stream. The Coolbellup Community Hub site, located across from the Coolbellup Shopping Centre, has potential for alternative community or commercial use that would benefit both the City's balance sheet and the local area. Addressing the community impact 12. I acknowledge that any proposal to close a community facility will attract opposition, and that libraries hold a sentimental place in public discourse. However, sentiment alone is not a reason to maintain a service that is underutilised, duplicative, and increasingly redundant. 13. The residents of Coolbellup would retain full access to library services through the Spearwood and Success branches, both of which are a short drive away. The City's Home Library Service already provides free delivery to residents who are unable to travel to a library due to illness or disability, and that service would continue. Digital library services — ebook lending, audiobook lending, online databases, and free Wi-Fi at other City facilities — would also continue unaffected. 14. To the extent that the Coolbellup Library serves a social or community-gathering function distinct from its library function, that role could be preserved by retaining the broader Community Hub while reallocating the library space to other community uses — a neighbourhood centre, a co-working space, additional community meeting rooms, or services better matched to the suburb's current demographic needs. 15. It is also worth noting that Coolbellup's population of fewer than 7,000 is modest. The suburb's demographics — a median age of 37, a workforce employed predominantly in professional occupations, and high rates of internet connectivity — suggest a population that is well placed to transition to digital library services and to access alternative branches when a physical visit is preferred. A question of governance	

		16. Local governments across Australia face a persistent structural challenge: the cost of maintaining legacy infrastructure and service delivery models rises year after year, while the relevance of some of those services diminishes. The political path of least resistance is to pass those costs on to ratepayers through annual rate increases. The harder but more responsible path is to ask whether every service the City provides is still justified, and to make difficult decisions where the answer is no. 17. Closing a library branch is not popular, and I do not pretend otherwise. But it is the kind of decision that ratepayers are entitled to expect their elected representatives to consider seriously, rather than treating library expenditure as untouchable simply because libraries are assumed to be virtuous. The virtue of a library lies in the access to information and community connection it provides — and in 2026, those outcomes can be achieved without three physical buildings. Conclusion 18. The City's proposed rate increase of 6.75 per cent is significant. Ratepayers are entitled to ask what the City is doing to contain costs, not merely to pass them on. The closure of the Coolbellup Library would be a specific, measurable cost-saving that reflects the reality of how people access information and services in 2026. It would not deprive any resident of library access. It would free up resources that could be redirected to services of greater contemporary value, or returned to ratepayers through a lower rate increase. 19. This is not austerity. It is good governance — the kind that acknowledges the world has changed and adjusts the City's service delivery accordingly. I respectfully urge the Council to consider this proposal as part of its budget deliberations.	
50.	31/05/2026 Online submission	Council needs to provide transparency on increase in revenue, justification for new capital projects and cost saving initiatives and programs before passing the above market rate increases on to ratepayers fund new activities or capital works. The Council should first cut fiscal waste and challenge new ways of working to reduce operating costs. This is basic governance and ratepayers should not bear the brunt of lack of fiscal discipline by the Council.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

			Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
51.	31/05/2026 Online submission	Cockburn rates are already very high for services many of us would rather go without. They shouldn't be increasing in this environment, especially at 6.75%! Wages aren't increasing by that much. CPI isn't that high. Find ways to cut spending and help WA's out in a cost-of-living crisis. You don't need to redesign playgrounds every few years for starters. Look at country towns where they have stood for 30 years!	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without

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52.	31/05/2026 Online submission	the increase in my rates due to the differential rates system means I will be paying an extra $400 per year, to subsidise decreases in other residents rates. I'm a single mum of 2 kids, living in Yangebup. I work full time and my salary certainly isn't going up 6.75%. I am barely making ends meet at the moment. All basic living essentials are going up exponentially. It's like being in vice that doesn't stop turning. I'm an owner occupier, my mortgage payments are going up - I'm not getting more rent! Given that the CGT is being changed to give homeowners a fair go, perhaps differential rates should follow the same path. Rental potential of your house does not determine your ability to pay. I certainly can't upgrade anything in my home, but i'm paying for upgrades to flooring and lighting and white goods and furniture at many of the Cockburn Facilities, including the adminstration and works facilities. Of particular note is the external rendering of the change rooms at Nicholson reserve to allign with the community center. I love the idea, but this is not the economic climate - your rate payers are really hurting out here.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The Gross Rental Value (GRV) used in rate calculations is an independent valuation of the estimated annual rental value of your property, as determined by the Valuer General. Council uses this valuation as part of the process to calculate property rates. GRV assessment of Cockburn properties was conducted 1 August 2024, to be applied to rates effective 1 July 2026. A change in your GRV does not automatically result in the same change to your rates. Rates are based on your property's GRV *relative to other*

			properties in the City, not on GRV alone. Houses that have undergone renovations and improvements could yield a higher rental income, hence their GRV reassessment will be greater than their neighbours, who have not undertaken improvements. The Valuer-General determines the GRV for all rateable properties in WA. Landgate provides GRV figures to local councils and other rating authorities, who use them to calculate rates, service charges, and levies. Council is required to use the GRV provided and cannot amend valuations. Objections to Gross Rental Value (GRV) or Unimproved Value (UV) are governed by the Valuation of Land Act 1978 (WA) and managed by Landgate (Valuer General). Local governments do not handle objections; they rely on the valuations issued by Landgate. You can lodge an objection after receiving your Annual Rate Notice issued by the City. You have 60 days from the issue date on the Annual Rate Notice to lodge your objection to Landgate. Visit Landgate to learn more about lodging an objection.
53.	31/05/2026 Written submission	To the Chief Executive Officer Just in detail your draft of the above, althought the Council has kept rates on or slightly below inflation over the past years, your timing couldnt be worse regarding the proposed 6.7% increase, as seniors, our pensions have barely moved over the last few years but our everyday expenses have skyrocketed. In these high inflation times the Council should be prioritising the necessary works not what you would like to achieve, the coastal errosion along the coast should be a priority along with footpaths, roads and major recreation areas, new infrastructure should be delayed until inflation subsides to a managable level. Kind regards	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.

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54.	31/05/2026 Online submission	I write to formally object to the City of Cockburn's proposed Differential Rates for the 2026–27 financial year. According to the City's public consultation material, the proposed rates model would result in an average rates yield increase of approximately 6.75% across residential, vacant land, rural and commercial categories. The proposed Residential Improved (GRV) rate would increase to 0.05956 with a minimum payment of $1,698. While I recognise the importance of funding essential local services and infrastructure, I do not support the proposed increase for the following reasons: Cost of Living Pressures Residents continue to face significant financial pressures arising from increased mortgage repayments, insurance premiums, utilities, groceries and other household expenses. A 6.75% increase in rates exceeds wage growth for many households and adds further strain to family budgets at a time when many residents are already experiencing financial stress. Lack of Demonstrated Efficiency Measures The City's consultation documents focus primarily on the need to maintain services and deliver capital projects. However, there appears to be limited information demonstrating what measures have been taken to reduce operational costs, improve efficiencies, defer non-essential expenditure, or identify alternative revenue sources before seeking a substantial increase in rates revenue. Ratepayers should have confidence that all reasonable cost-saving opportunities have been exhausted before additional financial burdens are imposed on the community. Increase Above Community Expectations Although the City cites rising operating costs and growth-related demands, a 6.75% increase may not reflect what many residents consider reasonable in the current economic climate. Rate increases should balance the City's financial needs against the capacity of ratepayers to absorb additional costs.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.

		Capital Projects Should Be Prioritised The draft budget includes numerous capital projects and upgrades across parks, sporting facilities, roads and community infrastructure. While many of these projects may have merit, consideration should be given to prioritising essential works and deferring discretionary projects where possible to reduce the immediate impact on ratepayers. Request I respectfully request that Council: 1. Reconsider the proposed 6.75% average rates yield increase. 2. Explore additional operational efficiencies and expenditure reductions before increasing rates at the proposed level. 3. Review the timing and prioritisation of discretionary capital works projects. 4. Consider a lower increase that better reflects current economic conditions and cost-of-living pressures faced by residents and businesses. I ask that this submission be considered as part of Council's deliberations prior to adopting the 2026–27 budget and differential rates.	
55.	31/05/2026 Online submission	Increasing the rates by a substantial amount only in certain suburbs is unfair - when we bought our house in the city of cockburn one of the factors was the price of council rates as an ongoing cost. Yangebup was a cheaper area that we could afford this in but now targeting yangebup to increase these rates means our cost of living increases at an unfair ratio to others. Either raise everyone across the board fairly or dont change the rates at all	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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56.	31/05/2026 Online submission	Absolute nonsense, why would you lower some suburbs and raise other suburbs rates, it's all under the city of Cockburn, what perks will the suburbs that will be paying more receive from the city of Cockburn ? If any	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

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57.	31/05/2026 Online submission	The proposed differential rates unfairly place a heavier burden on Yangebup residents at a time when many households are already struggling with the rising cost of living. While other suburbs within the City of Cockburn, such as North Coogee, are set to receive rate reductions of around $240, Yangebup residents are facing increases of approximately $400, with only Beeliar experiencing a larger rise. It is difficult to justify why some communities are receiving relief while others are being asked to pay substantially more. Many residents cannot afford additional increases, especially when funds are being spent on cosmetic upgrades such as painting and new furniture for City facilities rather than prioritising essential services and cost-of-living pressures. The City should reconsider the implementation of differential rates and ensure that all suburbs are treated fairly and equitably.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing

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58.	31/05/2026 Online submission	I've just been told that rates for Yangebup residents are going up hundreds of dollars and I am aghast. I am a single parent and work hard for my money. I can only just make ends meet at the moment and it seems to be getting only harder not easier. This planning must truly be ignorant of familes such as mine. What do you think I will do differently to afford this? I don't drink alcohol or smoke, I have to take multiple medications daily and see doctors regularly for my health. Something is going to have	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

		to be sacrificed that shouldn't be because of a council decision. I am very unhappy with the plan.	from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The Gross Rental Value (GRV) used in rate calculations is an independent valuation of the estimated annual rental value of your property, as determined by the Valuer General. Council uses this valuation as part of the process to calculate property rates. GRV assessment of Cockburn properties was conducted 1 August 2024, to be applied to rates effective 1 July 2026. A change in your GRV does not automatically result in the same change to your rates. Rates are based on your property's GRV *relative to other properties* in the City, not on GRV alone. Houses that have undergone renovations and improvements could yield a higher rental income, hence their GRV reassessment will be greater than say their neighbours, who have not undertaken improvements. The Valuer-General determines the GRV for all rateable properties in WA. Landgate provides GRV figures to local councils and other rating authorities, who use them to calculate rates, service charges, and levies. Council is required to use the GRV provided and cannot amend valuations. Objections to Gross Rental Value (GRV) or Unimproved Value (UV) are governed by the Valuation of Land Act 1978 (WA) and managed by Landgate (Valuer General). Local governments do not handle objections; they rely on the valuations issued by Landgate. You can lodge an objection after receiving your Annual Rate Notice issued by the City. You have 60 days from the issue date on the Annual Rate Notice to lodge your objection to Landgate. Visit Landgate to learn more about lodging an objection.

59.	01/06/2026 Online submission	Not agreeing with very high increase in rates, especially for Yangebup. It was reasonable standard increase before 6.75%.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The Gross Rental Value (GRV) used in rate calculations is an independent valuation of the estimated annual rental value of your property, as determined by the Valuer General. Council uses this valuation as part of the process to calculate property rates. GRV assessment of Cockburn properties was conducted 1 August 2024, to be applied to rates effective 1 July 2026. A change in your GRV does not automatically result in the same change to your rates. Rates are based on your property's GRV *relative to other properties* in the City, not on GRV alone. Houses that have undergone renovations and improvements could yield a higher rental income, hence their GRV reassessment will be greater than their neighbours, who have not undertaken improvements. The Valuer-General determines the GRV for all rateable properties in WA. Landgate provides GRV figures to local councils and other rating authorities, who use them to calculate rates, service charges, and levies. Council is required to use the GRV provided and cannot amend valuations.

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60.	01/06/2026 Online submission	I think it is disgraceful that there will be a rate rise. With the cost of living as it is, the extra cost of rates is going to absolutely break a lot of families who will eventually end up like so many others - homeless, due to the increases in everyday living expenses and not being able to keep on top off everything. Families will be subjected to increased debt, less money for food and living ESSENTIALS. This is another blow to everyone trying to survive- it's absolutely not fair	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
61.	01/06/2026 Online submission	I don't feel we have enough information accessible for each part of Cockburn how much rates will change however 6.75 percent seems extremely high given over the last ten odd years it hasn't been this high has it not been calculated properly for the last ten years to have a knee jerk reaction and Cockburn being the highest council rates increase for 26/27.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing

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62.	01/06/2026 Online submission	There isn't enough information however a 6.75% rise is extremely high and the council needs to look at what they are spending it on. For example we were promised trees at the back of our house 8 years ago and this still hasn't been done. Money being on art and furniture is not required. The Cockburn arc withdrew from the fitness passport when other council areas still support this. This is the highest rate rise for a council, have they mismanaged our rates over the years???	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
63.	01/06/2026	Huge concern about the rate increase for Beeliar when the priorities locally have not been met.	Feedback noted.

	Online submission	The community centre that has been marked for upgrades has been demoted many time down the list of council priorities yet it is shared by so many including 2 sporting clubs. Considering other local facilities have received massive upgrades when then they are single use and/or the clubs are smaller! Unsure as to where the extra rates are going to be spent back in the community.	To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. Local government rates are collected as a primary source of funding to support services and infrastructure across the entire municipality. These funds are not allocated or reserved for the specific suburb from which they are raised. Instead, all rate revenue is consolidated into a central budget. Expenditure decisions are made based on assessed need, strategic priorities, asset condition, population trends, and service demand across the whole local government area. Accordingly, investment levels may vary between suburbs over time. Some areas may receive greater funding in response to growth, infrastructure renewal requirements, or identified service gaps, while others may require less immediate attention. This model supports equitable and efficient service delivery for the broader community. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
64.	01/06/2026 Online submission	I think 6.75% is very high considering the cost of living has increased substantially due to the war in the middle east and interest rate increases.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations,

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65.	01/06/2026 Written submission	Hi There, Increase in residential house rate will be an additional burden to resident in top of existing souring inflation and sky rocketed living expenses. I request not to increase rate and help people manage through hardtime. It is very difficult for family with kids to make basic requirement. No rate increase means a lot. Thanks	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.

66.	01/06/2026 Online submission	Public art budget is way too small. There needs to be more investment in art not roads. Art doesn't depreciate, it's an investment. Look at what the giants project did for Mandurah tourism. A big investment in a famous international artist artwork would benefit the city majorly.	Feedback noted. The City allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity and local creative projects by local artists and groups, such as school art projects. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities.
67.	01/06/2026 Online submission	To the Chief Executive Officer and Elected Members, I am writing to formally object to the proposed 6.75% rates increase for the 2026–27 financial year. While I understand that the City faces increasing operational and infrastructure costs, I believe a rate increase of this magnitude places an unfair burden on residents who are already experiencing significant cost-of-living pressures. Many households are struggling with rising mortgage repayments, rent, insurance, utilities, groceries and childcare costs. Adding a further substantial increase in council rates will place additional financial strain on families, pensioners and working residents throughout the City of Cockburn. I acknowledge the importance of maintaining community facilities, parks, roads and essential services. However, I believe the City should demonstrate greater restraint and thoroughly explore opportunities to reduce expenditure, improve efficiencies and prioritise essential services before asking ratepayers to absorb such a significant increase. The City has previously highlighted its commitment to keeping rate increases relatively low compared to other local governments. A proposed increase of 6.75% represents a considerable jump from recent years and is difficult to justify during a period when many residents are being forced to carefully manage their household budgets. I respectfully request that Council reconsider the proposed increase and investigate alternative options that would reduce the impact on ratepayers. This may include reviewing discretionary spending, staging non-essential projects over a longer timeframe, or identifying further operational savings before imposing additional costs on residents. As a ratepayer, I expect responsible financial management and genuine consideration of the community's capacity to absorb further increases. I urge Council to place the interests of residents at the forefront of its decision-making and adopt a more moderate approach.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
68.	02/06/2026	6.75% fails the pub test.	Feedback noted.

	Online submission	No financial metric matches your intended rise. I would suggest you first look at reducing spending or at a minimum matching inflation numbers: Fair Work Commission: Minimum wage and awards increase by 4.75% Wage Price Index Mar Qtr 2025 to Mar Qtr 2026 = 3.3% Australia's annual inflation rate sits at 4.2% for the 12 months to April 2026 6.75% cannot be justified.	To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
69.	02/06/2026 Online submission	The proposed rate hike is diabolical, the capital works proposal is too ambitious for one single calendar year. Spending on renewed fitness equipment at Cockburn Arc should be covered by membership revenue and the refurbishment of the operations offices should not be coming out of rate payers pockets. In a time of a cost of living crisis City of Cockburn is adding to the financial pressures of every household. Perhaps review some of your fringe benefits costs including your lavish spending on three course dinners and unnecessary travel for your councillors. If you want support on this budget make all your spending for the last 3 years available to the rate payers. I think an audit of your spending is well overdue.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

			The Cockburn Aquatic and Recreation Centre (ARC), owned and operated by the City of Cockburn, is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations. The aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. Planned works for 2027 and into 2028 are expected to include a range of asset renewal activities that will be undertaken in the most efficient manner while minimising disruption to users. Membership revenue helps offset the day-to-day operating costs of the ARC and reduces the full financial burden from the ratepayer to the facility users. This also assists with allowing the City to set aside funding into City reserves, to ensure that all future asset renewal and maintenance work is ready to be funded via the reserve account.
70.	02/06/2026 Written submission	Dear Chief Executive Officer and Ward Councillors, Before the City issues the new rates notices for the 2026/27 financial year, I demand a formal freeze and review of the Specified Area Rate (SAR) levied on my property. I am highly concerned by reports that the City is considering a baseline rate increase of up to 6.75%, yet the premium maintenance services I already pay for are completely neglected. As a resident and ratepayer at [redacted], North Coogee, I am billed a significant premium via the Port Coogee SAR. Under Section 6.37 of the Local Government Act 1995, these restricted funds are levied exclusively to provide a higher standard of landscaping, park maintenance, and public infrastructure within our precinct. Currently, the City is failing to deliver on this statutory obligation. The roadsides near my building are neglected, and the park opposite my apartment is in a miserable condition. Our area experiences incredibly high traffic from visitors outside our suburb who utilize the marina facilities without contributing to its upkeep. Port Coogee residents are effectively subsidising a regional public asset while our immediate surroundings are left to deteriorate. Because the City has failed to provide the premium standard of service for which I am being explicitly charged, I am requesting a formal review and a proportional reduction or rebate on my next rates notice for services not rendered. Furthermore, given that my SAR funds cannot legally be diverted into the general council pool, I request the following immediate action: • An immediate maintenance audit and restoration of the park and roadsides surrounding Coromandel Park. If the City cannot maintain the premium standard required by the SAR guidelines, the justification for this localized tax must be permanently reassessed before any 2026/27 bills are sent out.	Feedback noted. The City collects individual Special Area Rates (SAR) for Port Coogee and Shoreline (Cockburn Coast) precincts to fund the higher service standards including enhanced parks, streetscapes and public spaces, more frequent upkeep, and the maintenance of specialised infrastructure such as coastal assets (excluding Port Coogee Marina), including seawalls, boardwalks, and environmental systems unique to the area. Each year, SARs are reviewed through the City's annual budget to ensure they remain aligned with the cost of delivering these services. The 2026-27 SAR yield is not proposed to change, and the general 6.75% increase in rates will not apply to the SAR. Funds collected for the individual SAR are held separately from general municipal revenue and can only be used for their intended purpose, with individual SAR reserves maintained to ensure collected funds are only spent on delivery of the SAR specific purposes.

		I look forward to your prompt response and a clear timeline for when these maintenance issues will be resolved and how my rate adjustment will be processed.	
71.	03/06/2026 Online submission	Thank you for sharing the Notice of Differential Rates and providing the opportunity for community feedback. The City of Cockburn does an excellent job in delivering services and maintaining a high standard for residents. We are happy and proud to call the City of Cockburn home. However, I do not believe the proposed rate increase is commensurate with the financial pressures many households are currently experiencing. Over the past year, residents have continued to face significant cost-of-living challenges, on top of the steady increases in living expenses that have occurred over the past five years. I understand that the City must also manage rising costs and budget accordingly to maintain services and infrastructure. However, the proposed increase appears to exceed what many residents would consider reasonable in the current economic climate. For some households, it will be increasingly difficult to absorb yet another substantial increase in ongoing expenses. I respectfully ask the Council to reconsider the magnitude of the proposed rate increase and explore options that would lessen the financial burden on residents while still supporting the City's operational needs.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
72.	03/06/2026 Online submission	The increase in rates should be linked to the inflation rate. Any higher is not acceptable. The practice of setting the budget and then determining the rate required to produce the necessary funds is contrary to commercial practice. The revenue should be ascertained (including any increase up to the inflation rate) and then the budget set accordingly.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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73.	03/06/2026 Online submission	I do not support this huge increase. You are well above most other Local Governments by far. How is this fair for us in a cost of living crisis. If other Local Governments dont need to increase rates this much, what is going wrong at Cockburn? This rate increase is disapointing. Until now I had greater respect for the City of Cockburn.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
74.	03/06/2026 Online submission	Hello Having read the Cockburn news for the 2026/2027 Rates and the high percentage hike for this term I would like to propose that new projects be cancelled or put on hold and only existing services etc be maintained. To keep Cockburn 'as is'. The great place that	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

		it already is whilst realizing the challenging times some are finding it financially. Its not a good time to hike rates currently. Thank you for reading	from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
75.	03/06/2026 Online submission	While I agree with a rate rise to enable the City to maintain its operations to the standard expected by the community, I disagree with such a big increase (above CPI) during a land gate GRV assessment year. Coolbellup, for example, has been subject to a massive property value increase on average homes that would not normally reach such large weekly rent income. It would be wise of the Council to wait for property price increases to see a pause before increasing the rates by such a significant amount.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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76.	03/06/2026 Online submission	Too big an increase, cost of living high. Small increase acceptable this one is not	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the

			burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
77.	03/06/2026 Online submission	The fact that there's a yield increase of 6.75% does not mean this is a materialised gain for property owners as we do not rent our house nor our salaries have increased at that rate, if any increase at all as in my case! People with mortgages have been hit with several OCR increases this year this plus inflation rate have put us in an extremely hard living condition where our income is not enough to cover the increase in the expenses. Increasing rates should be the last resource the council should turn to in this current economy. It should first look at cutting expenses, discretionary spending should be cut off. I enjoy all the free events the city of Cockburn offers however if given a chance I would choose for this to be postponed instead of having increased rates during this difficult times. Or maybe the city could charge a small fee to attend , this way people would have the choice.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. In accordance with the Corporate Strategic Business Planning and Budget Policy, Council is required to determine the Annual Calendar of Events each year. The Policy provides a provisional allocation for community events of up to 0.8% of rates revenue (excluding any specified area rates). The City reviewed the Annual Calendar of Events for 2026/27, considering community engagement outcomes, ongoing review of program performance, engagement with relevant community groups, and stronger distribution of events across wards. During the June 2026 Ordinary Council Meeting, Council endorsed that the Calendar of Events Program for the 2026/27 financial year retain the format of the 2025/26 program and resolved to utilise unspent and carried forward grants funding to support delivery of the Annual Calendar of Events. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without

			planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
78.	04/06/2026 Online submission	You guys cannot be serious?! We are in the thick of a cost of living crisis. Interest rates keep going up, rent is unaffordable, so many people are struggling to get through week to week and you want to increase council rates by 6%?! No thankyou. Please have a read of the room. Work on the projects that should have been completed years ago, work within your means. We the 'common folk' say no, enough is enough. Please stop ripping us all off.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
79.	04/06/2026 Online submission	How can council justify a 6.75% hike in rates when it is well above CPI, yes the cost of living has gone up but like all households why is the council not tightening their belt and watching the spend? Do they need to put free alcohol on after meetings, they each get paid can they not afford their own alcohol? Maybe look at some of the council services we pay for and do a deep dive into whether it is being utilised in the best way. Realistically there is more and more people building and moving into the Cockburn shire so there is more and more people paying rates, so stopping and taking a look at the council spend profile might be beneficial and actually show that the councillors do care and work for the communit.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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80.	04/06/2026 Written submission	Dear Council I'm writing to advise that your increase on rates this year is unreasonable Families have had to tighten their belts as interest rates rise with two more on the way Inflation has risen making our dollar not go as far Fuel is at the highest it has ever been and will get worse when the government apply the full fuel tax in the coming weeks The council has had a huge windfall from rents going up within the area That already puts extra in your coffers It's time you stop spending on things for a while You could stop all travel to events and conduct zoom meetings You could stop catering food at receptions and events You could cut back on funding events and giving grants to businesses Events are a bonus to the community not a need People will survive without them You need a sharper pencil and do the job you are paid to do The ratepayers are not a cash cow that you can just demand more money from Come back with a revised budget because this one doesn't work	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our

			community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
81.	04/06/2026 Online submission	Families are struggling as it is, a 6.75% increase is a hard hit and families will struggle to pay this. I request that this rate be reconsidered and lowered.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
82.	04/06/2026 Online submission	I live in Beeliar and looking at the proposed budget, my rates will increase by about 25%. This is a massive increase which is devastating in this already difficult financial climate. Families are already stretched thin as it is!	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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83.	04/06/2026 Online submission	A 6% increase is outrageous, particularly when most people's wages have only increased by around 3%. With the rising cost of living already placing pressure on households, an increase of this magnitude is difficult to justify. In addition to my rates, I am also paying for the underground power line, which further increases the financial burden. Perhaps consideration should be given to alternative measures, such as higher rates for properties that are left vacant during a housing crisis or those that have been converted into short-term accommodation such as Airbnb properties. This could help address housing availability concerns while reducing the need to place additional pressure on owner-occupiers. I would appreciate greater transparency regarding the reasons for this increase and the measures that have been considered to minimise the impact on ratepayers.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
84.	04/06/2026 Written submission	It is not acceptable that the City of Cockburn thinks that ratepayers should bare this brunt. Most salaries increased with CPI at 3%. In the proposed budget there are no savings but only additional and new expenditures. The economy is in a very tight financial situation. Despite the environment, the COC is	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

		not thinking on cutting costs but instead increasing their expenditure. Perhaps cost cutting and COC Staff Wage Freeze is where the COC need to look for additional funds rather than grabbing at the rate payers personal pockets if the new and additional expenditures are this necessary.	from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
85.	04/06/2026 Written submission	Dear Councillors, I am writing to express my strong opposition to the proposed 6.75% increase in council rates. This proposal comes at a time when many households are experiencing significant financial pressure. Over recent years, residents have faced substantial increases in mortgage repayments, rent, insurance premiums, electricity and gas costs, groceries, fuel, healthcare expenses, and other essential living costs. For many families, budgets are already stretched to their limits, and any further increase in mandatory charges places additional strain on household finances. In this context, I believe it is inappropriate for the Council to be proposing a rates increase of this magnitude. While I recognise that councils face their own cost pressures, residents expect that the same financial discipline being exercised by	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

		households and businesses should also be applied by local government. Before seeking additional revenue from ratepayers, the Council should be thoroughly reviewing its expenditure, identifying efficiencies, reducing discretionary spending where possible, and ensuring that existing resources are being used in the most effective manner. Periods of economic pressure require organisations to focus on core services and prudent financial management. Rather than pursuing additional projects or expanding spending commitments, the Council should be prioritising essential services and carefully assessing whether proposed initiatives can be deferred until economic conditions improve. Many residents are having to postpone major purchases, renovations, travel, and other discretionary spending due to cost-of-living pressures. It is reasonable to expect local government to demonstrate a similar level of restraint. Ratepayers have limited ability to absorb ongoing increases in compulsory charges. A 6.75% increase significantly exceeds what many households would regard as manageable and risks placing further pressure on residents who are already facing rising costs across almost every aspect of daily life. I respectfully request that the Council reconsider the proposed increase and instead place greater emphasis on cost containment, efficiency measures, and prioritisation of essential services. Any increase in rates should be kept to the minimum necessary and be supported by a clear demonstration that all reasonable opportunities to reduce or defer expenditure have been fully explored. Thank you for considering my feedback.	control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
86.	04/06/2026 Written submission	Dear City of Cockburn “Proposed rates for 2026–27 - In preparing the proposed differential rates, the City has applied the following modelling assumptions: Residential Improved properties – an average yield increase of 6.75 per cent including the minimum payment” It is not acceptable that the City of Cockburn thinks that ratepayers should bare this brunt. Most salaries increased with CPI at 3%. In the proposed budget there are no savings but only additional and new expenditures. The economy is in a very tight financial situation. Despite the environment, the COC is not thinking on cutting costs but instead increasing their expenditure. Perhaps cost cutting and COC Wage Freeze is where the COC need to look for additional funds rather than grabbing at the rate payers personal pockets.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

			Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
87.	04/06/2026 Written submission	Dear Cockburn Council I am writing to comment on the proposed rate changes for the next financial year. I understand that increases need to happen to align with the economy however a $619 increase with an already extreme cost living situation in unviable to all house owners with the Cockburn council. I strongly hope the council take on board all comments received and reviews to change the rates for the next financial year.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
88.	04/06/2026 Written submission	Dear Cockburn Council, I am writing to comment on the proposed rate changes for the next financial year. I understand that increases to happen to align with the economy, however a $619 increase with an already extreme cost of living is unviable to all house owners within the Cockburn council. I strongly hope the council takes on board all comments received and reviews to change the rates for the next financial year. Thank you for your consideration.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for

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89.	04/06/2026 Online submission	I wish to express my concern regarding the proposed 6.75% rates increase for the 2026-27 financial year. Like many residents, I am experiencing the ongoing impacts of rising living costs, including increases in housing, utilities, insurance, groceries and other essential expenses. At a time when households are being required to make difficult decisions, reduce discretionary spending and carefully manage their budgets, it is disappointing to see such a significant increase proposed by the City. I appreciate that the City faces increasing operational costs and has a responsibility to maintain services and infrastructure. However, in periods of economic pressure, governments and local authorities should be leading by example through prudent financial management, careful prioritisation of expenditure and the pursuit of efficiencies before seeking additional revenue from ratepayers. Many residents do not have the ability to simply increase their income to cover rising costs. Instead, they are expected to review spending, defer non-essential projects and focus on core priorities. I believe the City should be held to the same standard and should clearly demonstrate that all opportunities to reduce discretionary spending and improve efficiency have been thoroughly explored before implementing a rates increase of this magnitude. I am particularly concerned that this proposal appears to place the burden of increasing expenditure directly onto ratepayers during a period of financial hardship for many families. Rate increases should be a last resort, not the default response to budget pressures.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into

		I respectfully ask Council to reconsider the proposed increase, review spending priorities and seek opportunities to minimise the financial impact on residents while continuing to deliver essential services.	the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
90.	04/06/2026 Online submission	This is absolutely insane. We are in a cost of living crisis and you guys think it's ok to raise rates more than double the rate of inflation. We are struggling to even pay our mortgage and City of Cockburn is doing nothing to tighten their belt. You should consider cutting costs rather than raising rates double that of inflation.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
91.	04/06/2026 Online submission	The proposed increase is not acceptable. Given the significant stress on household budgets at the moment, the proposed 6.75% far exceeds what most people have received in pay increases. The council needs to reconsider the increase and look instead at where the budget can be cut rather than relying on increased rates.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

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92.	04/06/2026 Online submission	I do not agree or can afford this increase in the rates it is absolutely ridiculous.. how can a household with 2 young children afford rates to jump a further $1300 dollars ... Why so much ? With the fuel increases food increases and July daily life the working class are going to crumble as it just cant keep going	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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93.	04/06/2026 Online submission	Proposed rates increase is not appropriate given the cost of living crisis. It is unreasonable and disproportionate. Council is completely out of step with the financial situation facing most families.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
94.	04/06/2026 Online submission	The City of Cockburn's proposed 6.75% differential rate increase is unacceptable at a time when families are already struggling with relentless cost of living pressures. Residents are being asked to pay significantly more despite seeing rising crime in local neighbourhoods and growing concerns about government waste and inefficient spending. Ratepayers deserve transparency about where their money is going, yet the	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

		City has not clearly demonstrated what tangible improvements this increase will deliver. When essential services feel stretched and community safety is declining, it is unreasonable to demand higher rates without a clear, accountable explanation of the benefits. Until the City can justify this increase with evidence of responsible spending and real outcomes for residents, the community is right to challenge its fairness and necessity.	from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
95.	04/06/2026 Online submission	I object to the proposed 2026-27 rates increase of 6.75%. Many households are already under significant financial pressure from rising mortgage repayments, rent, insurance, utilities, groceries and other living costs. Wage growth for many and majority of residents has not kept pace with these increases, making a rates rise of this magnitude difficult to justify. I am also concerned that the proposed budget appears to include additional and new expenditure rather than focusing on identifying savings, efficiencies and cost reductions. Like households and businesses, local government should be looking for ways to reduce costs during challenging economic times before passing additional costs onto ratepayers.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

		Any proposed differential rating structure should be fair, transparent and well justified. Residents should not be disproportionately impacted in order to fund increased spending. I urge Council to reconsider the proposed rates increase and place a greater focus on expenditure restraint, operational efficiencies and cost-saving measures to minimise the financial burden on ratepayers.	control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City of Cockburn is committed to providing exceptional services that meet the needs of our growing community, whilst also evaluating services to better align with customer needs and expectations, leading to more relevant and effective service provision. The City is implementing a Service Review Program to identify opportunities to improve how resources are managed for service delivery, supporting a more efficient and sustainable use of resident rates. The review will also inform service planning and long-term financial planning, helping to ensure City resources are allocated effectively to meet the evolving needs of the community.
96.	04/06/2026 Online submission	I think it is disgraceful to expect such a hike in Rates. I do not support this at all. It is NOT fair and reasonable. How does such an increase in Rates look after your residents. Shame on you	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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97.	04/06/2026 Online submission	Put the rates up, punishing battling families because the local government can't control spending! Local council looking after local families, couldn't drive thirsty sheep to water!	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
98.	04/06/2026 Online submission	Council is continously increasing the rates but the services doesnt improve. We requested a footpath along cockburn road to coogee common and its been 5 years! There is little focus on landscape maintenance, does increasing rate support that??	Feedback noted. The City of Cockburn currently manages over $2 billion infrastructure assets in a cost-effective manner to deliver services to the City's residential and business communities. Asset management covers roads, footpaths, buildings, drainage,

			buildings, signage, playgrounds, parks and environment, also fleet and plant. Various Asset Management Plans exist as part of the City's Strategic Asset Management Planning Framework to track and manage asset condition, lifecycle, expiry and replacement. Requests for additional or new infrastructure like (cycle paths, footpaths, and kerbs) are investigated and budgeted as separate renewal projects. They are assessed in relation to the locality and prioritised against maintenance and renewal requirements for existing infrastructure, and other new requests. The City has been revising its Bicycle and Walking Network Plan with the final Plan endorsed by Council at the June 2026 Ordinary Council Meeting.
99.	04/06/2026 Online submission	I feel such a big increase during a stressful financial time is going to put a lot of residence under stress and create an increase in mental health.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
100.	04/06/2026 Online submission	Do not agree with the increase in rates, not only has the GRV increased, the multiplier has increased AND the council has seen an increased in the number of households paying rates full stop. Blatant money grab to detract from the lack of ability to develop and stick to a budget.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

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101.	04/06/2026 Online submission	This increase will put me into financial hardship. Im 61 single with a dependent son aged 19 at tafe. Im on jobseeker and already cannot adequately feed myself after my son and pets.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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102.	04/06/2026 Online submission	In this economic state I think it is disgusting that you are looking at raising the rates by that much. Most families have had trouble keeping up with the payments of their mortgages let alone the rates also	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
103.	04/06/2026 Written submission	Dear team, Whilst on paper there may be ridiculous increases in property values, these are not realised until a sale occurs. For many residents their home may have increased in value but their income has not. Increasing rates beyond CPI is pure greed and will cause many with a fixed income financial stress and possibly lead to the loss of their home and extra pressure on rental market or worst still homelessness. Don’t be greedy.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for

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104.	04/06/2026 Online submission	Households are suffering enough financially at the moment. I do not support this. I feel this budget shouldnt be punishing households they should be trying to help relieve some of the pressure.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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105.	04/06/2026 Online submission	I strongly oppose the proposed City of Cockburn rate increase. At a time when many households and businesses are already facing significant cost-of-living pressures, an increase of this magnitude is difficult to justify. The proposed rise is more than double the rate of inflation (CPI), placing an additional financial burden on residents who are already struggling with higher costs across all aspects of daily life. I am also concerned by what appears to be wasteful expenditure and spending priorities that do not reflect the current economic climate. Historically, rate increases have generally been more closely aligned with inflation and broader economic conditions. This proposal represents a significant departure from that approach and places an unfair burden on ratepayers. The City should be focusing on greater financial restraint, improved efficiency, and ensuring existing funds are being spent responsibly before asking residents to contribute substantially more.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
106.	04/06/2026 Online submission	Households and families are suffering enough financially. I do not support this. This budget should NOT be punishing households. It should be trying to help relieve some of the pressure.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

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107.	04/06/2026 Online submission	I am writing to provide feedback on the proposed 6.75% average yield increase across the City's rating categories for the 2026-27 financial year. While I acknowledge that the City is operating in a high-cost environment and experiencing rapid population growth, a 6.75% increase represents a significant additional burden on local households and businesses already managing broader cost-of-living pressures. Before finalizing these rates, I urge the Council to ensure that every opportunity for internal operational efficiency has been exhausted to minimize the impact on ratepayers. Furthermore, as these funds directly support the Draft Capital Works Budget, residents deserve clear transparency regarding which projects are being prioritized. I request that essential infrastructure, road maintenance, and core community services be heavily prioritized over non-essential or aesthetic projects to ensure optimal return on investment for the community. Thank you for considering this feedback in the final budget deliberations.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

			Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
108.	04/06/2026 Online submission	Rates continue to go up each year but our salaries don't go up enough to burden the extra costs. The council should be looking at how to budget better rather than passing on extra cost's to residents who are barely making it through living pay check to pay check with what is not only going on with our economy but also the world today.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
109.	04/06/2026 Written submission	We have recently been made aware that home owners within the area of Beeliar are going to cop a 55.6% rate rise. This is absolutely outrageous considering the current hardship new first home buyers such as ourselves are experiencing with interest rate rises, child care fee increases and general cost of living crisis on things like bills, fuel and groceries. Wages meanwhile continue to fall behind inflation and all of these spiraling costs. The financial stress on our family is growing day by day. How can the council justify imposing such a staggeringly high increase, and why is more spending being proposed in the council budget rather than cost cutting in the current economic climate? What services will the Beeliar area receive for such ridiculous hikes? Why can't the rate rises be spread more equally throughout the council jurisdictions rather than falling so heavily on Beeliar?	Feedback noted. Gross Rental Value (GRV) is an independent valuation of the estimated annual rental value of your property, as determined by the Valuer General. Council uses this valuation as part of the process to calculate property rates. GRV assessment of Cockburn properties was conducted 1 August 2024, to be applied to rates effective 1 July 2026. A change in your GRV does not automatically result in the same change to your rates. Rates are based on your property's GRV *relative to other properties* in the City, not on GRV alone. Houses that have undergone renovations and improvements could yield a higher rental income, hence their GRV reassessment will be greater than say their neighbours, who have not undertaken improvements.

		Home owners such as ourselves really cannot afford to pay an extra $700+ on top of current rates and such an extreme increase in Beeliar alone is unfair and unwarranted. We strongly oppose this rate increase for Beeliar and hope that IF rates must increase it should be at a manageable rate considering current economic conditions, fairly distributed, and with clear justifications on expenditure from the council.	The Valuer-General determines the GRV for all rateable properties in WA. Landgate provides GRV figures to local councils and other rating authorities, who use them to calculate rates, service charges, and levies. Council is required to use the GRV provided and cannot amend valuations. Objections to Gross Rental Value (GRV) or Unimproved Value (UV) are governed by the Valuation of Land Act 1978 (WA) and managed by Landgate (Valuer General). Local governments do not handle objections; they rely on the valuations issued by Landgate. You can lodge an objection after receiving your Annual Rate Notice issued by the City. You have 60 days from the issue date on the Annual Rate Notice to lodge your objection to Landgate. Visit Landgate to learn more about lodging an objection. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
110.	04/06/2026 Online submission	I wish to express my concern regarding any proposed increase in differential rates for the 2026–27 financial year. Many households are currently experiencing significant financial pressure due to the ongoing cost-of-living crisis. Rising mortgage repayments, escalating rental costs, higher utility bills, insurance premiums, fuel prices, and everyday grocery expenses	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

		have placed considerable strain on family budgets. For many residents, there is little discretionary income remaining after covering essential living costs. At a time when families are struggling to stay afloat, any increase in rates will add further financial burden and hardship. While I acknowledge the need to maintain services and infrastructure, it is important that rate increases are carefully balanced against the capacity of residents to absorb additional costs. I urge the Council to consider the financial realities facing the community and to minimise any rate increases wherever possible. Consideration should also be given to measures that protect vulnerable households, pensioners, low-income earners, and families already facing financial stress.	The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
111.	05/06/2026 Online submission	Your rates proposal is an appalling cash grab in already trying times. It is unfair and greedy, especially given the minimal capital works proposed in Beeliar. We choke on Cockburn cement fumes which you choose to do nothing about apart from lip service, the roads around here, particularly Henderson and Russell roads, are full of pot holes and with no shoulders. In short. Your rates proposal is at best, a blatant rip off to the ratepayers of the suburb. Do better!	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the

			burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
112.	05/06/2026 Online submission	Is the council completely out of touch with its residents? Putting up the rates in the midst of a cost of living crisis is completely insane. The method you're using for differential rates completely counter intuitive to cash flow. The cost of everything has gone up dramatically in recent years with wage growth stagnating.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
113.	05/06/2026 Online submission	It is difficult to comment on the appropriateness of the rates increase when the only budget provided was the proposed capital works budget. I would like to have the opportunity to comment on the general operating budget of the council so we as a community can better understand the utilisation of these funds. It is understood that the cost of living has increased for residents, and that extends through to businesses, councils not being immune. However, a CPI increase in rates is more appropriate and would be better for the community than some of the other initiatives of council. Mental health and wellbeing of consistuents is directly impacted by increases like this - that should be at the forefront of any decision making. Before an increase in revenues is considered, the community should be provided a detailed explanation of the cost cutting exercises that were considered in the first instance.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

		What is the current entertainment budget for the council? Are champagne towers and violinists really necessary at council celebration dinners attended by majority council members and other council affiliated individuals? How much are councillors paid and how is this determined? Some do more than others, and this should be revisited. What reserves are currently held by the council? What is the investment strategy and utilisation plan for those reserves? There are so many questions that need to be answered before someone can provide an educated answer to the question- is the rates increase appropriate. I'd also suggest amending your chart comparing rates with other neighbouring councils. Comparison should be on a rate basis not a per property charge. City of Cockburn has significantly smaller residences that the neighbouring older councils. In addition, rate comparison should be on a rate category basis - do not lump business and rural rates in with residential rates. Overall I am quite disappointed with the direction the council is headed and it's current work practices. An internal review of policies and procedures should be undertaken to ensure the appropriate use of public funds.	control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
114.	05/06/2026 Online submission	Proposed rates for 2026–27 - In preparing the proposed differential rates, the City has applied the following modelling assumptions: Residential Improved properties – an average yield increase of 6.75 per cent including the minimum payment” It is not acceptable that the City of Cockburn thinks that ratepayers should bare this brunt. Most salaries increased with CPI at 3%. In the proposed budget there are no savings but only additional and new expenditures. The economy is in a very tight financial situation. Despite the environment, the COC is not thinking on cutting costs but instead increasing their expenditure. Perhaps cost cutting and COC Wage Freeze is where the COC need to look for additional funds rather than grabbing at the rate payers personal pockets.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

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115.	05/06/2026 Online submission	I would like to see the council offer free green waste disposal to special rural blocks. It would be at a very small cost and would reduce the fire fuel left on blocks, and also the unsightly piles of green waste.	Feedback noted. The City acknowledges the challenges faced by rural residents in managing large volumes of green waste and recognises the importance of effective disposal for fire safety and ongoing property maintenance. While the current tip pass allocation is designed to balance service equity and cost, the City undertakes regular reviews of the Waste Management Service Plan, which includes assessing options to that support rural properties while ensuring financial sustainability for the broader community.
116.	05/06/2026 Written submission	Dear Councillors, I am writing as a resident of the City of Cockburn to express my strong opposition to the proposed 6.75% increase in council rates. Like many households across Cockburn, my family is already dealing with significant cost-of-living pressures. Mortgage repayments, insurance premiums, electricity, groceries, fuel, healthcare, and other essential expenses have all increased substantially over recent years. For many residents, household budgets are already stretched, and a rates increase of this size will place additional pressure on families who are doing their best to manage rising costs. I appreciate that the City is also facing increasing operational costs. However, I believe residents expect the same level of financial discipline from local government that they are being required to exercise in their own homes and businesses. Before asking ratepayers to contribute more, I would encourage the City to thoroughly review its expenditure, identify efficiencies, reduce discretionary spending where possible, and ensure that existing resources are being used as effectively as possible. In challenging economic times, I believe the focus should be on maintaining essential services and carefully prioritising spending. Many Cockburn residents are postponing renovations, holidays, and other discretionary expenses because they simply cannot justify the additional cost. It is reasonable to expect the City to show a similar level of restraint and to consider whether some projects or spending commitments can be delayed until economic conditions improve. A 6.75% increase is well above what many households would consider manageable, particularly when residents are already facing rising costs across almost every aspect of daily life. For many people, wages have not increased anywhere near this level, meaning household incomes are simply not keeping pace with the growing cost of	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without

		living. As compulsory charges, council rates leave ratepayers with little choice but to absorb the increase, regardless of their financial circumstances. I respectfully ask that the Council reconsider the proposed rate increase and place greater emphasis on cost containment, operational efficiencies, and the delivery of core services. Any increase should be kept to the minimum necessary and only after all reasonable opportunities to reduce, defer, or reprioritise expenditure have been fully explored. As a resident who values the services and amenities provided by the City of Cockburn, I would like to see a balanced approach that recognises the financial challenges currently being experienced by many members of our community and reflects the realities faced by the ratepayers who ultimately fund these services. Thank you for considering my feedback.	planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City of Cockburn is committed to providing exceptional services that meet the needs of our growing community, whilst also evaluating services to better align with customer needs and expectations, leading to more relevant and effective service provision. The City is implementing a Service Review Program to identify opportunities to improve how resources are managed for service delivery, supporting a more efficient and sustainable use of resident rates. The review will also inform service planning and long-term financial planning, helping to ensure City resources are allocated effectively to meet the evolving needs of the community.
117.	05/06/2026 Online submission	To expect rate payers to be paying an additional $600+ is absolutely insane. This mayor was re-elected for the continuity of doing a good job. What is going on here, to force the residents to pay further is not the right move. Need to do something a little more creative to balance the books.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
118.	05/06/2026	To whom it concerns,	Feedback noted.

	Online submission	I am strongly against an increase in rates to this level for the forthcoming financial year 2026/2027. I understand the rising costs puts pressure on council but the pressure this increase will put on your residents is far too great. An increase of 6% is far too high and much higher than the increase in rates of pay or inflation etc. Surely you can find better ways to cut costs. I also believe the council has done a very poor job in communicating this proposal with the community and more should have been done to share such important information.	To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
119.	05/06/2026 Online submission	I wish to object to the proposed 2026-27 differential rates increase. The proposed increase is significantly above CPI and places an unreasonable burden on ratepayers at a time when many households and businesses are already facing substantial cost-of-living pressures. Residents are continually being encouraged to reduce spending, manage household budgets carefully, and help curb inflationary pressures. Local governments should be demonstrating the same level of financial discipline. The City should be aiming to keep rate increases in line with CPI unless there are exceptional and clearly justified circumstances. A rate increase well above inflation effectively shifts the burden of rising costs onto residents who may not have the capacity to absorb further increases. I also encourage Council to compare its proposed increase with neighbouring local governments and ensure it remains competitive and reasonable. Before seeking additional revenue from ratepayers, the City should undertake a thorough review of its expenditure, identify efficiencies, prioritise core services, and defer non-essential spending where possible.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

		Many residents are being forced to make difficult decisions about discretionary spending, projects, and household expenses. It is reasonable to expect the City to adopt a similar approach and focus on reducing expenditure rather than relying on above-inflation rate increases. Where the City wishes to deliver desirable but non-essential projects, greater emphasis should be placed on securing external funding opportunities, including State and Federal Government grants, partnerships, and other funding sources. Ratepayers should not be expected to fund every "nice to have" project through continual above-inflation rate increases when alternative funding mechanisms may be available. Grant funding should be actively pursued to reduce the financial burden on residents and businesses. At a time when many in the community are struggling with rising mortgage costs, rents, insurance premiums, utility bills, and everyday living expenses, Council should be focused on finding savings, improving efficiency, and maximising external funding rather than increasing rates beyond inflation. I respectfully request that Council reconsider the proposed increase and limit any rate rise to a level consistent with CPI, supported by stronger efforts to reduce costs, improve operational efficiency, and secure external funding for non-essential projects. Thank you for considering my submission.	The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City actively pursues external funding opportunities from State and Federal Governments, particularly for major infrastructure and road projects that require investment beyond what can be supported through local rate revenue alone. These funding programs are highly competitive, with many local governments seeking access to limited funding pools. The City remains committed to securing additional investment for the community and continues to advocate strongly for a range of priority projects.
120.	05/06/2026 Online submission	I oppose the increase. CPI isn't even 5% and you are proposing 6.75%. This is unfair to residents who are already struggling with cost of living pressures from rising interest rates and fuel costs. Please reconsider the value of the increase. Thank you	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months.

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121.	05/06/2026 Written submission	This rate increase you are proposing is ridiculous,people are financially finding it very hard at the minute and this will just add unnecessary pressure on the ones struggling,I could understand if the things were favourable but this is not the right time to and add additional pressure on families right now.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
122.	05/06/2026 Online submission	I don't agree with the proposed residential rates which are extremely high for my small block with a simple dwelling having 3 bedrooms and 2 bathrooms.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

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123.	05/06/2026 Online submission	Fees are too high. I am paying almost $3000 a year as it is and with a young family. Perhaps reign in spending to meet your current revenue. Everyone needs to stop increasing prices it's relentless. Let's look after our Aussie families and stop the money grabbing madness.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the

			burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
124.	05/06/2026 Written submission	Dear Mayor and Councillors, I am writing as a resident and ratepayer in Yangebup to express my concern regarding the City of Cockburn's proposal to move to a differential rates system. Having reviewed the information available, I remain concerned that the proposed changes will result in a significant increase in rates for homeowners such as myself. While I understand the City may have reasons for considering this change, I do not believe the proposal has been clearly explained in a way that allows ordinary residents to fully understand the financial impact on their households. My primary concern is that owner-occupiers in suburbs like Yangebup may face substantially higher rates without a corresponding increase in services or benefits. At a time when many households are already dealing with rising mortgage costs, insurance premiums, utility bills, and general living expenses, any significant increase in council rates places additional pressure on family budgets. I would appreciate greater transparency regarding: • The expected financial impact on owner-occupied residential properties in Yangebup. • The rationale for shifting to a differential rating system. • How the City has assessed the fairness of the proposal across different suburbs and property types. • What measures, if any, will be implemented to protect residents from substantial rate increases. I believe any changes to the rating system should be fair, transparent, and easy for residents to understand. Based on the information currently available, I do not support the proposed differential rates system and respectfully request that Council reconsider the proposal or provide a more detailed explanation of its impacts before proceeding. Thank you for considering my feedback.	
125.	05/06/2026 Online submission	Should be no more that 4.5% We need to reduce the cost of living.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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126.	05/06/2026 Online submission	The increase to differential rates is a very large increase (6.75%) in the current economic climate. I think more consideration should be given to trimming some of the proposed improvements and keep the increase in rates more manageable for all residents. Projects that benefit more of the community should have priority over specialized projects that benefit a few.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our

			community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
127.	05/06/2026 Online submission	As a rate payer, we are aware there will be an annual increase in our rates. How can the City of Cockburn justify a 6.75% increase when the State is in a cost of living crisis, and majority of other LGs are around the 5%? Most of the councillors spruik in their campaigns "I will keep rates low", if that is the case, how can they consciously vote on 6.75%. Whilst I am not financial expert, and I haven't done benchmarking, surely 5% would be more reasonable to the rate payers of Cockburn. We are aware everything is costing more, however it is wildly known for years that Cockburn has the funds. Is this not the case? Has the inquiry outcome, changes in CEO and organisational restructures in the last 5years cost the ratepayers undisclosed funds and potential facilities and resources for the wider community? With any increase can the City confirm there will be no change in the frequency of our waste services, parks maintenance, road and path maintenance, facility maintenance and event services? New projects should be evaluated at merit. Eg The Aboriginal Visitors centre has been proposed for many years and the City has lost funding because it couldn't fulfil the promise. The Cockburn ARC slide hasn't been working for multiple years, when will this be resolved? Cockburn is the best place to be, however the Councillors need to listen to their rate payers and do what is best for most not their own political agenda.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
128.	05/06/2026 Online submission	Rates should not increase more than CPI. It's just not justifiable and spending should be prioritised based on the greatest need.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our

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129.	05/06/2026 Online submission	DO NOT AGREE Affordability and cost of living pressure. Rate rises will hit at the same time as everything else. Rates are based on property values, not income. A pensioner or low-income earner in a high-value area pays the same as a wealthy neighbour, often a larger share of their actual income. Higher holding costs on residential property can reduce discretionary spending in the local economy, potentially undermining the very community the council serves. The burden of proof is on the council to demonstrate efficiency before seeking more revenue.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
130.	05/06/2026 Online submission	Living with a husband with an amputation I find it difficult to get 3 abled people to assist with burn offs with good weather. I would find it very helpful to either have unlimited green waste passes or even 6 passes to match our waste passes. Last year with the wet weather it was hard to burn off all our	Feedback noted. The City acknowledges the challenges faced by rural residents in managing large volumes of green waste and recognises the importance of effective disposal for fire safety and ongoing property maintenance. While the current tip pass allocation is

		piles and were left with 4 large piles unable to burn safely. It was terrifying having that extra fuel in the property when fires became close this year. I use a 6x4 trailer with a cage for my usual waste and have 2 stamps used each time. So it would be extremely helpful to be able to clear the property to legal requirements with free green waste passes or at least extra for green waste on our rates. Especially with the large gum tree branches that came down in last weeks storm. The front yard would easily fill the trailer 2 times to get rid of the storm damage without the back of the property clean up. We already have a trailer full with no vouches left this year so are waiting in our next year rates to help remove the storm damage without our usual cleanup. Thanks for your time	designed to balance service equity and cost, the City undertakes regular reviews of the Waste Management Service Plan, which includes assessing options to that support rural properties while ensuring financial sustainability for the broader community.
131.	05/06/2026 Online submission	I am against the proposed 6.75% rate increase. Given the very difficult time faced by individual households and the on-going economic situation this rate increase is inappropriate.I believe the SAR should also be reduced given the lack of capital works projects in my area at Port Coogee.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City collects individual Special Area Rates (SAR) for Port Coogee and Shoreline (Cockburn Coast) precincts to fund the higher service standards including enhanced parks, streetscapes and public spaces, more frequent upkeep, and the maintenance of specialised infrastructure such as coastal assets (excluding Port Coogee Marina), including seawalls, boardwalks, and environmental systems unique to the area.

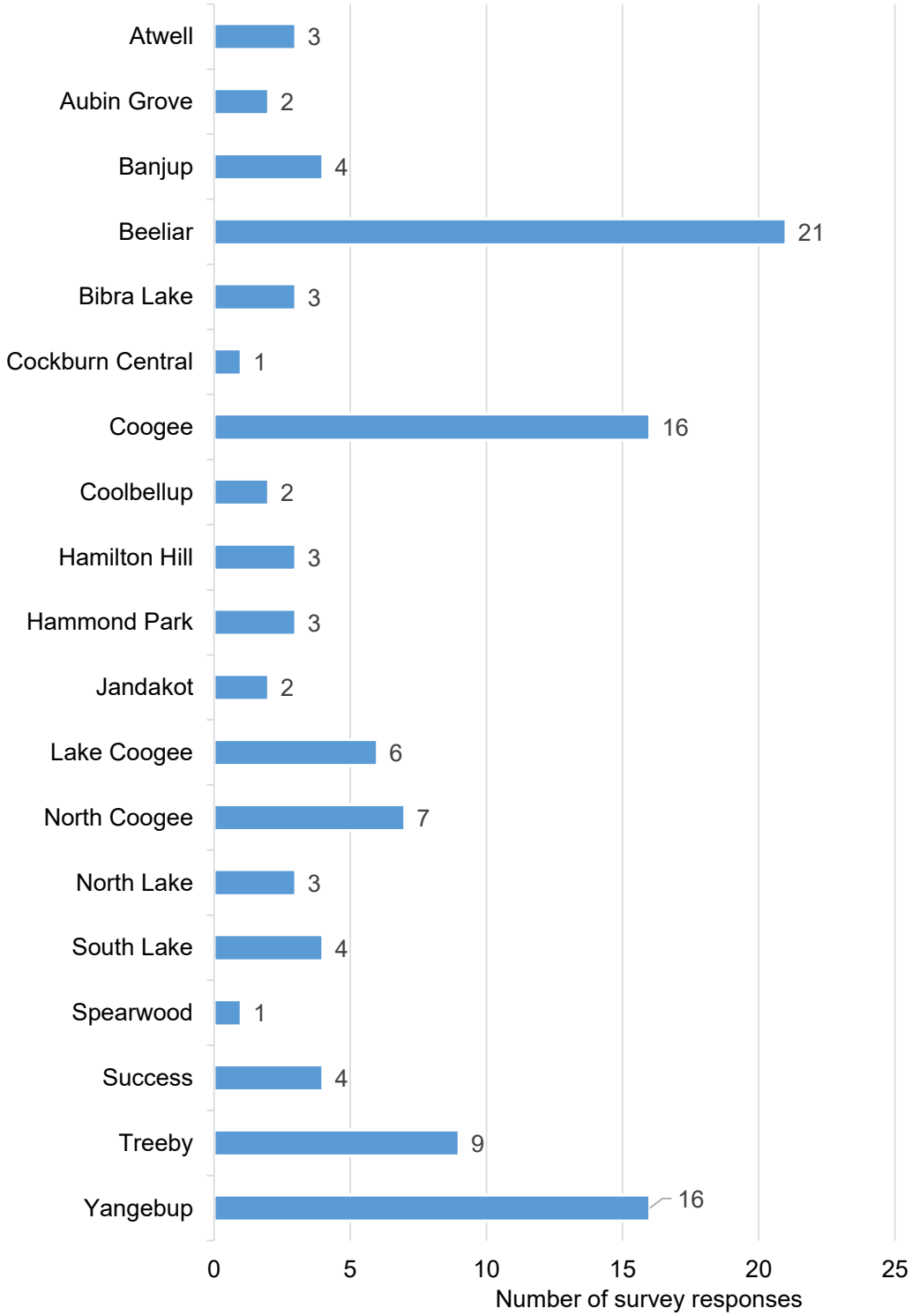
			Each year, SARs are reviewed through the City's annual budget to ensure they remain aligned with the cost of delivering these services. The 2026-27 SAR yield is not proposed to change, and the general 6.75% increase in rates will not apply to the SAR. Funds collected for the individual SAR are held separately from general municipal revenue and can only be used for their intended purpose, with individual SAR reserves maintained to ensure collected funds are only spent on delivery of the SAR specific purposes.
132.	05/06/2026 Online submission	The proposed rate increase is way too high in the current climate. People are struggling at all levels in the current economic climate. There is no justification for this size rate increase at this time and it will be very damaging to the Council's reputation. This is at the very least "out of touch" with reality.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
133.	07/06/2026 Written submission (late submission)	I am writing to express my concern regarding the City of Cockburn's proposed 6.75% increase in residential rates for the 2026-27 financial year. While I appreciate that the City faces increasing costs in delivering services and maintaining community infrastructure, a rate increase of this magnitude places additional financial pressure on residents already dealing with rising household expenses, including fuel, insurance, groceries, and mortgage costs.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

		I respectfully suggest that any increase in rates should be more closely aligned with the prevailing Annual Consumer Price Index (CPI) for Western Australia, which is currently approximately 4.6%. Therefore, any increase in rates should be limited to the prevailing Perth CPI rate of approximately 4.6% per annum, rather than the proposed 6.75% increase. This would provide a more balanced approach that allows the City to meet its financial obligations while recognising the cost-of-living challenges faced by many ratepayers. I encourage Council to carefully reconsider the proposed increase and explore opportunities to reduce planned expenses to minimise the financial impact on residents. For example, planned capital works expenditures could be postponed. Thank you for considering my concerns. I trust that Council will take into account the views of ratepayers before making its final decision.	The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.

Respondent Statistics

Suburb	
Online Survey Responses	
Atwell	3
Aubin Grove	2
Banjup	4
Beeliar	21
Bibra Lake	3
Cockburn Central	1
Coogee	16
Coolbellup	2
Hamilton Hill	3
Hammond Park	3
Jandakot	2
Lake Coogee	6
North Coogee	7
North Lake	3
South Lake	4
Spearwood	1
Success	4
Treeby	9
Yangebup	16

Suburb

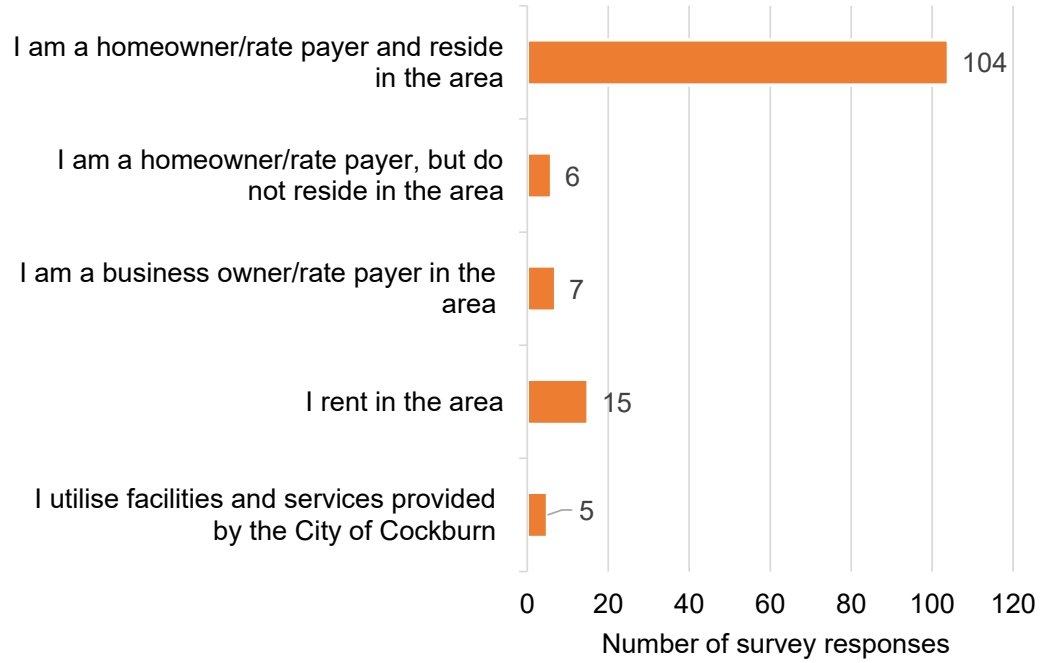


Respondents could select one answer only.

Relationship to the City of Cockburn	
Online Survey Responses*	
I am a homeowner/rate payer and reside in the area	104
I am a homeowner/rate payer, but do not reside in the area	6
I am a business owner/rate payer in the area	7
I rent in the area	0
I utilise facilities and services provided by the City of Cockburn	15

*Respondents were able to select more than one answer.

Connection to the City of Cockburn



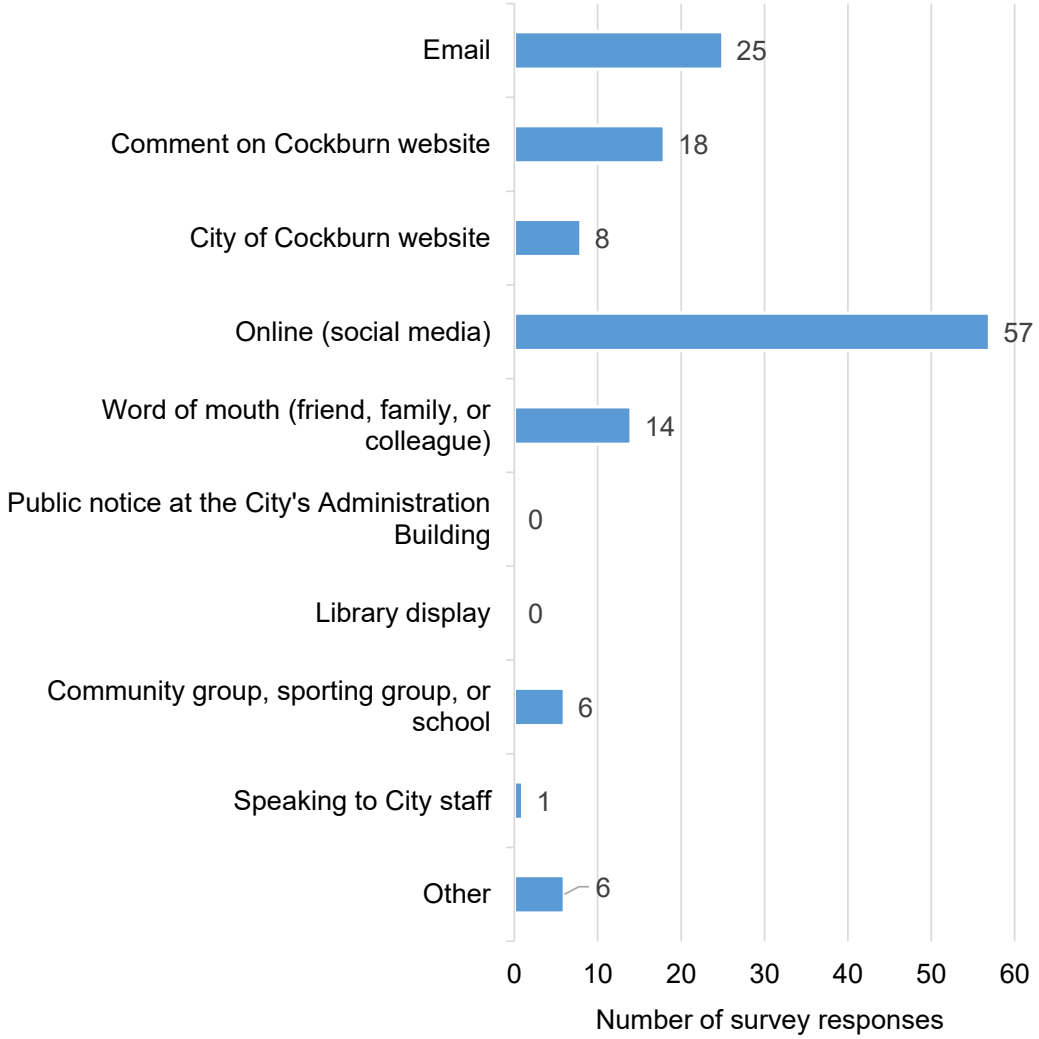
Respondents could select multiple answers.

How did you find out about this project?	
Online Survey Responses*	
Email	25
Comment on Cockburn website	18
City of Cockburn website	8
Online (social media)	57
Word of mouth (friend, family, or colleague)	14
Public notice at the City's Administration Building	0
Library display	0
Community group, sporting group, or school	6
Speaking to City staff	1
Other:	6

1. Differential rates via email. Capital works program only now
2. PerthNow
3. Social media
4. Social media NOT from council and I live in the affected area
5. On Perth now
6. https://www.perthnow.com.au/wa/perth/south/cockburn/cockburn-residents-are-concerned-as-city-advertises-highest-rates-increase-in-five-years-c-22318270

*Respondents were able to select more than one answer.

How did you find out about this project?



Respondents could select multiple answers.

Comment on Cockburn Statistics

Project page	
Visits to page	1,931
Contributions	110
Project followers	49
E-newsletter	
Recipients	11,440
Opens	5,594
Clicks	230
Top Traffic Channels	
Social Media	928
Direct	694
Websites	174
Search engine	134



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ABN 27 471 341 209



Public Questions and Submissions Received

Draft Capital Works Budget 2026-27



Process

The City of Cockburn advertised their Draft Capital Works Budget for the 2026-27 financial year, for community comment, alongside the Notice of Intention to Levy Differential Rates.

Between Wednesday 13 May 2026 and Friday 5 June 2026, the City invited participants to provide feedback in the following ways:

- Online survey
- Hardcopy survey (available at Main Administration, Spearwood, Coolbellup, and Success Libraries, and on request)
- In writing
- Phone call
- Email.

To raise awareness and encourage input, the City distributed the following communications about the project:

- Project page on the City's Comment on Cockburn website
- E-newsletter to all Comment on Cockburn 11,440 newsletter subscribers
- Notice and hardcopy surveys available at the City's Main Administration Building, and Spearwood, Coolbellup, and Success Libraries
- Promotional tile on the main City of Cockburn website
- Social media
- Presentation to local Residents Groups.

During the comment period, the email notifying subscribers of the submission period was opened by 5,594 people and the Facebook post was viewed by 13,394 people. The project page on the Comment on Cockburn website received 1,931 visits and 110 contributors provided comment via the online survey. Respondents were able to provide a submission related to either Differential Rates, the Draft Capital Works Budget or both. Of the 110 online contributors, 109 submissions were received regarding the proposed Differential Rates and 65 submissions were received pertaining to the Draft Capital Works Budget. 27 written submissions were received regarding Differential Rates; however, some of these submissions were duplicates received by the same people via various channels. One person provided a written submission regarding the Draft Capital Works Budget 2026-27. Total submissions received were 133 for Differential Rates 2026-27 (plus one late submission) and 66 for the Draft Capital Works Budget 2026-27.

Participant Responses and City Responses

Responses are shown as received, and therefore some spelling and grammatical errors may exist.

Respondents were advised on the Comment on Cockburn page that all submissions will be compiled, and the overall feedback themes will help inform the decision at the June 2026 Special Council Meeting. We do not send responses to individual submissions during this process, rather all submitters will be notified on the inclusion of the schedule of submissions in the Special Council Meeting Agenda.

Please provide your submission on the Draft Capital Works Budget for 2026-27			
#	**Date**	**Submission**	**Officer Response**
1.	13/05/2026 Online submission	As above, I repeat the same point: I would like to propose that the council first review its own expenses and make efforts to reduce them significantly before it looks to increase rates. From what I have personally observed, I have concerns around the councils procurement processes and cost control measures. For a specific example, in 2025 the council chose to spend over $549,000 Ex GST on a provider based in Melbourne when local based options that are used by neighbouring councils were available with one option that was actually based within the City of Cockburn for a price that was 18 times cheaper! (see Tender No. RFP/2024) I observe that this is a considerable price difference for the same service and in my opinion choosing to support a significantly more expensive eastern states provider over more affordable local founded businesses doesn't make sense. I believe the council should be supporting the local community and local businesses first and foremost, especially if they can deliver more cost effective services that save rate payors significant money. I have concerns this is a more wide spread cost blow out issue across the council procurement practices and I would like to recommend that the council make efforts to show it has tried to reduce its own costs first before asking rate payors to pay even more in rates. Thank you.	Feedback noted. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City is committed to delivering best practice in the procurement of goods, services and works in accordance with Council Policies and applicable statutory obligations. All procurement activities over $250,000 must comply with the *Local Government Act 1995 and* the *Local Government (Functions and General) Regulations 1996* in respect to all purchases, contracts and asset disposal decisions. The City is committed to maintaining the highest standards of ethical behaviour, accountability and probity, with tenders and tender exempt procurement undertaken in a fair, impartial and transparent manner supported by appropriate documentation and audit controls. Value for money underpins all procurement decisions and is assessed through a balanced evaluation of both cost and non-cost criteria, including quality, safety, fitness for purpose, timeliness, functionality, sustainability, and broader economic and community benefits. This ensures that the most advantageous and appropriate tender is selected, rather than solely the lowest priced submission. Risks associated with procurement activities are actively identified, assessed and managed throughout the procurement lifecycle, ensuring decisions are robust, defensible and aligned with the long-term interests of the City and the community.
2.	13/05/2026 Online submission	Again there seems to be no managing costs it just seems that more and more money is wanted rather than operating within what is there	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

			from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
3.	13/05/2026 Online submission	Disappointed to see Urban Greening not included here. We have one of the worst canopy coverage	Feedback noted. Urban greening is not classed as a depreciable asset and therefore is in the City's operational budget, not the capital works budget. The City is committed to improving and protecting our tree canopy, adopting an updated Street Trees Local Planning Policy in March 2026 and implementing the Local Planning Policy 5.26 – Tree Protection in May 2026. This seeks to ensure we address tree canopy across both public and private land.
4.	13/05/2026 Online submission	Nothing appears substantial to warrant such a large increase on the ratepayers.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well

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5.	14/05/2026 Online submission	Shd be reduce, cut the capital work budget.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
6.	14/05/2026 Written submission	Thank you for this opportunity to comment. Could we please have a cycleway along Rockingham Rd, heading east, preferably to the Town Council offices and Spearwood Ave? I once tried (10 years ago) to cycle to the library but, after trying to negotiate all the lumpy pavements, never again. Except for along the coast, cycling is a severely neglected form of transport in this town.	Feedback noted. Requests for additional or new infrastructure like (cycle paths, footpaths, and kerbs) are investigated and budgeted as separate renewal projects. They are assessed in relation to the locality and prioritised against maintenance and renewal requirements for existing infrastructure, and other new requests. The City has been revising its Bicycle and Walking Network Plan with the final Plan endorsed by Council at the June 2026 Ordinary Council Meeting.
7.	15/05/2026 Online submission	agree upgrades for roads / safety issues eg black spots - given the challenges due to above i would believe most of community rather cash in pocket v major park upgrades maybe hold for a year.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls, and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
8.	15/05/2026	For future budgets, please consider an approach to improving the intersection of Clontarf to Carrington and traffic movement in the adjacent intersections. I understand this may coincide with the City of Fremantle.	Feedback noted.

	Online submission		The City is aware that turning onto Carrington Street from side roads, including at Clontarf Road, can be difficult during peak periods. Carrington Street carries more than 20,000 vehicle movements each day, making it one of the area's busier roads. While traffic signals may seem like a potential solution, the available road space is limited and there are a number of factors that need to be considered, including nearby intersections, land requirements, funding and the priority of other traffic improvement projects across the City. The City will continue to monitor traffic conditions at this location and consider future improvements as opportunities arise.
9.	15/05/2026 Online submission	No provision for aroundabout at Farrington and Progress drive while there are continued accidents there. This black spot needs urgently addressed.	Feedback noted. The City has scheduled several safety improvements in and around Bibra Lake to enhance road safety including: • Upgrading the existing children's crossing adjacent to Perth Waldorf School and Adventure World to further enhance safety in the area • Several raised road safety platforms along Progress Drive • A raised roundabout at the intersection of Progress Drive and Hope Road. These traffic calming measures are expected to change both the amount and the composition of traffic using Progress Drive and have a positive impact on the operation of the intersection of Farrington Road and Progress Drive. Further analysis of crash data does not indicate sufficient justification to prioritise works at this intersection.
10.	16/05/2026 Online submission	I feel that the rates increase of 6.75% is excessive at anytime but especially during this high inflation and uncertain Australian and global times. The annual Australian inflation rate YTD Feb 2026 is 3.7% this rate proposal is clearly excessive as it is more than double the annual inflation rate. Communities and families are struggling as it is and now is a time for Local, State and Federal governments to work together and focus on critical needs. While Cockburn can't control the State and Federal governments from spending like sailors on shore leave it can most certainly look at itself and its own spending levels. It can institute a top down audit of all expenses, projects and infrastructure spending, look at staffing levels and reducing administration costs, reduce resource expenditure or reuse resources . It has not gone unnoticed of the million dollar expenditure on food, alcohol and entertainment this council approved for itself. This is a time to help the community through difficult times not just throw out a Dickensian line " Please may I have some more money" and leave it at that. This council needs to step up to the plate and show some leadership and courage to focus on the NEEDs or the community and put a pause for a time on the WANTs of the community, unpopular as it may be to put a hold on some initiatives.	Feedback noted. To continue providing essential services in 2026-27, the City must raise funds through rates. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by

		It is noted the other councils sharing the Cockburn Sound coastline have proposed much smaller increases in rates, Rockingham 3.5%, Kwinana 4.5%. Perhaps our councillors need to ask them what they are doing or not doing to reattain or attain the levels of services and infrastructure that Cockburn is clearly not able to do. As strategic audit of this councils spending needs to be undertaken as mentioned from the top down. Some of the expenditure is clearly excessive, the $1million of food and alcohol for one! but numerous other items in the Draft Capital Works Budget need to be reviewed such as the cost of; Co Safe, The WA Police and State Government should carry the overriding responsibility for community safety and if they are not capable then the funding for Community based policing should come from those entities or a substantial financial commitment made by them. I may have missed it in the budget but I can see no costings at all for Co Safe. Major Plant and Machinery, $11.8 million for Plant and Vehicles, again no transparency as to what or why you are purchasing it. Henderson, any major infrastructure, investment, roads, coastal works should immediately be funded in almost entirely by the State and Federal governments and minor funding by the residents of Cockburn as part of the AUKUS and new Port planning process. Henderson Innovation and Research Hub, $3 million, again maybe nice to be involved in however what is the return on investment to the City of Cockburn? The major business partners involved according to council are Perth Angels, by its own admission is a Private Equity investment group and in essence is almost an Australian "Shark Tank" who want to make money for themselves. Another partner is Business Station, not much to garnered from their own company information profile. The last evidence of a successful Business Case Study assisted by them was in 2022, hardly a worthy partner. This investment is looking to the future but this funding looks like its going into other peoples pockets and no hint of results or return on investment. Public Art, just thought I'd throw this in to the mix as it does show that you are out of touch with the financial and life situation facing many Australians right now. Only $72K but this councils spending is the proverbial leaking tap. $52k to fix the Beeliar railway bridge but it doesn't need a hip mural, just a good coat of paint for now. $20k to paint a mural on the toilet block at the Naval Base shacks. OMG have you bothered to go down to the shacks and Challenger Beach. By all means spend the $20k but give all the homeless people camping something they can use, something that actually helps them right now. As I said, this rate increase and Capital Budget needs to have a strategic review of every dollar being spent and by who, which department and those department heads instructed to submit a case by case need while also being asked to deliver cost savings in their respective departments.	making it easier to manage rate payments over an extended period without financial penalty. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. With safety rated as the second most important priority for our community in the PLACESCORE Service Survey 2025 and the highest priority in the PLACESCORE Liveability Survey 2024, community safety and crime prevention is a high priority for the City of Cockburn. CoSafe actively patrols the City of Cockburn 24 hours a day, seven days a week, 365 days a year. The service provides an active set of eyes on the street with the intention to promote community safety. CoSafe works closely with local police and other authorities to maintain and promote a safer community. Our CoSafe officers engage directly with the community to address concerns and can help with a number of issues should they occur. Many of these interactions prevent situations escalating further and can have a direct impact on community safety. CoSafe is also responsible for the response to alarms, access and security concerns at City managed facilities which reduces the need for an external security provider. As they are the only City service which operates 24 hours a day, they assist with City and community with all types of requests and incidents. The City Fleet replacement program is based on its 10-year plan. Benchmarks are set for vehicle and plant types to determine how long the City will hold onto an asset. The fleet team will monitor the assets also and take into consideration if an asset is in good condition with low usage, then replacement will be held over until the following year. Assets up for replacement FY26/27 include, side arm waste collection trucks, rear load waste compaction trucks, tipper trucks used by Parks and Civil teams, road sweeper, roads repair truck, and mowing tractors. Plant assets up for replacement include front end loader for Henderson Landfill, excavators for landfill, skid steer loader for civils, along with various trailers. The Henderson Innovation and Research Hub is set to become a catalyst for research and development, bringing together industries like shipbuilding, robotics, and advanced manufacturing. The concept is to spark new ideas, helping to turn them into real-world solutions, and boost Cockburn’s standing on the global stage. The Hub, in conjunction with university research partners, will also play a big part in workforce development, supporting the next generation of skilled workers, with Australia needing thousands more people in shipbuilding over the coming decades.

			By focusing on long-term growth, the Hub aims to help and attract businesses to develop new innovations, build their capabilities and get ready for the future. To ensure the project is on track financially, the City has engaged an independent consultant to review the business case before Council endorses a business plan to proceed with the project. The projected funding plan has state, local government, along with industry, each potentially contributing up to $3 million—pending formal approvals—this commitment will ensure that everyone is invested in making this project a success. The City of Cockburn allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities.
11.	17/05/2026 Online submission	Consistent with my message regarding the need to reduce the rates, and given the prevailing economic and uncertain circumstances, please implement only essential capital works.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
12.	20/05/2026 Online submission	I have complained on several occasions, been promised twice in community meetings that the small section of Gibbs Road will have proper road markings done. This is the section between Tapper and Beenyup Roads. On a cold wet winter's night people who don't known the section of road drive it straight, as the street lights are straight and there are no cat's eyes or white lines to show the curves of the road. Yet you waste money on street humps that have no effect on slowing traffic. Council needs to get back to basic's in these difficult times, ie all of the festivals should be user pay like everything else, not fully funded by the Council	Feedback noted. There have been significant upgrades to traffic management in the Atwell and Banjup precinct, under the Banjup Local Area Traffic Management. The City has now actioned the request related to Gibbs Road with a draft design completed. Once the design is finalised, a submission will be made to Main Roads WA, as they are the entity responsible for assessment and implementation. If successful, the typical timeframe for Main Roads WA to install is 6 to 8 weeks.
13.	24/05/2026 Online submission	Please keep services that mean so much to our community: - Youth Centre and outreach - Resident Group Funding - Parks/Open Space maintenace - Road maintenance - Events but review how these can be done in collaboration with Resident Groups and ensure City funds are used responsibly. - Waste as above - Weekly Red and Yellow top bins are essential - Upgrade our community centres and sports facilities	Feedback noted. Local government rates are collected as a primary source of funding to support services and infrastructure across the entire municipality. All decisions take direction from the City's Strategic Community Plan objectives and specifically deliver upon commitments contained within the City's Corporate Business Plan and Long Term Financial Plan (LTFP). A number of other plans and strategies feed into these including: • Community Infrastructure Plan (CIP) • Public Health Plan

		- Continue to fund our Financial Counsellors and other specialised community services	• Integrated Transport Strategy • Bicycle and Walking Network Plan • several site-specific master plans (e.g. Coogee Beach, Manning Park) • various asset management plans and strategies (e.g. roads, footpaths, drainage, parks & environment, buildings). The City recognises that weekly red (general waste) and yellow (recycling) bin services are essential to maintaining public health, service reliability, and community expectations. These services will continue to be prioritised within the City's Waste Management Service Plan, which is subject to regular review and optimisation to ensure efficiency, cost-effectiveness, and alignment with changing needs and state waste strategies. Reviews will consider service performance, community demand, processing costs, and opportunities for improvement (e.g. route optimisation and contamination reduction), ensuring that essential weekly services are maintained while delivering value for money and long-term sustainability.
14.	29/05/2026 Online submission	I don't agree with the decreased spending for park hardware and costal infrastructure. Many parks in coogee area desperately needing an upgrade. Many of our parks hardware are in desperate need of upgrading but this budget appears to reduce the funding for this area. I can't even access the local pathways in my local area due to inaccessible curbs, if you were fixing the basics needed to access the community I would be supportive of some increase	Feedback noted. Local government rates are collected as a primary source of funding to support services and infrastructure across the entire municipality. These funds are not allocated or reserved for the specific suburb from which they are raised. Instead, all rate revenue is consolidated into a central budget. Expenditure decisions are made based on assessed need, strategic priorities, asset condition, population trends, and service demand across the whole local government area. Various Asset Management Plans exist as part of the City's Strategic Asset Management Planning Framework to track and manage asset condition, lifecycle, expiry and replacement.
15.	29/05/2026 Online submission	I wish to raise significant concerns regarding the scale of new infrastructure spending, particularly the proposed allocation for new capital projects. Due to this, the ratepayers are now facing a proposed 6.75% increase in rates, it is neither reasonable nor responsible for the City to commit such a large amount to new infrastructure that is not essential. Many residents feel that the City already has a substantial portfolio of community facilities, parks, and public spaces. The priority should now be maintaining, repairing, and improving the infrastructure we already have, rather than expanding it further. It would also help reduce financial pressure on ratepayers at a time when households are struggling with rising living costs. Thank you for considering this submission.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
16.	29/05/2026 Online submission	What happened to the money for the golf course	Feedback noted. Council has recently considered the outcomes of environmental and heritage investigations for the proposed Coogee Golf Complex and has resolved to receive this information and pause any further work on the project beyond the current

			investigation. This work, which was previously approved in December 2025, is designed to provide Council with up-to-date information on the project's feasibility, potential costs, delivery options, and overall community benefit. Once complete, this investigation will give Council a clear evidence base to determine the future of the project.
17.	29/05/2026 Online submission	As non-accountant, the budget looks reasonable for the maintenance and renewal of infrastructure and services within the city of Cockburn. However, I would be curious to know if the council has strategies in place for investing and growing cash reserves so that there is less onus on the individual residents to pay more for capital works.	Feedback noted. The City cash backs its depreciation to its reserve funds to ensure it can responsibly plan for and fund the renewal, replacement and maintenance of community assets over the long term. Reserve balances are reviewed as part of the City's annual budget and long-term financial planning processes to ensure they remain aligned with asset management plans, forecast renewal requirements and future service obligations. While some reserves may hold substantial balances at a point in time, these funds are generally committed to known future costs and are necessary to support the ongoing maintenance, renewal and sustainability of the City's substantial asset base .This is particularly important for long-life assets such as roads, drainage, coastal infrastructure, buildings, recreation facilities that require renewal or major maintenance at different points in their lifecycle.
18.	29/05/2026 Online submission	Formally against yet another increase in rates. Given the cost of living pressures the city should focus on essential services and cut back on non essential upgrades and projects for at least 20206/2027 and the review next year.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
19.	29/05/2026 Online submission	Household budgets must take priority over non-essential council assets. While maintaining roads and basic infrastructure is critical, the Draft Capital Works Budget continues to allocate millions to non-urgent, nice-to-have redevelopments - such as the multi-million dollar Beale Park project and major reserve upgrades. In the current economic climate, the council must defer non-essential asset upgrades and focus solely on core services. I urge the City to scale back the capital works rollout for 2026-27, find internal operational savings, and use those reductions to lower the proposed rate burden on struggling residents.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
20.	30/05/2026 Online submission	To Whom It May Concern, I wish to provide feedback regarding the City of Cockburn's Draft Capital Works Budget for the 2026–27 financial year. While I acknowledge the importance of long-term planning and infrastructure investment, I believe the current draft budget does not adequately reflect the	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

		immediate priorities and concerns of many local residents who are continuing to face significant cost of living pressures. Many ratepayers are struggling with rising household expenses including mortgage repayments, rent, utilities, groceries, insurance, and fuel costs. In this environment, residents expect council spending to focus on practical, visible, and community-benefiting improvements that enhance everyday liveability across all suburbs within the City of Cockburn. There is growing community concern that substantial amounts of money continue to be allocated toward large-scale projects, land acquisitions, studies, and redevelopment initiatives while many suburban areas still experience issues such as: * Poor road conditions and ageing infrastructure * Limited street beautification and landscaping * Inadequate parking and traffic management * Insufficient pathway connectivity and maintenance * Lack of upgraded parks, playgrounds, and family facilities in established suburbs * Uneven maintenance standards between newer and older areas * Ongoing concerns regarding safety, vandalism, and anti-social behaviour Although the draft budget references investments into roads, parks, and facilities, many residents do not see enough tangible improvements occurring within their own neighbourhoods to justify continued increases in rates and spending. I believe the City should place greater emphasis on: * Improving and maintaining existing suburban infrastructure before committing to additional major projects * Delivering more visible improvements equally across all suburbs * Prioritising road resurfacing, drainage, parking, pathways, and verge maintenance * Increasing investment into community safety initiatives and CCTV in known problem areas * Enhancing streetscapes and public spaces to improve pride in local communities * Demonstrating stronger financial discipline and value for money * Providing clearer transparency regarding project costs, timelines, and measurable outcomes Residents want to feel confident that council spending is directly improving their daily lives and strengthening the presentation and functionality of the suburbs they live in. At present, there is a perception within the community that spending priorities are becoming disconnected from the practical needs of ordinary ratepayers.	The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. Expenditure decisions are made based on assessed need, strategic priorities, asset condition, population trends, and service demand across the whole local government area. Accordingly, investment levels may vary between suburbs over time. Some areas may receive greater funding in response to growth, infrastructure renewal requirements, or identified service gaps, while others may require less immediate attention. This model supports equitable and efficient service delivery for the broader community. All decisions take direction from the City's Strategic Community Plan objectives and specifically deliver upon commitments contained within the City's Corporate Business Plan and Long Term Financial Plan (LTFP). A number of other plans and strategies feed into these including: • Community Infrastructure Plan (CIP) • Public Health Plan • Integrated Transport Strategy • Bicycle and Walking Network Plan • several site-specific master plans (e.g. Coogee Beach, Manning Park) various asset management plans and strategies (e.g. roads, footpaths, drainage, parks & environment, buildings). The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but

		I respectfully request that Council reconsider aspects of the Draft Capital Works Budget and place greater focus on infrastructure and projects that deliver broad, visible, and immediate benefits to the wider community, particularly during a period where many households are experiencing financial hardship. Thank you for considering this submission	without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
21.	30/05/2026 Online submission	I think there should be more spent on public art and less spent on renewing footpaths (North Coogee footpaths are some of the best in the city, surely other suburbs need it more?). However still no roundabout for pantheon and Orsino? Still waiting on the proposed Shoreline primary school that apparently started in 2015 and would be complete in 10-15 years...	Feedback noted. The City allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity and local creative projects by local artists and groups, such as school art projects. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities. The City is dedicated to creating safer and more efficient roads for the community. As part of this commitment, we are upgrading the intersection of Orsino Boulevard and Pantheon Avenue by installing a new roundabout to replace the current uncontrolled intersection. It is anticipated that detailed design will progress and the beginning of the 2026-27 financial year, with delivery earmarked for mid-2028. Primary schools are planned, funded, and managed by the State Government. Local governments do not have a role in delivering schools. Shoreline is being delivered by Development WA. To seek an update on timeframes for delivery of Shoreline Primary School, please contact Development WA or the local member of Parliament for North Coogee, the Hon. Simone McGurk MLA or the Education Minister, The Hon Sabine Winton MLA.
22.	30/05/2026 Online submission	I wish to provide feedback on the Draft Capital Works Budget for 2026–27, specifically in relation to environmental protection and community safety priorities. 1. Turtle Road Mitigation, Wildlife Corridors & Habitat Rehabilitation The budget does not appear to include any meaningful allocation for the turtle and wildlife related matters raised at the 2026 Electors' Motions Meeting, including Turtle Road Mitigation, foreshore rehabilitation, and the development of wildlife corridors. These actions are essential for addressing long standing fragmentation issues around Bibra Lake and Yangebup Lake, where turtles and other wildlife are routinely placed at risk due to road networks and degraded habitat. I strongly request that the City allocate funding in 2026–27 for: Turtle road mortality mitigation (temporary speed reductions, fencing trials, signage, safe passage infrastructure)	Feedback noted. Management responses to the two Electors' Meeting motions relating to turtle conservation require consideration by Council before funding is allocated, adding the proposed measures would not classify as capital expenditure and would be funded as operational initiatives. The Urban Road Safety Program in Bibra Lake will slow vehicles in turtle hot spots. The City has considered the installation of physical features, such as underpasses and traffic calming devices, as part of the development of the Urban Road Safety Program in Bibra Lake. It is currently working with its funding partner, Main Roads WA, to ensure a solution can be implemented in line with program criteria. Temporary speed limit reductions are not considered as capital works and can be funded by operational accounts in 2026-27.

		Wildlife corridors to reconnect wetlands and reduce fragmentation Habitat rehabilitation, particularly in high use nesting and movement areas These actions were formally raised by residents and deserve to be reflected in the capital works program. 2. CCTV & Safety Improvements at the Bibra Lake Dirt Carpark I also support the installation of a permanent CCTV camera at the Bibra Lake dirt carpark. This location has ongoing issues with illegal dumping, antisocial behaviour, and safety concerns for volunteers and visitors. My reasons include: Dumping & environmental damage: The area is frequently used for illegal dumping, which harms the wetland environment and requires repeated clean ups. Wildlife protection: The site is adjacent to key turtle movement areas, and antisocial behaviour poses risks to wildlife and volunteers. Community & volunteer safety: There have been multiple incidents that raise legitimate safety concerns for Turtle Trackers and other community members using the area. Need for improved visibility & safer parking: The current layout is poorly lit and isolated, increasing the risk of unsafe behaviour. Long term amenity: CCTV and associated upgrades would support a safer, more functional carpark that aligns with the City's broader recreation and environmental goals. These improvements would deliver significant benefits for both community safety and environmental stewardship.	The City utilises CCTV to enhance community safety, support the security of parks, facilities, and public spaces by capturing incidents that may assist in the investigation of offences or breaches of local laws, in accordance with its CCTV Policy. Cameras are installed at various locations across the City. The system is used to detect and monitor activity, understand what is occurring, and, where possible, identify individuals involved. The City continues to expand its CCTV network, including the deployment of mobile CCTV units to support coverage across a broader range of locations. Future CCTV installations will be strategically assessed based on community safety plans, data-driven analysis, and consideration of community impact to ensure resources are applied effectively and responsibly.
23.	30/05/2026 Online submission	There are a lot of projects in here that are nice to have and not absolutely required.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
24.	30/05/2026	Focus should be safety and security above all. Coogee has become increasingly unsafe and far more antisocial behaviour over the years. Particularly at Coogee beach	Feedback noted.

	Online submission	and woodman point. The council has not supported residents or advocated on behalf of the city to move on free campers that are destroying and taking over the beach and surrounding areas. While I understand the beach area does not fall within the councils remit, this does not mean that the council cannot support, advocate and lobby for the residents. I would like to see more security patrolling, police presence and competent security officers capable of moving on large anti social crowds. This was a huge gap in the recent year, residents formed a rotating group to patrol the neighbourhood at night to deter break ins, residents should not have to do this, the council should have taken immediate action in this. Please prioritise safety over everything especially in the summer months.	With safety rated as the second most important priority for our community in the PLACESCORE Service Survey 2025 and the highest priority in the PLACESCORE Liveability Survey 2024, community safety and crime prevention is a high priority for the City of Cockburn. CoSafe actively patrols the City of Cockburn 24 hours a day, seven days a week, 365 days a year. The service provides an active set of eyes on the street with the intention to promote community safety. CoSafe works closely with local police and other authorities to maintain and promote a safer community. Our CoSafe officers engage directly with the community to address concerns and can help with a number of issues should they occur. Many of these interactions prevent situations escalating further and can have a direct impact on community safety. Please report all safety and security issues to WA Police and CoSafe.
25.	31/05/2026 Online submission	Why would light vehicle purchases for cost c.$2m? Are these new vehicles for employees and why would they cost so much? Please declare make, type and quantity to justify this value. It is unacceptable for ratepayers to fund new flashy rides. Can the Council prove that they are getting best value-for-money suppliers and contractors for the suggested works? Please evidence the procurement and selection process.	Feedback noted. City vehicle replacements are in accordance with the 10-year fleet replacement plan. The majority of vehicles are utilities used in the operations divisions of Council. These vehicles are chosen based on fit for purpose and to the lowest specification that meet council requirements. In addition, the budget also includes the costs of accessories such as toolboxes, trade packs, and ranger cages. The majority of City vehicles are Ford Rangers, Mitsubishi Tritons, and Isuzu D-max. Also included in the budget for light vehicle purchases, are three buses requiring replacement. These vehicles support Cockburn Care. While the budget shows a cost against them, they are funded through grants and not Council. These account for approximately 30 per cent of the LV budget. The City is committed to delivering best practice in the procurement of goods, services and works in accordance with Council Policies and applicable statutory obligations. All procurement activities over $250,000 must comply with the *Local Government Act 1995 and* the *Local Government (Functions and General) Regulations 1996* in respect to all purchases, contracts and asset disposal decisions. The City is committed to maintaining the highest standards of ethical behaviour, accountability and probity, with tenders and tender exempt procurement undertaken in a fair, impartial and transparent manner supported by appropriate documentation and audit controls. Value for money underpins all procurement decisions and is assessed through a balanced evaluation of both cost and non-cost criteria, including quality, safety, fitness for purpose, timeliness, functionality, sustainability, and broader economic and community benefits. This ensures that the most advantageous and appropriate tender is selected, rather than solely the lowest priced submission.

			Risks associated with procurement activities are actively identified, assessed and managed throughout the procurement lifecycle, ensuring decisions are robust, defensible and aligned with the long-term interests of the City and the community.
26.	31/05/2026 Online submission	I think the City needs to re-evaluate it's spending to allign with what the rate payers are experiencing in their lives. We are skimping on the bare essentials to get by. please reconsider all the spending below, and any new projects the city has planned. Total $7,270,000 321 Recreation Services Davilak Park Redevelopment NEW HAMILTON HILL Davilak Park Redevelopment Detailed Design 321 Recreation Services Beeliar Reserve Sports Floodlighting RENEWAL BEELIAR Beeliar Reserve Sports Floodlighting 321 Recreation Services Beeliar Community Centre Upgrade RENEWAL BEELIAR Beeliar Community Centre Upgrade 321 Recreation Services Atwell Reserve Changeroom Upgrades RENEWAL ATWELL Atwell Reserve Changeroom Upgrades 321 Recreation Services Skylight Blower - ARC internal street skylights RENEWAL COCKBURN CENTRAL Cockburn ARC main street celling skylight maintenance 321 Recreation Services ARC Renewal Planning and Stage 1 works - including aqua play RENEWAL COCKBURN CENTRAL Cockburn ARC Asset Renewal Planning 321 Recreation Services ARC Renewal Planning and Stage 2 works - planning RENEWAL COCKBURN CENTRAL Cockburn ARC Asset Renewal Planning Infrastructure Assets Total $3,571,805 512 Infrastructure Assets Yangebup Community Centre AMP RENEWAL YANGEBUP Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods. 512 Infrastructure Assets South Coogee Reserve Clubroom Storage Upgrade RENEWAL HENDERSON Provide new storage area for existing venue hirer in order for them to store essential equipment on site. 512 Infrastructure Assets Operations Centre - Staff Lunch Room AMP RENEWAL BIBRA LAKE Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods. 512 Infrastructure Assets Operation Centre Administration Building AMP RENEWAL BIBRA LAKE Renewal of various assets as identified in the AMP 512 Infrastructure Assets Nicholson Reserve Changerooms external rendering RENEWAL YANGEBUP External rendering to align the building with the Yangebup Community Centre 512 Infrastructure Assets Manning Park Caretakers Cottage reclassification RENEWAL SPEARWOOD Repurpose of existing building to provide office space and storage for multiple Service Units. 512 Infrastructure Assets Len Packham AMP RENEWAL COOLBELLUP Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.

		512 Infrastructure Assets Jandakot Hall Upgrades Detailed Design RENEWAL SOUTH LAKE Consultancies to asset in specific asset component planning 512 Infrastructure Assets Beeliar Community Centre - Storage NEW BEELIAR Installation of fencing to storage spaces to provide secure storage areas to existing and new users to support the delivery of programs occurring in the Centre 512 Infrastructure Assets Bibra Lake Community Centre - AV Equipment upgrade NEW BIBRA LAKE Installation of Audio-Visual Equipment to enhance meetings, presentations, performances, and community events taking place in Bibra Lake Community Centre. 512 Infrastructure Assets Integrated Health building boiler replacement RENEWAL SUCCESS Replacement of heating water boiler units at end of functional life. 512 Infrastructure Assets Harvest Lakes Community Centre hot water system electrification NEW ATWELL Hot water systems at end of life, upgrades to improve efficiency and reduce emissions. 512 Infrastructure Assets Administration and Operations Centre - Generator Renewal RENEWAL SPEARWOOD City Asset Renewal Program 512 Infrastructure Assets Coogee Beach Jetty Works - Detailed Design RENEWAL COOGEE Renewal of various assets as identified in the AMP 512 Infrastructure Assets Memorial Hall AMP - Detailed Design RENEWAL HAMILTON HILL Renewal of various assets as identified in the AMP 512 Infrastructure Assets Coogee Beach Surf Club AMP - Detailed Design RENEWAL COOGEE Renewal of various assets as identified in the AMP 512 Infrastructure Assets Azelia Ley Heritage AMP - Detailed Design RENEWAL SPEARWOOD Renewal of various assets as identified in the AMP 512 Infrastructure Assets Aubin Grove Community Centre AMP - Detailed Design RENEWAL AUBIN GROVE Renewal of various assets as identified in the AMP 512 Infrastructure Assets Coolbellup Hub AMP RENEWAL COOLBELLUP Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods. 512 Infrastructure Assets City Facilities switchboards replacement and upgrades RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities swipe card access improvements RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities signage replacement RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities public BBQ replacement RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities internal and external painting RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities HVAC replacement RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities height safety system improvements and replacement RENEWAL CITY WIDE City Asset Renewal Program	

		512 Infrastructure Assets City Facilities flooring replacement RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities Disabilities access improvements RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities community venues furniture replacement RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets City Facilities car park linemarking improvements RENEWAL CITY WIDE City Asset Renewal Program 512 Infrastructure Assets Bibra Lake Community Centre AMP RENEWAL BIBRA LAKE Renewal of various assets. Hot water systems, lighting upgrades, ventilation fans, internal/external painting, floor treatments, toilet facilities, whitegoods. 512 Infrastructure Assets Anning Park changeroom access improvements RENEWAL SOUTH LAKE Improvement to access at Anning Park changerooms 512 Infrastructure Assets Administration Building wellness room, focus room, collab room RENEWAL SPEARWOOD Improvements to Administration building amenities 512 Infrastructure Assets 219 Winterfold Road AMP -Asset Renewal Works RENEWAL COOLBELLUP Addressing car park resurfacing, linemarking, kerbing delayed from FY22/23 512 Infrastructure Assets Integrated Health building - supply chilled water pumps replacement RENEWAL SUCCESS Replacement of chilled water pumps at end of functional life. Traffic and Major Projects Total $3,038,636 520 Traffic and Major Projects Henderson Innovation and Research Hub - Concept and Front End Engineering NEW HENDERSON New Research and Innovation Hub 520 Traffic and Major Projects Beale Park Redevelopment NEW SPEARWOOD	
27.	31/05/2026 Online submission	I strongly object to the proposed Draft Capital Works Budget for 2026–27 and the introduction of differential rates within the City of Cockburn. It is extremely disappointing and frustrating that Yangebup residents are being hit with rate increases of approximately $400, while other suburbs such as North Coogee are set to receive decreases of around $240. The fact that only Beeliar faces a larger increase than Yangebup makes this feel deeply unfair and completely out of touch with the financial pressures many residents are already experiencing. At a time when the cost of living continues to rise, forcing some suburbs to carry a far greater financial burden than others is unacceptable. There appears to be little justification for why Yangebup residents should be penalised under this proposed differential rates system while other areas benefit. Many households are already struggling, and these increases will place even more unnecessary pressure on families and residents who simply cannot afford it. I urge the City of Cockburn to reconsider this proposal and abandon a system that unfairly targets certain suburbs. Rates should be applied fairly and equitably across	Feedback noted. Gross Rental Value (GRV) is an independent valuation of the estimated annual rental value of your property, as determined by the Valuer General. Council uses this valuation as part of the process to calculate property rates. GRV assessment of Cockburn properties was conducted 1 August 2024, to be applied to rates effective 1 July 2026. A change in your GRV does not automatically result in the same change to your rates. Rates are based on your property's GRV *relative to other properties* in the City, not on GRV alone. Houses that have undergone renovations and improvements could yield a higher rental income, hence their GRV reassessment will be greater than say their neighbours, who have not undertaken improvements. The Valuer-General determines the GRV for all rateable properties in WA. Landgate provides GRV figures to local councils and other rating authorities, who use them to calculate rates, service charges, and levies. Council is required to use the GRV provided and cannot amend valuations.

		the community, not in a way that disproportionately disadvantages residents in Yangebup.	Objections to Gross Rental Value (GRV) or Unimproved Value (UV) are governed by the Valuation of Land Act 1978 (WA) and managed by Landgate (Valuer General). Local governments do not handle objections; they rely on the valuations issued by Landgate. You can lodge an objection after receiving your Annual Rate Notice issued by the City. You have 60 days from the issue date on the Annual Rate Notice to lodge your objection to Landgate. Visit Landgate to learn more about lodging an objection.
28.	31/05/2026 Online submission	I would rather things be left as they are than pay $400 more per year for a new pavement or such improvement. If the improvements need to be done for peoples safety then please do them and do your budget a bit tighter elsewhere instead of making us feel even more financial strain.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
29.	01/06/2026 Online submission	Not seeing any road safety upgrades for installing traffic lights and a crosswalk at Beeliar dr and Dunraven dr. Looks like planning done but nothing after. Very dangerous intersection with lots of traffic in pick hours. Upgrading good looking Beeliar Drive Railway bridge Mural (Southern Side). A lot of budget money planned for Plant & Machinery.	Feedback noted. Road safety is a priority for the City of Cockburn, with the installation of new traffic signals at the intersection of Beeliar Drive and Dunraven Drive aiming to significantly reduce the risk of crashes at the intersection, benefiting drivers, pedestrians, and cyclists by minimising confusion and improving predictability during crossing or navigating the junction. City traffic engineers will design the new traffic signal system, considering factors like traffic volume, pedestrian safety measures, and accessibility for people with disabilities. Following the design phase, construction crews will begin installing the new traffic signals. This project is earmarked to be constructed in 2027. The City Fleet replacement program is based on its 10-year plan, Benchmarks are set for vehicle and plant types to determine how long the City will hold onto an asset. The fleet team will monitor the assets also and take into consideration if an asset is in good condition with low usage, then replacement will be held over until the following year. Assets up for replacement FY26/27 include, side arm waste collection trucks, rear load waste compaction trucks, tipper trucks used by Parks and Civil teams, road sweeper, roads repair truck, and mowing tractors. Plant assets up for replacement include front end loader for Henderson Landfill, excavators for landfill, skid steer loader for civils, along with various trailers.
30.	01/06/2026 Online submission	Highest rate increase in all metropolitan councils is disappointing especially to families in this economic climate and who have lived in Cockburn most of their lives.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities.

			The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
31.	01/06/2026 Online submission	We do not need 20,000 mural at the navel bade toilets nor 52,000 mural at the bridge. This is not a priority. Why isn't the ARC memberships paying for upgrades to the facility. Ratepayers do not recieve any discounts for living and going there. There should be a discount for rate payers. Hospital staff weeee able to use the ARC under fitness passport until they withdrew from the programme. The arc membership is higher than most council regions.	Feedback noted. The City allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities. Projects are often selected based on their ability to deliver community benefit, align with local character, and activate public spaces. While these investments may not be evenly distributed across all suburbs, they are intended to support the cultural, social, and economic wellbeing of the municipality as a whole. Membership revenue helps offset the day-to-day operating costs of the ARC and reduces the full financial burden from the ratepayer to the facility users. This also assists with allowing the City to set aside funding into City reserves, to ensure that all future asset renewal and maintenance work is ready to be funded via the reserve account.
32.	01/06/2026 Online submission	I am a member at Cockburn ARC and understand how the local government facilities are funded by rates but why are there more works now happening when the recent ones have just finished?	Feedback noted. The Cockburn Aquatic and Recreation Centre (ARC), owned and operated by the City of Cockburn, is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations. The

			aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. Planned works for 2027 and into 2028 are expected to include a range of asset renewal activities that will be undertaken in the most efficient manner while minimising disruption to users.
33.	01/06/2026 Online submission	Some of the expenditure items seem excessive particularly in relation to Plant and Equipment which is listed at $11.4 Million incl $1.7 million for light vehicles. The council needs to look at leasing arrangements for these vehicles rather than buying outright. The painting of the boardwalk and renewal of mesh at the Pt Coogee Marina should be paid from the pen leasing fees rather than rates, as it's predominantly the boat owners who use this area. The mural at the NB Shacks toilet block is not required because this area may become part of the new port development. There is money allocated to the Davilak Park redevelopment and the future oval on the coast but nothing for the Wally Hagan basketball centre, despite the State Govt. committing a grant for the project.	Feedback noted. The City Fleet replacement program is based on its 10-year plan. Benchmarks are set for vehicle and plant types to determine how long the City will hold onto an asset. The fleet team will monitor the assets also and take into consideration if an asset is in good condition with low usage, then replacement will be held over until the following year. Assets up for replacement FY26/27 include, side arm waste collection trucks, rear load waste compaction trucks, tipper trucks used by Parks and Civil teams, road sweeper, roads repair truck, and mowing tractors. Plant assets up for replacement include front end loader for Henderson Landfill, excavators for landfill, skid steer loader for civils, along with various trailers. The City allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities. Projects are often selected based on their ability to deliver community benefit, align with local character, and activate public spaces. While these investments may not be evenly distributed across all suburbs, they are intended to support the cultural, social, and economic wellbeing of the municipality as a whole. The City is progressing planning for the Wally Hagan Recreation Centre (planning name) redevelopment as a modern, multi-use community facility to meet growing demand. Council has endorsed preparation of a Business Plan to fully assess costs, funding and long-term impacts, including affordability. The proposed funding model includes contributions from the State Government, the City and continued advocacy for additional funding. No decision to construct or borrow has been made at this stage. The next phase will also include precinct planning and community engagement to ensure the facility and surrounding area reflect community needs and provide broader benefits beyond sport.
34.	01/06/2026 Online submission	Public art budget is way too small. There needs to be more investment in art not roads. Art doesn't depreciate, it's an investment. Look at what the giants project did for Mandurah tourism. A big investment in a famous international artist artwork would benefit the city majorly.	Feedback noted. The City allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity and local creative projects by local artists and groups, such as school art projects. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by

			strategic cultural or arts policies and is considered alongside other infrastructure and service priorities.
35.	01/06/2026 Online submission	To the Chief Executive Officer and Elected Members of Council, I write to formally object to the proposed 6.75% increase in differential rates outlined in the City of Cockburn's Differential Rates and Draft Capital Works Budget 2026–27. At a time when residents are facing ongoing financial pressures due to rising mortgage repayments, rental costs, insurance premiums, utility bills, childcare expenses and general living costs, a rates increase of this magnitude is difficult to justify. Many households are already making significant adjustments to their budgets and should not be expected to absorb further substantial increases from local government. While I recognise the importance of maintaining essential services, community facilities, roads, parks and public infrastructure, I believe the City should demonstrate greater fiscal restraint and exhaust all opportunities to reduce expenditure and improve operational efficiency before imposing additional costs on ratepayers. I am particularly concerned that the proposed increase is significantly higher than the residential increase adopted in the previous financial year. Residents are entitled to question whether all capital works projects and planned expenditures are necessary within the current economic climate, and whether some projects could be deferred or staged over a longer period to reduce the immediate burden on ratepayers. The consultation material states that the proposed rates increase is intended to support ongoing service delivery and infrastructure investment. However, many residents would prefer to see stronger prioritisation of essential services and a more moderate increase that better reflects the financial realities currently facing the community. I respectfully request that Council reconsider the proposed 6.75% increase and explore alternative budget measures that would lessen the impact on households and businesses across Cockburn. Responsible financial management requires balancing community expectations with the community's capacity to pay. I urge Council to give genuine consideration to the concerns of residents during this consultation process and adopt a more reasonable and sustainable rates increase. Thank you for considering my submission	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
36.	02/06/2026	It is too ambitious. Replacement fitness equipment at Cockburn Arc should be covered under membership revenue and refurbishment of your offices should not be pushed onto the rate payers.	Feedback noted.

	Online submission		The Cockburn Aquatic and Recreation Centre (ARC), owned and operated by the City of Cockburn, is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations. The aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. Planned works for 2027 and into 2028 are expected to include a range of asset renewal activities that will be undertaken in the most efficient manner while minimising disruption to users. Membership revenue helps offset the day-to-day operating costs of the ARC and reduces the full financial burden from the ratepayer to the facility users. This also assists with allowing the City to set aside funding into City reserves, to ensure that all future asset renewal and maintenance work is ready to be funded via the reserve account.
37.	03/06/2026 Online submission	The draft Plan looks great, and I love what is proposed. However, if revisions need to be made to provide a more compassionate rise in rates, then I would be in favour of this.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
38.	03/06/2026 Online submission	The infrastructure in Coolbellup has remained averagely the same as years previous, and from assessment there is not a lot in the proposed budget specially for Coolbellup. Although we benefit from improvements in the City for widely, during a cost of living crisis, perhaps putting a pause of massive projects like the Arc and focusing on maintaining the infrastructure we already have would be better received.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
39.	03/06/2026 Online submission	Are all these expenses really necessary? Park/reserve/ footpath upgrades/ redevelopments are these really needed? Are these areas in such bad conditions that they need the upgrade? Can any of these projects be postponed?	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.

40.	04/06/2026 Online submission	How about we focus on things that should have been done last year. Like fixing up the ARC, or keeping the public toilets clean. Dont take on new projects and instead use the rates to fix what is already there and needs mending	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
41.	04/06/2026 Online submission	After reviewing the proposed budget, I would like to provide the following feedback: -The intersection of Discovery Drive and North Lake Road needs to be addressed as a priority this year. It has become an accident hotspot and the delays experienced when exiting the industrial area are significant, particularly during peak periods. -The Elderberry Drive and North Lake Road intersection should be reviewed, with consideration given to prohibiting right-hand turns and rerouting traffic via Little Rush Close to Omeo Street. This would make better use of the existing traffic lights and could improve both traffic flow and safety. -Significant funding was allocated to upgrades at Cockburn ARC last year. Given the revenue generated through memberships and user fees, it seems reasonable that minor maintenance items, such as skylight repairs and upkeep, should be funded through operational revenue rather than ratepayer contributions. -The allocation of $72,000 for public artwork appears excessive, particularly at a time when there are more pressing infrastructure, traffic management, and community safety issues requiring attention. I believe these funds could be better directed towards projects that deliver more tangible benefits to residents. -The ongoing issues with the North Lake Road railway crossing also need to be addressed. Frequent boom gate malfunctions result in significant traffic congestion and delays, affecting commuters, local residents, and businesses. Given the impact on traffic flow and productivity, this issue should be treated as a priority and actively pursued with the relevant authorities. - While I understand that assets need to be upgraded or replaced as they reach the end of their useful life, purchasing new equipment simply because newer models are available does not represent value for money. For example, replacing bikes for a new cycle studio when existing equipment remains fit for purpose appears to be an unnecessary expense. Ratepayer funds should be focused on essential infrastructure, maintenance, and community priorities before discretionary equipment upgrades. - Greater transparency is also needed regarding expenditure on waste management and fleet services. These represent significant ongoing costs to ratepayers, yet it is not always clear how expenditure is allocated, what efficiencies have been identified, and how value for money is being achieved. More detailed reporting would help residents better understand these costs and provide confidence that funds are being managed responsibly.	Feedback noted. Traffic signals are planned at the current uncontrolled intersection at North Lake Road and Discover Drive as a State Blackspot program. Due to steep terrain and heavy truck use on North Lake Road, a roundabout is not feasible. FY27 works will include traffic modelling and concept design stages. With detailed design and delivery phases to follow in the coming financial years. Planned as a State Blackspot program, the North Lake Road and Elderberry Drive crash-prone intersection is earmarked for improvement for both safety and traffic flow by installing new traffic signals. FY27 works will include traffic modelling and concept design stages. With detailed design and delivery phases to follow in the coming financial years. The Cockburn Aquatic and Recreation Centre (ARC), owned and operated by the City of Cockburn, is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations. The aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. Planned works for 2027 and into 2028 are expected to include a range of asset renewal activities that will be undertaken in the most efficient manner while minimising disruption to users. The City allocates funding to public art as part of its broader commitment to enhancing community spaces, supporting cultural expression, and fostering local identity and local creative projects by local artists and groups, such as school art projects. Public art projects such as murals contribute to placemaking and can improve the visual amenity of public areas. Spending on public art is guided by strategic cultural or arts policies and is considered alongside other infrastructure and service priorities.

		I encourage the Council to prioritise essential infrastructure and safety improvements that will have a direct and measurable impact on the daily lives of residents and businesses.	The City has advocated improvements at the North Lake Road railway crossing, with grade separation to be included in rail upgrades as part of the Westport development, to be implemented by the State Government. Proposed rail upgrades part of Westport includes the removal of existing rail level crossings between the new port facilities and the Kwinana Freeway to facilitate safe and efficient rail freight operations, improve safety for road users and pedestrians, and reduce congestion, including the grade separation of North Lake Road and the freight rail line. The City is committed to providing value for money in waste and fleet operations through a rolling 10-year replacement plan aligned to whole-of-life costs, supported by clear benchmarking criteria covering condition, maintenance cost, efficiency, and risk. Assets will only be replaced when they meet these benchmarks, with a formal “hold vs replace” approach ensuring vehicles are retained beyond nominal life where safe and cost-effective, reducing unnecessary capital spend. Enhanced reporting will provide clearer breakdowns of expenditure, asset performance, replacement decisions, and efficiency initiatives, giving the community greater visibility and confidence that funds are being managed responsibly and sustainably. City vehicle replacements are in accordance with the 10-year fleet replacement plan. The majority of vehicles are utilities used in the operations divisions of Council. These vehicles are chosen based on fit for purpose and to the lowest specification that meet council requirements. In addition, the budget also includes the costs of accessories such as toolboxes, trade packs, and ranger cages. The majority of City vehicles are Ford Rangers, Mitsubishi Tritons, and Isuzu D-max. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
42.	04/06/2026 Online submission	I have reviewed the Draft Capital Works Budget 2026-27 and acknowledge that investment in community infrastructure is important. Maintaining roads, footpaths, parks, buildings and community facilities is a core responsibility of local government and many of these projects will provide benefits to residents. However, I am concerned about the scale of capital expenditure being proposed at the same time as a significant rates increase is being sought from the community. In the current economic climate, many households are being forced to prioritise essential spending, defer upgrades and postpone discretionary projects due to rising	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.

		living costs. I believe local government should apply the same principles when determining capital works priorities. While some projects are clearly necessary for safety, asset renewal and the ongoing delivery of essential services, I encourage Council to carefully review whether all proposed projects are essential at this time and whether some could be staged, deferred or delivered over a longer timeframe to reduce the immediate financial burden on ratepayers. I would support prioritising investment in critical infrastructure such as road renewal, footpath rehabilitation, public safety improvements and asset maintenance ahead of discretionary enhancements or redevelopment projects. The City has a responsibility to balance investment in community infrastructure with affordability for residents. Given the proposed rates increase, I believe Council should demonstrate that each capital project represents a genuine need, provides clear value to the community and has been assessed against alternative options before proceeding. I respectfully request that Council review the capital works program with a focus on essential infrastructure, financial sustainability and minimising the impact on ratepayers during a period of ongoing cost-of-living pressures.	
43.	04/06/2026 Online submission	Reduce it. We need to all tighten our belts, not just ratepayers!!	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
44.	04/06/2026 Online submission	This is not an appropriate capital works budget for these economic times. All fiscally sound organisations are demonstrating reserve right now and tightening spend, not spending more. Some of you need to do a stint in the private sector for a reality check.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
45.	04/06/2026	While I support investment in community infrastructure, I am concerned that the scale of expenditure on certain projects is placing unnecessary financial pressure on ratepayers during a period of increasing household cost-of-living pressures.	Feedback noted.

	Online submission	I request greater clarity for high-cost projects such as land acquisitions and major redevelopment works, including clear evidence of community demand, expected benefits, ongoing maintenance costs, and alternative options considered. I am also concerned that the budget appears to prioritise large capital projects ahead of essential community needs such as road maintenance, footpaths, local parks, community safety initiatives, and services that directly support residents' daily quality of life. The proposed budget does not balance value to burden for local residents.	The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City has developed a Community Infrastructure Plan 2024-2041 (CIP) to help the City meet the community's evolving needs as Cockburn's population reaches an estimated 170,000 residents by 2041. The CIP will guide the City's investment in public facilities over the next 17 years, with 26 major projects and five planning studies earmarked for future assessment. The City aims to develop sustainable, multi-functional infrastructure that will enhance the local quality of life by being distributed evenly across the City to meet service gaps and population needs.
46.	04/06/2026 Online submission	Learn how to control spending, stop punishing the local rate payers!	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
47.	04/06/2026 Online submission	No comment	Feedback noted.
48.	04/06/2026 Online submission	11M for waste plant and vehicles with out more supporting information seems excessive.	Feedback noted. The City Fleet replacement program is based on its 10-year plan. Benchmarks are set for vehicle and plant types to determine how long the City will hold onto an asset. The fleet team will monitor the assets also and take into consideration if an asset is in good condition with low usage, then replacement will be held over until the following year. Assets up for replacement FY26/27 include, side arm waste collection trucks, rear load waste compaction trucks, tipper trucks used by Parks and Civil teams, road sweeper, roads repair truck, and mowing tractors. Plant assets up for replacement include front end loader for Henderson Landfill, excavators for landfill, skid steer loader for civils, along with various trailers.
49.	04/06/2026 Online submission	Same as above.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community

		This increase will put me into financial hardship. Im 61 single with a dependent son aged 19 at tafe. Im on jobseeker and already cannot adequately feed myself after my son and pets.	infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
50.	04/06/2026 Online submission	Limit your capital works this year so households arnt paying the price for it	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
51.	04/06/2026 Online submission	I oppose the proposed 6.75% rate increase for the 2026-27 financial year. While I acknowledge that some of the proposed capital works and infrastructure renewals are necessary and beneficial to the community, I do not believe the current level of expenditure justifies such a significant increase in rates during a period where many households and businesses continue to face substantial cost-of-living pressures. The proposed increase is more than double the current rate of inflation and represents a considerable departure from the more moderate and economically aligned rate increases that residents have experienced in previous years. At a time	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City has developed a Community Infrastructure Plan 2024-2041 (CIP) to help the City meet the community's evolving needs as Cockburn's population reaches an

		when families are being asked to carefully prioritise their own spending, I believe the City should be demonstrating the same discipline. My concern is not with essential infrastructure renewal, road maintenance, community safety projects, or the maintenance of existing assets. Rather, I question whether all proposed projects are of equal urgency and whether some discretionary or enhancement projects could be deferred, staged over multiple years, or delivered through alternative funding models, including greater private sector investment and partnerships where appropriate. Before imposing such a substantial burden on ratepayers, the City should undertake a more rigorous reassessment of project priorities to distinguish between essential works and desirable works. This would allow critical infrastructure to proceed while reducing the immediate financial impact on residents. I encourage Council to revisit the capital works program with a stronger focus on affordability, prudent financial management, and alignment with the economic realities currently facing the Cockburn community	estimated 170,000 residents by 2041. The CIP will guide the City's investment in public facilities over the next 17 years, with 26 major projects and five planning studies earmarked for future assessment. The City aims to develop sustainable, multi-functional infrastructure that will enhance the local quality of life by being distributed evenly across the City to meet service gaps and population needs.
52.	04/06/2026 Online submission	Limit your capital works this year so households are not paying the price for unnecessary expenditure	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
53.	04/06/2026 Online submission	I am writing to provide my feedback on the Draft Capital Works Budget for the 2026-27 financial year, specifically regarding the alignment between the proposed 6.75% rate increase and capital allocations. While I understand the necessity of maintaining assets like the Cockburn ARC and completing existing commitments like Beale Park, I strongly urge the Council to strictly prioritize essential civil infrastructure over non-essential or decorative park upgrades in the final budget. With ratepayers facing significant financial stress, capital funds should be heavily concentrated on core local road resurfacing, intersection safety improvements, and local footpath connectivity. The Council should defer or scale back any non-urgent recreational expansions until the economic climate stabilizes, ensuring that ratepayer capital is used prudently and strictly for essential community functionality.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.

		Thank you for considering this feedback.	
54.	05/06/2026 Online submission	Not good enough.	Feedback noted.
55.	05/06/2026 Online submission	Reign in the spending	Feedback noted.
56.	05/06/2026 Online submission	Given the current cost of living, there are certain items in the draft capital works budget that should be postponed. Art works, new vehicles etc. I find it abhorrent that rate payers are responsible to pay for new capital works purely because a politician or councillor made a promise to be re-elected. Refurbished footy club rooms at Atwell Oval are not necessary and ridiculously priced. My son plays footy there, so I understand that they are old and need some minor works. But I also not that the footy club themselves have reserves capable of doing these refurbs. Rate payers should not be funding it. In regards to spending on the ARC, items like new spin bikes should not be funded from ratepayer funds. I assume that ARC renews are also rolled into this budget which will fund the bikes. If not, they should be removed. The ARC runs as a commercial enterprise so should be self sustaining. Additions like spin bikes and score boards should be funded through their own internal revenues. Lastly, the costs of some of these works are ridiculous. I understand construction and supply costs have increased, but I would expect a review of procurement practices and preferred supplier agreements if the capital works costs continue to increase.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The Cockburn Aquatic and Recreation Centre (ARC), owned and operated by the City of Cockburn, is a highly utilised community facility that plays a key role in supporting health, wellbeing and active lifestyles across the City. As the facility approaches its tenth year of operation, proactive renewal of critical infrastructure is required to ensure it continues to operate safely, reliably and to community expectations. The aquatics area experiences more intensive operating conditions than other parts of the facility, which places greater demand on building systems, materials and plant. Planned works for 2027 and into 2028 are expected to include a range of asset renewal activities that will be undertaken in the most efficient manner while minimising disruption to users. Membership revenue helps offset the day-to-day operating costs of the ARC and reduces the full financial burden from the ratepayer to the facility users. This also assists with allowing the City to set aside funding into City reserves, to ensure that all future asset renewal and maintenance work is ready to be funded via the reserve account. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well

			beyond our control. The City will also continue to review its services and operations over the coming 12 months.
57.	05/06/2026 Online submission	I would like to provide feedback on the Draft Capital Works Budget 2026–27 regarding green waste management for rural residents. As a rural ratepayer, I wish to highlight that properties in rural areas do not receive green waste kerbside collection services, as the volume created would not be manageable. This places the burden on rural residents to manage high volumes of organic matter throughout the year. The current allocation of six tip passes per year is insufficient for rural properties. These passes must cover all forms of waste disposal, not just green waste, which limits the ability of residents to effectively manage vegetation on their properties. I propose that the City consider introducing unlimited green waste tipping for rural residents. There are several reasons for this: Fire Safety: Rural properties are at higher risk during bushfire season. Allowing greater disposal of green waste would actively support residents in maintaining fire-safe properties, particularly during non-burning periods when alternative disposal methods are restricted. Encouraging Proactive Property Maintenance: Removing limits on green waste tipping would encourage residents to undertake regular clearing and maintenance, rather than delaying due to disposal constraints. Limited Cost Impact: Green waste collected at City facilities is typically mulched and reused. This material is then often made available to residents as free mulch, meaning the cost to the City is relatively low compared to landfill waste handling. Overall, this initiative would deliver strong community safety and environmental outcomes, with relatively modest financial impact. Thank you for considering this submission.	Feedback noted. The City acknowledges the challenges faced by rural residents in managing large volumes of green waste and recognises the importance of effective disposal for fire safety and ongoing property maintenance. While the current tip pass allocation is designed to balance service equity and cost, the City undertakes regular reviews of the Waste Management Service Plan, which includes assessing options to that support rural properties while ensuring financial sustainability for the broader community.
58.	05/06/2026 Online submission	Proposed rates for 2026–27 - In preparing the proposed differential rates, the City has applied the following modelling assumptions: Residential Improved properties – an average yield increase of 6.75 per cent including the minimum payment”	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue

		It is not acceptable that the City of Cockburn thinks that ratepayers should bare this brunt. Most salaries increased with CPI at 3%. In the proposed budget there are no savings but only additional and new expenditures. The economy is in a very tight financial situation. Despite the environment, the COC is not thinking on cutting costs but instead increasing their expenditure. Perhaps cost cutting and COC Wage Freeze is where the COC need to look for additional funds rather than grabbing at the rate payers personal pockets.	from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
59.	05/06/2026 Online submission	More needs to be done to increase spends rather than charging more. Look at the loose ends of things that are not required but are nice to haves. Time to sharpen the knife and cut the fat. Do more with less.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community.

			Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty.
60.	05/06/2026 Online submission	I wish to object to the proposed 2026-27 differential rates increase. The proposed increase is significantly above CPI and places an unreasonable burden on ratepayers at a time when many households and businesses are already facing substantial cost-of-living pressures. Residents are continually being encouraged to reduce spending, manage household budgets carefully, and help curb inflationary pressures. Local governments should be demonstrating the same level of financial discipline. The City should be aiming to keep rate increases in line with CPI unless there are exceptional and clearly justified circumstances. A rate increase well above inflation effectively shifts the burden of rising costs onto residents who may not have the capacity to absorb further increases. I also encourage Council to compare its proposed increase with neighbouring local governments and ensure it remains competitive and reasonable. Before seeking additional revenue from ratepayers, the City should undertake a thorough review of its expenditure, identify efficiencies, prioritise core services, and defer non-essential spending where possible. Many residents are being forced to make difficult decisions about discretionary spending, projects, and household expenses. It is reasonable to expect the City to adopt a similar approach and focus on reducing expenditure rather than relying on above-inflation rate increases. Where the City wishes to deliver desirable but non-essential projects, greater emphasis should be placed on securing external funding opportunities, including State and Federal Government grants, partnerships, and other funding sources. Ratepayers should not be expected to fund every “nice to have” project through continual above-inflation rate increases when alternative funding mechanisms may be available. Grant funding should be actively pursued to reduce the financial burden on residents and businesses. At a time when many in the community are struggling with rising mortgage costs, rents, insurance premiums, utility bills, and everyday living expenses, Council should be focused on finding savings, improving efficiency, and maximising external funding rather than increasing rates beyond inflation.	Feedback noted. To continue providing essential services in 2026-27 - including libraries, waste management, and the maintenance and upgrade of roads and community infrastructure, the City must raise funds through rates. The City also receives revenue from other sources such as grants, fees and charges, interest, and commercial activities. The City has carefully considered its spending, recognising the current economic climate and cost-of-living pressures. Like many households and organisations, the City continues to operate in a challenging, high-cost environment, with increasing costs required simply to maintain existing service levels, infrastructure and facilities for a growing community. The City has worked hard to reduce spending where possible, cutting costs by $4.8 million, but many major expenses are rising well beyond our control. The City will also continue to review its services and operations over the coming 12 months. The City acknowledges that many households are experiencing ongoing cost of living pressures and understands that any proposed increase in rates may be concerning for some members of the community. Understanding the pressure rising costs is putting on households and businesses, the City is extending its policy of waiving interest fees on all payment plans, including instalments, Smart Rates, and other customised payment plans. This aims to ease the burden on our community by making it easier to manage rate payments over an extended period without financial penalty. The City of Cockburn actively pursues external funding opportunities from State and Federal Governments, particularly for major infrastructure and road projects that require investment beyond what can be supported through local rate revenue alone. These funding programs are highly competitive, with many local governments seeking access to limited funding pools. The City remains committed to securing additional investment for the community and continues to advocate strongly for a range of priority projects.

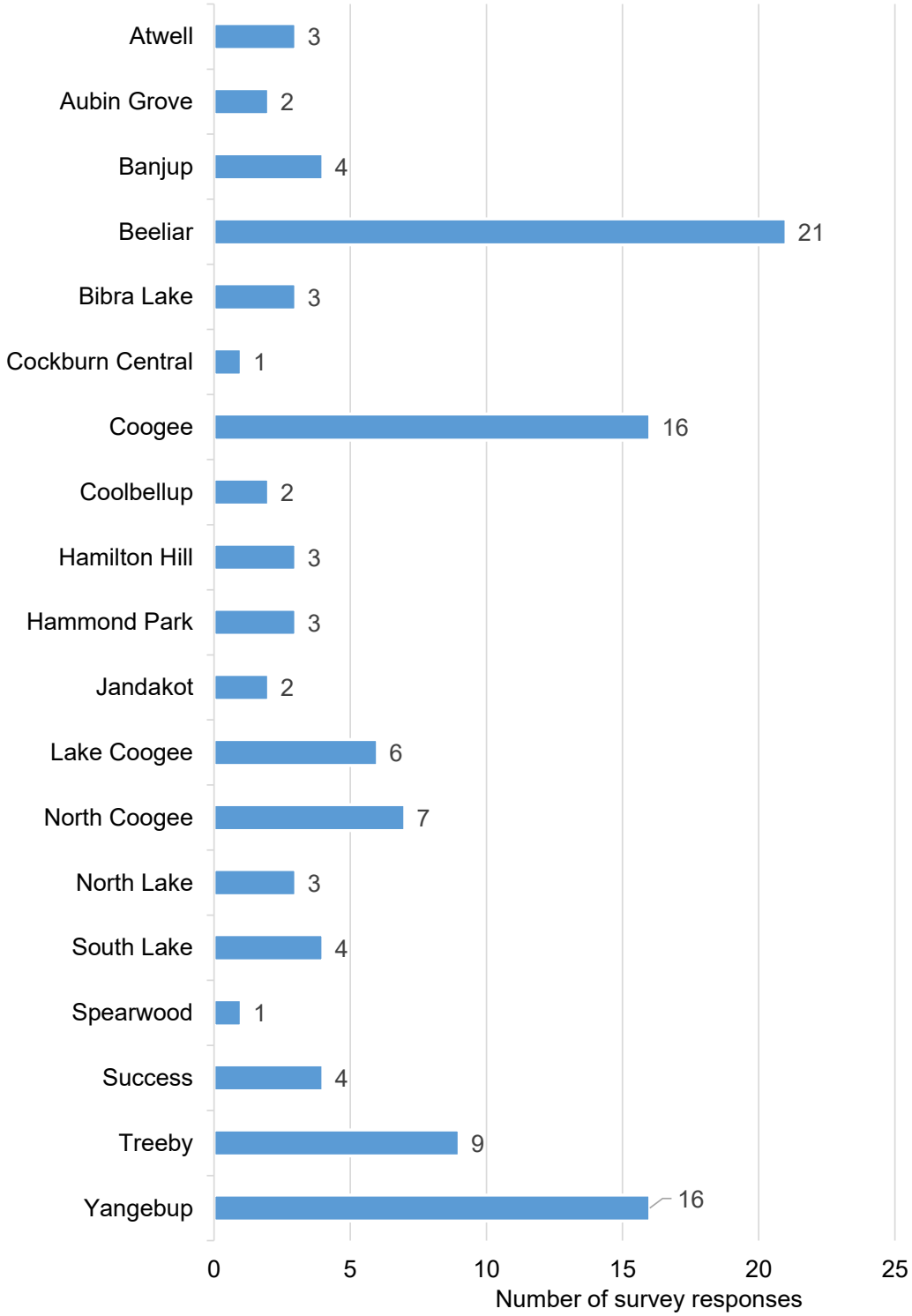
		I respectfully request that Council reconsider the proposed increase and limit any rate rise to a level consistent with CPI, supported by stronger efforts to reduce costs, improve operational efficiency, and secure external funding for non-essential projects. Thank you for considering my submission.	
61.	05/06/2026 Online submission	Not supported.	Feedback noted.
62.	05/06/2026 Online submission	Remove some of the low priority road resurfacing some of the roads can definitely be postponed. Remove some of the playground replacements and repair instead. Also reduce the scope of new projects to be more acceptable in a cost of living crisis.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
63.	05/06/2026 Online submission	Unable to comment as I didn't see the document as it wasnt part of the the orginial post on differential rates.	Feedback noted.
64.	05/06/2026 Online submission	Budget should be adjusted to maintain rates increase no greater than CPI.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
65.	05/06/2026 Online submission	I expect City to do less or delay projects to ensure that a 6.75% rate increase is not needed.	Feedback noted. The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later.
66.	05/06/2026	Better management needs to work within an acceptable rate base or seek greater assistance from State and Federal reserves.	Feedback noted.

	Online submission		The City is committed to delivering essential services today while also investing in planning and programs that support a growing population and protect quality of life into the future. Focusing only on essential works may address immediate needs, but without planning for growth we risk higher costs, service shortfalls and reduced amenity for our community in the future. Strategic planning for growth helps Council manage long-term costs more effectively, reducing the need for more expensive reactive upgrades later. The City of Cockburn actively pursues external funding opportunities from State and Federal Governments, particularly for major infrastructure and road projects that require investment beyond what can be supported through local rate revenue alone. These funding programs are highly competitive, with many local governments seeking access to limited funding pools. The City remains committed to securing additional investment for the community and continues to advocate strongly for a range of priority projects.

Respondent Statistics

Suburb	
Online Survey Responses	
Atwell	3
Aubin Grove	2
Banjup	4
Beeliar	21
Bibra Lake	3
Cockburn Central	1
Coogee	16
Coolbellup	2
Hamilton Hill	3
Hammond Park	3
Jandakot	2
Lake Coogee	6
North Coogee	7
North Lake	3
South Lake	4
Spearwood	1
Success	4
Treeby	9
Yangebup	16

Suburb

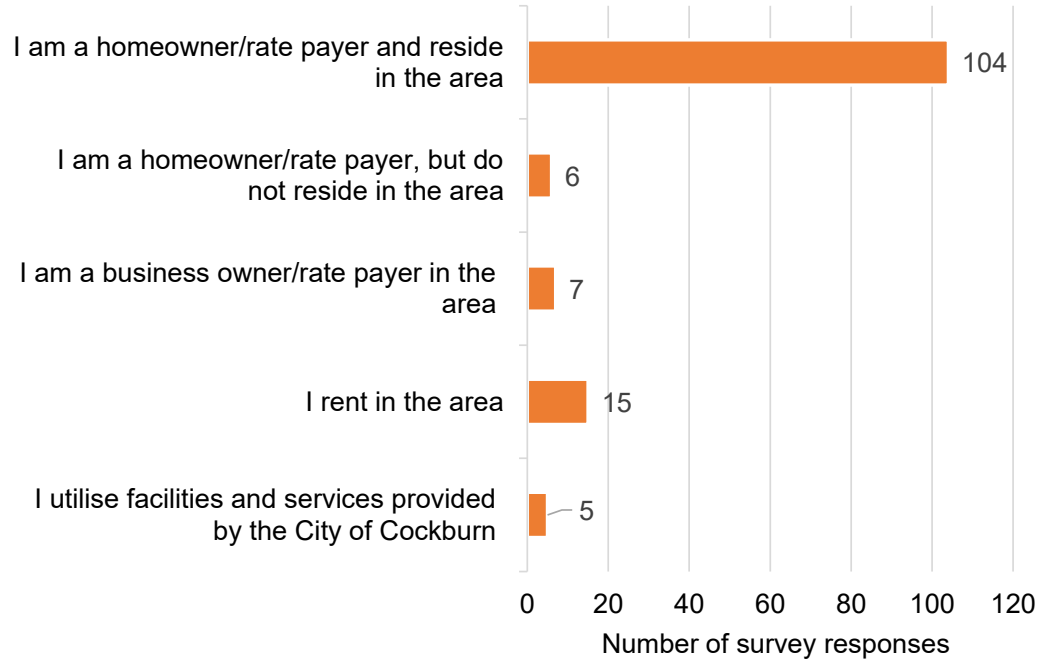


Respondents could select one answer only.

Relationship to the City of Cockburn	
Online Survey Responses*	
I am a homeowner/rate payer and reside in the area	104
I am a homeowner/rate payer, but do not reside in the area	6
I am a business owner/rate payer in the area	7
I rent in the area	0
I utilise facilities and services provided by the City of Cockburn	15

*Respondents were able to select more than one answer.

Connection to the City of Cockburn



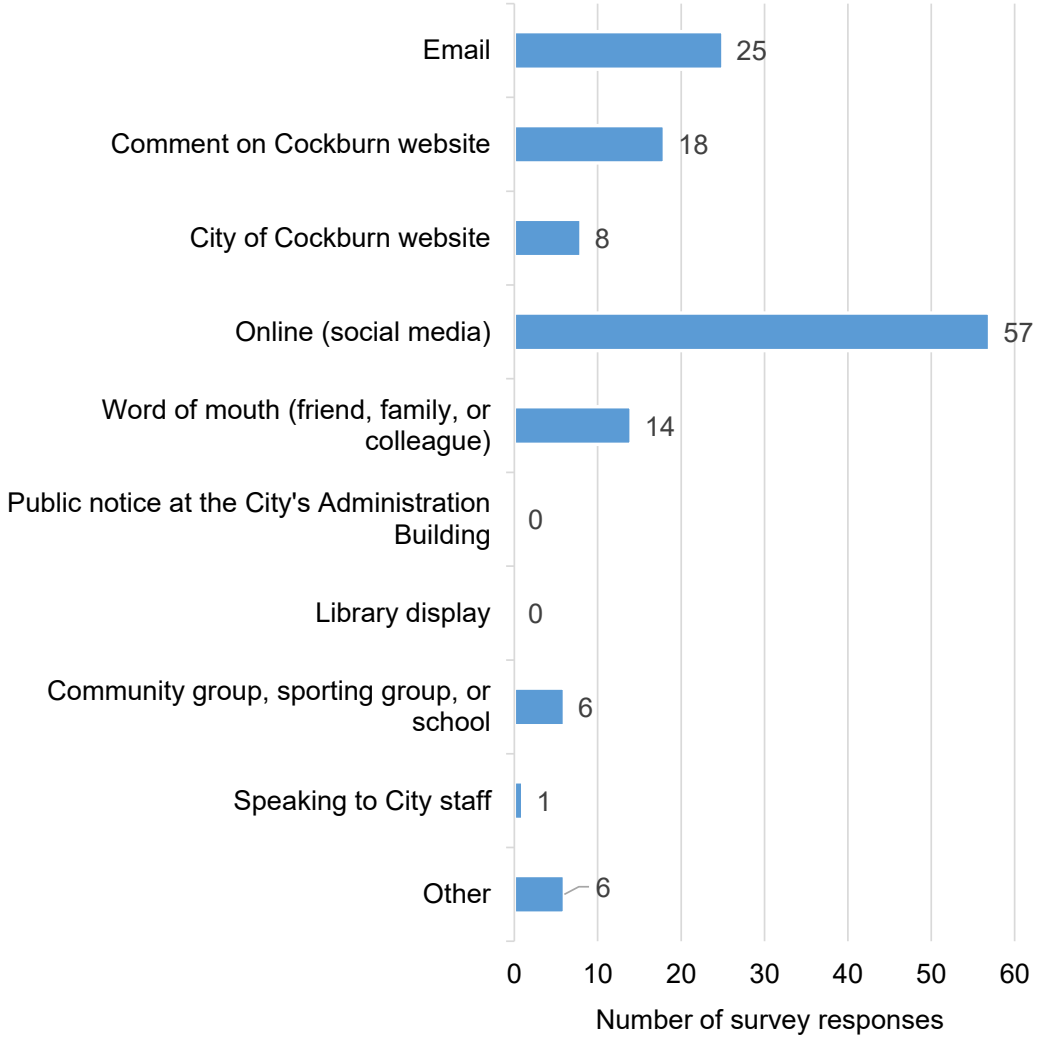
Respondents could select multiple answers.

How did you find out about this project?	
Online Survey Responses*	
Email	25
Comment on Cockburn website	18
City of Cockburn website	8
Online (social media)	57
Word of mouth (friend, family, or colleague)	14
Public notice at the City's Administration Building	0
Library display	0
Community group, sporting group, or school	6
Speaking to City staff	1
Other:	6

1. Differential rates via email. Capital works program only now
2. PerthNow
3. Social media
4. Social media NOT from council and I live in the affected area
5. On Perth now
6. https://www.perthnow.com.au/wa/perth/south/cockburn/cockburn-residents-are-concerned-as-city-advertises-highest-rates-increase-in-five-years-c-22318270

*Respondents were able to select more than one answer.

How did you find out about this project?



Respondents could select multiple answers.

Comment on Cockburn Statistics

Project page	
Visits to page	1,931
Contributions	110
Project followers	49
E-newsletter	
Recipients	11,440
Opens	5,594
Clicks	230
Top Traffic Channels	
Social Media	928
Direct	694
Websites	174
Search engine	134

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ABN 27 471 341 209

11. Confidential Business

Nil

12. Closure of Meeting