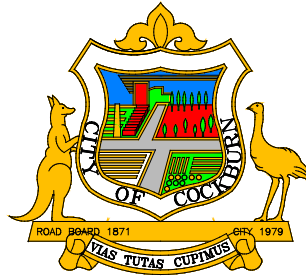


CITY OF COCKBURN



SPECIAL COUNCIL MEETING

AGENDA PAPER

FOR

THURSDAY, 22 JUNE 2017

CITY OF COCKBURN

SUMMARY OF AGENDA TO BE PRESENTED TO THE SPECIAL COUNCIL MEETING TO BE HELD ON THURSDAY, 22 JUNE 2017 AT 7:00 PM

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CITY OF COCKBURN**AGENDA TO BE PRESENTED TO THE SPECIAL COUNCIL
MEETING TO BE HELD ON
THURSDAY, 22 JUNE 2017 AT 7:00 PM**

- 1. DECLARATION OF MEETING**
- 2. APPOINTMENT OF PRESIDING MEMBER (If required)**
- 3. DISCLAIMER (To be read aloud by Presiding Member)**

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. PETITIONS**
- 9. DECLARATION BY COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS PAPERS**
- 10 (SCM 22/06/2017) - PURPOSE OF MEETING**

The purpose of the meeting is to adopt the 2017/18 Municipal Budget and the Annual Business Plan 2017/18.

11. COUNCIL MATTERS

11.1 (SCM 22/06/2017) - ADOPTION OF 2017-18 DIFFERENTIAL RATES, 2017-18 MUNICIPAL BUDGET AND 2017-18 SCHEDULE OF FEES AND CHARGES (071/006; 075/011; 097/009) (S DOWNING/MAURICIO) (ATTACH)

RECOMMENDATION

That Council adopt:

(1) Part A – Municipal Fund Budget 2017-18

Pursuant to the provisions of section 6.2 of the Local Government Act 1995 and Part 3 of the Local Government (Financial Management) Regulations 1996, the Municipal Fund Budget as attached to the Agenda, for the City of Cockburn for the 2017-18 financial year which includes the following:

- Statement of Comprehensive Income by Nature and Type showing a net result for that year of \$23,795,237.
- Statement of Comprehensive Income by Program showing a net result for that year of \$23,795,237.
- Statement of Cash Flows
- Rate Setting Statement showing an amount required to be raised from rates of \$99,981,449.
- Notes to and Forming Part of the Budget
- Budget Program Schedules

(2) Part B – General and Minimum Rates, Instalment Payment Arrangements:

1. For the purpose of yielding the deficiency disclosed by the Municipal Fund Budget adopted at Part A above, Council pursuant to sections 6.32, 6.33, 6.34 and 6.35 of the Local Government Act 1995 impose the following differential general and minimum rates on Gross Rental and Unimproved Values.

General Rates

- | | |
|---|------------------|
| • Commercial Caravan Park | 9.975c in the \$ |
| • Improved Commercial & Industrial | 7.683c in the \$ |
| • Improved Residential | 7.319c in the \$ |
| • Rural Vacant Land | 0.398c in the \$ |
| • Rural General Improved | 0.258c in the \$ |
| • Specified Area Port Coogee Special Maintenance | 1.221c in the \$ |
| • Specified Area Cockburn Coast Special Maintenance | 1.221c in the \$ |
| • Specified Area Port Coogee Waterways | 1.221c in the \$ |
| • Vacant Land | 8.660c in the \$ |

Minimum Payment Rates

- | | |
|------------------------------------|---------|
| • Commercial Caravan Park | \$757 |
| • Improved Commercial & Industrial | \$757 |
| • Improved Residential | \$1,303 |
| • Rural Vacant Land | \$922 |

- Rural General Improved \$922
- Vacant Land \$753

2. Pursuant to section 6.47 of the Local Government Act grant a rates concession to Improved Residential single dwelling properties of 2.711c in the \$ applied to GRV value over and above \$20,690.

3. Pursuant to section 6.45 of the Local Government Act 1995 and regulation 64(2) of the Local Government (Financial Management) Regulations 1996, set the following due dates for the payment in full or by instalments:

- Full payment and 1st instalment due date 25 August 2017
- 2nd instalment due date 27 October 2017
- 3rd quarterly instalment due date 5 January 2018
- 4th and final instalment due date 9 March 2018
- Weekly or fortnightly instalment direct debits commencing 25 August 2017 to 15 June 2018

4. Pursuant to section 6.45 of the Local Government Act 1995 and regulation 67 of the Local Government (Financial Management) Regulations 1996, impose an instalment administration charge where the owner has elected to pay rates (and service charges) through an instalment option of \$5 for each instalment after the initial instalment is paid.

5. Pursuant to sections 6.51(1) and 6.45(3) and subject to section 6.45(4)(e) of the Local Government Act 1995 and Regulation 68 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 3.5% for rates (and service charges) and costs of proceedings to recover such charges that remains unpaid after becoming due and payable.

6. Pursuant to section 6.51(1) and subject to section 6.51(4) of the Local Government Act 1995 and Regulation 70 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 7% for rates (and service charges) and costs of proceedings to recover such charges that remains unpaid after becoming due and payable.

(3) Part D – Fees and Charges for 2017-18

Pursuant to section 6.16 of the Local Government Act 1995, the Fees and Charges to be included inclusive of the 2017-18 budget as attached to the Agenda.

(4) Part E – Statutory and Other Fees for 2017-18

1. Pursuant to section 245A(8) of the Local Government (Miscellaneous Provisions) Act 1960 impose a swimming pool inspection fee of \$36 (GST is not applicable).
2. Pursuant to section 67 of the Waste Avoidance and Resources Recovery Act 2007, impose the following charges for the removal and deposit of domestic waste:
 - (a) All Non-Residential Improved Premises (including recycling)
 - 240ltr bin per weekly collection - \$458 p.a.
 - 240ltr bin per weekly collection (rate exempt properties) - \$510 p.a.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

Council is required to adopt an Annual Budget by 31 August each year. To this end the City adopts its budget in June of each year.

Since 2006-07, the City has produced an Annual Business Plan coupled with the Annual Budget to set the direction for a year of activities. It ties the objectives of the Strategic Community Plan and the activities listed in the Corporate Business Plan to the activities and services delivered by Business and Service Units. It is not a legislative requirement.

The Annual Business Plan is submitted to show more information about the first year of activities referred to in the Corporate Business Plan. The budget for 2017-18 is based on the activities described in the Annual Business Plan, which is the subject of a separate report.

Submission

The City received one submission in response to the advertising of differential rates. The submission was received from a resident of Wattleup. The submission and response is attached to the Agenda.

Report

Municipal Budget 2017-18

Each financial year the City is required to adopt a municipal budget in accordance with Section 6.2 of the Local Government Act 1995 and the associated regulations.

Introduction

The municipal budget has been prepared using the Council's Long Term Financial Plan 2016-17 - 2025-26 as the base together with the following adopted documents:

- Revitalisation Plans,
- Master Plans,
- Council adopted Strategies,
- Completion of DCA13 community infrastructure projects,
- Asset Management Plans; and
- Council decisions.

Changes are only made when external funding is provided which can expedite the delivery of a specific project such as the Spearwood Avenue Duplication (between Beeliar Drive and Barrington Street) and the Lakelands Clubrooms and Hockey Facility.

The budget was prepared with the aims of having a low rate increase, minimising cost increases and to reduce costs where possible either through the procurement/tendering process or negotiation where possible.

Highlights of the 2017-18 - Municipal Budget:

- Increase in rating income from all existing properties of 1.75%, apart from caravan parks. The Valuer-General of WA will impose new gross rental values for all GRV rated properties effective 1 July 2017. The GRV values provided by the Valuer-General have been set based on values as at 1 August 2015.
- Average GRV values have increased for Residential Improved by 1.40%, Vacant Land by 12.35% and Commercial and Industrial Improved by 1.38%. To mitigate any impact from GRV increases, an equivalent reduction (after adjustment for minimum rated properties) was made to the rates in the dollars, prior to applying the proposed increase of 1.75% for 2017-18.
- Harmonisation of the standard and large commercial/industrial differential rating categories (single rate in the dollar).
- Introduction of weekly and fortnightly instalment direct debit payment options for ratepayers, allowing greater convenience and assisting affordability.

- Building of domestic housing and the commercial/industrial sector is estimated to grow by 2.0% with potentially 900 new dwellings
- The City will continue weekly recycling, six tip passes and four verge collections (two general waste and two greenwaste) for residential properties.
- The City to continue rolling out the third bin (Greenwaste) for all residential properties larger than 400 square metres over the next four years. For 2017-18, the City will implement the third bin in Coolbellup, North Lake and Bibra Lake totalling 8,000 new third bins.
- Co-Safe service to continue the rollout of the CCTV construction implementation strategy.
- Presentation of a municipal budget with a closing municipal fund position of \$354,372.
- Increase in operating revenue of 5.7% over the 2016-17 amended budget.
- Operating cost increase of 4.1% over prior 2016-17 amended budget and before depreciation, a cash cost increase of 3.8%. As 2017-18 will see the first full year of operations at the Cockburn ARC, the exclusion of ARC operating costs as well as SLLC (from 2016-17) will see an increase in other operating costs of only 1.4%.
- The surplus between operating revenue and expenditure funds reserve transfers arising from operating income such as interest income on cash reserves, waste collection and disposal capital payments, Naval Base Shacks and CCTV capital construction.
- Salaries budget to increase by 5.0% allowing for EA increase of 2% for staff, grade increases, new staff and payroll for the Cockburn ARC.
- \$48.26m to be spent on community capital assets which include roads, drainage, parks and community infrastructure
- Cockburn ARC at Cockburn Central West was opened on 19 May 2017. The operating revenue for the 2017-18 financial year is \$7.7m with the operating cost budget of \$8.5m. The patronage is estimated at 873,000.
- 2017-18 sees the City continue repayment of the Cockburn ARC loan for \$25M borrowed from the WATC at \$2.5M p.a. plus interest.
- The construction of the new Visko Park bowling club and community facilities building and greens will commence in 2017-18 with an estimated cost of \$9m.
- The Lakelands Reserve community clubrooms and hockey facility will commence construction in 2017-18 with an overall budget of \$4.53m in 2017-18 with the balance of \$2.1m in 2018-19.
- Funding has been provided to undertake design, community consultation and funding applications for the Wetlands Education Centre, Frankland Ave Reserve (community and sports facilities) and Golf Course
- Funding has been provided for a range of Revitalisation Strategies, Hamilton Hill \$0.44m, Spearwood \$0.4m, Coolbellup \$0.5m and the Lakes \$0.5m.

- Funding has been provided for a number of master plans, Coogee Beach \$0.5m and North foreshore \$0.5m.
- Major Road projects, including \$1.2m for Verde Drive Jandakot (including roundabout), roundabout at Hammond Road and Russell Road, Hammond Park - \$1.0m plus service relocation costs, duplication of Spearwood Avenue Yangebup from Beeliar Drive to Barrington Street at a cost of \$3.70m. Funding of \$4.0m is being sought from the State Government for the duplication of the rail bridge of \$4.0m (a commitment from the State Election).
- Continuing repayment of the loan for the ESL Facility (reimbursable by DFES). DFES has since approached the City with a view to repaying the loan out early.
- Grants & Donations budget of \$1.35m
- Funds for Summer of Events of \$0.73m
- Construction has now been completed on the redevelopment of the City's Depot located in Wellard Street, Bibra Lake including a state of the art animal facility and deep sewer connection.
- Parks construction program totalling \$9.76m covering new parks development plus a range of other projects covering greening plans, shade sail implementation and playground renewals. 2017-18 will see the installation of a new skate park on the eastern side of Bibra Lake together with playground, parking, public toilets and landscaping. A grant of \$400,000 (ex-GST) is being provided by the State Government.

Income

The 2017-18 operating income for the City will be \$144.29m an increase of 5.7% on the 2016-17 amended budget. The sources of income are displayed in the table below. The two main sources of income for the Council are Rates 69.3% and Fees and Charges 18.5% of the operating income respectively.

Table 1 – Operating revenue for 2017-18 and 2016-17

All Figures in \$M	2016-17 Amended Budget	2017-18 Budget	Increase 17/18 Budget on 16/17 Budget	% of Overall Income of 16/17 Budget
Rates	\$95.70	\$99.98	4.4%	69.3%
Specified Area Rates	\$0.33	\$0.33	0.0%	0.2%
Fees and Charges	\$23.26	\$26.71	14.8%	18.5%
Contributions	\$0.71	\$1.14	60.5%	0.8%
Operating Grants	\$11.11	\$11.38	2.4%	7.9%
Interest Income	\$4.87	\$4.74	-2.7%	3.3%
Service Charges	\$0.45	\$0.00	-0.0%	0.0%
Total Revenue	\$136.44	\$144.29	5.7%	100.0%

Rates Income

Rates for all categories are recommended to increase by 1.75% apart from Caravan Parks which are recommended to rise by 5%. This is the lowest rate increase in ten years.

2017-18 will also see all properties valued using gross rental value (GRV) have new values. Such property values are provided (independent of Council) by the Valuer-General of WA, a statutory office holder of the Western Australian Parliament. The valuation will impact all rates assessments for the period commencing 1 July 2017 and be applicable for the next three financial years. The effective date of the valuation is 1 August 2015, reflecting the value of property as at that date and not 1 July 2017.

Residential Improved

The GRV for Residential Improved properties in the City of Cockburn have increased by 1.40% overall and 0.79% after discounting for the impact of minimum rated properties. To negate this increase, the rate in the dollar from 2016-17 is reduced by this property value increase of 0.79%, before the recommended rate increase is applied.

At the same time the concession for properties above a GRV of 20,690 is retained at an increased rate in the dollar of 2.711 cents (1.75% increase).

A review of the new GRV values for residential improved properties has shown the following listed suburbs with various increases or decreases in their average GRV. However, the average rate increase is not correlated to the GRV change as it is further affected by minimum rated properties and the rates concession. Overall, the City will only receive an additional 1.75% in rates from residential improved properties in 2017-18.

Suburb	No. Dwellings	Avg. GRV reval change	Avg Rate increase 2017-18
Atwell	3,112	-0.10%	0.89%
Aubin Grove	2,129	-0.10%	0.90%
Banjup	376	4.90%	4.52%
Beeliar	2,764	0.10%	1.12%
Bibra Lake	2,397	1.80%	2.23%
Cockburn Central	806	0.40%	1.37%
Coogee	1,692	0.70%	1.51%
Coolbellup	2,370	6.00%	2.70%
Hamilton Hill	4,722	3.10%	2.52%
Hammond Park	1,786	-0.20%	0.91%
Jandakot	925	4.80%	4.23%
Leeming	740	5.00%	4.41%
Munster	1,665	2.90%	3.02%
North Coogee	1,168	-7.10%	-4.32%

North Lake	479	0.00%	0.97%
South Lake	2,316	4.90%	3.53%
Spearwood	4,447	3.80%	3.19%
Success	3,786	-0.10%	1.01%
Treeby	551	-2.70%	-1.35%
Wattleup	41	2.20%	2.71%
Yangebup	2,845	0.10%	1.26%
All Suburbs Total	41,114	1.40%	1.75%

The Valuer-General has advised that he is expecting a higher than normal level of objections as a result of the 2017-18 revaluation. Whilst a softening of the Perth rental market has contributed to lower GRVs, the problem is that rents have continued falling beyond the valuation date (August 2015) creating a false expectation for even lower GRV values. The City will provide a leaflet to all ratepayers with their rates notices, explaining the valuation process and advising them of their objection rights. This was produced by Landgate (on behalf of the Valuer-General) to assist mitigate the anticipated high level of objections.

The City's internal auditors, Deloitte have confirmed the increase in GRV has been correctly applied, the adjustment in the rate in the dollar resulting from the GRV revaluation has been correctly applied, and the concession for single residential improved properties above a GRV value of \$20,690 has been correctly applied. The auditor's report is attached.

The pension rebate cap of \$750 first applied in 2016-17 has yet to be reviewed but the City believes it will be indexed by a factor similar to the seniors rebate cap. The City is waiting to be advised by the State Government.

Overall, the average residential improved ratepayer will pay an extra 53 cents per week after concession and for those on the minimum payment rate the increase will be 42c per week.

These payments are exclusive of the State Government's Emergency Services Levy collected by Councils to fund the Department of Fire and Emergency Services. The increase proposed is unknown at the date of the report. Council has been advised that the increase will be advised to Council prior to 30 June 2017 (earlier than the State Government's budget) due to Councils required to adopt their budgets prior to 31 August (as required by the Local Government Act).

Vacant Land

The increase in the GRV for vacant land is an overall average of 12.35%, reduced to 10.34% after eliminating the impact of minimum rated properties. As such the vacant land rate for 2016-17 has been reduced by 10.34% before applying the rate increase of 1.75% for 2017-18.

Commercial/Industrial Improved

The City has struck one rate for all improved commercial and industrial properties for 2017-18, eliminating the large commercial/industrial differential rating category. This measure completes an undertaking given by the City to the Department of Local Government to harmonise the standard and large commercial/industrial differential rating categories over a three year period.

The following table shows the proposed rates (in the dollar) for 2017-18:

Table 2 – Proposed differential rates for 2017-18

Rating Class	Recommended Rate - Cents in the Dollar	Comment
Commercial & Industrial – Improved	7.683	Revenue increase of 1.75% on existing properties after allowing for GRV impact.
Residential Improved	7.319	Revenue increase of 1.75% on existing properties after allowing for GRV impact and after the concession.
Caravan Parks	9.975	Plan to increase rate in \$ over 10 years to yield the equivalent of 80% of the residential minimum payment. Pension rebates will apply once target rate has been reached.
Vacant Land	8.66	Revenue increase of 1.75% on existing properties after allowing for GRV impact.

The City applied to have a number of properties converted from Unimproved Value (UV) to Gross Rental Value (GRV) for valuation and rating purposes. The Minister for Local Government accepted the City's application and has converted 30 properties as a result. The City now has only 289 UV properties and continues to consult with landowners about the efficacy of the UV valuation method for their property. The UV properties will also receive an increase of 1.75%.

Caravan Parks in Cockburn have predominantly become permanent home sites. The aim of the rating strategy is to ensure that if this continues, the residents make a contribution similar to other ratepayers. The aim is to steadily increase the contribution from the approximate 40% of the residential minimum payment to 80% over the next ten years. The City aims to also facilitate pensioner rebates once the minimum contribution reaches \$643.50 (in 2016-17 terms). They currently pay \$514.80 and will pay \$540.54 in 2017-18.

Rates levied on ratepayers form a significant portion of the City's operating income. This year, that portion accounts for 69.3%.

Cockburn home owners paid some of the lowest household rates in the metropolitan area in 2016-17. The Table below supports the supposition that Cockburn residential improved ratepayers continue to pay lower rates when compared with neighbouring Councils (incorporating rates and waste).

Table 3 – Comparison of average rates for 2016-17

Council	Residential Average Rates	Minimum Rates Payment	Residential Average Rates excluding impact of Min Payment
Cockburn	\$1,491	\$1,281	\$1,583
Melville	\$1,592	\$1,287	\$1,819
Fremantle	\$1,654	\$1,259	\$1,927
Kwinana	\$1,596	\$1,335	\$1,662
East Fremantle	\$1,868	\$1,035	\$1,968
Rockingham	\$1,520	\$1,467	\$1,727
Wanneroo	\$1,530	\$1,305	\$1,638
Swan	\$1,643	\$1,229	\$1,714
Armadale	\$1,869	\$1,480	\$1,949

Cockburn, Melville, Fremantle, East Fremantle & Wanneroo include their waste charge in the rate in dollar/minimum payment. Kwinana, Rockingham, Swan & Armadale have a separate waste charge which has been added to their average rates & minimum payment. Melville and Rockingham have a separate security charge which has also been included. For Cockburn, the figures in the table are post concession. Average rates are calculated by taking the rates raised divided by the number of properties

A number of Councils point to their lower rate in the dollar to infer that they have lower rates than Cockburn but don't quote that their average GRV is significantly higher than Cockburn's. So whilst they may have a lower rate in the dollar, their higher average GRV results in higher rates both at the average and in total.

Cockburn's average residential improved rate is the lowest amongst neighbouring councils and even when compared to other growth Councils.

Cockburn's minimum payment rate for residential properties is also comparatively low except when compared to the Town of East Fremantle, where they only have 282 properties on the minimum payment.

If you remove the lowering impact of the minimum payment rate from all other residential improved properties Cockburn has close to the lowest average rates when compared to other Councils in the comparison group.

The above Councils were chosen firstly, because they are in the same local grouping (South West Group) and secondly, to compare with other outer metro growth Councils such as Swan, Wanneroo and Armadale, who are all experiencing sustained growth and have a comparable separate rate for residential improved properties.

Below is a comprehensive table of all metropolitan councils and their proposed rate increases (as indicated at the time of preparing this report). The average increase is 2.52% with the median increase at 2.22% which are both above the increase proposed by the City of Cockburn.

Table 4 – Proposed Council increase in residential rates for 2017-18

Council	Proposed Residential Increase
Armadale	2.00%
Bassendean	2.00%
Belmont	1.75%
Canning	3.5%
Cockburn	1.75%
Cottesloe	2.00%
Fremantle	1.90%
Gosnells	1.95%
Joondalup	1.95%
Kalamunda	2.50%
Kwinana	3.00%
Melville	2.00%
Nedlands	4.00%
Rockingham	3.00%
Stirling	1.75%
South Perth	3.75%
Swan	3.00%
Victoria Park	3.50%
Vincent	2.70%
Wanneroo	2.45%
Average	2.52%
Median	2.22%

Overall growth in rates from new properties and vacant land as well as improvement to existing properties has been budgeted at 2.0%. This translates to approximately 900 new dwellings. The City has budgeted to receive commensurate interim rates of \$1.98m as part of the 2017-18 budget.

Pool Inspection Fee

The fee will remain at \$36 per property with a swimming pool. This is in order to ensure that City will be able to inspect every swimming pool in the municipality once every four years to comply with the relevant statutory requirement.

Port Coogee Special Maintenance Specified Area Rate

This rate will rise by 1.75% from 1.200c to 1.221c in the dollar of GRV value. These monies are being reserved so as to ensure that the parks and public areas (including custom street lighting) are maintained in accordance with the higher standards agreed to between the City and the Developer. The additional costs being borne by the developer initially and the landowners ultimately. The income from this item is included in the total specified area rates to be raised by the budget. There are sufficient funds to cater for the growth of this expenditure for the next five years at this set rate.

The City will continue taking over public open space in the Port Coogee area in 2017-18 which will trigger the City drawing on funds in the Reserve to supplement the additional maintenance work noted above.

Port Coogee Waterways Specified Area Rate

This rate will rise by 1.75% from 1.200c to 1.221c. This Specified Area Rate is for properties that connect with the waterways. The rate will be used to fund maintenance of the waterways and associated infrastructure assets. There are approximately 54 properties impacted by this rate.

All Port Coogee properties will receive only one specified area rate either the Port Coogee Special Maintenance Area rate or the Port Coogee Waterways Specified Area Rate.

Cockburn Coast Specified Area Rate

This rate will rise from 1.200c to 1.221c in the dollar of GRV value for improved residential landholders only. These monies are being reserved so as to ensure that the parks and public areas (including custom street lighting) are maintained in accordance with the higher standards agreed to between the City and the Developer. The additional costs being borne by the developer initially and the landowners ultimately. No income from this item is included in 2017-18 budget, but a small amount may be collected during the year as development progresses.

Emergency Services Levy

Although not imposed by the City, the levy is collected by the City under direct instruction from the State Government and passed onto the Department of Fire and Emergency Services DFES (formerly the Fire and Emergency Services Authority). The increase for City of Cockburn ratepayers is unknown at this stage as the Minister for Emergency Services is yet to make his determination on the matter. . The City collected over \$14.8m from this levy on behalf of DFES in 2016-17.

Fees and Charges

The City has budgeted to receive \$26.71m in Fees and Charges in 2017-18. Although this category of income covers 170 services provided by City, there are seven fee types that combine to make up \$22.85m or 85.6% of the total fees and charges. The fees consist of Waste fees (tipping, sale of recycled metals and materials and sale of landfill gas) related to the Henderson Waste and Recovery Park, waste collection for commercial/industrial properties, fees associated with the Planning and Building (Statutory) approvals, fees for Cockburn ARC and Port Coogee Marina and finally, the lease revenue from property owned by the City.

The Gate Fee for the Henderson Landfill facility will not increase at 1 July 2017 as a result of intense competition in the market place. As a result of the State Government increasing the Landfill Levy from \$60 to \$65 per tonne from 1 July, the City will be forced to absorb this impost in order to retain market share. The cost of this impost is \$375,000.

Statutory fees collected for Planning and Building will remain similar to 2016-17.

Rental income will be over \$2.8m which includes income from a number of Council owned properties including Cockburn Health and Community Centre, Coogee Beach café, Coogee Beach Caravan Park, Naval Base Shacks, Youth Centre commercial leases, Cockburn ARC and a range of halls.

The final income items are fees for the new Cockburn ARC. South Lake Leisure Centre which has been budgeted to operate till the opening of the Cockburn ARC in late 2016-17 was closed in May 2017.

Many fees will have no year on year increase, but some will rise in a range from CPI to 100% (disposal of an old bed increases from \$5 to \$10 at HWRP) in order to cover the cost of the service/s provided by the City.

Service Charges

With the completion of the payment scheme for underground power last year, there are no service charges included in the 2017-18 budget.

Operating Grants and Subsidies

This income source is provided by the State and Federal Governments. The income is generally recurrent and rises by CPI or a similar agreed factor. For the 2017-18 Budget, the Federal Government has unfrozen the level of the Financial Assistance Grant (General and Untied Road grant), which been frozen at 2013-14 base with no indexation for population growth.

Apart from the untied Federal Assistance Grant noted below, the other grants have been provided by the State and Federal Governments for the delivery of specific community programs.

Table 5 – Operating grants for 2017-18

Grant	Amount \$
Child Care and Children (Federal Government)	\$3.67m
Financial Assistance (Untied from Federal Government)	\$2.30m
Financial Assistance (Roads from Federal Government)	\$1.50m
Aged Services – HACC	\$2.16m
Aged Services – HACP	\$0.41m
Youth Services (2 programs)	\$0.33m
Family Services (4 programs)	\$0.50m
DFES Operational Grant	\$0.24m
Recreation Services	\$0.18m
Other	\$0.09m
Total Grants	\$11.38m

Interest Income

Income generated by this item is divided into two parts, municipal fund interest and sundry interest income derived from outstanding rates and instalments (including an interest payment for deferred pensioner rates from the State Revenue Office). The term deposit interest rate has been set at 2.70% but may change should the RBA lower further the cash rate below 1.50% This lower outlook for rates has caused the City to reduce the overall interest income budget from an estimated actual of \$5.13m to \$4.74m.

- Municipal Interest \$4.03m
- Instalment Interest \$0.44m
- Penalty Interest \$0.24m
- Deferred Pension rates interest \$0.03m

The City is compliant with the Local Government (Financial Management) Regulations in that all funds are invested in Term Deposits held with Australian Banks or Australian Government Bonds apart from two investments 'grandfathered' under the same regulations. One is a senior bond issued by the Commonwealth Bank and the second is an investment in an Australian mortgage fund comprising "reverse" Australian mortgages. Each investment continues to pay a competitive rate of interest and will be redeemed upon maturity. The former will be redeemed in January 2018 at a face value of \$4m.

Expenditure

Budgeted growth of operating expenditure for 2017-18 is 4.1% over the 2016-17 amended budget. If one removes the impact of the Cockburn ARC on expenditure and the SLLC (now closed) the increase is approximately 1.4%, in real terms.

The following comparative table indicates the growth of operating expenditure over the financial years 2016-17 to 2017-18.

Table 6 – Operating expenditure 2017-18 and 2016-17

All figures \$M	2016-17 Amended Budget \$	2017-18 Budget \$	Increase on 2016/17 Budget \$	% of Overall Cost of 2017-18 Budget \$
Payroll	51.20	53.78	5.0%	38.7%
Materials	40.80	40.38	-1.0%	28.9%
Utilities	4.70	5.11	8.7%	3.6%
Interest Expense	0.93	0.82	-11.8%	0.5%
Insurance	2.43	2.23	-8.2%	1.6%
Other Expenses	8.47	9.00	6.3%	6.4%
Depreciation/Amortisation	28.02	29.42	5.0%	21.2%
Internal Recharging	(2.59)	(1.33)	-48.6%	-0.9%
Total Expenditure	133.96	139.41	4.1%	100%

The above table also demonstrates where the City is spending its operating expenditure with a detailed explanation below.

Payroll

The City has an overall 5.0% increase in the wages and salaries budget. This is made up of the following:

- Increase for all staff on the EA: 2%
- Increase in “steps” with levels: 0.5%
- New staff: 0.5%
- Impact of the Cockburn ARC: 2.0%

This will also provide for a number of new staff, in line with Council’s adopted Workforce Plan including playground officer, irrigation fitter, waste truck driver, bush fire inspection and mitigation officer, family & community development officer and digital communications officer. There has been an offsetting reduction in the staff numbers within roads construction as the City continues to outsource this function.

Materials and Contract

Aside from employee and related costs, materials and contracts is the City’s largest recurrent operating expenditure item. The following items

form over 74% of this expenditure for 2017-18. Waste collection \$7.93m, landfill running costs \$1.01m, parks & playgrounds \$2.45m, streetscapes & street trees maintenance \$1.93m, sportsgrounds maintenance \$0.65m, facilities maintenance \$2.89m, roads maintenance \$0.98m, plant & fleet maintenance \$1.38m, care giver payments \$2.98m, Co-Safe \$2.22m, Cockburn ARC operations \$2.26m, software and hardware support costs \$1.23M, equipment leases \$0.80m, legal fees \$0.50 and carnival of events \$0.73m.

Over 80% of the City's materials and contracts expenditure is subjected to competitive procurement practices. These include both formal tender and quotation processes, governed by legislation and Council policy. This percentage has seen an increasing trend over recent years due to a concerted effort by the City to drive better value for money from its annual budget.

Insurance

The City, like all local governments in WA, is a member of the Local Government Insurance Scheme (LGIS) – a cooperative insurance scheme. This Scheme covers workers compensation insurance, property and public liability insurance. In effect, Council self-insures through the LGIS. Insurance for motor vehicles, councillor and officer liability (similar to Directors and Officers Liability insurance), travel insurance plus others insurances are sourced by the LGIS from external insurance providers. These insurances are a significant quantum that LGIS tenders and/or seeks competitive quotes from the general Insurance market each year to ensure Council receives a competitive pricing outcome.

Overall, insurance premiums are expected to decrease by 8.2% to \$2.23m from \$2.43m in 2017-18, despite the increase in payroll costs associated with the Cockburn ARC and additional property insurance for the ARC building (added 10% to the City's building portfolio). Workers compensation premium will increase overall in line with the rise in council payroll but the premium rate will fall as a result of a lower claims history. Public liability premium is also budgeted to fall. These falls are also the result of the City reviewing its insurance contract with LGIS, who has responded by lowering rates impacting on resulting premiums. A fall of a similar magnitude is expected in 2018-19 as well.

In addition, the City has an active program of regular revaluation of assets so as to ensure the City's buildings are not under-insured. A revaluation is due at 30 June 2017 but this is not expected to have a material impact on the insured values.

The City banks dividends received through the LGIS self-insurance scheme to its Insurance Reserve in order to cover small claims internally and smooth out annual premiums when necessary.

Utilities

This item covers expenditures for electricity, gas, water and telecommunications.

Electricity is consumed by the City in two ways. Firstly, general power consumption for buildings and associated facilities and secondly, electricity consumption for street lighting. The City pays for over 12,800 street lights, which will cost \$2.5m in 2017-18. The State budget for 2016-17 flagged an increase of 2.5% for 2017-18.

The balance of electricity will be expended on buildings and associated infrastructure. A number of the Council's facilities are subject to a two year fixed price contract and the balance subject to increases announced in the State Government budget of an estimated 2.5%. No significant cost increases are expected other than for consumption especially for the new Cockburn ARC facility, whose electricity consumption has been mitigated by the construction of 1Mw solar array on the roof of the facility which will meet 40% of the electricity needs for this facility.

Other utilities are expected to increase by 3% apart from telecoms which has no increase.

Other Expenses

This item of expenditure covers a range of sundry expenses such as the State Government's Landfill Levy of \$3.78m, which has risen from \$60 per tonne to \$65 per tonne from 1 July 2017). Also included are the SMRC loan repayment \$1.65m, fuel and licencing costs \$0.93m, grants and donations \$1.34m, operating contribution to the SMRC \$0.14m and levy payments to carers & parents \$0.64m (fully funded from the Federal Government).

Depreciation

The City has estimated \$29.42m of depreciation and amortisation for 2017-18, which is 5.0% higher than the 2016-17 amended budget. The City effectively cash backs its depreciation, as demonstrated by the \$4.88m positive operating result in the Statement of Comprehensive Income. By being fiscally responsible and cash backing the depreciation, the City is able to use the cash generated by this item to refurbish existing assets in addition to constructing new ones. Council has been briefed on a plan to spend up to 80% of the cash produced from depreciation to refurbish assets. This plan will take five to seven years to move up from the current 65% of depreciation cash expended on the capital refurbishment program. This plan has been designed so as to provide a greater life for existing City assets.

The City will write-off the balance of the asset associated with the South Lake Leisure Centre when it is transferred to the State Government (Education Department – the pools will be emptied, pumps removed prior to handover). The ARC will also be brought onto the financial books of the City with a portion of the asset being transferred to the Fremantle Football Club in accordance with the agreement signed with the Club. This value is approximately \$24m.

Interest Expense

The City has budgeted to pay interest in 2017-18 for the Cockburn ARC and ESL Facility loans. The total cost for this year is \$0.82m, but will be reduced if DFES go ahead with the full prepayment of their outstanding loan commitment.

Capital Income and Developer Contributions

The City has budgeted to receive the following Capital Income & Grants plus Developer Contributions for 2017-18.

Table 10 – Capital income for 2017-18

Road project grants	\$4.63m
Sale of Plant	\$0.77m
Lakelands Hockey and Community Club rooms	\$1.00m
Visko Park	\$4.55m
Bibra Lake Skate Park	\$0.40m
Developer contributions – DCP	\$5.00m

Capital Expenditure

The following chart indicates where the City will commit its capital expenditure totalling \$48.26m for 2017-18:

Table 11 – Capital expenditure for 2017-18

<u>Class</u>	<u>\$</u>
Roads	\$11.00m
Footpaths	\$1.96m
Drains	\$1.00m
IT/IS/ICT	\$1.95m
Parks/Environment	\$9.99m
Marina	\$0.32m
Facilities	\$17.36m
Fleet (Plant and Equipment)	\$3.85m
Artwork	\$0.08m
HWRP	\$0.19m
Furniture	\$0.51m
Other	\$0.05m
Total	\$48.26m

New Projects

Below is a shortened list of new projects and the capital allocated to them. For a comprehensive list of projects please refer to the attached budget – New Capital Projects 2017-18.

Table 12 – Specific capital projects for 2017-18

New Capital Projects for 2017-18	Allocated Funds \$
Roads – Duplication of Spearwood Ave (Barrington Rd to Beeliar Dr. Funds for the duplication of the Bridge have been promised by Labour Government totalling \$4m)	3.70m
Roads – Roundabout at Hammond Rd and Russell Road	1.00m
Roads – Verde Drive (Biscayne to Solomon) & Roundabout	1.20m
Roads – Traffic Management	0.56m
Lakelands Clubrooms and Hockey	4.53m
Cockburn Bowling & community centre Visko Park	9.00m
Bibra Lake Management Plan (Skate Park & assoc. infrastructure)	2.07m
Improvements to civic and community buildings	1.50m
Plant and Equipment – Replacement	3.16m
Plant and Equipment – New	0.63m
Revitalisation Strategy – Hamilton Hill	0.44m
Revitalisation Strategy – Phoenix (Spearwood)	0.40m
Revitalisation Strategy – Coolbellup	0.50m
Revitalisation Strategy – The Lakes	0.50m
Coogee Beach Master Plan	0.50m
North Foreshore (North Coogee)	0.50m
Drainage Works	1.00m
Resurfacing of Roads	1.34m
Footpath (new and rehabilitation) and cycle paths	1.96m

Unfinished capital works and projects from 2016-17 have not been included in the 2017-18 budget as these are not yet determined. However, the unspent municipal funding for these will be transferred into the Carry Forward Projects Reserve at year's end, allowing for these works to be funded and continue into 2017-18. A detailed listing will be provided to a future Council meeting, usually November once 2016-17 annual financial statements have been audited.

Borrowings

The City hasn't budgeted to borrow funds in 2017-18 and will continue repaying the principal for the Cockburn ARC loan. Total repayments will be \$2.6m covering the Emergency Services and Cockburn ARC facilities. The former is funded by DFES, whilst the latter is funded by contributions through developer contribution scheme No. 13.

Reserves

The City has a Ten Year Long Term Financial Plan which includes funding its financial reserves. The City places great importance in planning for the future and ensuring it has sufficient funds to complete

major projects now and into the future. In this budget, Council will transfer into its financial reserves \$25.6m, which includes \$2.5m of brought forward funds from estimated budget savings for 2016-17. However, it will draw down \$19.1m from reserves to fund a series of major capital projects.

At the same time the City is still reserving funds received from the Development Contribution Plan (a levy on all new dwelling for community infrastructure), rent from the Naval Base Shacks Leases and Coogee Beach Caravan Park (to fund capital works). It is anticipated that the City will receive \$5.0m in 2017-18 from developer contributions for community infrastructure in addition to funds for roads and other “hard” infrastructure.

Rate Setting Statement

The Rate Setting Statement is a unique financial statement applicable to WA Local Governments. The purpose of the statement is to determine the amount of rates to be collected from property owners after the inclusion of operating income (excluding rates), Operating expenditure, capital income and expenditure, reserve transfers (to and from reserves) plus loan repayments and new borrowings. The statement also adds back the cash generated by depreciation. The deficit after inclusion of the above is to be raised from rates as provided for in the Local Government Act. The rates to be raised in 2017-18 total \$99.98m. Rates only include general rates and not service charges, specified area rates, interest from instalments and penalty interest or instalment fees.

Cashflow Statement

The Cashflow Statement is presented with other statutory financial statements. It presents the cash the Council will generate and expend in running its day to day business, capital investment program – both capital income and expenditure as well as funds required to finance both the operating and investment (capital) program:

1. Net operating cash flows are \$34.25m
2. Net investment cash flows are (\$27.33m)
3. Net financing cash flows are (\$2.60m)
4. Net overall cash flow is \$4.32m

The City will commence the year with a budgeted \$111.52m in cash, including \$101.74m held in financial reserves. After the impact of the activities listed in 1 to 3 above, the City will finish the year with a closing cash position of \$115.84m.

Integrated Planning Framework

Council adopted its Strategic Community Plan 2016-17 – 2020-21 and the Corporate Business Plan 2016-17 – 2020-21 at the June 2016 Ordinary Council Meeting. In addition a number of other plans were also adopted, these include the Long Term Financial Plan and the Workforce Plan. Each Plan will be updated every two financial years. Council has a further seventy strategic plans, master plans and other plans adopted by council which feed into the above documents including the 2017-18 municipal budget.

Long Term Financial Plan

Council adopted a new Long Term Financial Plan for the period 2016-17 to 2025-26, a period of ten years. The LTFP will be reviewed each financial year in line with the adopted budget so as to ensure financial relevance. Based on the budget contained in the attached papers the LTFP and analysis is provided below of the variations to the LTFP.

Table 13 – Comparison of LTFP and Budget for 2017-18

	2017-18 LTFP	2017-18 Municipal Budget	Comment
Operating Revenue	\$144.50m	\$144.29m	Lower fees and charges for HWRP lower rate increases
Operating Expenditure	\$138.70m	\$139.41m	Lower interest expense & LFL but higher power, depn costs
Capital Income	\$18.91m	\$18.92m	Grants for ARC, Visko, Roads, DCP contributions
Capital Expenditure (incl Loan Repayments)	\$53.59m	\$50.86m	Final capex on ARC & revitalisation strategies. ARC & DFES loan repayments

Asset Management Plan

Council adopted Asset Management Plans for six areas of Council's assets, namely Roads, Building, Drains, Parks, Footpaths and Fleet. Each Plan forecasts expenditure to be spent on maintaining/renewing council assets in the above categories with a planned amount to be spent as per the criteria. The 2017-18 budget meets the expenditure requirements outlined in the asset management plans apart from the Roads AMP. The Roads AMP is being reviewed as to depreciation rates and their impact on future expenditure requirements. A further two plans are to be prepared to cover the Cockburn ARC facility and the Port Coogee Marina and associated infrastructure assets surrounding the marina.

For definitional purposes renewing of assets is specifically the subject of the Asset Management Plans whereas upgrading is a mixture of

renewing the asset but has been coupled with additional improvements.

The intention is to provide this every year and to reclassify the status of “Upgrade” into New and Renew to clarify how much is being allocated to meeting the Asset Management Plans.

Workforce Plan

Council adopted the Workforce Plan in June 2016. The 2017-18 budget partially reflects new appointments as outlined in the Plan as a number of appointments have been deferred due to cost restraints.

Closing Municipal Position

The 2017-18 Municipal Budget closing position is \$354,372. This is after all operating and capital income and expenditure items plus reserve transfers are brought to account.

Opening Municipal Position

A report will be brought to Council in November 2017 once the Auditors have completed their annual audit of the financial statements to confirm the closing municipal fund position for 2016-17. In the interim, an estimate of \$2.5m has been used for the 2017-18 opening position comprising budget savings from 2016-17 which is allocated to reserves.

Change to the advertised Differential Rates

The only change being proposed to the advertised differential rates is a slight increase to the rate in the dollar and minimum payment for Vacant Land. This was necessary in order to account for the impact of minimum rated properties on the GRV revaluation and to ensure a revenue yield increase of 1.75% from this category. The Council will continue applying the Residential Improved concession introduced in 2015/16.

Table 14 – Differential rates, advertised and recommended

Category	Rate Category	Advertised		Recommended	
		Rate in \$	Min Payment	Rate in \$	Min Payment
GRV	Residential Improved	7.319c	\$1,303	7.319c	\$1,303
GRV	Vacant Land	8.520c	\$731	8.660c	\$753
GRV	Commercial & Industrial Improved	7.683c	\$757	7.683c	\$757
UV	Rural General Improved	0.258c	\$922	0.258c	\$922
UV	Rural Vacant Land	0.398c	\$922	0.398c	\$922
GRV	Commercial Caravan	9.975c	\$757	9.975c	\$757

Category	Rate Category	Advertised		Recommended	
		Rate in \$	Min Payment	Rate in \$	Min Payment
	Park				
GRV	Specified Area Rate - Port Coogee Special Maintenance	1.221c	N/A	1.221c	N/A
GRV	Specified Area Rate – Port Coogee Waterways	1.221c	N/A	1.221c	N/A
GRV	Specified Area Rate - Cockburn Coast	1.221c	N/A	1.221c	N/A

Strategic Plan/Policy Implications

City Growth

- Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types
- Maintain service levels across all programs and areas

Moving Around

- Identify gaps and take action toward extending the coverage of the cycle way, footpath and trails network

Community, Lifestyle & Security

- Provide for community facilities and infrastructure in a planned and sustainable manner
- Create and maintain recreational, social and sports facilities and regional open space

Economic, Social & Environmental Responsibility

- Improve the appearance of streetscapes, especially with trees suitable for shade
- Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community

Leading & Listening

- Deliver sustainable governance through transparent and robust policy and processes
- Ensure sound long term financial management and deliver value for money
- Listen to and engage with our residents, business community and ratepayers with greater use of social media

- Attract, engage, develop and retain our employees in accordance with the Workforce Plan and the Long Term Financial Plan

Budget/Financial Implications

The Budget provides funds as outlined in the recommendations at the commencement of this report and the detailed attachments.

Legal Implications

Section 6.2 of the Local Government Act 1995 requires Council to prepare and adopt an annual budget.

Community Consultation

Section 6.36 of the Local Government Act 1995 requires the Council to advertise the differential rates proposed in the budget attachments. The Council advertised the differential rates in the West Australian newspaper on Saturday, 20 May 2017 and the Cockburn Gazette on Tuesday, 23 May 2016. The Objects and Reasons document accompanied by the Deloitte report to support the differential rates was placed at the City's Libraries, on Council's website, on Council's social media tools, emailed to all the City's community groups. Comments were invited from interested parties with a closing date for submissions on Monday 12 June 2016.

A meeting of all community groups and ratepayer associations for the City of Cockburn was held on 3 May 2017. The meeting was held to explain the GRV revaluation and the impact. Also discussed was the rate increase proposed for 2017-18 and a broad overview of the budget and capital expenditure plans for 2017-18.

Risk Management Implications

The adoption of the annual budget allows council to raise rates and other revenue and then expend the funds raised to deliver the services and capital projects recommended in the budget. Without the adoption of the annual budget, the Council will not have the funds to meet the requirements recommended in the budget.

Attachment(s)

1. 2017-18 Municipal Budget and associated schedules, including the 2017-18 Schedule of Fees and Charges and new capital projects 2017-18.
2. Deloitte Independent Assurance Report – 2017-18 City of Cockburn Rate Setting Model.
3. Submission from Wattleup resident and response.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

**11.2 (SCM 22/06/2017) - ANNUAL BUSINESS PLAN 2017-18 (021/002)
(M TOBIN) (ATTACH)**

RECOMMENDATION

That Council adopt the Annual Business Plan 2017-18.

COUNCIL DECISION

Background

Since 2006-07, the City has produced an Annual Business Plan to set the direction for a year of activities. It ties the objectives of the Strategic Community Plan and the activities listed in the Corporate Business Plan to the activities and services delivered by Business and Service Units. It is not a legislative requirement.

The Annual Business Plan is submitted to show more information about the second year of activities referred to in the Corporate Business Plan. The budget for 2017-18 is based on the activity described in the Annual Business Plan and is the subject of a separate report.

Submission

N/A

Report

An Annual Business Plan is not required by legislation but has been produced since 2006-07 following the introduction of the 2006 iteration of the Strategic Plan. It is the second year of our new ten year Strategic Community Plan 2016 – 2026 and four year Corporate Business Plan 2016-17 – 2019-20. It sets out more detail on the activities to be undertaken by the City during the year.

The major projects for 2017-18 will be around road construction as significant funding announcements have been made by both State and

Federal Governments. This will involve the City in significant planning and consultation with some roads to commence construction in this financial year. It is expected that detailed consultation will occur with Main Roads WA as they develop their detailed plans for the construction of the new bridge over the freeway at Armadale Road / North Lake Road.

The business plan also reflects the work we need to continue to do in waste management. Development of the Henderson Waste Recovery Park to optimise its use as a waste precinct will commence with a feasibility study. We will continue to build our knowledge of the technology for converting waste to energy as this may provide an alternative to landfill in the coming years.

An Urban Forest Plan will be finalised in order to improve our area with trees suitable for shade. This will focus on developing a high quality tree canopy in key areas so that in the long term, the City increases its green space.

This financial year construction is expected to commence on a new Bowling and Recreation Facility, the Mens Shed and hockey facilities. Planning will commence for future projects once the draft Community, Sport and Recreation Facilities Plan has been adopted by Council. It provides a plan for new community facilities over the next 15 years.

The Annual Business Plan 2017-18 also includes a summary of income and expenditure information. Budgets, Key Performance Indicators and targets are included in tables for each Business or Service Unit.

Strategic Plan/Policy Implications

City Growth

- Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types
- Maintain service levels across all programs and areas

Moving Around

- Identify gaps and take action toward extending the coverage of the cycle way, footpath and trails network

Community, Lifestyle & Security

- Provide for community facilities and infrastructure in a planned and sustainable manner
- Create and maintain recreational, social and sports facilities and regional open space

Economic, Social & Environmental Responsibility

- Improve the appearance of streetscapes, especially with trees suitable for shade
- Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community

Leading & Listening

- Deliver sustainable governance through transparent and robust policy and processes
- Ensure sound long term financial management and deliver value for money
- Listen to and engage with our residents, business community and ratepayers with greater use of social media
- Attract, engage, develop and retain our employees in accordance with the Workforce Plan and the Long Term Financial Plan

Budget/Financial Implications

The Annual Business Plan is budgeted in the Annual Budget 2017-2018 as well as being supported by the Long Term Financial Plan 2016-17 – 2025-26.

Legal Implications

N/A

Community Consultation

External community consultation is not required for this plan as it is largely an internal business document to guide Business and Service Units toward achieving the strategic objectives listed in the Strategic Community Plan. However, key internal stakeholders have been consulted and have provided significant input to this plan.

Risk Management Implications

If Council do not endorse the Annual Business Plan 2017-18 prior to 30 June 2017 it may reduce the capacity of the administration to deliver Council's objectives over a full financial year.

Attachment(s)

Annual Business Plan 2017-18.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

12. (SCM 22/06/2017) - RESOLUTION OF COMPLIANCE (SECTION 3.18(3), LOCAL GOVERNMENT ACT 1995)

RECOMMENDATION

That Council is satisfied that resolutions carried at this Meeting and applicable to items concerning Council provided services and facilities, are:-

- (1) integrated and co-ordinated, so far as practicable, with any provided by the Commonwealth, the State or any public body;
- (2) not duplicated, to an extent Council considers inappropriate, services or facilities as provided by the Commonwealth, the State or any other body or person, whether public or private; and
- (3) managed efficiently and effectively.

COUNCIL DECISION

13. CLOSURE OF MEETING

**2017-18 MUNICIPAL BUDGET &
ASSOCIATED SCHEDULES**

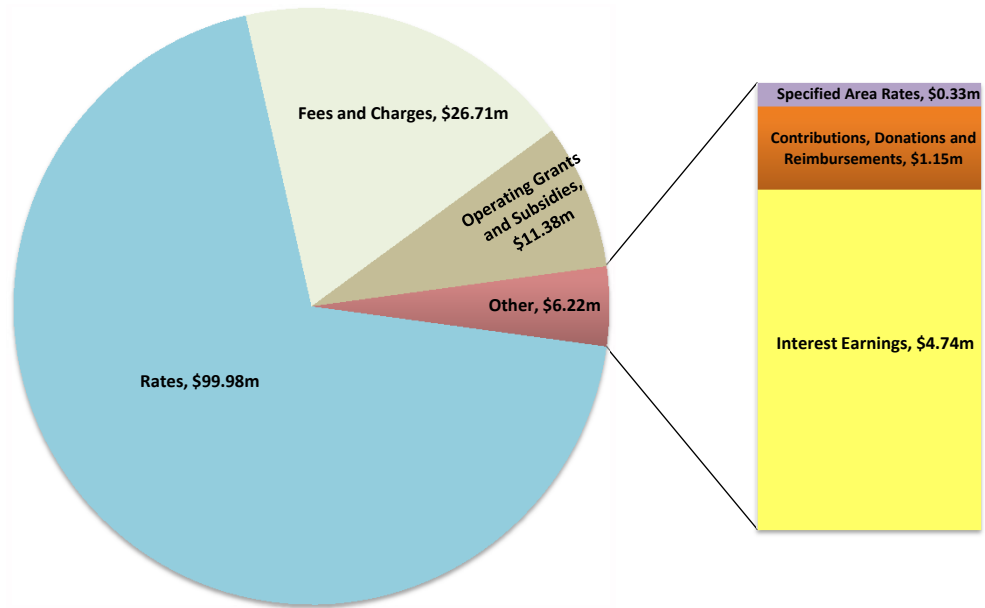
2017-18 FEES & CHARGES

**DELOITTE INDEPENDENT ASSURANCE REPORT
(2017-18 CITY OF COCKBURN RATE SETTING
MODEL)**

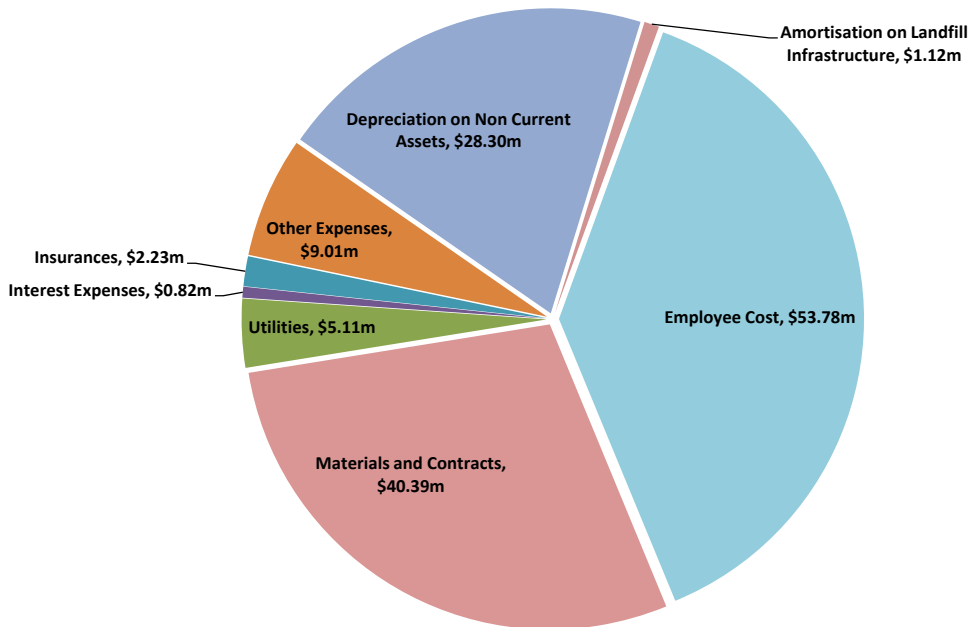
**SUBMISSION FROM WATTLEUP RESIDENT &
RESPONSE**

BUDGET AT A GLANCE

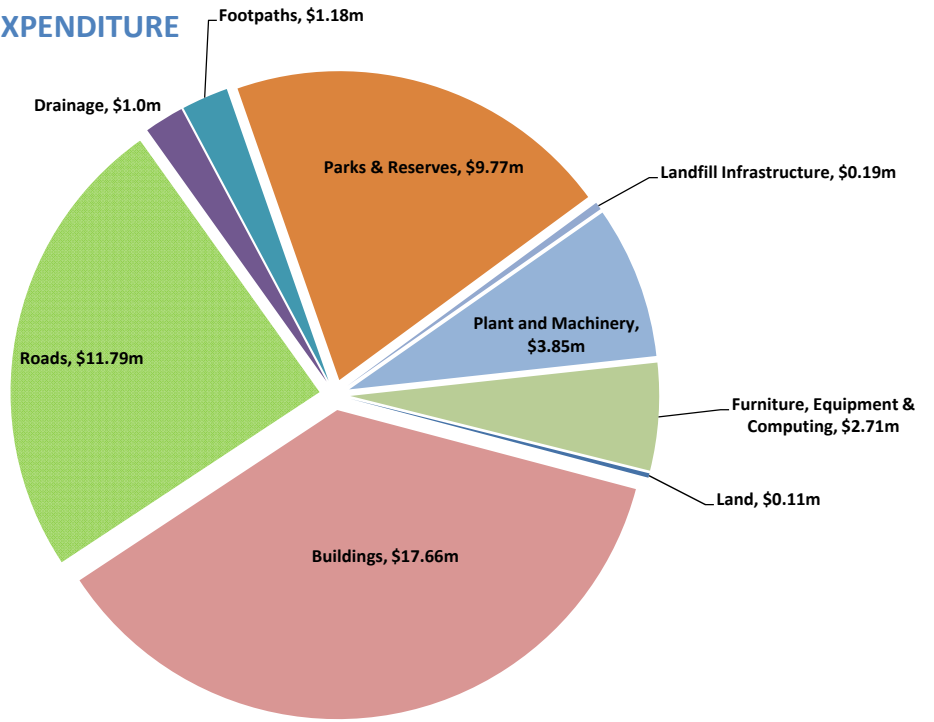
OPERATING REVENUES



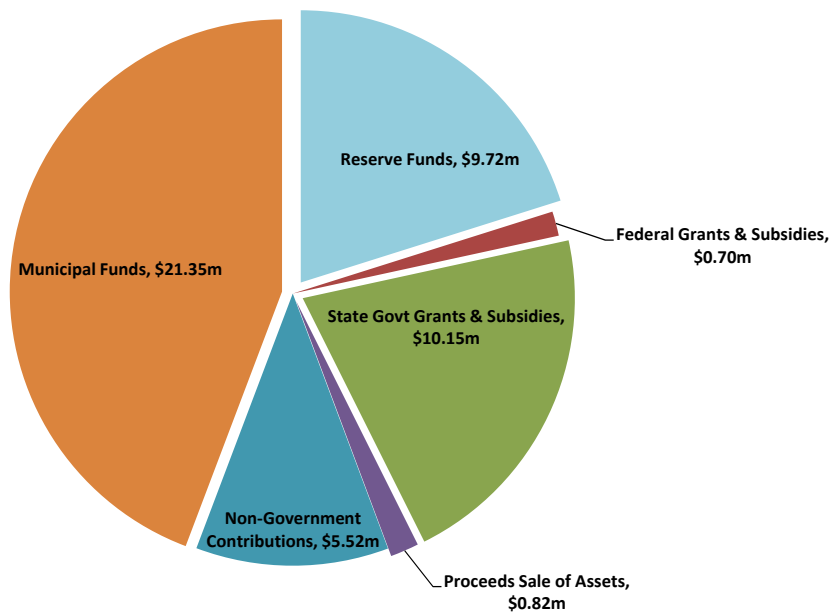
OPERATING EXPENSES



CAPITAL EXPENDITURE



CAPITAL FUNDING SOURCES (Internal & External)



2017/18

SOURCE & APPLICATION OF FUNDS

	2017/18
Application of Funds	\$
Operating Expenditure	139,413,679
Less: Depreciation	(28,299,179)
Less: Amortisation	(1,120,764)
Cash used for Operating Expenses	109,993,736
Loan Repayments	2,597,176
Capital Expenditure	
Land	110,000
Buildings	17,664,000
Infrastructure Assets - Roads	11,794,788
Infrastructure Assets - Drainage	1,000,000
Infrastructure Assets - Footpaths	1,180,440
Infrastructure Assets - Parks & Reserves	9,765,000
Landfill Infrastructure	190,000
Plant and Machinery	3,852,000
Furniture, Equipment & Computing	2,706,915
Cash used for Asset Acquisitions	48,263,143
Total Cash Expenditure	160,854,055
Transfer to Reserves	25,599,306
Total Budgeted Cash Commitments	186,453,361
Funding Sources	
Rates	99,981,449
Specified Area Rates	330,000
Fees and Charges	26,710,305
Service Charges	0
Operating Grants, Subsidies and Contributions	12,527,811
Proceeds from Sale of Assets	3,578,000
Capital Grant and Contributions	17,354,667
Interest Earnings	4,742,968
Transfer from Reserves	19,082,533
Funding Sources Total	184,307,734
Movement in Net Current Assets (adjusted for Restricted Assets)	
Opening Funds (as per Rate Setting Statement)	2,500,000
Closing Funds (as per Rate Setting Statement)	354,372
Net Movement in Current Assets	2,145,628
Total Funding for Cash Commitments	186,453,361

RATE SETTING STATEMENT
Adopted Budget for the Year Ending 30 June 2018

Notes	Budget 2017/18 \$	Budget 2016/17 \$	Actual Apr 17 \$
Operating Revenue			
Specified Area Rates	330,000	330,000	312,936
Fees & Charges	26,710,305	24,368,500	18,618,307
Service Charges	-	450,000	440,700
Operating Grants & Subsidies	11,382,351	9,357,649	9,624,172
Contributions, Donations, Reimb	1,145,461	638,665	870,686
Contributed Developer Assets	-	-	54,299,256
Interest Earnings	4,742,968	4,772,036	4,478,028
Profit/Loss on Sale of Assets	1,561,715	14,650	10,310,911
Total Operating Revenue	45,872,800	39,931,500	98,954,996
Operating Expenditure			
Employee Cost	(53,776,279)	(48,822,391)	(40,637,903)
Materials and Contracts	(40,385,228)	(41,209,671)	(30,999,687)
Utilities	(5,112,743)	(4,684,525)	(3,825,901)
Interest Expenses	(816,699)	(930,000)	(476,638)
Insurances	(2,228,200)	(2,244,048)	(2,319,438)
Other Expenses	(9,005,658)	(7,328,893)	(6,447,823)
Depreciation on Non Current Assets	(28,299,179)	(26,353,614)	(21,973,369)
Amortisation on Non Current Assets	(1,120,764)	(1,191,132)	(906,269)
Less: Indirect Charges to Capital	1,331,071	2,229,821	2,036,255
Total Operating Expenditure	(139,413,679)	(130,534,453)	(105,550,773)
Change in Net Assets Resulting from Operations before Rates	(93,540,879)	(90,602,954)	(6,595,777)
Add Back: non-cash expenses and income			
Profit/(Loss) on Assets Disposals	1,561,715	14,650	10,310,911
Depreciation on Non Current Assets	(28,299,179)	(26,353,614)	(21,973,369)
Amortisation on Non Current Assets	(1,120,764)	(1,191,132)	(906,269)
	(65,682,651)	(63,072,858)	5,972,950
Less Loan Repayments	(2,597,176)	4,038	(1,296,075)
	(68,279,827)	(63,068,820)	4,676,875
Less Capital Expenses			
Purchase of Computer Equipment	(2,197,915)	(484,800)	(545,831)
Purchase of Furniture and Equipment	(509,000)	(33,808)	(915,728)
Purchase of Plant and Machinery	(3,852,000)	(5,791,000)	(5,219,311)
Purchase of Land	(110,000)	-	(675,271)
Purchase of Buildings	(17,664,000)	(58,655,520)	(50,082,237)
Purchase of Infrastructure - Roads	(11,794,788)	(10,865,703)	(12,168,181)
Purchase of Infrastructure - Drainage	(1,000,000)	(1,061,475)	(462,076)
Purchase of Infrastructure - Footpaths	(1,180,440)	(1,003,360)	(681,027)
Purchase of Infrastructure - Parks Equipment	(8,265,000)	(5,642,000)	(5,718,124)
Purchase of Infrastructure - Parks Landscaping	(1,500,000)	(970,000)	(543,936)
Purchase of Landfill Infrastructure	(190,000)	(225,000)	(190,138)
Purchase of Marina Infrastructure	-	-	(52,608,256)
Transfer to Reserves	(25,599,306)	(44,411,004)	(39,326,148)
	(142,142,276)	(192,212,489)	(164,459,390)
Add Funding from			
Contributions/Grants for the development of Assets	17,354,667	34,967,106	16,440,399
Proceeds on Sale of Assets	3,578,000	1,264,650	12,084,083
Reserves	19,082,533	52,676,958	68,421,272
Proceeds from New Loans	-	(2,597,176)	-
(Increase)/Decrease in Bonds & Deposits Held	-	-	(788,601)
	(102,127,077)	(105,900,951)	(68,272,507)
Add: Opening Funds	2,500,000	10,500,000	9,267,511
Less: Closing Funds	354,372	299,049	31,532,411
Amount Required to be Raised from Rates	(99,981,449)	(95,700,000)	(90,537,407)

The Rate Setting Statement should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income

BY NATURE OR TYPE

Adopted Budget for the Year Ending 30 June 2018

	Notes	Budget 2017/18 \$	Budget 2016/17 \$	Actual Apr-17 \$
OPERATING REVENUES				
Rates		99,981,449	95,700,000	94,274,120
Specified Area Rates		330,000	330,000	312,936
Fees and Charges		26,710,305	24,368,500	18,618,307
Service Charges		-	450,000	440,700
Operating Grants and Subsidies		11,382,351	9,357,649	9,624,172
Contributions, Donations and Reimbursements		1,145,461	638,665	870,686
Interest Earnings		4,742,968	4,772,036	4,478,028
Total Operating Revenues		144,292,534	135,616,850	128,618,949
OPERATING EXPENSES				
Employee Cost		(53,776,279)	(48,822,391)	(40,637,903)
Materials and Contracts		(40,385,228)	(41,209,671)	(30,999,687)
Utilities		(5,112,743)	(4,684,525)	(3,825,901)
Interest Expenses		(816,699)	(930,000)	(476,638)
Insurances		(2,228,200)	(2,244,048)	(2,319,438)
Other Expenses		(9,005,658)	(7,328,893)	(6,447,823)
Depreciation on Non Current Assets		(28,299,179)	(26,353,614)	(21,973,369)
Amortisation on Landfill Infrastructure		(1,120,764)	(1,191,132)	(906,269)
Less: Indirect Charges to Capital		1,331,071	2,229,821	2,036,255
Total Operating Expenses		(139,413,679)	(130,534,453)	(105,550,773)
Change in Net Assets Resulting from Operating Activities		4,878,855	5,082,396	23,068,176
NON-OPERATING ACTIVITIES				
Non-Operating Grants, Subsidies and Contributions		11,336,931	23,245,184	11,346,643
Developers Contributions Plans: Cash		6,017,736	11,721,922	5,093,756
Gifted Subdivision Assets		-	-	54,299,256
Profit/(Loss) on Sale of Assets		1,561,715	14,650	10,310,911
Total Non-Operating Activities		18,916,382	34,981,756	81,050,566
Net Result		23,795,237	40,064,152	104,118,743
Other Comprehensive Income		-	-	-
TOTAL COMPREHENSIVE INCOME		23,795,237	40,064,152	104,118,743

Statement of Comprehensive Income

BY PROGRAM

Adopted Budget for the Year Ending 30 June 2018

	Notes	Budget 2017/18 \$	Budget 2016/17 \$	Actual Apr-17 \$
OPERATING REVENUES				
General Purpose Funding		109,231,923	105,371,974	102,933,208
Governance		120,640	131,550	118,062
Law Order & Public Safety		672,922	803,944	911,763
Health		325,500	260,500	323,783
Education & Welfare		8,584,833	6,417,260	7,630,055
Community Amenities		10,902,671	11,717,236	8,654,904
Recreation & Culture		8,696,360	5,018,140	2,947,582
Transport		245,000	315,000	217,359
Economic Services		2,160,650	2,325,503	1,781,453
Other Property & Services		3,352,035	3,255,743	3,100,780
Total Operating Revenue		144,292,534	135,616,850	128,618,949
OPERATING EXPENSES				
General Purpose Funding		(1,465,566)	(1,569,505)	(859,645)
Governance		(11,639,803)	(11,445,157)	(7,615,543)
Law Order & Public Safety		(6,681,452)	(6,460,903)	(5,073,850)
Health		(2,413,705)	(2,466,674)	(1,906,898)
Education & Welfare		(15,567,653)	(13,138,099)	(12,174,301)
Community Amenities		(32,460,791)	(33,631,070)	(26,337,340)
Recreation & Culture		(35,560,686)	(30,634,527)	(24,896,608)
Transport		(27,312,301)	(26,567,806)	(21,553,387)
Economic Services		(2,881,815)	(2,564,698)	(2,087,890)
Other Property & Services		(3,429,906)	(2,056,014)	(3,045,310)
Total Operating Expenditure		(139,413,679)	(130,534,453)	(105,550,773)
Change in Net Assets Resulting from Operating Activities				
		4,878,855	5,082,396	23,068,176
NON-OPERATING REVENUES				
Grants/Contributions/Gifted Assets				
General Purpose Funding		3,385,557	85,557	45,107
Governance		-	18,079,999	6,245,953
Law Order & Public Safety		-	-	707,468
Community Amenities		300,000	-	(5,433,663)
Recreation & Culture		10,728,720	4,154,220	55,185,806
Transport		5,345,374	3,805,408	7,671,075
Other Property & Services		(2,404,984)	8,841,922	6,317,909
		17,354,667	34,967,106	70,739,655
Profit/(loss) on Disposal of Assets				
Law Order & Public Safety		-	-	30,625
Education & Welfare		13,000	12,000	31,800
Recreation & Culture		-	-	(168,330)
Transport		(123,892)	32,150	115,056
Other Property & Services		1,672,607	(29,500)	10,301,761
		1,561,715	14,650	10,310,911
NON-OPERATING EXPENSES				
Underground Power Costs		-	-	-
Increase/(Decrease) in Equity - Joint Venture		-	-	-
Increase/(Decrease) in LG House Trust		-	-	-
Net Result		23,795,237	40,064,152	104,118,743
Other Comprehensive Income		-	-	-
TOTAL COMPREHENSIVE INCOME		23,795,237	40,064,152	104,118,743

This statement should be read in conjunction with the accompanying notes.

STATEMENT of Cash Flows
Adopted Budget for the year ending 30 June 2018

	Notes	Budget 2017/18 \$	Budget 2016/17 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee Cost		(53,784,023)	(48,822,391)
Materials and Contracts		(50,279,977)	(47,479,850)
Utilities		(5,112,743)	(4,684,525)
Interest Paid		(816,699)	(930,000)
Insurances		(2,228,200)	(2,244,048)
Other Expenses		(9,005,658)	(7,328,893)
		(121,227,299)	(111,489,707)
Receipts			
Rates & Specified Area Rates		100,311,449	96,030,000
Fees and Charges		29,544,244	27,368,500
Service Charges		-	450,000
Contributions, Donations and Reimbursements		1,145,461	638,665
Grants & Subsidies - Operating		11,882,351	9,857,649
Interest Received		4,742,968	4,772,036
GST Refunded by ATO		7,849,195	5,000,000
		155,475,668	144,116,850
NET CASH FLOWS FROM OPERATING ACTIVITIES	8a	34,248,368	32,627,142
		34,248,368	
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from Sale on Non Current Assets	3d	3,578,000	1,264,650
Grants/Contributions for Asset Development		17,354,667	34,967,106
Purchase Furniture and Equipment		(509,000)	(33,808)
Purchase Computer Equipment		(2,197,915)	(484,800)
Purchase Infrastructure Assets		(23,930,228)	(19,767,538)
Purchase Plant and Equipment		(3,852,000)	(5,791,000)
Purchase of Land		(110,000)	-
Purchase of Buildings		(17,664,000)	(58,655,520)
NET CASH FLOWS FROM INVESTING		(27,330,476)	(48,500,910)
CASH FLOWS FROM FINANCING ACTIVITIES			
Loan Repayments		(2,597,176)	(2,593,138)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(2,597,176)	(2,593,138)
NET INCREASE/DECREASE IN CASH HELD		4,320,716	(18,466,906)
CASH AT BEGINNING OF REPORTING PERIOD		111,516,310	133,351,966
CASH and CASH EQUIVALENTS AT END OF REPORTING PERIOD	8b	115,837,026	114,885,061

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Financial Position
Adopted Budget for the Year Ending 30 June 2018

	Notes	Budget 2017/18 \$	Budget 2016/17 \$	Actual Apr-17 \$
CURRENT ASSETS				
Cash and Cash Equivalents		115,837,026	114,885,061	144,648,159
Trade & Other Receivables		6,690,000	7,098,800	7,659,133
Inventories		14,000	13,700	14,229
Total Current Assets		<u>122,541,026</u>	<u>121,997,561</u>	<u>152,321,522</u>
CURRENT LIABILITIES				
Interest Bearing Liabilities		-	2,597,175	1,297,063
Trade & Other Payables		12,760,049	2,225,000	6,253,631
Provisions		5,992,256	2,000,000	6,121,836
Total Current Liabilities		<u>18,752,305</u>	<u>6,822,175</u>	<u>13,672,530</u>
NET CURRENT ASSETS		103,788,721	115,175,386	138,648,992
NON CURRENT ASSETS				
Investments		11,044,684	13,250,807	11,102,011
Other Receivables		640,000	630,000	709,120
Property, Plant, & Equipment		390,713,659	351,112,618	377,349,689
Infrastructure		794,513,256	714,640,302	791,916,825
Total Non Current Assets		<u>1,196,911,599</u>	<u>1,079,633,727</u>	<u>1,181,077,645</u>
NON CURRENT LIABILITIES				
Interest Bearing Liabilities		20,552,860	20,552,860	23,150,036
Other Payables		-	6,329,512	10,818,207
Provisions		18,800,000	6,544,855	18,839,607
Total Non Current Liabilities		<u>39,352,860</u>	<u>33,427,227</u>	<u>52,807,850</u>
NET ASSETS		1,261,347,460	1,161,381,886	1,266,918,788
EQUITY				
Accumulated Surplus		584,846,202	477,327,907	593,981,595
Reserves - Cash/Investment Backed		108,259,349	115,812,070	97,504,833
Asset Revaluation Surplus		568,241,909	568,241,909	575,432,360
TOTAL EQUITY		1,261,347,460	1,161,381,886	1,266,918,788

STATEMENT of changes in equity
Adopted Budget for the Year Ending 30 June 2018

	Notes	Budget 2017/18 \$	Budget 2016/17 \$	Actual Apr-17 \$
RESERVES CASH BACKED				
Balance at beginning of year		101,742,576	124,078,024	126,599,957
Transfer from accumulated surplus		25,599,306	44,411,004	39,326,148
Transfer to accumulated surplus		(19,082,533)	(52,676,958)	(68,421,272)
Balance at end of reporting period		<u>108,259,349</u>	<u>115,812,070</u>	<u>97,504,833</u>
RESERVES OTHER				
Asset Revaluation Reserve				
Balance at beginning of year		568,241,909	568,241,909	575,432,360
Revaluation of assets during year		-	-	-
Balance at end of reporting period		<u>568,241,909</u>	<u>568,241,909</u>	<u>575,432,360</u>
TOTAL RESERVES		<u>676,501,258</u>	<u>684,053,979</u>	<u>672,937,193</u>
ACCUMULATED SURPLUS				
Balance at beginning of year		567,567,738	428,997,800	460,767,729
Change in net results		23,795,237	40,064,152	104,118,743
Transfer from reserves		19,082,533	52,676,958	68,421,272
Transfer from reserves - Impairment		-	-	-
Transfer to reserves		(25,599,306)	(44,411,004)	(39,326,148)
Balance at end of reporting period		<u>584,846,202</u>	<u>477,327,907</u>	<u>593,981,595</u>
TOTAL EQUITY		<u>1,261,347,460</u>	<u>1,161,381,886</u>	<u>1,266,918,788</u>

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

NOTES to and forming part of the Budget 2017/18

NOTE 1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies that have been adopted in the preparation of this budget are:

(a) **Basis of Accounting**

The budget has been prepared in accordance with applicable Australian Accounting Standards (as they apply to local government and not-for-profit entities), other mandatory professional reporting requirements, the Local Government Act 1995 (as amended) and accompanying regulations (as amended). The budget has also been prepared on the accrual basis under the convention of historical cost accounting.

(b) **The Local Government Reporting Entity**

All Funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this budget.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated.

(c) **2016/17 Actual Balances**

Balances shown in this budget as 'Estimated Actual 2016/17, are those available at the time of budget preparation and are subject to final adjustments.

(d) **Rounding Off Figures**

All figures shown in this budget, other than a rate in the dollar, are rounded to the nearest dollar for display purposes only.

(e) **Rates, Grants, Donations and Other Contributions**

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained on the date rates are levied. As outstanding rates are a charge against the land and will ultimately be collected, provision for doubtful rate debts will not be made.

Control over granted assets is normally obtained upon their receipt. Where contributions are only secured in arrears on satisfaction of specific conditions, control is deemed to occur upon satisfaction of the grant conditions.

(f) **Goods and Services Tax**

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables are stated inclusive of applicable GST.

(g) **Cash and Cash Equivalents**

Cash and cash equivalents comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Cash Flow Statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of any outstanding bank overdrafts. Any bank overdrafts are included as short-term borrowings in current liabilities.

(h) **Trade and Other Receivables**

Trade receivables, which generally have 30 - 90 day terms, are recognised at fair value and interest is not charged on overdue amounts.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is only raised when there is objective evidence that they will not be collectible and the value concerned is materially significant.

The credit terms relating to rate debtors are in accordance with the legislative requirements of the Local Government Act 1995 and are detailed separately at note 11.

(i) **Inventories**

General

Inventories are valued 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.

Inventories held from trading are classified as current even if not expected to be realised in the next 12 months.

Land Held for Resale

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

Revenue arising from the sale of property is recognised in the Income Statement as at the time of signing a binding contract of sale.

Land held for resale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(j) **Fixed Assets**

Initial Recognition

All non-current assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed includes the cost of all materials, direct labour and variable and fixed overheads.

The following categories are used to classify non-current assets owned or controlled by the City. The following capitalisation threshold levels have been applied to the recognition of non-current assets. Where a quantity of assets is purchased and they are under the threshold limit, aggregation of these assets may apply and be capitalised accordingly.

	\$
Land & Buildings	0
Furniture and Equipment and Computer Equipment	5,000
Plant, Machinery and Equipment	5,000
Infrastructure Assets	5,000
Software	100,000

Revaluation

Effective from 1 July 2012, the Local Government (Financial Management) Regulations were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for a phasing in of fair value in relation to fixed assets over three years as follows:

- for the financial year ending on 30 June 2013, the fair value of all of the assets of the local government that are plant and equipment; and

- for the financial year ending on 30 June 2014, the fair value of all of the assets of the local government –
 - o that are plant and equipment and
 - o that are –
 - land and buildings; or
 - infrastructure;

and

- for a financial year ending on or after 30 June 2015, the fair value of all of the assets of the local government.

Council has completed the process of adopting Fair Value for all asset categories ahead of the Regulation requirements. It has since revalued plant and equipment at 30 June 2016 and will be revaluing land, buildings and infrastructure at 30 June 2017 in accordance with the regulation requirements.

Subsequent to initial recognition of assets, non-current assets are measured at fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arm's length transaction. For those assets carried at revalued amount, revaluations are made with sufficient regularity to ensure that the carrying amount of each class of non-current asset does not differ materially from its fair value at the reporting date. Annual assessments of fair value are made by Council, supplemented by independent assessments where required.

For infrastructure and other asset classes where no active market exists, fair value is determined to be the current replacement cost of an asset less, where applicable, accumulated depreciation calculated on a basis to reflect the already consumed or expired future economic benefits.

Land Under Control

In accordance with Local Government (Financial Management) Regulation 16(a), the Council is required to include as an asset (by 30 June 2014), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of state or regional significance.

Council does not control any land being used for these purposes.

Land Under Roads

In Western Australia, all land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elects not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the fact Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

Whilst this treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency, for the Local Government (Financial Management) Regulations to prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

(k) Depreciation of Non-Current Assets

Non current assets (excluding infrastructure) are depreciated over their useful lives on a straight-line basis.

Infrastructure assets are depreciated on a basis that reflects their consumed economic benefit, which is reviewed each reporting period. Assets are depreciated from the date of acquisition, or in respect of internally constructed assets, from the time an asset is completed and held ready for use.

Depreciation is recognised, as follows:

Property, Plant and Equipment

Buildings	30-50 years
Furniture and Equipment	3-10 Years
Computer & Electronic Equipment	3-5 years
Plant & Machinery	3-10 years

Infrastructure Assets

Infrastructure – Footpaths	20-50 years
Infrastructure – Drainage	30-100 years
Infrastructure – Roads: Surface	14-23 years
Infrastructure – Roads: Base	50-80 years
Infrastructure – Roads: Sub-Base	80-100 years
Infrastructure – Roads: Kerbing	20-50 years
Infrastructure – Bridges	30-50 years
Infrastructure – Parks Equipment & Furnishings	10-30 years
Bus Shelters	15-40 Years

(I) Investments and Other Financial Assets**Classification**

Council classifies its investments in the following categories:

- Financial assets at fair value through profit or loss,
- Loans and receivables,
- Held-to-maturity investments; and
- Available-for-sale financial assets.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit and loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date, which are classified as non-current assets. Loans and receivables are included in trade and other receivables in the balance sheet.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets, comprising principally marketable equity securities, are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date. Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade date, being the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are derecognised when the rights

to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the financial assets at fair value through profit or loss category are presented in the income statement within other income or other expenses in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the income statement as part of revenue from continuing operations when Council's right to receive payments is established. Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss-measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments classified as available-for-sale are not reversed through the income statement.

(m) Estimation of Fair Value

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(n) Impairment

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 "Impairment of Assets" and appropriate adjustments made.

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the Income Statement.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

At the time of adopting the budget, it is not possible to estimate the amount of impairment losses (if any) as at 30 June.

In any event, an impairment loss is a non-cash transaction and consequently, has no impact on this budget document.

(o) Trade and Other Payables

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the Municipality prior to the end of the financial year that are unpaid and arise when the Municipality becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(p) Employee Benefits

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave & Long Service Leave (Short-term Benefits)

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the municipality has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the Council expects to pay and includes related on-costs.

(ii) Long Service Leave (Long-term Benefits)

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where Council does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(q) Interest-bearing Loans and Borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

(r) **Provisions**

Provisions are recognised when:

- the council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

(s) **Superannuation**

The Council is a member of the Western Australian Local Government Superannuation Plan (LGSP) and contributes 10.5% on behalf of employees for the Superannuation Guarantee Charge, plus matching contributions of up to 4% where employees also contribute. LGSP is a defined contribution plan.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent a cash refund or a reduction in the future payments is available.

(t) **Current and Non-Current Classification**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave and annual 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 even if not expected to be realised in the next 12 months except for land held for resale where it is held as non-current based on Council's intentions to release for sale.

(u) **Leases**

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the company, are classified as finance leases. Finance leases are capitalised recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Leased assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments under operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

(v) **Comparative Figures**

Comparative figures have been adjusted to conform to changes in presentation for the current financial year where required.

NOTES to and forming part of the Budget 2017/18

NOTE 2. STATEMENT OF OBJECTIVE

MISSION STATEMENT

Our mission is to make the district of the City of Cockburn the most attractive place to live, work and visit in the Perth metropolitan area.

The City of Cockburn has adopted the program/activity structure outlined in Schedule 1 of the Local Government (Financial Management) Regulations. The City has incorporated the allocation of internal service provision costs throughout the various programs/activities.

Council operations as disclosed in this budget encompass the following service orientated programs/activities:

General Purpose Funding

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.

Governance

The administration 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.

Law, Order And Public Safety

Provision of community safety services including supervision of various by-laws, animal and dog control, a security patrol service, fire prevention and voluntary emergency services.

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

The provision of support services to families and children, the aged and disabled and senior citizens. The provision of pre- schools and services and facilities for the youth.

Community Amenities

The provision of a waste and recyclables collection service and disposal and waste recovery services at the Waste Recovery Park. Providing services for the protection and management of the natural environment. The administration of the Town Planning Scheme and all associated land use planning issues.

Recreation and Culture

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

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

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

Includes private works and engineering overheads and plant operating costs (both of which are allocated to the City's works program). Includes all other unclassified activities.

NOTES to and forming part of the Budget 2017/18

3a. Change in Net Assets

	Budget 2017/18	Budget 2016/17	Actual Apr 17
The change in net assets resulting from Operations was arrived at after charging/crediting the following items:	\$	\$	\$
AFTER CHARGING			
Depreciation and Amortisation			
By ASSET CLASS			
Buildings	5,350,032	5,175,945	3,526,769
Plant and Equipment	2,999,255	3,034,473	2,384,274
Furniture and Equipment	453,684	442,092	297,343
Infrastructure - Roads	11,087,508	11,029,308	8,965,559
Infrastructure - Drainage	2,524,704	2,622,888	2,041,520
Infrastructure - Footpaths	1,208,220	1,214,664	976,984
Infrastructure - Parks Equipment	3,701,592	2,834,244	2,993,173
Infrastructure - Landfill	1,120,764	1,191,132	906,269
Infrastructure - Marina Services	974,184	-	787,747
	29,419,943	27,544,746	22,879,638
By PROGRAM			
Governance	15,552	38,460	30,036
Law Order & Public Safety	412,087	412,975	308,841
Health	1,968	8,556	3,769
Education & Welfare	17,832	33,372	14,812
Community Amenities	1,153,536	1,216,190	933,027
Recreation & Culture	5,814,228	3,761,952	3,851,037
Transport	14,823,648	14,873,388	11,986,741
Economic Services	61,584	47,139	50,275
Other Property & Services	7,119,508	7,152,714	5,701,099
	29,419,943	27,544,746	22,879,638
Interest on Borrowings	816,699	930,000	476,638
Profit/(Loss) on Sale of Assets			
Proceeds from Disposal of Non Current Assets	3,578,000	1,264,650	12,084,083
Carrying Amount of Non Current Assets	2,016,285	1,250,000	1,773,171
	1,561,715	14,650	10,310,911
AFTER CREDITING			
Interest Earnings			
Interest received on Reserve Funds	1,829,128	1,858,196	1,984,817
Interest received on Other Funds	2,913,840	2,913,840	2,493,211
	4,742,968	4,772,036	4,478,028

NOTES to and forming part of the Budget 2017/18

3b. Acquisition of Assets

The following assets are budgeted to be acquired during the year:

BY PROGRAM

	Budget 2017/18	Budget 2016/17	Actual Apr 17
<u>Governance</u>			
Furniture & Equipment	-	-	881,264
Information Technology	1,580,800	429,000	351,564
Plant & Machinery	209,000	286,000	234,460
WIP - Marina Services Infrastructure	-	-	52,608,256
Buildings	1,744,000	1,685,000	3,771,550
<u>Law Order & Public Safety</u>			
Information Technology	309,115	-	184,468
Plant & Machinery	114,000	197,000	642,445
<u>Education & Welfare</u>			
Furniture & Equipment	-	20,808	19,977
Plant & Machinery	328,000	212,000	183,968
Parks Hard Infrastructure	-	-	2,257
<u>Community Amenities</u>			
Furniture & Equipment	509,000	-	-
Plant & Machinery	637,000	1,742,000	805,761
Footpaths	111,682	227,000	81,015
Landfill Infrastructure	190,000	225,000	190,138
Parks Hard Infrastructure	495,000	325,000	247,644
Parks Soft Infrastructure	60,000	20,000	26,918
Roads Infrastructure	140,000	-	-
<u>Recreation & Culture</u>			
Furniture & Equipment	-	13,000	14,487
Information Technology	-	33,800	-
Plant & Machinery	121,000	29,000	61,257
Buildings	15,920,000	56,970,520	46,310,687
Parks Hard Infrastructure	7,770,000	5,317,000	5,468,223
Parks Soft Infrastructure	1,440,000	950,000	517,018
<u>Transport</u>			
Plant & Machinery	1,893,000	2,985,000	2,982,924
Drainage	1,000,000	1,061,475	462,076
Footpaths	1,068,758	776,360	600,013
Roads Infrastructure	11,654,788	10,865,703	12,168,181
<u>Economic Services</u>			
Information Technology	86,000	-	-
Plant & Machinery	34,000	-	-
<u>Other Property & Services</u>			
Freehold Land	110,000	-	675,271
Information Technology	222,000	22,000	9,800
Plant & Machinery	516,000	340,000	308,496
Total	48,263,143	84,732,666	129,810,118
<u>BY ASSET CLASS</u>			
Freehold Land	110,000	-	675,271
Furniture & Equipment	509,000	33,808	915,728
Information Technology	2,197,915	484,800	545,831
Plant & Machinery	3,852,000	5,791,000	5,219,311
WIP - Marina Services Infrastructure	-	-	52,608,256
Buildings	17,664,000	58,655,520	50,082,237
Drainage	1,000,000	1,061,475	462,076
Footpaths	1,180,440	1,003,360	681,027
Landfill Infrastructure	190,000	225,000	190,138
Parks Hard Infrastructure	8,265,000	5,642,000	5,718,124
Parks Soft Infrastructure	1,500,000	970,000	543,936
Roads Infrastructure	11,794,788	10,865,703	12,168,181
Total	48,263,143	84,732,666	129,810,118

NOTES to and forming part of the Budget 2017/18

3c. Analysis of Asset Spending

	Renewal / Rehabilitation \$	Upgrade / Improvements \$	New Infrastructure \$	Total Spending \$
Infrastructure				
Council Owned Buildings	1,630,000	1,184,000	14,552,000	17,366,000
Landfill Site	0	45,000	145,000	190,000
Parks Hard Infrastructure	2,061,000	282,000	5,974,000	8,317,000
Parks Soft Infrastructure	300,000	0	1,300,000	1,600,000
Roads	2,475,285	6,503,503	2,026,000	11,004,788
Footpaths	438,450	10,000	1,509,990	1,958,440
Drainage	149,500	740,500	110,000	1,000,000
Marina Services		280,000	40,000	320,000
Total Infrastructure Spending	7,054,235	9,045,003	25,656,990	41,756,228
Other Assets				
Freehold Land			110,000	110,000
Plant & Machinery	3,267,000	0	585,000	3,852,000
Computing Equipment	139,000	30,000	1,786,915	1,955,915
Furniture & Equipment	0	0	509,000	509,000
Public Artwork			80,000	80,000
Total Asset Spending	10,460,235	9,075,003	28,727,905	48,263,143

NOTES to and forming part of the Budget 2017/18

3d. Disposal of Assets

	NET BOOK VALUE			SALE PRICE			PROFIT/(LOSS)		
	Budget 2017/18	Budget 2016/17	Actual Apr 17	Budget 2017/18	Budget 2016/17	Actual Apr 17	Budget 2017/18	Budget 2016/17	Actual Apr 17
BY FUNCTION	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	-	-	-	-	-	-	-	-	-
Law, Order and Public Safety	-	-	-	-	-	30,625	-	-	30,625
Health	-	-	-	-	-	-	-	-	-
Education and Welfare	-	-	-	13,000	12,000	31,800	13,000	12,000	31,800
Community Amenities	-	-	-	-	-	-	-	-	-
Recreation and Culture	-	-	168,330	-	-	-	-	-	(168,330)
Transport	556,392	800,000	633,628	432,500	832,150	748,683	(123,892)	32,150	115,056
Economic Services	-	-	-	-	-	-	-	-	-
Other Property and Services	1,459,893	450,000	971,214	3,132,500	420,500	11,272,975	1,672,607	(29,500)	10,301,761
Total	2,016,285	1,250,000	1,773,171	3,578,000	1,264,650	12,084,083	1,561,715	14,650	10,310,911
BY ASSET CLASSIFICATION									
Land	996,897	-	552,081	2,760,000	-	10,881,818	1,763,103	-	10,329,737
Buildings			168,330						(168,330)
Furniture and Equipment									
Computers									
Plant and Equipment	1,019,388	1,250,000	1,052,760	818,000	1,264,650	1,202,265	(201,388)	14,650	149,505
Total	2,016,285	1,250,000	1,773,171	3,578,000	1,264,650	12,084,083	1,561,715	14,650	10,310,911

4. Long-Term Borrowings

	Budget 2017/18	Budget 2016/17	Actual Apr 17
NON-CURRENT	\$	\$	\$
Secured by Floating Charge:			
Debenture	20,552,860	20,552,860	23,150,036
Total	20,552,860	20,552,860	23,150,036

NOTES to and forming part of the Budget 2017/18

5. Reserves

	Budget 2017/18	Budget 2016/17	Actual Apr 17
	\$	\$	\$
CASH BACKED RESERVES			
Staff Payments & Entitlements			
Opening Balance	2,118,183	2,133,594	2,115,293
Transfer from Accumulated Surplus - Interest	45,068	45,068	38,530
Transfer from Accumulated Surplus	125,000	119,822	-
Transfer to Accumulated Surplus	(172,000)	(162,000)	(162,000)
	2,116,251	2,136,484	1,991,823

This Reserve provides for payment of staff entitlements including leave, separation, bonus, awards and other payments made to Staff either through contractual or statutory entitlement. The purpose of this Reserve was broadened during the reporting year from it's previous purpose of providing only for Leave Liability.

Plant & Vehicle Replacement

Opening Balance	7,096,929	6,527,521	8,252,372
Transfer from Accumulated Surplus - Interest	105,975	105,975	139,856
Transfer from Accumulated Surplus	3,038,000	2,949,690	-
Transfer to Accumulated Surplus	(2,328,292)	(2,967,350)	(2,325,501)
	7,912,612	6,615,836	6,066,727

This Reserve provides for the orderly replacement of plant and vehicles. Annual transfers into this Reserve are equivalent to the depreciation charge for plant each year. Funds are drawn as required to meet annual plant replacement costs.

Information Technology

Opening Balance	-	259,123	379,658
Transfer from Accumulated Surplus - Interest	8,082	8,082	6,931
Transfer from Accumulated Surplus	100,000	100,000	-
Transfer to Accumulated Surplus	(48,744)	(50,000)	(205,143)
	59,338	317,205	181,445

This Reserve Fund was set up to provide for the upgrading/replacement of Council's computer hardware and software depreciated over five years. An amount equivalent to the annual depreciation charge for computers is transferred to the Reserve each year. Funds are drawn as required to cover capital computer replacement costs.

Major Building Refurbishment

Opening Balance	11,482,745	9,706,691	9,828,567
Transfer from Accumulated Surplus - Interest	133,850	133,850	186,739
Transfer from Accumulated Surplus	1,500,000	1,500,000	-
Transfer to Accumulated Surplus	-	-	-
	13,116,595	11,340,541	10,015,306

This Reserve Fund provides funding for future major refurbishment of Council buildings as they become necessary. Annual transfers are usually made to this Reserve from any end of year surplus.

Waste & Recycling

Opening Balance	12,366,302	23,007,894	23,846,752
Transfer from Accumulated Surplus - Interest	348,847	348,847	287,007
Transfer from Accumulated Surplus	1,472,079	1,949,433	-
Transfer to Accumulated Surplus	(447,508)	(9,325,000)	(12,214,543)
	13,739,720	15,981,173	11,919,216

This Reserve Fund was initially set up for the funding of capital costs associated with the development of a rubbish disposal site. It was recognised that land would be expensive to purchase and the stringent environmental standards required would result in high development costs. Transfers to this Reserve are made based on planned future capital funding requirements.

Land Development and Investment Fund Reserve

Opening Balance	4,794,906	14,799,330	6,348,831
Transfer from Accumulated Surplus - Interest	251,777	251,777	81,671
Transfer from Accumulated Surplus	3,010,000	240,095	11,133,574
Transfer to Accumulated Surplus	(310,000)	(5,060,000)	(11,672,479)
	7,746,683	10,231,202	5,891,597

This Reserve Fund is to accommodate and facilitate the purchase, development and disposal of land under the Council's land development strategies with the ability to loan funds on an interest payable basis to other reserve funds of the City.

Roads & Drainage Infrastructure

Opening Balance	13,446,390	2,593,975	8,159,206
Transfer from Accumulated Surplus - Interest	64,880	64,880	205,081
Transfer from Accumulated Surplus	1,500,000	4,250,000	3,000,400
Transfer to Accumulated Surplus	(2,433,333)	(3,500,000)	(132,523)
	12,577,937	3,408,855	11,232,163

The purpose of this Reserve Fund is to provide for the renewal and refurbishment of roads and drainage infrastructure and for the provision of matching funds for Federal & State Government road grants.

Naval Base Shacks

Opening Balance	1,115,536	969,751	935,871
Transfer from Accumulated Surplus - Interest	22,969	22,969	17,781
Transfer from Accumulated Surplus	75,363	158,696	-
Transfer to Accumulated Surplus	(65,000)	-	-
	1,148,868	1,151,416	953,652

This Reserve Fund was initially set up to provide funds for the development & refurbishment of the Naval Base Chalet Resort. It is envisaged that it will also fund rehabilitation costs required to be incurred when the Park reverts back to the State Government. Annual transfers to this Reserve are fully funded by part of the lease income derived from the chalet sites.

Community Infrastructure

Opening Balance	12,333,278	11,229,764	12,096,036
Transfer from Accumulated Surplus - Interest	218,719	109,782	222,005
Transfer from Accumulated Surplus	3,632,000	1,304,636	-
Transfer to Accumulated Surplus	(3,330,000)	(4,520,000)	(871,901)
	12,853,997	8,124,182	11,446,140

This Reserve Fund was set up to fund the provision of community and recreation facilities within the City as the need arises. The requirement for these facilities over the next five to ten years is significant due to the rapid rate of development within the city and the associated population growth.

Insurance

Opening Balance	312,051	504,509	488,961
Transfer from Accumulated Surplus - Interest	8,090	8,090	8,632
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(50,000)	-	(185,000)
	270,141	512,599	312,593

Council's Workers Compensation cover is provided by Municipal Workcare, which is a self-insurance scheme. If at a future date claims exceed income, then Council will be required to contribute further funds towards any deficit. These funds are held so that any additional contributions will not impact on the annual budget.

Greenhouse Action Fund

Opening Balance	-	478,171	901,331
Transfer from Accumulated Surplus - Interest	10,330	10,330	14,828
Transfer from Accumulated Surplus	200,000	1,450,000	330,000
Transfer to Accumulated Surplus	-	(195,000)	(1,112,550)
	210,330	1,743,501	133,609

This Reserve will be used to purchase carbon offsets and fund projects to support energy efficiency, waste management and renewable energy installations.

Development Contribution Plans

Opening Balance	8,330,102	8,255,151	6,497,765
Transfer from Accumulated Surplus - Interest	77,827	104,795	130,136
Transfer from Accumulated Surplus	1,017,736	1,741,922	836,689
Transfer to Accumulated Surplus	(96,955)	(149,590)	(23,150)
	9,328,710	9,952,278	7,441,440

This Reserve was established for the management of contributions and costs with respect to Development Contribution Areas as established by and in accordance with Town Planning Scheme 3.

Family Day Care Accumulation Fund

Opening Balance	8,295	-	8,295
Transfer from Accumulated Surplus - Interest	-	-	158
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	8,295	-	8,452

This Reserve is fully funded from the operating grants received by the Family Day Care service and thus has no effect on the Municipal Fund.

Aged and Disabled Asset Replacement Reserve

Opening Balance	173,575	172,895	326,947
Transfer from Accumulated Surplus - Interest	8,628	8,628	4,626
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(39,000)	(17,000)	(145,000)
	143,203	164,523	186,573

This Reserve is fully funded from the operating grants received by the Aged & Disabled Services and thus has no effect on the Municipal Fund.

Welfare Projects Employee Entitlements

Opening Balance	503,743	454,366	459,738
Transfer from Accumulated Surplus - Interest	9,223	10,933	8,821
Transfer from Accumulated Surplus	-	13,000	10,833
Transfer to Accumulated Surplus	-	-	-
	512,966	478,299	479,393

This Reserve is fully funded from the operating grants received by various services and thus has no effect on the Municipal Fund.

HWRP Post Closure Management & Contaminated Sites

Opening Balance	2,270,475	2,089,461	2,322,695
Transfer from Accumulated Surplus - Interest	47,780	47,780	44,043
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	(100,000)	(10,401)
	2,318,255	2,037,241	2,356,337

To cover costs associated with the HWRP post closure management plan and any remediation works at contaminated sites within the district as enforced by the Contaminated Sites Act.

Municipal Elections

Opening Balance	156,894	14,027	34,213
Transfer from Accumulated Surplus - Interest	2,681	2,681	650
Transfer from Accumulated Surplus	120,000	120,000	-
Transfer to Accumulated Surplus	(200,000)	-	-
	79,575	136,708	34,863

This Reserve has been established to provide funding to cover election expenses during election years. An amount will be transferred into this reserve in non-election years.

Welfare Redundancies

Opening Balance	41,622	39,839	40,825
Transfer from Accumulated Surplus - Interest	797	797	776
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	42,419	40,636	41,601

This Reserve was created for the purpose of covering potential future redundancy costs for grant funded services, as funding agreements do not usually allow for these costs.

Port Coogee Special Maintenance - SAR

Opening Balance	1,325,764	1,325,909	1,400,129
Transfer from Accumulated Surplus - Interest	26,794	26,794	25,115
Transfer from Accumulated Surplus	274,000	274,000	250,453
Transfer to Accumulated Surplus	-	(308,509)	(364,396)
	1,626,558	1,318,194	1,311,301

This Reserve was established to manage the funds raised through the specified area rate for the Port Coogee development. These funds are required for the specialised maintenance requirements of the development. The City commenced rating issued lots in 2008/09.

Port Coogee Waterways WEMP Reserve No. 1

Opening Balance	1,937,180	-	-
Transfer from Accumulated Surplus - Interest	40,372	40,372	27,673
Transfer from Accumulated Surplus	-	2,100,000	2,163,409
Transfer to Accumulated Surplus	(203,192)	(253,192)	-
	1,774,360	1,887,180	2,191,082

This Reserve was established to manage the funds paid by the developer of the Port Coogee marina development in accordance with the Waterways Environmental Management Plan (WEMP). The funds will be used to maintain and manage the marina.

Public Open Space (POS) Cash in Lieu Trust

Opening Balance	-	5,256,925	5,471,641
Transfer from Accumulated Surplus - Interest	-	108,937	53,833
Transfer from Accumulated Surplus	-	-	96,000
Transfer to Accumulated Surplus	-	-	(5,621,474)
	-	5,365,862	-

This Reserve was established in 2009/10 for holding Council's public open space cash in lieu trust funds. These funds were transferred into the City's Trust Fund during 2016/17 following audit query and legal advice.

Community Surveillance Levy Reserve

Opening Balance	969,084	1,229,695	1,245,490
Transfer from Accumulated Surplus - Interest	22,594	22,594	23,167
Transfer from Accumulated Surplus	200,000	200,000	-
Transfer to Accumulated Surplus	(369,115)	(334,000)	(139,993)
	822,563	1,118,289	1,128,664

This Reserve was established to fund activities in relation to Community Surveillance

Community Infrastructure – Development Contributions Reserve

Opening Balance	9,715,696	8,567,662	10,361,258
Transfer from Accumulated Surplus - Interest	220,238	220,238	187,562
Transfer from Accumulated Surplus	5,000,000	5,000,000	3,933,750
Transfer to Accumulated Surplus	(8,463,452)	(40,473)	(5,825,327)
	6,472,482	13,747,427	8,657,244

This reserve has been established to account for the funds generated from the Community Infrastructure Developer Contributions Scheme established under the City's Town Planning Scheme No. 3.

Waste Collection

Opening Balance	2,543,307	1,566,660	2,641,530
Transfer from Accumulated Surplus - Interest	63,366	63,366	43,657
Transfer from Accumulated Surplus	1,000,000	1,638,621	-
Transfer to Accumulated Surplus	(421,200)	(1,010,000)	(674,173)
	3,185,473	2,258,647	2,011,014

This reserve is to provide funding for future capital requirements related to the Waste Collection service.

Naval Base Leaseholder Dwelling Removal

Opening Balance	501,724	456,167	461,814
Transfer from Accumulated Surplus - Interest	10,217	10,217	8,774
Transfer from Accumulated Surplus	-	54,693	-
Transfer to Accumulated Surplus	-	-	-
	511,941	521,077	470,588

Established for the purposes of the future removal of leasehold dwellings at Reserve 24308, Naval Base. All funds raised are to be accounted for on a property lease by lease basis, and not on who paid the actual payment at the time of the payment. Funds raised will be reimbursed to leaseholders when dwelling is removed and the site rehabilitated to its prior state.

Underground Power - SAR

Opening Balance	222,504	208,864	222,504
Transfer from Accumulated Surplus - Interest	-	-	4,227
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	222,504	208,864	226,731

This Reserve is for managing the funds raised through prescribed service charges for the undergrounding of power within the district.

Environmental Offset

Opening Balance	299,286	284,550	291,595
Transfer from Accumulated Surplus - Interest	7,691	7,691	5,540
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	306,977	292,241	297,135

Purpose of the reserve is to receive funds so as to undertake environmental rehabilitation of land associated with road construction as approved by the relevant government agency.

Bibra Lake Management Plan Reserve

Opening Balance	554,320	532,426	985,439
Transfer from Accumulated Surplus - Interest	10,648	10,648	14,344
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(25,000)	(350,000)	(391,839)
	539,968	193,074	607,943

Purpose of the reserve is to receive funds so as to implement the Bibra Lake Management Plan as adopted by Council.

Restricted Grants & Contributions Reserve

Opening Balance	301,769	2,077,647	2,230,479
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	(5,102)	(2,111,888)
	301,769	2,072,545	118,591

Purpose of the reserve is to quarantine monies received for restricted purposes across financial years

CIHF Building Maintenance Reserve

Opening Balance	4,573,192	3,189,423	3,323,192
Transfer from Accumulated Surplus - Interest	-	-	68,665
Transfer from Accumulated Surplus	1,450,000	1,400,000	950,449
Transfer to Accumulated Surplus	-	(250,000)	(40,891)
	6,023,192	4,339,423	4,301,415

Purpose of the reserve is to provide funding for major building maintenance of the Cockburn Integrated Health Facility at Cockburn Central

Cockburn Central West Recreation Facility Reserve

Opening Balance	1,419,762	15,647,202	10,880,762
Transfer from Accumulated Surplus - Interest	53,000	53,000	120,653
Transfer from Accumulated Surplus	-	8,300,000	8,300,000
Transfer to Accumulated Surplus	-	(24,000,000)	(17,814,000)
	1,472,762	202	1,487,415

Purpose of the reserve is to manage funds for the development of the Cockburn Central West Recreation Facility.

Carry Forward Projects Reserve

Opening Balance	710,429	498,831	4,020,698
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	-	7,500,000	6,147,183
Transfer to Accumulated Surplus	-	-	(6,377,098)
	710,429	7,998,831	3,790,784

This reserve is to manage municipal funds for incomplete projects carried forward to the following financial year.

Port Coogee Waterways SAR Reserve

Opening Balance	117,533	-	-
Transfer from Accumulated Surplus - Interest	8,685	8,685	2,952
Transfer from Accumulated Surplus	56,000	188,590	188,590
Transfer to Accumulated Surplus	(79,742)	(79,742)	-
	102,476	117,533	191,542

Provide funding for the maintenance of the waterways surrounding Port Coogee marina and associated infrastructure. This is funded from the specified area rate levied on land directly adjacent to the waterways.

Port Coogee WEMP Reserve No. 2

Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	-	-	-

Provide funding for the maintenance of the waterways surrounding Port Coogee marina and associated infrastructure. This is funded from the cash backed depreciation charge taken by Council on the gifted assets of the marina and surrounding waterways and infrastructure assets.

SUMMARY CASH BACKED RESERVES

Opening Balance	101,742,576	124,078,024	126,579,885
Transfer from Accumulated Surplus - Interest	1,829,128	1,857,806	1,984,436
Transfer from Accumulated Surplus	23,770,178	42,553,198	37,341,331
Transfer to Accumulated Surplus	(19,082,533)	(52,676,958)	(68,421,272)
Transfer to Accumulated Surplus-Impairment	-	-	-
TOTAL CASH BACKED RESERVES	108,259,349	115,812,070	97,484,380

RESERVES OTHER**Asset Revaluation Reserve**

Opening Balance	568,241,909	568,241,909	575,432,360
Revaluation net increments made during the year	-	-	-
TOTAL RESERVES OTHER	568,241,909	568,241,909	575,432,360
TOTAL RESERVES	676,501,258	684,053,979	672,916,739

NOTES to and forming part of the Budget 2017/18

6. Fees and Charges

	Budget 2017/18	Budget 2016/17	Actual Apr 17
	\$	\$	\$
General Purpose Funding			
Administration Fees	290,000	280,000	269,899
Rate Search Fees	85,000	70,000	73,158
Admin Fee - FESA	91,000	88,000	89,200
Other Fees & Charges	5,100	100,100	333,101
	471,100	538,100	765,358
Governance			
Administration Service Charges	-	-	1,053
Advertising Cockburn Soundings	-	-	-
Other Fees & Charges	14,000	14,000	13,893
	14,000	14,000	14,946
Law, Order and Public Safety			
Dog & Cat Registration Fees	100,000	100,000	220,116
Licences	5,411	12,911	-
Impounding Fees	45,000	45,000	61,577
Fines, Infringements & Penalties	204,245	324,145	215,309
Security Patrol Levy	-	-	-
Other Fees & Charges	30,940	36,440	90,396
	385,596	518,496	587,398
Health			
Administration, Application & Inspection Fees	32,000	42,000	21,084
Administration Fees & Licences	245,000	171,000	259,329
Fines & Penalties	10,000	15,000	10,416
Sundry Sales	-	-	441
Lease / Rental Income	-	-	-
Other Fees & Charges	500	500	51
	287,500	228,500	291,322
Education and Welfare			
Client Fees	251,231	207,504	164,698
Lease / Rental Income	60,960	68,395	56,069
Other Fees & Charges	1,170,555	1,009,498	1,037,465
	1,482,746	1,285,397	1,258,232
Community Amenities			
Planning Fees & Charges	1,366,600	1,584,100	1,049,710
Rubbish Removal Charges	2,800,000	2,675,000	2,718,358
Rubbish Tipping Fees	5,910,885	6,632,593	4,250,660
Other Fees & Charges	822,787	823,143	606,670
	10,900,271	11,714,836	8,625,398
Recreation and Culture			
Client Fees	-	-	-
Hall Hires	281,750	265,750	242,194
Reserve Hires	211,800	206,500	147,440
Leasehold Rentals	347,690	173,741	43,364
Recreation Centre Charges	6,965,145	1,709,525	124,814
Other Fees & Charges	115,996	2,348,070	2,132,636
	7,922,381	4,703,587	2,690,447
Transport			
Reinstatements Revenue	-	-	1,850
Supervision Fees	150,000	220,000	110,302
Other Fees & Charges	60,000	60,000	82,727
	210,000	280,000	194,880
Economic Services			
Building Licences	1,113,500	1,264,500	777,110
Caravan Park Leases / Licences	250,000	240,095	254,483
Assessment & Application Fees	3,000	3,000	1,940
Swimming Pool Inspection Fees	259,150	252,908	247,745
Fines & Penalties	21,000	21,000	1,041
Other Fees & Charges	512,000	542,000	492,750
	2,158,650	2,323,503	1,775,069
Other Property and Services			
Private Works Revenue	-	-	15,230
Lease / Rental Income	-	-	-
Other Fees & Charges	2,878,061	2,762,081	2,400,028
	2,878,061	2,762,081	2,415,257
TOTAL	26,710,305	24,368,500	18,618,307

NOTES to and forming part of the Budget 2017/18

7. Other Expenses

	Budget 2017/18	Budget 2016/17	Actual Apr 17
	\$	\$	\$
Councillor's Remuneration			
The following fees, expenses and allowances are budgeted for councillors and the mayor:			
Meeting Fees	329,318	329,318	283,454
Members Vehicle Allowances	10,000	10,000	9,686
Mayoral/Deputy Mayoral Allowances	111,080	111,080	83,310
Communication Expenses	35,000	45,000	37,319
	485,398	495,398	413,769

8. Notes to Statement of Cash Flows

	Budget 2017/18	Budget 2016/17	Actual Apr-17
	\$	\$	\$
8a			
Reconciliation of Net Cash Used in Operating Activities to Change in Net			
Change in net assets	23,795,237	40,064,152	99,623,755
Add (Less) non-cash items:			
Depreciation	28,299,179	26,353,614	21,973,369
Amortisation	1,120,764	1,191,132	906,269
(Profit)/Loss on Sale of Assets	(1,561,715)	(14,650)	(5,433,864)
Amounts set aside to provisions	(7,744)	-	(7,551,789)
Less: Grants/Contributions for Asset Development	(17,354,667)	(34,967,106)	(71,426,790)
Change in Assets and Liabilities:			
[Increase]/Decrease in Rates Debtors & Deferred Rates	-	-	(1,304,225)
(Increase)/Decrease in Sundry Debtors	-	-	9,271,173
(Increase)/Decrease in Stock on Hand	-	-	(53,797)
Increase/(Decrease) in Creditors & Accruals	(42,686)	-	(19,226,189)
(Increase)/Decrease in Rubbish Debtors	-	-	10,792
Increase/(Decrease) on Income Received in Advance	-	-	2,394,893
(Increase)/Decrease in Prepayments	-	-	87,743
NET CASH USED IN OPERATING ACTIVITIES	34,248,368	32,627,142	29,271,339

8b

Reconciliation of Cash

For the purpose of Statement of Cash Flows, the entity considers cash to include Cash on Hand and in Banks and investments in Money Market Instruments. Cash at the end of the reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows: -

Cash at Bank	6,265,323	(17,142,264)	(5,603,276)
Term Deposits	109,571,703	132,027,325	137,979,609
	115,837,026	114,885,061	132,376,333

NOTES to and forming part of the Budget 2017/18

	Budget 2017/18
	\$
9a. Determination of Opening Funds	
Net Current Assets	96,820,399
Less: Reserve funds	(101,742,576)
Add back: Reserve funds held in Non Current Investments	4,825,000
Interest Bearing Liability - Current	2,597,176
Opening Funds in Rate Setting Statement	2,500,000
Opening Funds Comprised Of:	
Budgeted Surplus (brought forward)	2,500,000
	2,500,000
 9b. Determination of Closing Funds	
Net Current Assets	103,788,721
Less: Reserve funds	(108,259,349)
Deposits & Bonds Liability	0
Add back: Reserve funds held in Non Current Investments	4,825,000
Interest Bearing Liability - Current	0
Closing Funds in Rate Setting Statement	354,372

NOTES to and forming part of the Budget 2017/18

10. Information on Borrowings

Debenture Repayments										
Particulars/Purpose	New Loans	Principal 1 July 2017	Interest Rate	Maturity Date	Principal Repayments		Principal		Interest Repayments	
					2017/18 Budget	2016/17 Actual	2017/18 Budget	2016/17 Actual	2017/18 Budget	2016/17 Actual
					\$	\$	\$	\$	\$	\$
Recreation & Culture To assist fund the Cockburn Central West development		22,500,000	2.96%	29 June 2026	2,500,000	2,500,000	20,000,000	22,500,000	781,258	809,623
Law Order & Public Safety To assist fund the Emergency Services Head Quarters in Cockburn Central (FESA Funded)		650,036	4.29%	4 June 2023	97,176	93,138	552,860	650,036	35,441	33,403
(Interest amounts do include the Government Guarantee charge)										
Total	0	23,150,036			2,597,176	2,593,138	20,552,860	23,150,036	816,699	843,027

NOTES to and forming part of the Budget 2017/18

NOTE 11. RATES INFORMATION

In accordance with Sections 6.33 and 6.36 of the Local Government Act 1995 and Council's intention to continue levying differential general rates for the 2017/18 financial year on rateable properties within the City, the City is required to publish its Objects and Reasons for implementing differential general rates.

OVERALL OBJECTIVE

The overall objective of the proposed rates and charges in the 2017/18 Budget is to provide for the net funding requirement of the Council's Operational and Capital Program, being \$99.98M. These are based on an overall increase of 1.75% in the rates for all improved and vacant properties, both for those rated under the Gross Rental Value (GRV) method (apart from two caravan parks) and those under the Unimproved Value (UV) method. The triennial revaluation of all properties valued using Gross Rental Value (GRV) will impact the 2017/18 rates. The average increase in GRV for the City's non-minimum rated residential improved properties is 0.79%. To negate the impact of this GRV increase the rate in the dollar for 2016/17 has been reduced by 0.79% then an increase of 1.75% applied. Although the average GRV increase was 0.79% a number of properties have received increases greater than this amount. As such, they have the right to appeal any such new and higher GRV to the Valuer General of WA (the independent officer of Parliament providing GRV's to all Councils in WA). Details of such an appeal process will be included in the 2017/18 rates assessment to be sent to all ratepayers in July 2017. Overall, Council will only receive an additional 1.75% of income as a result of the above. The rates concession for all properties above a GRV of \$20,690 remains in place for 2017/18.

For non-minimum rated single Residential Improved properties, the impact of such an increase for an average residential improved property will be \$36 per annum or 69¢ per week (after concession). For those on the minimum rate, the impact will be an increase of \$22 per annum or 42¢ per week.

The table below demonstrates the reasons:

All Dollars are \$M	Prospective Budget 2017/18
Operating Revenue	45.87
(Less) Operating Expenditure	(139.42)
(Less) Capital Expenditure	(48.26)
Plus Capital Grants & Contributions	17.35
Plus Proceeds from Asset Sales	3.58
Plus/(Less) Net Financial Reserve transfers	(6.52)
Plus/(Less) Net Loans	(2.59)
Plus Operating adjustment for Depreciation	29.42
(Less) Operating adjustment for Profit & Loss	(1.56)
Plus Surplus Brought Forward Estimate	2.50
(Less) Surplus Carried Forward	(0.35)
Rate Setting Statement Deficit funded from Rates	99.98

All GRV and UV property valuations are provided by the independent State Government authority, the Valuer General of WA. The City pays a fee for this service but has no role in determining the valuation for any property nor does the City have the ability to appeal a valuation provided by the Valuer General.

DIFFERENTIAL GENERAL RATING

The purpose of imposing a differential general rate between improved and vacant properties in the residential, commercial and industrial areas (all rated on GRV valuations) is to obtain fair income from unimproved land within the municipal district. Utilisation of GRV values for vacant land means that the revenue generated is less than that which would be applicable under the UV system.

Council believes that the commercial and industrial sectors generate high traffic volumes with heavy loads and therefore should contribute at a higher level than residential for road construction, maintenance and refurbishment including road drainage systems.

The rural/urban farmland areas are rated based on the UV valuations issued by the Valuer General of WA every year.

Under the Local Government Act, Section 6.33 - Differential general rates, the Council can introduce differential rates as follows:

A local government may impose differential general rates according to any, or a combination, of the following characteristics —

- (a) the purpose for which the land is zoned under a local planning scheme in force under the planning and Development Act 2005;*
- (b) the predominant purpose for which the land is held or used as determined by the local government;*
- (c) whether or not the land is vacant land; or*
- (d) any other characteristic or combination of characteristics prescribed.*

PROPOSED RATES & MINIMUM PAYMENTS FOR 2017/18

Proposed rates in the dollar and minimum payments for each rating category are shown below for the 2017/18 financial year with 2015/16 comparisons:

Rate Category	Rate in \$	Min. Payment
	2017/18	
Differential Rates		
Residential Improved (GRV)	7.319¢	\$1,303
Vacant Land (GRV)	8.660¢	\$753
Commercial & Industrial Improved (GRV)	7.683¢	\$757
Rural General Improved (UV)	0.258¢	\$922
Rural Vacant Land (UV)	0.398¢	\$922
Commercial Caravan Park (GRV)	9.975¢	\$757

Rate Category	Rate in \$	Min. Payment
	2017/18	
Specified Area Rates		
Specified Area Rate - Port Coogee Special Maintenance (GRV)	1.2210¢	N/A
Specified Area Rate - Port Coogee Waterways (GRV)	1.2210¢	
Specified Area Rate – Cockburn Coast Special Maintenance (GRV)	1.2210¢	

DIFFERENTIAL RATE CATEGORIES

RESIDENTIAL IMPROVED (GRV)

Characteristics

This differential 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:

- Any land zoned, or held or used for residential purposes and having improvements erected on it.

Proposed reasons and objects

The object 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.

The reason for this rate is to ensure that all ratepayers make a reasonable contribution towards the ongoing maintenance and provision of works, services and facilities throughout the City of Cockburn. It is also lower than the vacant land differential rate as the City is encouraging landowners to develop land rather than land banking.

The proposed rate in the dollar of GRV value for this category is 7.319¢ with a minimum payment amount of \$1,303. This will apply to 41,114 or 86.90% of the City's rateable properties.

In addition, those properties whose GRV is greater than \$20,690 will be eligible for a rates concession. The concession amount is calculated by using a rate in the dollar of 2.711¢, applied to that portion of GRV over the \$20,690 threshold.

The purpose for this concession is to limit the year on year rates increase for higher GRV single improved residential dwellings. The concession is necessary due to the previous incorporation of 'flat' waste and security service charges into the general rates charge. As general rates increase proportionately with GRV, the concession effectively standardises that portion of rates attributable to waste and security service charges.

The City's internal auditor, Deloitte, has reviewed the components of this year's revaluation and concession scheme and provided assurance that it delivers upon its intended objective.

VACANT LAND (GRV)

Characteristics

This differential 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:

- Any land zoned or held for residential, commercial or industrial purposes and being vacant land.

Proposed reasons and objects

The object of this rate is to promote the development of vacant land within the City of Cockburn.

The reason for this rate is to impact vacant land with a higher differential general rate, effectively providing a disincentive to owners for land banking and not actively developing their vacant land.

The proposed rate in the dollar of GRV value for this category is 8.66¢ with a minimum payment amount of \$753. This will apply to 3,112 or 6.58% of the City's rateable properties.

COMMERCIAL & INDUSTRIAL IMPROVED (GRV)

Characteristics

This differential 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:

- Any land zoned, or held or used for commercial or industrial purposes and having improvements erected on it.

Proposed reasons and objects

The object of this differential rate category is to apply a differential rate to Commercial and Industrial properties in order to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of services associated with properties in this category.

The reason for this rate is the need to offset the higher level of costs incurred by the City in servicing properties in this category including transport infrastructure. The proposed rate in the dollar of GRV value for this category is 7.683¢ with a minimum

payment amount of \$757. This will apply to 2,794 or 5.90% of the City's rateable properties.

RURAL GENERAL IMPROVED (UV)

Characteristics

This differential 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 the purpose of:

- Any land zoned, or held or used 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.

Proposed reasons and objects

The object of the rate for this category is to impose a differential rate commensurate with the rural use of the land, which additionally is to act as the City's benchmark differential UV rate and is considered to be the base rate by which all other UV rated properties are assessed.

The reason for this rate is to ensure that all ratepayers on rural land make a reasonable contribution towards the provision of works, services and facilities throughout the City and their ongoing maintenance.

The proposed rate in the dollar of UV value for this category is 0.258¢ with a minimum payment amount of \$922. This will apply to 235 or 0.49% of the City's rateable properties.

RURAL VACANT LAND (UV)

Characteristics

This differential 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 the purpose of:

- Any land zoned, or held or used for rural purposes and being vacant land.

Proposed reasons and objects

The object of this rate is to promote the development of vacant land within the City of Cockburn.

The reason for this rate is to impact vacant rural land with a higher differential general rate, effectively providing a disincentive to owners for land banking and not actively developing their vacant rural land for its intended purpose.

The proposed rate in the dollar of UV value for this category is 0.398¢ with a minimum payment amount of \$922. This will apply to 54 or 0.11% of the City's rateable properties.

COMMERCIAL CARAVAN PARK (GRV)

Characteristics

This differential 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:

- Any land zoned, or held or used for the purpose of a commercial caravan park and catering for permanent trailer homes and non-permanent caravans.

Proposed reasons and objects

The object of this rate is to ensure that the City's caravan parks, which predominantly comprise of permanent trailer homes, make an equitable contribution to the City's services and facilities like any other residential land owner.

The reason for this rate is to impact land valued as caravan parks with a higher differential general rate to maintain rating equity with other small unit dwellings in the City. The aim is to achieve a rate equivalent to 80% the minimum residential improved rate over the next ten years. Pension rebates will be factored in so no pensioner is disadvantaged.

The proposed rate in the dollar of GRV value for this category is 9.975¢ with a minimum payment amount of \$757. This will apply to only two of the City's rateable properties. This represents a 5% increase over 2016/17.

SPECIFIED AREA RATE – PORT COOGEE SPECIAL MAINTENANCE (GRV)

This rate is for the provision of a special maintenance service in the Port Coogee area. This service is provided at a level higher than the City provides to the other parts of its district. The City adopts a standard cost for parks, roads and other services provided as part of the rates paid by ratepayers. Where the city inherits areas requiring a more intense management program, the City will provide that special service at the marginal cost. It is considered that the ratepayers and residents of the area benefit from the additional works and have better access to the facilities affected. The additional cost is to be met by this SAR on all landholders in the Port Coogee area. The new rate in the dollar is 1.221¢ of GRV value.

SPECIFIED AREA RATE – PORT COOGEE WATERWAYS (GRV)

This rate is for the maintenance of the waterways and associated infrastructure in the Port Coogee marina area. It is considered that the ratepayers alongside or next to the waterways will directly benefit from the upkeep of these waterways. Those ratepayers paying this SAR will not have to pay the SAR – Port Coogee Special Maintenance. The new rate in the dollar is 1.221¢ of GRV value.

SPECIFIED AREA RATE – COCKBURN COAST (GRV)

This rate is for the provision of a special maintenance service in the Cockburn Coast area. This service is provided at a level higher than the City provides to the other parts of its district. The City adopts a standard cost for parks, roads and other services provided as part of the rates paid by ratepayers. Where the city inherits areas requiring a more intense management program, the City will provide that special service at the marginal cost. It is considered that the ratepayers and residents of the area benefit from the additional works and have better access to the facilities affected. The additional cost is to be met by this SAR on all residential landholders in the Cockburn Coast area. The new rate in the dollar is 1.221¢ of GRV value.

OTHER CHARGES

The Waste Management Service Charge for improved commercial, industrial and UV properties is \$458. For rates exempt property, the charge is \$510.

The Swimming Pool Levy for 2017/18 will remain at \$36.50 per swimming pool. This levy works on a full cost recovery basis and all funds raised by this levy will go to the inspection of 7,093 swimming pools in the municipality as required by legislation.

PAYMENT OPTIONS

Payment options will again include either payment in full within 35 days of issue, payment over four instalments or weekly and fortnightly direct debit instalments.

The due dates for the payment in full or by instalments are:

- Full payment and 1st instalment due date..... 25 August 2017
- 2nd instalment due date..... 27 October 2017
- 3rd quarterly instalment due date..... 5 January 2018
- 4th and final instalment due date..... 9 March 2018

Weekly or fortnightly instalment direct debits will be made from 25 August 2017 to 22 June 2018.

The instalment method attracts an administration charge of \$5.00 per instalment (excluding the first instalment) and interest charges at the rate of 3.5% on outstanding instalment amounts not yet due.

The administration charge is made to cover the additional costs involved in administering the instalment scheme and interest is charged to cover the cost of the lost investment opportunity due to the extended period over which payment is received.

Interest will be levied at a higher penalty rate where payment in full or instalment payments are not received within their respective due dates at the rate of 7% per annum.

The City will not charge extra fees for using credit cards to pay rates.

SUBMISSIONS

6.36 (3)(b)(ii) of the Local Government Act 1995 requires Council to invite submissions from electors and ratepayers in respect of the rates and minimum payments proposed for the differential general rating categories. Although not required to, Council is also willing to accept submissions on any specified area rate proposed.

All submissions are required to be made in writing to the Chief Executive Officer, City of Cockburn by 4.00pm on Monday, 12 June 2017. A report will be prepared on submissions, if any, and presented to the Special Council Meeting to be held on Thursday, 22 June 2017.

Notes to and forming part of the budget 2017/2018

Notes 12 STATEMENT OF RATING INFORMATION FOR YEAR ENDED 2018

GRV	NON-MINIMUM				MINIMUM				RATES CONCESSION		TOTAL			% of Ratebase
	Qty	Rateable Value \$	Rate in \$	Yield \$	Qty	Rateable Value \$	Amount \$	Yield \$	Qty	Amount \$	Qty	Rateable Value \$	Yield \$	
Improved Commercial/Industrial	2,586	380,979,080	0.07683	29,270,623	208	1,631,016	757	157,456			2,794	382,610,096	29,428,079	30.03%
Improved Commercial - Caravan Park	2	1,778,244	0.09975	177,380	0	0	757	0			2	1,778,244	177,380	0.18%
Improved Residential	29,025	665,593,858	0.07319	48,714,827	12,089	192,628,750	1,303	15,751,967	18,249	-1,736,510	41,114	858,222,608	62,730,284	64.01%
Vacant	1,580	43,328,010	0.08660	3,752,206	1,529	10,406,660	753	1,151,337			3,109	53,734,670	4,903,543	5.00%
Total GRV	33,193	1,091,679,192		81,915,035	13,826	204,666,426		17,060,760	18,249	-1,736,510	47,019	1,296,345,618	97,239,285	99.23%
UV														
Rural Vacant Land	52	70,654,000	0.00398	281,203	2	184,000	922	1,844			54	70,838,000	283,047	0.29%
Rural General	224	180,042,100	0.00258	464,509	11	1,483,763	922	10,142			235	181,525,863	474,651	0.48%
Total UV	276	250,696,100		745,712	13	1,667,763		11,986	0	0	289	252,363,863	757,698	0.77%
TOTAL RATES LEVIED	33,469	1,342,375,292		82,660,746	13,839	206,334,189	0	17,072,746	18,249	-1,736,510	47,308	1,548,709,481	97,996,983	
Part Year Rating - GRV & UV													1,984,466	
TOTAL GENERAL RATES														99,981,449
Specified Are Rates (Note 13)	900	27,027,027	0.01221	330,000										330,000
RATING RELATED CHARGES														
Rates Interest - Instalments/Direct Debit Payment Option(3.5% p.a.)														440,000
Rates Interest - Penalty (7% p.a.)														245,000
Rates Interest - Deferred Pensioners														28,840
Administration Charge (\$5/instalment)														290,000
TOTAL RATING RELATED CHARGES														1,003,840

NOTES to and forming part of the Budget 2017/18

13. Specified Area Rate

Port Coogee Special Area Maintenance

	Rate in	Rateable Value (GRV)	2017/18 Budgeted Revenue	2017/18 Budget Applied to Costs	2016/17 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Port Coogee Maintenance	0.01221	22,440,622	274,000	206,342	190,885

The specified area rate for the Port Coogee development is for those properties in the Port Coogee locality which are connected to the scheme. The proceeds of the rate will be applied in full to the specialised maintenance of the scheme. Transfers to or from the Reserve Fund will occur based on the amount raised and the expenditure within each year.

Port Coogee Waterways

	Rate in	Rateable Value (GRV)	2017/18 Budgeted Revenue	2017/18 Budget Applied to Costs	2016/17 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Port Coogee Waterways	0.01221	4,586,405	56,000	79,742	79,742

This is a new Specified Area Rate for properties that connect with the waterways. The rate will be used to fund maintenance of the waterways and associated infrastructure assets. Transfers to or from the Reserve Fund will occur based on the amount raised and the expenditure within each year.

Cockburn Coast Special Maintenance

	Rate in	Rateable Value (GRV)	2017/18 Budgeted Revenue	2017/18 Budget Applied to Costs	2016/17 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Cockburn Coast Maintenance	0.01221	0	0	0	0

This Specified Area Rate provides funding to ensure that the parks and public areas (including custom street lighting) within the Cockburn Coast Development are maintained in accordance with the higher standards agreed to between the City and the Developer. Transfers to or from the Reserve Fund will occur based on the amount raised and the expenditure within each year. No budget has been set for collections in 2017/18, although some may become payable during the year.

**City of Cockburn Annual Budget 2017/18
Summary**

Page No	New Initiative Categories	Spending Analysis							Funding Sources					
		Cost		Executive	Finance & Corporate	Community Services	Planning & Development	Engineering & Works	External		Reserve		Municipal	
		LTFP Parameter	Submission Total						LTFP Parameter	Submission Total	LTFP Parameter	Submission Total	LTFP Parameter	Submission Total
CAPITAL		\$M							\$M		\$M		\$M	
2	Buildings	0.00	17,366,000	1,000,000	-	-	-	16,366,000	0.00	9,548,000	0.00	3,395,000	0.00	4,423,000
3	Land Development	0.00	110,000	-	-	-	110,000	-	0.00	2,760,000	0.00	-	0.00	-
4	Parks & Environment Infrastructure	0.00	9,917,000	-	-	144,000	-	9,773,000	0.00	1,180,720	0.00	225,000	0.00	8,511,280
6	Plant Replacement	0.00	3,322,000	-	-	-	-	3,322,000	0.00	818,000	0.00	2,387,000	0.00	117,000
7	Plant New	0.00	530,000	-	-	-	-	530,000	0.00	-	0.00	418,000	0.00	112,000
8	Software & Computers	0.00	1,955,915	-	1,646,800	309,115	-	-	0.00	-	0.00	420,115	0.00	1,535,800
9	Public Artworks	0.00	80,000	-	-	80,000	-	-	0.00	-	0.00	-	0.00	80,000
10	Roads Infrastructure	0.00	11,004,788	-	20,000	-	-	10,984,788	0.00	4,595,374	0.00	2,573,333	0.00	3,836,081
12	Footpaths/Bike Path Network	0.00	1,958,440	-	-	-	-	1,958,440	0.00	750,000	0.00	-	0.00	1,208,440
13	Drainage	0.00	1,000,000	-	-	-	-	1,000,000	0.00	-	0.00	-	0.00	1,000,000
14	Landfill - Infrastructure	0.00	190,000	-	-	-	-	190,000	0.00	-	0.00	190,000	0.00	-
15	Others	0.00	829,000	-	-	-	-	829,000	0.00	300,000	0.00	-	0.00	529,000
	Total Capital Submissions	0.00	48,263,143	1,000,000	1,666,800	533,115	110,000	44,953,228	0.00	19,952,094	0.00	6,958,448	0.00	21,352,601
NON-CAPITAL		\$M							\$M		\$M		\$M	
16	New Staff	0.00	535,965	-	41,269	228,568	25,946	240,182	0.00	-	0.00	-	0.00	535,965
17	Other New Initiatives	0.00	1,078,791	20,000	82,000	413,090	-	563,701	0.00	-	0.00	-	0.00	1,078,791
	Total Non-Capital Submissions	0.00	1,614,755	20,000	123,269	641,658	25,946	803,883	0.00	-	0.00	-	0.00	1,614,755
	Total Budget Submissions	0.00	49,877,898	1,020,000	1,790,069	1,174,773	135,946	45,757,111	0.00	19,952,094	0.00	6,958,448	0.00	22,967,356

City of Cockburn Annual Budget 2017/18
Buildings

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	Funding		General Revenue \$	Justification
					External Funding \$	Reserve Funding \$		
545	Other Governance	Minor Works -C Arc	NEW	1,000,000	0	1,000,000	0	
715	Asset Services	Works & Assets Systems Development	NEW	22,000	0	0	22,000	Continued development and implementation of the City's Asset Management System, requiring Tech One consultancy works
790	Facilities Mtce and Management	15 Kent Street (Naval Cadets)	RENEWAL	15,000	0	0	15,000	Refurbishments required - fire door treatment and associated works.
955	Facilities Mtce and Management	Administration Building - Call Centre Relocation	UPGRADE	110,000	0	0	110,000	Works required to move call centre
808	Facilities Mtce and Management	Administration Building - IT Server Room Refurbishment	RENEWAL	75,000	0	0	75,000	Refurbish IT server room (flooring, walling etc.)
802	Facilities Mtce and Management	Barbecue Replacements	REPLACE	20,000	0	0	20,000	Replacement of aged barbecues within the City.
948	Facilities Mtce and Management	Beale Park / Kent St Sewer Connection	UPGRADE	90,000	0	0	90,000	Sewer connection(s) & decommission septic systems for all the plumbed buildings on the site.
796	Facilities Mtce and Management	Bibra Lake Community Centre	REPLACE	15,000	0	0	15,000	Replace exitsting aged bar heaters with more efficient safer heaters
806	Facilities Mtce and Management	Civic and Community Buildings - Asbestos Removal	REPLACE	40,000	0	0	40,000	Removal of asbestos from Civic and Community Centres, including fencing.
799	Facilities Mtce and Management	Civic and Community Buildings - Car Park Linemarking	RENEWAL	35,000	0	0	35,000	Ongoing re-painting of the linemarking for car parks.
798	Facilities Mtce and Management	Civic and Community Buildings - Exterior and Interior Painting	RENEWAL	60,000	0	0	60,000	Ongoing External and Internal painting of buildings.
800	Facilities Mtce and Management	Civic and Community Buildings - External Signage Upgrade	UPGRADE	50,000	0	0	50,000	Installation of replacement and additional new signage aligned to Styleguide.
807	Facilities Mtce and Management	Civic and Community Buildings - Floor Covering Replacement	RENEWAL	75,000	0	0	75,000	Replacement of floor coverings and other flooring refurbishments required due to wear and tear.
803	Facilities Mtce and Management	Civic and Community Buildings - Furniture Replacement	REPLACE	50,000	0	0	50,000	Replacement of furniture throughout various sites (community and sporting facilities)
801	Facilities Mtce and Management	Civic and Community Buildings - HVAC Replacements & Upgrades	RENEWAL	80,000	0	0	80,000	Various sites HVAC systems have reached end of life, renewals drawing on HVAC condition audits.
809	Facilities Mtce and Management	Civic and Community Buildings - Swipe Card Installations	UPGRADE	50,000	0	0	50,000	Install swipe card readers to Civic and Community Buildings, for improved building security and user amenity
794	Facilities Mtce and Management	Cockburn Seniors Centre	REPLACE	20,000	0	0	20,000	New Freezer required, on account of increasing servicing and maintenance costs
805	Facilities Mtce and Management	Cockburn Youth Centre	UPGRADE	40,000	0	0	40,000	Upgrade of front reception for improved staff safety, required due issues being encountered at the site.
795	Facilities Mtce and Management	Coogee Beach Jetty	RENEWAL	50,000	0	0	50,000	Replace sections of the existing FRB grating, existing worn such as to present a hazard, and various painting and other cossion treatment.
946	Facilities Mtce and Management	Coogee Tennis Courts	RENEWAL	35,000	0	0	35,000	Resurfacing, linemarking and new nets
793	Facilities Mtce and Management	CVES Jandakot	REPLACE	25,000	0	0	25,000	Gate replacement, including motors and drive gears
811	Facilities Mtce and Management	Davilak Clubrooms	RENEWAL	20,000	0	0	20,000	Fire door and grilles renewal
737	Facilities Mtce and Management	Disability Access Audit and Improvements	REPLACE	80,000	0	0	80,000	Ongoing Disability Access Improvements and prior audit cost (\$25k)
813	Facilities Mtce and Management	East Beeliar Comm Centre	RENEWAL	15,000	0	0	15,000	Refurbishment to address deterioration of building and fixtures
1041	Facilities Mtce and Management	Frankland Park Recreation Centre & Ovals - Design	NEW	400,000	196,000	0	204,000	
792	Facilities Mtce and Management	Goodchild Changerooms	UPGRADE	30,000	0	0	30,000	Sewer connection, decommission septic (periodic blockages occurring)
951	Facilities Mtce and Management	Howson Way Site	UPGRADE	100,000	0	0	100,000	Develop Howson Way site for bulk material storage (access and hardstand treatment, fencing & gates, water provision) required due to shift of certain bulk materials and green waste stockpiling from the depot site.
812	Facilities Mtce and Management	Jandakot Hall Refurbishment	RENEWAL	15,000	0	0	15,000	Refurbishments to external doors
945	Facilities Mtce and Management	Jandakot Tennis Courts	RENEWAL	35,000	0	0	35,000	Resurfacing, linemarking and new nets
1045	Facilities Mtce and Management	Jandakot VBFB Constructions	UPGRADE	104,000	0	0	104,000	
947	Facilities Mtce and Management	Jean Willis Centre Activity Room	UPGRADE	75,000	0	0	75,000	Activity Room conversion to facilitate use also as an art room
1039	Facilities Mtce and Management	Lakelands Reserve Hockey Facility & Clubrooms - CSRRF Funded	NEW	750,000	750,000	0	0	CSRRF
1043	Facilities Mtce and Management	Lakelands Reserve Hockey Facility & Clubrooms - DCP 13 Funded	NEW	1,200,000	1,200,000	0	0	DCP 13
1042	Facilities Mtce and Management	Lakelands Reserve Hockey Facility & Clubrooms - Hockey WA Funded	NEW	250,000	250,000	0	0	Hockey WA
1044	Facilities Mtce and Management	Lakelands Reserve Hockey Facility & Clubrooms - Reserve Funded	NEW	2,330,000	0	2,330,000	0	Balance
797	Facilities Mtce and Management	Lucius Park Changeroom	RENEWAL	25,000	0	0	25,000	External drainage works to deal with ponding water runoff
791	Facilities Mtce and Management	Mellor Park Changerooms	UPGRADE	20,000	0	0	20,000	Refurbishments and security screens
939	Facilities Mtce and Management	Naval Base Shack Toilet Blocks	RENEWAL	65,000	0	65,000	0	Refurbish north and south toilet blocks (laundry removal to be reviewed also (extra cost))
949	Facilities Mtce and Management	Operations Centre Message Board	UPGRADE	25,000	0	0	25,000	New (replacement) staff electronic notice board to be located on new centre driveway
1035	Facilities Mtce and Management	Refurbish Old Depot Admin	RENEWAL	300,000	0	0	300,000	
1036	Facilities Mtce and Management	Refurbish Old Engineering Area	RENEWAL	200,000	0	0	200,000	
814	Facilities Mtce and Management	Santich Park Changerooms	REPLACE	15,000	0	0	15,000	Minor refurbishments incorporating drainage disbursement
810	Facilities Mtce and Management	South Lake Child Care Centre	REPLACE	10,000	0	0	10,000	Replace ceiling tiles
952	Facilities Mtce and Management	South Lake Leisure Centre	REPLACE	150,000	0	0	150,000	Demolition
804	Facilities Mtce and Management	Spearwood Library Improvements	RENEWAL	185,000	0	0	185,000	Refurbishment of facilities within the Spearwood Library (further to reduced funds from '16/17 MYBR), provides revamped floor layout works, shelving (\$68k) and remainder of floor covering replacements (\$70k) etc.
953	Facilities Mtce and Management	Success Recreational Facility	UPGRADE	10,000	0	0	10,000	Upgrade HWS to changerooms
1046	Facilities Mtce and Management	Cockburn Bowling & Recreation Facility - DCP13 Funded	NEW	2,000,000	2,000,000	0	0	Project completion (DCP 13 funding confirmed by SD 23/3)
1047	Facilities Mtce and Management	Cockburn Bowling & Recreation Facility - Federal Funded	NEW	4,556,000	4,556,000	0	0	Federal grant funding as confirmed by GB 23/3
1033	Facilities Mtce and Management	Cockburn Bowling & Recreation Facility - Area 5 Funded	NEW	400,000	400,000	0	0	This is in kind contribution from Area 5 (contra accounting entry)
1034	Facilities Mtce and Management	Cockburn Bowling & Recreation Facility - Muni Funded	NEW	1,644,000	0	0	1,644,000	Muni funded as per SD 23/3
1040	Facilities Mtce and Management	Wetland Education Centre - Design	REPLACE	400,000	196,000	0	204,000	Design & Construction Preliminaries - In accord with DCP and CS&RP
				17,366,000	9,548,000	3,395,000	4,423,000	

City of Cockburn Annual Budget 2017/18
Land

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue \$	Justification
					\$	\$		
1120	Leasing and Land Administration	25 Imlah Court	NEW		900,000	-900,000	0	Sale proceeds transferred into Land Development Reserve
1119	Leasing and Land Administration	27 Clara St Hamilton Hill	NEW		260,000	-260,000	0	Sale proceeds transferred into Land Development Reserve
1118	Leasing and Land Administration	75 Frederick St Hamilton hill	NEW		600,000	-600,000	0	Sale proceeds transferred into Land Development Reserve
1117	Leasing and Land Administration	Subdivision and development of Lot 915 and Reserve 38537 Goldsmith Road - CW1553	NEW		1,000,000	-1,000,000	0	Sale proceeds transferred into Land Development Reserve
437	Leasing and Land Administration	Subdivision of land - Lot 14 Frederick Street	NEW	30,000	0	30,000	0	
436	Leasing and Land Administration	Subdivision of land - Lot 18 Scales Way, Spearwood	NEW	50,000	0	50,000	0	
438	Leasing and Land Administration	Subdivision of land - Lot 34 Clara Road	NEW	30,000	0	30,000	0	
				110,000	2,760,000	-2,650,000	0	

City of Cockburn Annual Budget 2017/18

Parks

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve	General Revenue \$	Strategy	Justification
					\$	\$			
340	Recreation Services	New Soccer Goals	REPLACE	32,000	0	0	32,000	Sport & Recreation Plan	Replacement of soccer goals which no longer meet Football West safety standards
338	Recreation Services	Sporting Clubs Major Capital Works Program	NEW	100,000	0	0	100,000	Sport & Recreation Plan	Council contributions towards Sporting Club CSRFF small grants
20	Recreation Services	Sports lighting control units	NEW	12,000	0	0	12,000	Sport & Recreation Plan	Installation of new flood light control units
1057	Parks Construction and Maintenance	Allendale Park 1/2 Basketball Court	NEW	15,000	0	0	15,000	Public Open Space Strategy –	As per the Strategy
775	Parks Construction and Maintenance	Anning Park 2 Playground Renewal, Jandakot	RENEWAL	40,000	0	0	40,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
767	Parks Construction and Maintenance	Atwell Community Centre Playground Renewal	RENEWAL	15,000	0	0	15,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
765	Parks Construction and Maintenance	Atwell Oval Irrigation Renewal	RENEWAL	200,000	0	0	200,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
788	Parks Construction and Maintenance	Banjup Community Hall Playground Shade Sail	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
758	Parks Construction and Maintenance	Beaumont Park Deck Renewal, Success	RENEWAL	60,000	0	0	60,000	Long Term Asset Management Plan – Parks & Environment	Timber decking failing and safety hazard
1064	Parks Construction and Maintenance	Beelihar Drive landscaping	NEW	200,000	0	0	200,000	Regional & Major Roadworks –	As per MYBR - SD
727	Parks Construction and Maintenance	Bibra Lake MP Review	NEW	50,000	0	0	50,000	Bibra Lake Management Plan	Community consultation of review completed in 2015
729	Parks Construction and Maintenance	Bibra Lake MP Skate & Recreation Precinct - DCP13 Funded	NEW	780,720	780,720	0	0	Bibra Lake Management Plan	As per the BLMP & Lakes Revitalisation Strategy
730	Parks Construction and Maintenance	Bibra Lake MP Skate & Recreation Precinct - Muni Funded	NEW	894,280	0	0	894,280	Bibra Lake Management Plan	As per the BLMP & Lakes Revitalisation Strategy
723	Parks Construction and Maintenance	Bibra Lake MP Skate & Recreation Precinct - State Funded	NEW	400,000	400,000	0	0	Bibra Lake Management Plan	As per the BLMP & Lakes Revitalisation Strategy
784	Parks Construction and Maintenance	Bloodwood Reserve Playground Shade Sail, South Lake	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1053	Parks Construction and Maintenance	Botany Park Playground Upgrade, Hammond Park	UPGRADE	250,000	0	0	250,000	Public Open Space Strategy –	Projected developed in consultation with the HPCA
1089	Parks Construction and Maintenance	Briggs St (Lot 12 & 52) Landscape Works	NEW	250,000	0	0	250,000	South Lake Revitalisation Strategy –	Continued investment in the South Lake Precinct Redevelopment program
1061	Parks Construction and Maintenance	Citywide Park Signs (CW5731)	NEW	50,000	0	0	50,000	Public Open Space Strategy –	As per AMP
762	Parks Construction and Maintenance	Citywide Parks Infrastructure Renewal	RENEWAL	250,000	0	0	250,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1058	Parks Construction and Maintenance	Citywide Street Tree Planting (CW5681)	NEW	500,000	0	0	500,000	Public Open Space Strategy –	As per Street Tree Master Plan
764	Parks Construction and Maintenance	Citywide Irrigation Cabinet Renewal (CW5791)	RENEWAL	150,000	0	0	150,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1105	Parks Construction and Maintenance	Citywide Irrigation Central Control (CW5762)	RENEWAL	150,000	0	0	150,000	Water Conservation Plan(needs update)	As per Strategy
763	Parks Construction and Maintenance	Citywide Irrigation Pump Renewals (CW5671)	RENEWAL	150,000	0	0	150,000	Long Term Asset Management Plan – Parks & Environment	As per Strategy
773	Parks Construction and Maintenance	Classon Park Playground Renewal, Leeming	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1116	Parks Construction and Maintenance	Cockburn Central - Lot 7 - Landscaping		200,000	0	200,000	0	Public Open Space Strategy –	
734	Parks Construction and Maintenance	Coogee Beach MP Landscape Works	NEW	500,000	0	0	500,000	Coogee Beach Landscape Master Plan	As per the implementation program outlined in the MP
736	Parks Construction and Maintenance	Cordelia Streetscape	NEW	250,000	0	0	250,000	Coolbellup Revitalisation Strategy	As per the Strategy
956	Parks Construction and Maintenance	CYO'Conor Reserve North Improvements	NEW	500,000	0	0	500,000	North Coogee Foreshore Management Plan	As per Management Plan
1054	Parks Construction and Maintenance	Dalmatia Park Improvements, Spearwood	NEW	50,000	0	0	50,000	Public Open Space Strategy –	Improvements to drainage landscape and surrounds
751	Parks Construction and Maintenance	Dixon Res Nature Play	NEW	200,000	0	0	200,000	Hamilton Hill Revitalisation Strategy	As per the implementation program
752	Parks Construction and Maintenance	Dodd Reserve Improvements	NEW	25,000	0	0	25,000	Hamilton Hill Revitalisation Strategy	As per the implementation program
1113	Parks Construction and Maintenance	Drinking Fountains (2)		20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	
776	Parks Construction and Maintenance	Dubove Reserve Playground Renewal, Spearwood	RENEWAL	60,000	0	0	60,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
769	Parks Construction and Maintenance	Duffield Reserve Playground Renewal, Bibra Lake	RENEWAL	30,000	0	0	30,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
753	Parks Construction and Maintenance	Fortini Reserve Improvements	NEW	40,000	0	0	40,000	Hamilton Hill Revitalisation Strategy	As per the implementation program
785	Parks Construction and Maintenance	Freshwater Reserve Playground Shade Sail, South Lake	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1060	Parks Construction and Maintenance	Friendship Way Streetscape Australia Section, Spearwood	NEW	120,000	0	0	120,000	Public Open Space Strategy –	As per plan
786	Parks Construction and Maintenance	Glen Mia Park Playground Shade Sail, South Lake	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1090	Parks Construction and Maintenance	Golf Course Business Case, Studies, Design	NEW	100,000	0	0	100,000	Sport & Recreation Plan	Feasibility of project required to support future development
787	Parks Construction and Maintenance	Habitat Park Playground Shade Sail, Yangebup	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1112	Parks Construction and Maintenance	Hammond Park Shade sails (6 projects)		20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	
749	Parks Construction and Maintenance	Hanlon Reserve Improvements	NEW	120,000	0	0	120,000	Hamilton Hill Revitalisation Strategy	As per Strategy
768	Parks Construction and Maintenance	Harmony Park Exercise Equipment Renewal, Atwell	RENEWAL	6,000	0	0	6,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
774	Parks Construction and Maintenance	Heatherlea Reserve Playground Renewal, Leeming	RENEWAL	30,000	0	0	30,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
759	Parks Construction and Maintenance	Hopbush Park Playground Renewal	RENEWAL	70,000	0	0	70,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
750	Parks Construction and Maintenance	Jakob Reserve Improvements	NEW	40,000	0	0	40,000	Hamilton Hill Revitalisation Strategy	As per the Strategy
766	Parks Construction and Maintenance	Jarvis Park Irrigation Renewal	RENEWAL	150,000	0	0	150,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
777	Parks Construction and Maintenance	Katich Park Playground Renewal, Spearwood	RENEWAL	30,000	0	0	30,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1051	Parks Construction and Maintenance	MacFaull Park Playground	NEW	300,000	0	0	300,000	Phoenix Revitalisation Strategy	As per revitalisation plan
778	Parks Construction and Maintenance	Market Garden Swamp 2 Playground Renewal	RENEWAL	40,000	0	0	40,000	Long Term Asset Management Plan – Parks & Environment	As per AMP

City of Cockburn Annual Budget 2017/18

Parks

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve	General Revenue \$	Strategy	Justification
					\$	\$			
779	Parks Construction and Maintenance	Market Garden Swamp 5 Playground Renewal	RENEWAL	25,000	0	0	25,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
943	Parks Construction and Maintenance	Memorial Walk Public Realm Works CCW	NEW	150,000	0	0	150,000	Public Open Space Strategy –	Project was removed from the 2016/17 program to offset over expenditure of Bibra Lake playground
1062	Parks Construction and Maintenance	Milgun Reserve Yangebup Dog Park	NEW	80,000	0	0	80,000	Public Open Space Strategy –	As per Council Report
780	Parks Construction and Maintenance	Nicholson Reserve Playground Renewal, Yangebup	RENEWAL	30,000	0	0	30,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1063	Parks Construction and Maintenance	North Lake Rd Landscaping	NEW	100,000	0	0	100,000	Regional & Major Roadworks –	As per MYBR - SD
687	Parks Construction and Maintenance	Park Seating & Universal Access Audit	NEW	40,000	0	0	40,000	Age Friendly Strategic Plan	Action Item 1.3.1 and 1.1.3 of AFS
760	Parks Construction and Maintenance	Pelican Ramble Playground	RENEWAL	25,000	0	0	25,000	Long Term Asset Management Plan – Parks & Environment	As per the Strategy
771	Parks Construction and Maintenance	Perdita Park Playground Renewal, Coolbellup	RENEWAL	30,000	0	0	30,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
781	Parks Construction and Maintenance	Perena Rochi Playground Renewal, Yangebup	RENEWAL	25,000	0	0	25,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
770	Parks Construction and Maintenance	Poole Reserve Playground Renewal, Coogee	RENEWAL	35,000	0	0	35,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1052	Parks Construction and Maintenance	Public Health Plan Exercise Equipment Radonich Park	NEW	20,000	0	0	20,000	Public Health Plan –	Deliver actions from plan
757	Parks Construction and Maintenance	Radiata Park Deck Renewal, Aubin Grove	RENEWAL	60,000	0	0	60,000	Long Term Asset Management Plan – Parks & Environment	Timber deck failing, safety hazard
1088	Parks Construction and Maintenance	Ramsay Park Improvements	NEW	250,000	0	0	250,000	South Lake Revitalisation Strategy –	As per Strategy action plan
756	Parks Construction and Maintenance	Redmond Reserve Improvements	NEW	30,000	0	0	30,000	Hamilton Hill Revitalisation Strategy	As per the implementation plan
735	Parks Construction and Maintenance	Rinaldo Reserve Improvements	NEW	250,000	0	0	250,000	Coolbellup Revitalisation Strategy	As per the Strategy
782	Parks Construction and Maintenance	Ronsard Park 1 Playground Renewal, Beeliar	RENEWAL	60,000	0	0	60,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1055	Parks Construction and Maintenance	Rotary Park Fence, Coogee	NEW	50,000	0	0	50,000	Public Open Space Strategy –	Mitigation of illegal vehicles traversing through the park
755	Parks Construction and Maintenance	Sawle Park Landscape	NEW	25,000	0	0	25,000	Hamilton Hill Revitalisation Strategy	As per the implementation program
772	Parks Construction and Maintenance	Southwell Park Playground Renewal, Hamilton Hill	RENEWAL	30,000	0	0	30,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
1059	Parks Construction and Maintenance	Streetscapes Major Roads (CW5715)	RENEWAL	200,000	0	0	200,000	Public Open Space Strategy –	As per Strategy
1056	Parks Construction and Maintenance	Wentworth Park Fence to Playground	NEW	10,000	0	0	10,000	Public Open Space Strategy –	Customer Request
783	Parks Construction and Maintenance	Yangebup Lake Playground Renewal, Yangebup	RENEWAL	35,000	0	0	35,000	Long Term Asset Management Plan – Parks & Environment	As per AMP
937	Environmental Management	Banksia Eucalypt Woodland Signage	NEW	15,000	0	0	15,000	Natural Areas Management Strategy –	Educational and directional signage to enhance the experience of visiting the regional park
728	Environmental Management	Bibra Lake Reserve Interpretive signage	RENEWAL	25,000	0	25,000	0	Bibra Lake Management Plan	Interpretive signage as outlined in the Bibra Lake Master Plan
934	Environmental Management	Bloodwood Reserve Fencing	NEW	15,000	0	0	15,000	Natural Areas Management Strategy –	Install fence to protect remaining bushland.
1094	Environmental Management	Coogee Maritime Trail Additional Reef Structures	NEW	50,000	0	0	50,000	Trails Master Plan	Further Structures Required to enhance reef experience
789	Environmental Management	Coojong Reserve Fence Renewal	RENEWAL	10,000	0	0	10,000	Long Term Asset Management Plan – Parks & Environment	Fence in need of replacement
1097	Environmental Management	Denis De Young Bitumen Path Connecting DPAW Reserve	NEW	32,000	0	0	32,000	Trails Master Plan	Project identified in last years CW. Funds used elsewhere. To be Re-instated in 17/18
1098	Environmental Management	Interpretive Trail Signs General	RENEWAL	10,000	0	0	10,000	Trails Master Plan	Upgrade existing interpretive signs
936	Environmental Management	Lake Coogee Small Chain Fence finalisation	NEW	10,000	0	0	10,000	Natural Areas Management Strategy –	Complete final leg of fence
931	Environmental Management	Manning Park Lookout 3 Renewal, Hamilton Hill	RENEWAL	50,000	0	0	50,000	Manning Park Master Plan	Final lookout upgrade of the 3rd and final lookout at Manning Park located on Davilak Trail
932	Environmental Management	Manning Park Master Plan, Hamilton Hill	NEW	100,000	0	0	100,000	Manning Park Master Plan	Detailed designs of works identified in the Manning Park Master Plan
726	Environmental Management	Nesting Boxes Carnaby's Cockatoo Bibra Lake	NEW	15,000	0	0	15,000	Bibra Lake Management Plan	Customer and Councillor request to install nesting boxes at Bibra Lake to make up for loss caused by Roe 8
938	Environmental Management	POS & NAMS Strategy Consolidation	REPLACE	60,000	0	0	60,000	Natural Areas Management Strategy –	Consolidation of strategies as identified in the CBP
1095	Environmental Management	Tramway Trail Trail Head Signage	NEW	15,000	0	0	15,000	Trails Master Plan	Signage required to promote and delineate tramway Trail as agreed by SWG Stakeholders
935	Environmental Management	Warthwyke and L'Aquila Reserve Fencing	RENEWAL	25,000	0	0	25,000	Natural Areas Management Strategy –	Install fence to protect remaining bushland
761	Environmental Management	Yangebup Lake Firebreak Upgrade	RENEWAL	20,000	0	0	20,000	Long Term Asset Management Plan – Parks & Environment	Upgrade Firebreaks to reduce fire risk
933	Environmental Management	Yangebup Lake Nutrient Stripping Basin Stage 2	NEW	120,000	0	0	120,000	Natural Areas Management Strategy –	CW funding for 16/17 used for other projects. Further work required to improve water quality within Yangebup Lake. Failure to do so may exacerbate midge problems.
1096	Environmental Management	Yangebup Trailhead Entry Signage	RENEWAL	15,000	0	0	15,000	Trails Master Plan	Signage identified in Trails Master Plan
714	Asset Services	Asset Data Collection Initiatives	NEW	200,000	0	0	200,000	Asset Management Strategy	Funds required to carry out condition audits for buildings & facilities, parks hard infrastructure and coastal infrastructure for AMP input, deterioration modelling and framing of forward maintenance programs
				9,917,000	1,180,720	225,000	8,511,280		

**City of Cockburn Annual Budget 2017/18
Plant-Replacement**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue	Justification
					\$	\$	\$	
62255	Plant Maintenance	Light Fleet	REPLACE	1,083,000	336,000	630,000	117,000	
33605	Plant Maintenance	Major Plants	REPLACE	2,239,000	482,000	1,757,000	0	
				3,322,000	818,000	2,387,000	117,000	

City of Cockburn Annual Budget 2017/18

Plant-New

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve	General Revenue	Justification
					\$	\$	\$	
1048	Plant Maintenance	Marina Boat & Trailer	NEW	29,000	0	0	29,000	Vessel required for marina & near shore waterway inspection, servicing (litter collect etc.) & incident response, purchase 2nd hand, trailer kept at depot
1049	Plant Maintenance	Playground Officer - New	NEW	29,000	0	0	29,000	Vehicle required for new position playground officer
928	Plant Maintenance	Ranger Vehicle Radio Purchases (New)	NEW	25,000	0	0	25,000	New Radio requests
1050	Plant Maintenance	Street Tree Officer - New	NEW	29,000	0	0	29,000	Vehicle required for new position street tree officer
847	Plant Maintenance	Truck Rubbish Recycle 29m3 (New)	NEW	385,000	0	385,000	0	As per request from L Davieson
1101	Plant Maintenance	Waste Education Utility	NEW	33,000	0	33,000	0	Vehicle for waste education function plus 3rd bin roll out team servicing (see attached request justification)
				530,000	0	418,000	112,000	

**City of Cockburn Annual Budget 2017/18
Software**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue	Justification
					\$	\$	\$	
551	Information Communication and Technology	Cisco 2000 Series Switch	NEW	20,000	0	0	20,000	
481	Information Communication and Technology	City Cloud Strategy	NEW	50,000	0	0	50,000	
547	Information Communication and Technology	Digital Plan Printer & Scanners - CW1356	NEW	86,000	0	86,000	0	
549	Information Communication and Technology	Henderson Weighbridge Office ICT fitout	NEW	15,000	0	15,000	0	
480	Information Communication and Technology	Public Wi-Fi Expansion	NEW	40,000	0	0	40,000	
552	Information Communication and Technology	Replacement microwave for Rotary Hill	NEW	10,000	0	10,000	0	
550	Information Communication and Technology	Replacement UPS (2)	NEW	80,000	0	0	80,000	
553	Information Communication and Technology	SMS Transactional System (for DR)	NEW	20,000	0	0	20,000	
479	Information Communication and Technology	Unified Communication System	NEW	500,000	0	0	500,000	
351	GIS Services	ESRI	NEW	10,000	0	0	10,000	Mapinfo SLA is due June 2017. If it is decided to move the City to total system in ESRI and additional 10k is required
350	GIS Services	Urban Forest	NEW	7,000	0	0	7,000	Parks doing canopy cover assessment, 7k covers 2xNear Infrared Imagery
349	GIS Services	Waste Trucks, Phase 2	UPGRADE	30,000	0	0	30,000	Training/Apps/Consultancy
474	Business Systems Services	CCTV Network Redesign	NEW	25,000	0	0	25,000	
476	Business Systems Services	Cockburn 'Litter Busters' Tech Requirements	NEW	80,000	0	0	80,000	
345	Business Systems Services	CoSafe Incident Reporting System	NEW	60,000	0	0	60,000	
316	Business Systems Services	Electronic Outcome Measurement & Reporting FWK	NEW	20,000	0	0	20,000	
315	Business Systems Services	Environmental Health - BP Improvements	RENEWAL	50,000	0	0	50,000	
319	Business Systems Services	eProcurement	REPLACE	30,000	0	0	30,000	
320	Business Systems Services	Grant Funding Management	REPLACE	20,000	0	0	20,000	
473	Business Systems Services	IS Disaster Recovery Plan - Phase II	NEW	25,000	0	0	25,000	
314	Business Systems Services	Noise Management System	NEW	0	0	0	0	
322	Business Systems Services	Online Payments	REPLACE	15,000	0	0	15,000	
323	Business Systems Services	Parking Management System	NEW	40,000	0	0	40,000	
475	Business Systems Services	Redev of Council Chamber AV Systems	NEW	120,000	0	0	120,000	
318	Business Systems Services	Traffic Management System	NEW	25,000	0	0	25,000	
477	Business Systems Services	WCAG 2.0 Accessibility Consultancy	NEW	24,000	0	0	24,000	
478	Business Systems Services	WCAG 2.0 Accessibility Software	NEW	7,000	0	0	7,000	
471	Business Systems Services	Website Replacement Project - Phase II	NEW	217,800	0	0	217,800	
321	Business Systems Services	Youth Leadership & Digital Youth Engagement Platform Trial	NEW	20,000	0	0	20,000	
529	Ranger and Community Safety	CCTV Co Safe vehicles	NEW	42,175	0	42,175	0	
527	Ranger and Community Safety	CCTV Cockburn ARC Boardwalk	NEW	46,200	0	46,200	0	
526	Ranger and Community Safety	CCTV Port Coogee Ngarkal Beach	NEW	41,800	0	41,800	0	
523	Ranger and Community Safety	CCTV Replacement upgrade for City Plant	REPLACE	24,000	0	24,000	0	This needs to be a recurrent cost for plant replacement every 3 years approx cost per vehicle \$12,000 averaging 2 plant per year
528	Ranger and Community Safety	CCTV Yarra Vista Dog Park	NEW	54,940	0	54,940	0	
524	Ranger and Community Safety	Cosafe Mobility Program	NEW	60,000	0	60,000	0	Moving from paper based program to electronic system
525	Ranger and Community Safety	Ranger Vehicle Base Sets ,Repeater & Portable Boosters	NEW	40,000	0	40,000	0	
				1,955,915	0	420,115	1,535,800	

**City of Cockburn Annual Budget 2017/18
Public Art**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue	Justification
					\$	\$	\$	
337	Events and Culture	Public Art - Coolbellup Water Towers Project	NEW	80,000	0	0	80,000	Coolbellup water towers have long been a desired art project from the community and elected members and discussions with FORM on partnering with this project have been positive and would be possible in the next financial year.
				80,000	0	0	80,000	

**City of Cockburn Annual Budget 2017/18
Roads-Grouped by Activity**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue \$	Justification
					\$	\$		
961	Waste Disposal Services	Construction new Road (Cell 3)	NEW	140,000	0	140,000	0	Access to Cell 7
Waste Disposal Services		Activity: Waste Disposal - CW		140,000	0	140,000	0	
959	Road Construction and Maintenance	Bus Shelter Replacement Program (CW3611)	RENEWAL	80,000	0	0	80,000	
1107	Road Construction and Maintenance	Bus Stop Facilities - New Project (CW3461)	NEW	80,000	40,000	0	40,000	
Road Construction and Maintenance		Activity: Bus Shelter Const CW		160,000	40,000	0	120,000	
1069	Road Construction and Maintenance	Spearwood Avenue Duplication (Beeliar to Barrington)	UPGRADE	3,700,000	2,466,667	1,233,333	0	
Road Construction and Maintenance		Activity: MRRG Rd Const - CW		3,700,000	2,466,667	1,233,333	0	
1076	Road Construction and Maintenance	Jandakot Warton Road turning pocket	UPGRADE	180,000	0	0	180,000	
1074	Road Construction and Maintenance	Spearwood Avenue Rockingham Road upgrade	UPGRADE	175,000	116,667	0	58,333	
Road Construction and Maintenance		Activity: State Blackspot CW		355,000	116,667	0	238,333	
998	Road Construction and Maintenance	Albion Ave (Splash to Fawcett)	RENEWAL	85,200	0	0	85,200	
1012	Road Construction and Maintenance	Barberry Way (Kalmia to Barrington)	RENEWAL	54,000	0	0	54,000	
1000	Road Construction and Maintenance	Beckett Close (Asquith to Beckett)	RENEWAL	95,200	0	0	95,200	
1009	Road Construction and Maintenance	Boyd Crescent	RENEWAL	42,750	0	0	42,750	
1013	Road Construction and Maintenance	Cocos Drive	RENEWAL	25,000	0	0	25,000	
1007	Road Construction and Maintenance	Colridge place	RENEWAL	27,300	0	0	27,300	
1016	Road Construction and Maintenance	Corokia (Barberry to Kalmia)	RENEWAL	60,750	0	0	60,750	
1015	Road Construction and Maintenance	Cracksealing Various (Opus Report)	RENEWAL	34,430	0	0	34,430	
1017	Road Construction and Maintenance	Discovery (North Lake to Sustainable)	RENEWAL	60,750	0	0	60,750	
1010	Road Construction and Maintenance	Emile Court	RENEWAL	25,560	0	0	25,560	
997	Road Construction and Maintenance	Frankland Ave (Gaebler south to development)	RENEWAL	70,000	70,000	0	0	
1001	Road Construction and Maintenance	Grenada lane (Sunflower to St Joseph)	RENEWAL	19,110	0	0	19,110	Repairs completed in black no red available thin pavement failing
1021	Road Construction and Maintenance	Lyon and Gaebler roundabout to Talisaker	RENEWAL	60,000	0	0	60,000	
1002	Road Construction and Maintenance	Masefield Ave (Progress to Monaco)	RENEWAL	120,125	120,125	0	0	
1006	Road Construction and Maintenance	Monaco Ave (Ashcam to Yates)	RENEWAL	156,000	0	0	156,000	
1003	Road Construction and Maintenance	Pope Mews	RENEWAL	14,700	0	0	14,700	
1011	Road Construction and Maintenance	Redmond Road	RENEWAL	14,700	0	0	14,700	
999	Road Construction and Maintenance	Sciano Ave (Hampstead to Cul De Sac)	RENEWAL	56,080	0	0	56,080	
1014	Road Construction and Maintenance	Tuart Place	RENEWAL	31,680	31,680	0	0	
1008	Road Construction and Maintenance	Wattleup Road (Tomislav to Moylan)	RENEWAL	105,500	0	0	105,500	
1004	Road Construction and Maintenance	Wyss Lane	RENEWAL	19,500	0	0	19,500	
1005	Road Construction and Maintenance	Yates Court	RENEWAL	15,850	0	0	15,850	
Road Construction and Maintenance		Activity: Resurfacing - CW		1,194,185	221,805	0	972,380	
1091	Road Construction and Maintenance	Bibra Lake LED Replacement Lamps	REPLACE	24,000	0	0	24,000	Bramley waters area 24 inefficient high maintenance lights,
1071	Road Construction and Maintenance	Jandakot Road design and project development	UPGRADE	150,000	0	0	150,000	
1093	Road Construction and Maintenance	Mayor Road Street Lighting upgrade	NEW	176,000	0	0	176,000	
1092	Road Construction and Maintenance	(No Suggestions) Cove LED replacement Lamps	REPLACE	25,000	0	0	25,000	Inefficient lighting disconnect under railway
1066	Road Construction and Maintenance	Minor Roadworks - New Projects (CW2364)	NEW	85,000	0	0	85,000	
1067	Road Construction and Maintenance	Rollinson Lighting upgrade	NEW	60,000	0	0	60,000	CR's RDM16/1941 & RDM17/0152
1085	Road Construction and Maintenance	Russell Hammond and Frankland Roundabout	UPGRADE	1,000,000	250,000	0	750,000	
1072	Road Construction and Maintenance	Russell Lorimer design intersection improvements	UPGRADE	30,000	0	0	30,000	
1087	Road Construction and Maintenance	Russell Rd/Frankland Rd - Services Relocations	UPGRADE	699,503	699,503	0	0	
1084	Road Construction and Maintenance	Solar lighting on the Harmony Board Walk at Atwell's Harvest Lake	NEW	25,000	0	0	25,000	
1065	Road Construction and Maintenance	Street Lighting System - Various Enhancements (CW2363)	NEW	90,000	0	0	90,000	
1115	Road Construction and Maintenance	Verde Drive (with roundabout) Jandakot	NEW	1,200,000	0	1,200,000	0	
Road Construction and Maintenance		Activity: Roads Construct - CW		3,564,503	949,503	1,200,000	1,415,000	

**City of Cockburn Annual Budget 2017/18
Roads-Grouped by Activity**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue \$	Justification
					\$	\$		
1086	Road Construction and Maintenance	Fawcett Road Closure	UPGRADE	50,000	0	0	50,000	
1079	Road Construction and Maintenance	Parking and signage (CW2492)	UPGRADE	20,000	0	0	20,000	
1077	Road Construction and Maintenance	Phoenix and North Lake turning pocket relocate services	UPGRADE	170,000	0	0	170,000	
1024	Road Construction and Maintenance	Poppy Street Signs	NEW	50,000	0	0	50,000	
1082	Road Construction and Maintenance	Rigby Avenue Traffic Study, Spearwood	NEW	100,000	0	0	100,000	
1078	Road Construction and Maintenance	Stephano and Coolbellup Ave	UPGRADE	40,000	0	0	40,000	
1114	Road Construction and Maintenance	Swallowtail Drive Yangebup - Traffic Calming	UPGRADE	120,000	0	0	120,000	Safety Priority
1081	Road Construction and Maintenance	Traffic Safety Management (CW2375)	UPGRADE	120,000	0	0	120,000	
Road Construction and Maintenance		Activity: Traffic Mngmt - CW		670,000	0	0	670,000	
703	Road Construction and Maintenance	Beeliar Drive (Rockingham Road roundabout)	RENEWAL	58,300	38,867	0	19,433	MRRG submission
702	Road Construction and Maintenance	Beeliar Drive (Rockingham to Stock)	RENEWAL	54,000	36,000	0	18,000	MRRG submission
722	Road Construction and Maintenance	Berrigan/Jandakot roundabout	RENEWAL	78,400	52,267	0	26,133	MRRG
704	Road Construction and Maintenance	Cockburn Road (Gemma To Navel Base Car Park)	RENEWAL	67,800	45,200	0	22,600	MRRG Submission
705	Road Construction and Maintenance	Discovery Drive (Bushland to Renewable)	RENEWAL	63,900	42,600	0	21,300	MRRG submission
701	Road Construction and Maintenance	Discovery Renewable to North Lake)	RENEWAL	62,300	41,533	0	20,767	MRRG submission
706	Road Construction and Maintenance	Doolette (Spearwood to Phoenix)	RENEWAL	233,000	155,333	0	77,667	MRRG Submission
707	Road Construction and Maintenance	Mayor Road (Cockburn to Peel)	RENEWAL	117,500	78,333	0	39,167	MRRG submission
708	Road Construction and Maintenance	North Lake Road (Forrest to Phoenix)	RENEWAL	77,900	51,933	0	25,967	MRRG submission
709	Road Construction and Maintenance	Phoenix (Sudlow to North Lake)	RENEWAL	72,500	48,333	0	24,167	MRRG submission
710	Road Construction and Maintenance	Spearwood Ave (Barrington to Yangebup)	RENEWAL	155,700	103,800	0	51,900	MRRG submission
720	Road Construction and Maintenance	Yangebup Road (Spearwood to Williambury)	RENEWAL	159,800	106,533	0	53,267	MRRG
Road Construction and Maintenance		Activity: MRRG Rd Rehab - CW		1,201,100	800,732	0	400,368	
347	GIS Services	Smart Parking	NEW	20,000	0	0	20,000	Smart parking to advance engineering parking strategy and IS Smart Cities
GIS Services		Activity: GIS Services - CW		20,000	0	0	20,000	
				11,004,788	4,595,374	2,573,333	3,836,081	

City of Cockburn Annual Budget 2017/18

Footpaths

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue \$	Justification
					\$	\$		
973	Road Construction and Maintenance	Amberley Way	NEW	40,700	0	0	40,700	RDM16/1157
993	Road Construction and Maintenance	Asquith Street Shelly to Rockingham	RENEWAL	43,810	0	0	43,810	Opus report condition 5
991	Road Construction and Maintenance	AW Gumina to Cepa	RENEWAL	27,560	0	0	27,560	Opus report condition 5
983	Road Construction and Maintenance	AW Marvell to Compton	RENEWAL	14,625	0	0	14,625	Opus report condition 5
984	Road Construction and Maintenance	AW Marvell to Noyes	RENEWAL	12,870	0	0	12,870	Opus report condition 5
986	Road Construction and Maintenance	AW Mollerin to Elderberry	RENEWAL	8,775	0	0	8,775	Elderberry end only Widen to full access way width minimise maintenance
990	Road Construction and Maintenance	AW Mollica to Watercress	RENEWAL	16,100	0	0	16,100	Opus report condition 5
989	Road Construction and Maintenance	AW Spearwood to Adela	RENEWAL	25,740	0	0	25,740	Opus report condition 5
985	Road Construction and Maintenance	AW Troode to Gumina	RENEWAL	16,765	0	0	16,765	Opus report condition 5
992	Road Construction and Maintenance	Barrett Street Rockingham to Marvell	RENEWAL	46,898	0	0	46,898	Opus report condition 5
732	Road Construction and Maintenance	Bicycle Network East	NEW	250,000	250,000	0	0	
731	Road Construction and Maintenance	Bicycle Network West	NEW	500,000	500,000	0	0	
1080	Road Construction and Maintenance	Children's Crossing (CW2970)	UPGRADE	10,000	0	0	10,000	
978	Road Construction and Maintenance	Cockburn Central renewals developing area	RENEWAL	22,000	0	0	22,000	Development area
977	Road Construction and Maintenance	Cockburn Road (Rollinson to Boyd)	NEW	39,000	0	0	39,000	RDM16/2157 & RDM17/0055
976	Road Construction and Maintenance	Corner Barcombe/Heatherlea to Karel	NEW	6,600	0	0	6,600	RDM16/1775
981	Road Construction and Maintenance	DeMarchi Park paths	RENEWAL	8,500	0	0	8,500	Opus Report several trip hazards replace brick sections with concrete
994	Road Construction and Maintenance	Discovery Drive Spearwood to North Lake	RENEWAL	19,500	0	0	19,500	Opus report condition 5
1019	Road Construction and Maintenance	Favazzo Place Hamilton to Bramston, Spearwood	NEW	24,750	0	0	24,750	RDM17/0107
970	Road Construction and Maintenance	Fawcett Road (West Churchill to Ingrilli)	NEW	226,250	0	0	226,250	RDM16/2130
1018	Road Construction and Maintenance	Frankland Gaebler South to Development Asphalt path	NEW	89,375	0	0	89,375	
980	Road Construction and Maintenance	Hargreaves Park paths	RENEWAL	25,000	0	0	25,000	Opus Report several trip hazards replace brick sections with concrete
987	Road Construction and Maintenance	King Street Element to Hillcrest	RENEWAL	18,625	0	0	18,625	Opus report condition 5
1022	Road Construction and Maintenance	Lyon Road Talisaker to Gaebler	RENEWAL	19,000	0	0	19,000	
966	Road Construction and Maintenance	Minor Footpaths (CW3429)	NEW	85,000	0	0	85,000	New requests for minor paths
972	Road Construction and Maintenance	Mondara Circle	NEW	57,915	0	0	57,915	RDM16/1804
1083	Road Construction and Maintenance	Moon Deck Footpath Trial	NEW	50,000	0	0	50,000	
996	Road Construction and Maintenance	Nineham Way Cobine to Scales	RENEWAL	30,712	0	0	30,712	Opus report condition 5
979	Road Construction and Maintenance	North Coogee renewals Developing area	RENEWAL	16,500	0	0	16,500	Development area
995	Road Construction and Maintenance	Parakeet Way	RENEWAL	27,685	0	0	27,685	Opus report condition 5
971	Road Construction and Maintenance	Phoenix Road near Port Kembla Safe crossing	NEW	23,500	0	0	23,500	No crossing near Port Kembla
967	Road Construction and Maintenance	Rutherford Wentworth to Sweetwater)	NEW	16,500	0	0	16,500	New link path Abin Grove train station
974	Road Construction and Maintenance	Sciano Ave To Alabaster	NEW	25,000	0	0	25,000	RDM16/1548
965	Road Construction and Maintenance	Spearwood and Bluebush intersection	NEW	30,000	0	0	30,000	No Safe crossing Northern side roundabout
969	Road Construction and Maintenance	St Joseph Parade (Grenda to Wentworth)	NEW	15,400	0	0	15,400	RDM16/1637
1031	Road Construction and Maintenance	Steiner Reserve Atwell	NEW	30,000	0	0	30,000	
982	Road Construction and Maintenance	Treeby renewals	RENEWAL	16,500	0	0	16,500	Development area
988	Road Construction and Maintenance	West Churchill Ave Coogee to Rockingham	RENEWAL	21,285	0	0	21,285	Opus report condition 5
				1,958,440	750,000	0	1,208,440	

**City of Cockburn Annual Budget 2017/18
Drainage**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue	Justification
					\$	\$	\$	
743	Road Construction and Maintenance	Carmody Street (#22)	UPGRADE	8,000	0	0	8,000	Flooding new SEP required
712	Road Construction and Maintenance	Coppito Circle Sump Fence Replacement	REPLACE	46,000	0	0	46,000	Persistent vandalism
748	Road Construction and Maintenance	Crossville and Russell construction, Success	UPGRADE	123,500	0	0	123,500	flooding due to capacity issues
738	Road Construction and Maintenance	Drainage Minor Improvements (CW2491)	NEW	85,000	0	0	85,000	
747	Road Construction and Maintenance	Hamilton Road Stage 2 works	UPGRADE	211,000	0	0	211,000	flooding due to capacity issues
717	Road Construction and Maintenance	Hanlon Street Sump Catchment study and increase capacity	UPGRADE	40,000	0	0	40,000	Repeated flooding through park and damaging fence lines
688	Road Construction and Maintenance	Lesueur Pass Sump Fence	REPLACE	48,000	0	0	48,000	Timber pinelap white ants replacement fence required
713	Road Construction and Maintenance	Marigold Sump Garrison Fence upgrade	REPLACE	28,000	0	0	28,000	Chain mesh constantly cut
689	Road Construction and Maintenance	Phoenix Road Sump	REPLACE	48,000	0	0	48,000	Timber pinelap white ants replacement fence required
746	Road Construction and Maintenance	Russell Road opposite Moylan	UPGRADE	57,500	0	0	57,500	Road Flooding no Drainage Water pooling in verge
740	Road Construction and Maintenance	South Lake CCTV survey Asset condition rating	RENEWAL	7,500	0	0	7,500	Flow issues, critical system lake levels
742	Road Construction and Maintenance	Success Sporting Complex drainage upgrade	UPGRADE	175,000	0	0	175,000	Flooding drainage not linked to outflow system
745	Road Construction and Maintenance	Sudlow Road Spearwood to Ambitious Design and Construct	UPGRADE	97,500	0	0	97,500	Road Flooding no Drainage Water pooling in verge
739	Road Construction and Maintenance	Yangebup Road Atco gas compliance wash out	NEW	25,000	0	0	25,000	ATCO Gas compliance constant wash out exposing HP Gas line
				1,000,000	0	0	1,000,000	

**City of Cockburn Annual Budget 2017/18
Landfill**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Funding	Reserve Funding	General Revenue	Justification
					\$	\$	\$	
960	Waste Disposal Services	Fence Replacement	NEW	20,000	0	20,000	0	To upgrade vandalised, repaired existing fence
964	Waste Disposal Services	ITC Weighbridge Fitout	NEW	10,000	0	10,000	0	Manager of IT request to improve function and safety in the weighbridge
1099	Waste Disposal Services	Litter Prevention	NEW	50,000	0	50,000	0	Litter Prevention
963	Waste Disposal Services	Mobile Wind Barriers	NEW	40,000	0	40,000	0	Improvement to push wall
1100	Waste Disposal Services	Pump Monitors		25,000	0	25,000	0	Leachate measurement as per our Leachate management strategy
962	Waste Disposal Services	Transfer Station (CW1920)		45,000	0	45,000	0	Upgrade push wall and bin purchase, increase on \$45K on top of 16/17 expected cfwd of \$37K
				190,000	0	190,000	0	

**City of Cockburn Annual Budget 2017/18
Capital-Other**

ID	Service Unit Description	Project Description	Asset Spend Type	Cost \$	External Fundina	Reserve Fundina	General Revenue	Justification
					\$	\$	\$	
1106	Waste Collection Services	Garden Waste Bin Rollout	NEW	509,000	300,000	0	209,000	Purchase of bins and lids to implement garden waste bin rollout program as per Council decision
1020	Port Coogee Marina	Marina Chafers for C/D Jetty pull up area	NEW	40,000	0	0	40,000	Provides safer boat loading from main boardwalk wharf area
1023	Port Coogee Marina	Port Coogee Marina Precinct carpark, bin store and path access treatment	UPGRADE	280,000	0	0	280,000	Needed to satisfy short to medium term bin storage treatment and demand for formed fenced parking area(s) with trafficable path access
				829,000	300,000	0	529,000	

**City of Cockburn Annual Budget 2017/18
New Staff (Non-Capital)**

ID	Service Unit Description	Position Description	10 Yr Plan	Cost \$	External Funding	Reserve Funding	General Revenue	Justification
					\$	\$	\$	
5	Information Communication and Technology	Systems Support Officer	YES	41,269			41,269	Changed from Irrigation Fitter as advised by Lou Viera (2/5 NM)
8	Ranger and Community Safety	Bush Fire Inspection and Mitigation Officer	YES	63,491			63,491	
9	Family and Community Development	Multicultural Officer	YES	82,538			82,538	
7	Communications and Marketing	Digital Communications Officer	YES	82,538			82,538	
6	Environmental Health Services	Environmental Health Officer	YES	25,946			25,946	
4	Waste Collection Services	Waste Driver	YES	41,269			41,269	
3	Parks Construction and Maintenance	Playground Officer	YES	82,538			82,538	
2	Parks Construction and Maintenance	Street Tree Officer	YES	82,538			82,538	
1	Port Coogee Marina	Marina Customer & Administrative Support Officer	YES	33,836			33,836	
				535,965	0	0	535,965	

**City of Cockburn Annual Budget 2017/18
New Initiative (Non-Capital)**

ID	Service Unit Description	Project Description	Recurrent or Non-Recurrent	Cost \$	External Funding		Reserve Funding \$	General Revenue \$	Justification
					Description	\$			
34	Civic Support	Swearing In Dinner - OP9606	YES	20,000		0	0	20,000	Election year, ergo Swearing In Dinner. [Recurrent every 2 yrs. Reduced as per SD. SN27/3]
35	Records	Knowledge Management Project	NO	82,000		0	0	82,000	Records Management identified as a high risk in the Strategic Risk Register. A Knowledge Management Project has been developed to address this risk. These funds will be used for additional resources to assist with the project. See ECM Doc Set ID 5525771
47	Management Libraries	Rebranding	NO	25,000		0	0	25,000	Required to be completed before library website upgrade and identified the Communication Strategy and Action Plan 2012-2017 Objective 8 . See attached quote est
1	Recreation Services	Healthy Canteen Funding Program	YES	5,000		0	0	5,000	Funding Program to support clubs implement healthy canteen initiatives
24	Ranger and Community Safety	Bushfire Mitigation Works	YES	210,000		0	0	210,000	Subject to City's adopted BFRMP
2	Ranger and Community Safety	Ranger Education Program	YES	8,000		0	0	8,000	Justification attached
9	Family and Community Development	AEDC activities	NO	5,000		0	0	5,000	
4	Family and Community Development	Children's Services customer survey	NO	5,000		0	0	5,000	
5	Family and Community Development	Community Leadership initiative	YES	5,000		0	0	5,000	
6	Family and Community Development	Community Learning site	YES	2,000		0	0	2,000	
7	Family and Community Development	Community signs	YES	6,000		0	0	6,000	
3	Family and Community Development	Disability Access Inclusion Plan Consultant	NO	30,000		0	0	30,000	attachment added
52	Family and Community Development	Family Week Event	YES	5,000		0	0	5,000	
15	Family and Community Development	Harmony Week Event	NO	5,000		0	0	5,000	attachment added
10	Family and Community Development	Skateboarding clinics	NO	8,000		0	0	8,000	
11	Seniors Services	Cockburn Seniors Directory	NO	12,000		0	0	12,000	see attachment
8	Seniors Services	Replacement of Audio Equipment	NO	4,690		0	0	4,690	see attachment
28	Communications and Marketing	Branding phase 3	YES	25,000		0	0	25,000	see attached
19	Communications and Marketing	Digital Strategist	NO	8,400		0	0	8,400	see attached
21	Communications and Marketing	Make large documents accessible	YES	5,000		0	0	5,000	see attached
22	Communications and Marketing	New Website focus groups	NO	10,000		0	0	10,000	the importance of the tool and the amount we have spend on the website justifies focus groups
17	Communications and Marketing	One full day writing course	YES	4,000		0	0	4,000	see attached
27	Communications and Marketing	Research Communications Strategy	NO	25,000		0	0	25,000	
64	Waste Collection Services	Intellitrac software support and upgrade	YES	15,000		0	0	15,000	
56	Parks Construction and Maintenance	Briggs Street	YES	6,474		0	0	6,474	Developed unvested block into Parklands. Park project completed by September 2017.
44	Parks Construction and Maintenance	Cilantro Park	YES	39,762		0	0	39,762	New park handed from developers. Handover August 2017
55	Parks Construction and Maintenance	Cross Road South (North of Galipo Park)	YES	4,407		0	0	4,407	New park handed from developers. Handover September 2017
53	Parks Construction and Maintenance	David Gregg Park	YES	13,088		0	0	13,088	New park handed from developers. Handover October 2017.
41	Parks Construction and Maintenance	Delaronde Park	YES	12,367		0	0	12,367	New park from developers. Hand over Sept 17
38	Parks Construction and Maintenance	Galipo Park	YES	8,217		0	0	8,217	New park from developers. Hand over Sept 17
40	Parks Construction and Maintenance	Marquis - Reserve East	YES	8,390		0	0	8,390	New reserve from developers. Hand over Sept 17
39	Parks Construction and Maintenance	Marquis - Reserve North	YES	4,268		0	0	4,268	New reserve from developers. Hand over Sept 17
43	Parks Construction and Maintenance	Plumosa Park	YES	3,154		0	0	3,154	
54	Parks Construction and Maintenance	Rollinson Park North	YES	4,474		0	0	4,474	New park from developer. Handover December 2017.
45	Parks Construction and Maintenance	Santori - Park	YES	26,950		0	0	26,950	New park from developer. Handed over September 2017.
57	Parks Construction and Maintenance	Woodlands Park	YES	7,150		0	0	7,150	New park from developer. Hand over June 2017
50	Road Construction and Maintenance	Condition survey updates	NO	5,000		0	0	5,000	
51	Road Construction and Maintenance	Specialist consultants Street Lighting	NO	10,000		0	0	10,000	
63	Port Coogee Marina	Ngarkal Beach Rock Removal & Beach Reshaping	NO	105,000		0	0	105,000	Required to create stable amenable and safer swimming beach area [Trf frm 18CWBM. SN27/3]
59	Port Coogee Marina	Port Coogee Marina Periodic Maintenance - (OP6258)	NO	100,000		0	0	100,000	[Reduced as per SD. SN27/3]
65	Coastal Engineering Services	Coastal Monitoring - OP6245	YES	45,000		0	0	45,000	From 18CWBM as per SD SN29/3
67	Coastal Engineering Services	Coastal Vulnerability & Adaptation (inc CSCA) - OP9176	YES	50,000		0	0	50,000	From 18CWBM as per SD SN29/3
66	Coastal Engineering Services	Eco Shark Barrier - OP6249	YES	95,000		0	0	95,000	From 18CWBM as per SD SN29/3
				1,078,791	0	0	0	1,078,791	

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
<u>FINANCE & CORPORATE SERVICES</u>				
FINANCE				
<u>Property, Rating & Revenue Services</u>				
• Rate Account Search	C	No	30.00	30.00
• Rates Instalment Fee (per instalment)	C	No	5.00	5.00
• Payment Arrangement Admin Fee	C	No	20.00	20.00
• Rate Notice Reprint per notice up to max \$100 per property (prior years)	C	No	20.00	20.00
• Transaction Information Search/Rates Certificate	C	No	20.00	20.00
• Refund Fee (including bank reversal initiated by ratepayer)	C	No	20.00	20.00
• Dishonoured Cheque Processing Fee	C	No	35.00	35.00
• BCITF Admin. Fee	S	Yes	8.25	8.25
• BSL Admin. Fee	S	No	5.50	5.50
• Direct Debit Admin Fee	C	No	20.00	20.00
• Direct Debit Default Fee	C	No	15.00	15.00
• Rates Settlement Statement Reprint/Resend Fee	C	No	20.00	20.00
• Legal Fees	C	No	N/A	At Cost
• Memorandum of Consent Order	C	No	N/A	At Cost
• Debt Clearance Letter	C	No	N/A	20.00
<u>FREEDOM OF INFORMATION (FOI) FEES</u>				
Application Fee	S	No	30.00	30.00
<u>Charges</u>				
Charge for time dealing with application (per hour, or pro-rata for a part of an hour)	S	No	30.00	30.00
Charge for access time supervised by staff (per hour, or pro-rata for a part of an hour)	S	No	30.00	30.00
Charges for photocopying				
• per hour, or pro-rata for a part of an hour of staff time	S	No	30.00	30.00
• per copy	S	No	0.20	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)	S	No	30.00	30.00
Charge for duplicating a tape, film or computer information	S	No	Actual Cost	Actual Cost
<u>Advance Deposit</u>				
• 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.	S	No	25%	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.	S	No	75%	75%
<u>COMMUNITY SERVICES</u>				
ADMINISTRATION				
Sale of Publications				
Agenda Subscription (per copy)	C	Yes	13.99	13.99
ANIMAL CONTROL				

**City of Cockburn
FEES & CHARGES
2017/2018**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Impounding Livestock (any age or type)				
Ranger	S	No	-	-
Impounding	S	No	60.00	60.00
Sustenance (per day of part thereof)	S	No	20.00	20.00
Impounded after the hours of 7pm - 7am	S	No	90.00	90.00
Impounding Signs	S	No	30.00	30.00
Impounding Dogs				
• Impounding Dog	S	No	80.00	80.00
• Sustenance (per day or part thereof)	S	No	20.00	20.00
Impounding Cats				
• Impounding Cat	S	No	35.00	35.00
• Sustenance (per day or part thereof)	S	No	10.00	10.00
• Euthanasia (Where this fee is purely for the service of euthanising an animal at the request of the owner, the fee is taxable. If this fee is a fee for voluntarily surrendering an animal to council's impound, where the animal may be euthanised if not adopted out, the fee will be exempt as an impounding fee)				
• Cats	S	Yes/No	40.00	40.00
• Dogs	S	Yes/No	90.00	90.00
• Pups	S	Yes/No	25.00	25.00
• Pension Cardholders	S	Yes/No	45.00	45.00
• Dangerous Dog - Inspection of property	S	No	55.00	60.00
• Sale of Dog - (add \$60 microchipping costs if the dog is not microchipped yet)	S	N/A	40.00	Dogs are no longer sold by City unclaimed dog now go to K9 rescue
• Sale of Cat	S	N/A	20.00	The City does not sell unclaim cats these go to Cat Haven
OTHER LAW, ORDER & PUBLIC SAFETY				
Impounding Fees Vehicles				
• Towing Fee	C	No	120.00	150.00
• Holding fee (per day)	C	No	25.00	30.00
• Impounded Trolley	C	No	25.00	25.00
FIRE PREVENTION				
Administration Fee	C	No	35.00	40.00
Fire Break Inspection Fee for repeat offenders:				
• 2nd visit	C	No	70.00	70.00
• 3rd visit	C	No	100.00	100.00
Title Search and 4th visit	C	No	110.00	110.00
SECURITY				

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Security Levy	C	No	70.00	71.22
FAMILY SERVICES				
Atwell Playclub (fees reviewed every Calendar year) - July to Dec 2017	S	Yes	108.00	108.00
COCKBURN FAMILY DAY CARE				
The Family Day Care (FDC) Service required Policy establishes a Fee Statement Guideline within which Service Registered FDC Educators set their Fee Schedule (or provide written justification for approval outside these guidelines). The fees listed below are the Fees charged by Council for coordinating, supporting and resourcing the FDC Service.				
FDC Service Educator Levy	S	No	FDC Service Educator Levy= 90 cents per child per booked hours of care plus \$5 per week per Educator. Educators may add this Levy to their Fee Schedule in part or in full. Educator Fees must be Service Approved. No Capping.	FDC Service Educator Levy= 90 cents per child per booked hours of care plus \$5 per week per Educator. Educators may add this Levy to their Fee Schedule in part or in full. Educator Fees must be Service Approved. No Capping.
FDC Service Family Levy	S	No	FDC Service Family Levy - \$10 per week per child booked in care regardless of the enrolment contract.	FDC Service Family Levy - \$10 per week per child booked in care regardless of the enrolment contract.
FDC Service Educator Application Fee - GST Applicable	S	Yes	275.00	275.00
Transport Fee	S	No	\$10 per round trip to and from Play Session for Educator and children in care	\$10 per round trip to and from Play Session for Educator and children in care
Training Fee per Program	S	No	Included in the Application Fee of \$250.00	Included in the Application Fee of \$250.00

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
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The above Service Fees are fees charged by Council to either the FDC Educator or the parent who is enrolled in the FDC Service. All other fees are negotiated and agreed between the FDC Service and the Educator as per Commonwealth requirements

HOME & COMMUNITY CARE PROGRAM

HACC Fees are prescribed by the WA Dept of Health. Fees are means tested to two levels. Most clients pay the level 1 fee. The level 2 fee is full unit cost recovery per service but the weekly total is capped. The total level 1 fee for multiple services is capped at \$64.00 pw in and the total level 2 fee is capped at \$154.00 pw. There has been no indication of an increase in 2016/2017 but higher fees have been entered "to max" to allow a buffer for prescribed increases if necessary. Private clients are charged at a unit cost.

Sundry Income

• Centre-Based Day Care Level 2 or Private (max fee per day)	S	No	154.00	154.00
• Centre-Based Day Car level 1 fee per day to max	S	No	9.00	9.00
Centre-Based Day Care Transport Level 2 or Private	S	No	30.00	30.00
Centre-Based Day Care Transport (level 1 fee per trip)	S	No	3.00	3.00
• Kwobarup Level 2 or Private (max fee per day)	S	No	154.00	154.00
• Kwobarup (level 1 fee per day)	S	No	9.00	9.00
• Kwobarup transport Level 2 or Private (max fee per trip)	S	No	30.00	30.00
• Kwobarup transport (level 1 fee per trip)	S	No	3.00	3.00
• Respite Care Level 2 or Private max per hour	S	No	60.00	65.00
• Respite Care (fee level 1 per hour)	S	No	9.00	9.00
• Domestic Assistance Level 2 or Private max per hour	S	No	60.00	65.00
• Domestic Assistance level 1	S	No	9.00	9.00
• Home Maintenance Level 2 or Private max per hour	S	No	62.00	67.00
• Home Maintenance (fee per hour level 1)	S	No	9.00	9.00
• Meals for Centre Based Respite (to maximum)	S	No	12.00	13.00
Transport 0-10km level 2 or private max (0 - 30km)	S	No	40.00	65.00
Transport 0-10km level 1 (0-30km)	S	No	7.00	7.00
Transport 11-30km level 2 or private max (0-30km)	S	No	40.00	65.00
Transport 11-30km level 1 (0-30 km)	S	No	10.00	10.00
Transport 31-60km level 2 or private max per trip	S	No	45.00	70.00
Transport 31-60km level 1 per trip	S	No	12.00	12.00
Transport 61km or more level 2 or private max per trip	S	No	50.00	75.00
Transport 61km or more level 1 per trip	S	No	17.00	17.00
Social Support Outing per occasion level 2 or private max	S	No	60.00	65.00
Social Support Outing per occasion level 1	S	No	9.00	9.00
• Personal Care (per hour) level 2 or private max	S	No	62.00	67.00
• Personal Care (per hour) level 1	S	No	9.00	9.00

Home Care Packages.

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
<p>Clients pay a basic daily fee and, if applicable, a variable income-tested care fee for their Home Care Package. Legislated rates increase twice a year 20 March and 20 September in line with the changes to the Aged Pension. This applies to each client receiving a Home Care Package even if they are a couple. There are annual and lifetime limits/caps to income-tested care fees. These are \$10,552.18 per annum and \$63,313.28 Lifetime (with CPI increases). Clients can apply to the Dept of Social Services for financial hardship assistance. The client will never be denied care that they need because they cannot afford to pay. Clients can also purchase extra services to "top-up" their package. These are charged on a cost recovery basis.</p>				
Client Basic Fee per week (to maximum of 17.5% of single pension)	S	No	72.36	75.00
Weekly maximum income tested fee	S	No	197.91	200.00
Hourly fee for individual services (to max) Weekday business hours	S	No	62.00	67.00
Hourly fee for individual services (to max) Saturday business hours	S	No	69.00	84.00
Hourly fee for individual services (to max) Sunday business hours	S	No	79.00	100.00
Hourly fee for individual services (to max) Public Holiday and out of business hours	S	No	154.00	168.00
Administration Fee -Calendar Month	S	No	-	420.00
Case Management Fee - Calendar month	S	No	-	550.00
Exit Fee -One off maximum fee on exit	S	No	-	500.00
NDIS My Way				
NDIS My Way fees are quoted individually depending on need and generally capped within a pricing framework.				
Hourly fee for individual services (to max)	S	No	-	-
Hourly fee for shared services	S	No	19.00	35.00
Private services and Brokered Services				
Private and brokered services are priced at cost recovery including an administration element				
Hourly fee for individual services (to max) Weekday business hours	S	No	62.00	65.00
Hourly fee for individual services (to max) Saturday business hours	S	No	69.00	82.00
Hourly fee for individual services (to max) Sunday business hours	S	No	79.00	130.00
Hourly fee for individual services (to max) Public Holiday and out of business hours	S	No	154.00	165.00
IN HOME CARE PROGRAM				
IHC Service Educator Levy	S	No	Service Educator Levy \$15 per week, charged on a fortnightly basis on receipt of at least 1 child's attendance sheet for the CCMS process.	Service Educator Levy \$15 per week, charged on a fortnightly basis on receipt of at least 1 child's attendance sheet for the CCMS process.
• IHC Service Family Levy	S	No	Service Family Levy \$10 per week per child plus 60 cents per child per booked hours of care. Family Levy CAP of \$50 per week.	Service family Levy \$10 per week per child plus 60 cents per booked hours of care per week. No cap to Levy
IHC Service Educator Application Fee - GST Applicable	S	Yes	143.00	154.00
Training Fee per Program	S	No	Child Protection training fee within the Service Application Fee	Child Protection training fee within the Service Application Fee
COMMUNITY BUS HIRE				

**City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Bonds				
• Promo 33 Seater	S	No	200.00	250.00
• Hi Ace 12 seater	S	No	150.00	200.00
• Hi Ace (Seniors) 10 seater plus wheelchair access	S	No	150.00	200.00
Hire Charges:				
• Half day (6 hrs or less) - Promo 33 Seater	S	Yes	75.00	80.00
• Half day (6 hrs or less) - Hi Ace 12 seater	S	Yes	40.00	45.00
• Half day (6 hrs or less) - Hi Ace 10 seater plus wheelchair access	S	Yes	40.00	45.00
• Full day - Promo 33 Seater	S	Yes	150.00	155.00
• Full day - Hi Ace 12 seater	S	Yes	80.00	85.00
• Full day - Hi Ace 10 seater plus wheelchair access	S	Yes	80.00	85.00
Teen Vacation Programs				
• Activity, cost recovery to a maximum	S	Yes	32.00	32.00
Cockburn Youth Centre				
Main Hall - off peak time, per hour (8 am – 4 pm)	S	Yes	46.60	47.50
Main Hall - peak time, per hour (4 pm – 9 pm)	S	Yes	56.00	57.00
BOND	S	No	1,000.00	1,000.00
Activity/Creche, per hour (8 am – 4 pm)	S	Yes	26.20	26.20
Activity/Creche, per hour (4 pm – 9 pm)	S	Yes	35.00	35.00
BOND	S	No	500.00	500.00
Computer/Training Room, per hour (8 am – 4 pm)	S	Yes	27.80	28.50
Computer/Training Room, per hour (4 pm – 9 pm)	S	Yes	35.90	38.60
BOND	S	No	500.00	500.00
Blender Activity Room available for hire outside normal operating hours including all equipment, per hour	S	Yes	52.50	53.50
Minor Equipment Hire per item	S	Yes	3.80	3.80
Kitchen all hours, per hour	S	Yes	21.00	21.50
BOND	S	No	50.00	50.00
Music Room, per 5 hour block (rate for bands & group rehearsal only)	S	Yes	29.20	29.80
BOND	S	No	100.00	100.00
Foyer/Exhibition Space				
Fee per day (+ \$50 bond)	S	Yes	58.30	59.50
Fee per week (+ \$50 bond)	S	Yes	233.40	238.00
<i>All of the above less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"</i>				
Program Fees				
(maximum fee charged)	S	Yes	30.00	30.00

City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Holiday Activity Fees (maximum fee charged)	S	Yes	30.00	30.00
Event Entry Fees (maximum fee charged)	S	Yes	32.15	32.15
<i>Fees will be waived by the Coordinator for young people who are assessed as "at risk" by one of the City's Youth Workers</i>				
Seniors Centre - NEW				
Membership (Annually)	S	Yes	46.00	47.00
Casual Attendance (Daily)	S	Yes	4.00	4.00
Commercial Room Main Hall Hire (Hourly)	S	Yes	32.00	32.00
Dining Room	S	Yes	25.50	26.00
Activity Room	S	Yes	22.50	23.00
Art Room	S	Yes	22.50	23.00
Lounge	S	Yes	12.75	13.00
Community Group Main Hall Hire (Hourly)	S	Yes	25.50	26.00
Dining Room	S	Yes	18.00	19.00
Activity Room	S	Yes	12.75	13.00
Art Room	S	Yes	12.75	13.00
Lounge	S	Yes	7.75	8.00
Rent for Hairdresser/Podiatrist (daily)	S	Yes	35.00	35.00
Rent for Hairdresser/Podiatrist (half daily)	S	Yes	17.50	17.50
Meals 2 Courses	S	Yes	9.50	10.00
Meals 3 Courses Special events with tea and coffee (to maximum)	S	Yes	30.00	30.00
Main meal only including Take Away (to maximum)	S	Yes	6.75	7.00
Lemon, Lime Bitters	S	Yes	3.00	3.00
Can/ stubbie of light or mid strength beer	S	Yes	4.00	4.00
Can/ stubbie of full strength beer	S	Yes	5.00	5.00
Soft drink	S	Yes	1.50	1.50
Glass of wine	S	Yes	5.00	5.00
Cakes and desserts (max)	S	Yes	6.00	6.00
Tea, coffee, milo with packet of biscuits	S	Yes	0.60	0.50
Endless tea Coffee, Milo	S	Yes	1.00	1.00
Round of Sandwiches (max)	S	Yes	6.00	6.00
Activity (Cost recovery to maximum)	S	Yes	12.00	12.00
Outing (Cost recovery to daily maximum)	S	Yes	150.00	150.00
Centre Transport (per trip) per person	S	Yes	3.00	3.00
Centre Transport (per trip) per couple	S	Yes	4.00	4.00
Bus Fare for Outing Less than 40km round trip (per outing every passenger)	S	Yes	6.50	6.50
Bus Fare for Outing greater than 40km round trip (per outing every passenger)	S	Yes	12.00	12.00
Soup/Dessert Including Take Away	S	Yes	-	3.00
Movie Meal Deal	S	Yes	-	10.50
Courses (Max)	S	Yes	-	60.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Computer Class (Max)	S	Yes	-	60.00
HOURLY HALL HIRE CHARGES				
Small Room - Commercial Rate p/h	C	Yes	24.00	26.00
Small Rooms - Not for Profit Rate p/h	C	Yes	15.00	16.00
<ul style="list-style-type: none"> • Atwell Activity Area • Atwell Multi-purpose (Rooms 1 or 2) • Bibra Lake Activity Room • Centenary Hall - Supper Room • Harvest Lakes Activity Area • Harvest Lakes Child Activity Room • Harvest Lakes Environmental Room • Memorial Hall • Yangebup Activity Room • Len Packham Meeting Room 				
Medium Room - Commercial Rate p/h	C	Yes	27.00	29.00
Medium Room - Not for Profit Rate p/h	C	Yes	17.00	18.00
<ul style="list-style-type: none"> • Atwell Main hall • Atwell Multi-purpose combined • Banjup Hall • Bibra Lake Hall • East Beeliam Comm. Centre Meeting Room • Harvest Lakes Community Room • Jandakot Hall • South Coogee • Success Community Room 				
Large Room - Commercial Rate p/h	C	Yes	33.00	35.00
Large Room - Not for Profit Rate p/h	C	Yes	20.00	21.00
<ul style="list-style-type: none"> • Coogee Community Hall • East Beeliam Comm. Centre Main Hall • Memorial Hall • Yangebup Community Centre • Len Packham Main Hall • Coolbellup Community Hub - Activity Room 				
HALL HIRE-FUNCTION CHARGES (Bookings of 5 or more hours on Fri/Sat/Sun)				
Small Halls (0-50 people)	C	Yes	215.00	225.00
<ul style="list-style-type: none"> • Atwell Activity Area • Atwell Activity Room 1 and 2 • Bibra Lake Activity Room • Coolbellup Community Hub - Public Meeting Room • Harvest Lakes Activity Area • Harvest Lakes Child Activity Room • Harvest Lakes Environmental Room • Memorial Hall • Yangebup Activity Room 				

**City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• Len Packham Meeting Room				
Medium Halls (50-150 people)	C	Yes	390.00	400.00
• Aubin Grove Community Room				
• Atwell Main Hall				
• Atwell Multipurpose Room 1 & 2 combined				
• Banjup Hall				
• Bibra Lake Hall				
• East Beeliam Comm. Centre Meeting Room				
• Harvest Lakes Community Room				
• Jandakot Hall				
• South Coogee				
• Success Community Room				
Large Halls (150+ people)	C	Yes	560.00	580.00
• Coogee Community Hall				
• East Beeliam Comm. Centre Main Hall				
• Memorial Hall				
• Yangebup Community Centre				
• Len Pakham Main Hall				
Success Function Room Hire	C	Yes	660.00	680.00
Theatre/Exhibition Hire (per week)				
Community/Amateur				
Main Hall	C	Yes	500.00	550.00
Lesser Hall	C	Yes	350.00	350.00
Whole Facility	C	Yes	N/A	800.00
Professional Hire				
Main Hall	C	Yes	750.00	800.00
Lesser Hall	C	Yes	550.00	550.00
Whole Facility	C	Yes	N/A	1,250.00
Phoenix Theatre (per week)				
Main Hall	C	Yes	N/A	500.00
Key Charge (New)				
- Additional Abby key	C	Yes	50.00	50.00
- Additional Swipe card	C	Yes	25.00	25.00
Security Call Out Fee (New)				
- Casual hirer	C	Yes	80.00	80.00
- Regular hirer	C	Yes	50.00	50.00
TENNIS COURTS				
All Tennis Courts				
• Tennis Courts with lights (per hour)	C	Yes	15.00	15.00
RESERVE HIRE				
• Active Reserve Hire per day (Sports Only)	C	Yes	90.00	92.00
• Active Reserve Hire per hour (Sports Only)	C	Yes	25.00	26.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
•Active Reserve Hire with Lights per hour (Sports Only)	C	Yes	27.00	28.00
•Changeroom Hire per hour	C	Yes	30.00	30.00
•Toilet Block Hire per hour	C	Yes	20.00	20.00
•Passive Reserve Hire	C	Yes	-	-
•Reserve Hire - Weddings	C	Yes	50.00	55.00
•Reserve Power Charge per day	C	Yes	100.00	100.00
SCHOOL CARNIVAL (NEW)				
•Full Day Reserve Hire (Over 5hrs)	C	Yes	55.00	55.00
•Half Day Reserve Hire	C	Yes	35.00	35.00
•Toilet/Changerooms - Full Day	C	Yes	30.00	30.00
•Toilet/Changerooms - Half Day	C	Yes	15.00	15.00
•Changeroom Hire per hour	C	Yes	25.00	25.00
• Toilet Block Hire	C	Yes	15.00	15.00
Reserve Power (if power required a call out fee of \$50.00 is charged)	C	Yes	50.00	50.00
SPORTS GROUND SEASONAL HIRE				
<u>Seasonal Hire (per player per season)</u>				
Juniors Fees (per player)				
Grass Fees	C	Yes	4.00	4.00
Changerooms/Toilets	C	Yes	4.50	4.50
Clubrooms /Canteen	C	Yes	4.50	5.00
Seniors Fees (per player)				
Grass Fees (Training and Match)	C	Yes	48.00	50.00
Grass Fees (Training)	C	Yes	28.00	29.00
Grass Fees (Match)	C	Yes	26.00	27.00
Hard Court Fees (Training and Match)	C	Yes	35.00	35.00
Hard Court Fees (Training)	C	Yes	21.00	21.00
Hard Court fees (Match)	C	Yes	19.00	19.00
Changerooms/Toilets	C	Yes	6.00	7.00
Clubrooms/Canteen	C	Yes	6.00	6.00
(All fees for seasonal hire are attributed to the appropriate ground Account No.)				
Sports Lighting Charge - 23 cents per unit (As per meter reading)				
Recreation Traders License				
1 session (up to 5 hrs)	C	Yes	20.00	20.00
Monthly License Fee (3 sessions per week)	C	Yes	216.00	216.00
Half yearly license	C	Yes	750.00	750.00
Yearly License Fee	C	Yes	1,500.00	1,500.00
Application Fee	C	Yes	150.00	150.00
Events Application				
Application Fee - Private/Commercial Events	C	No	150.00	150.00
Facility/Park Clean per hour	C	Yes	50.00	50.00
Bin Hire for events - Cost/Bin	C	Yes	10.00	10.00
Event Reserve Hire	C	Yes	150.00	150.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Cockburn Integrated Health Clinic Room Hire				
Community Rooms 1 & 2	C	Yes	50.00	50.00
Conference Room	C	Yes	100.00	100.00
Community Markets				
Commercial - per stallholder	C	Yes	5.00	5.00
COCKBURN ARC				
<u>Facility/Room Hire</u>				
Bond - Commercial Special Event	C	Yes	1,800.00	1,800.00
Bond - Community	C	Yes	750.00	750.00
Commercial - Special Event	C	Yes	200% commercial rate	200% commercial rate
Cleaning Costs - Special Event	C	Yes	upto 125% cleaning charge on costed to the hirer	upto 125% cleaning charge on costed to the hirer
Function Supervisor - After Hours	C	Yes	upto 125% cleaning charge on costed to the hirer	upto 125% cleaning charge on costed to the hirer
<u>Facility Hire Bond</u>				
Bond Commercial	C	Yes	800.00	800.00
Bond Community	C	Yes	420.00	420.00
<u>Level 1 (Per Hour)</u>				
Group Fitness Studio - commercial	C	Yes	100.00	100.00
Group Fitness Studio - community	C	Yes	50.00	50.00
Group Fitness Studio - schools	C	Yes	25.00	25.00
Body and Mind Studio - commercial	C	Yes	75.00	75.00
Body and Mind Studio - community	C	Yes	37.50	37.50
Body and Mind Studio - schools	C	Yes	18.75	18.75
Indoor cycle - commercial	C	Yes	50.00	50.00
Indoor cycle - community	C	Yes	25.00	25.00
Indoor cycle - schools	C	Yes	12.50	12.50
Meeting room - commercial	C	Yes	50.00	50.00
Meeting room - community	C	Yes	25.00	25.00
Meeting room - schools	C	Yes	12.50	12.50
Assessment rooms	C	Yes	25.00	25.00
Personal Training Studio	C	Yes	50.00	50.00
<u>Service Fees - Room Hire</u>				
Group Fitness Instructor	C	Yes	upto 125% of employee costs on costed to the hirer	upto 125% of employee costs on costed to the hirer
Setup/ pack down fee (per hour)	C	Yes	upto 125% of employee costs on costed to the hirer	upto 125% of employee costs on costed to the hirer
<u>Sports Hall</u>				
Full court - commercial	C	Yes	100.00	100.00
Full court - community	C	Yes	50.00	50.00
Full court - schools	C	Yes	25.00	25.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Half court - commercial	C	Yes	50.00	50.00
Half court - community	C	Yes	25.00	25.00
Half court - schools	C	Yes	12.50	12.50
Badminton - per court	C	Yes	18.00	18.00
Umpire room	C	Yes	15.00	15.00
Sports Office	C	Yes	15.00	15.00
Casual court admission - per visit	C	Yes	7.00	7.00
<u>Service Fees - Sports</u>				
Referees, umpires etc	C	Yes	upto 125% of employee costs on costed to the hirer	upto 125% of employee costs on costed to the hirer
<u>Aquatic Lane Hire</u>				
Lane Hire (indoor) - commercial	C	Yes	40.00	40.00
Lane Hire (indoor) - community	C	Yes	20.00	20.00
Lane Hire (indoor) - schools	C	Yes	10.00	10.00
Lane Hire (outdoor) - commercial	C	Yes	50.00	50.00
Lane Hire (outdoor) - community	C	Yes	25.00	25.00
Lane Hire (outdoor) - schools	C	Yes	12.50	12.50
Learn to swim pool - commercial	C	Yes	40.00	40.00
Learn to swim pool - community	C	Yes	20.00	20.00
Learn to swim pool - schools	C	Yes	10.00	10.00
Warm water pool booking - peak	C	Yes	190.00	190.00
Warm water pool booking - off peak	C	Yes	114.00	114.00
Warm water - half pool booking - peak	C	Yes	95.00	95.00
Warm water - half pool booking - off peak	C	Yes	57.00	57.00
Recovery pools	C	Yes	60.00	60.00
<u>Service Fees - Aquatic Hire</u>				
Waterslide hire (hire cost only, excludes staff costs)	C	Yes	300.00	300.00
Pool inflatable hire (hire cost only, excludes staff costs)	C	Yes	150.00	150.00
Lifeguard	C	Yes	upto 125% of employee costs on costed to the hirer	upto 125% of employee costs on costed to the hirer
Instructor	C	Yes	upto 125% of employee costs on costed to the hirer	upto 125% of employee costs on costed to the hirer
Carnival equipment hire	C	Yes	100.00	100.00
Outdoor meeting room - commercial	C	Yes	75.00	75.00
Outdoor meeting room - community	C	Yes	37.50	37.50
Outdoor meeting room - schools	C	Yes	17.50	17.50
<u>Facility Membership</u>				
<u>Service Fees - Memberships</u>				
Cancellation of Direct Debit - within contract period	C	Yes	49.00	49.00
Lost card fee / Wrist band	C	Yes	5.00	5.00
Membership administration fee	C	Yes	15.00	15.00
Day pass (gym, group fitness, indoor cycle, pools) excluding wellness lounge	C	Yes	22.00	22.00
<u>Membership General</u>				
Lifestyle Active	C	Yes	20.00	20.00
Flexi Active	C	Yes	23.00	23.00
Lifestyle Aquatic	C	Yes	15.00	15.00
Flexi Aquatic	C	Yes	17.00	17.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Youth Active	C	Yes	15.00	15.00
Joining fee Adult Active	C	Yes	99.00	99.00
Joining fee Aquatic	C	Yes	49.00	49.00
<u>Membership Foundation</u>				
Foundation Stage 1	C	Yes	14.95	14.95
Foundation Stage 2	C	Yes	16.95	16.95
Foundation Stage 3	C	Yes	18.95	18.95
<u>Swim School Membership</u>				
Active Swim School	C	Yes	17.00	17.00
One on one swim lessons	C	Yes	50.00	50.00
<u>Children Services</u>				
<u>Creche</u>				
Per child	C	Yes	4.50	4.50
<u>Indoor Play Centre</u>				
Per child (per session)	C	Yes	8.00	8.00
<u>Birthday Parties</u>				
Dry Birthday Party (per child)	C	Yes	15.00	15.00
Aquatic Birthday Party (per child)	C	Yes	22.00	22.00
Inflatable Birthday Party (per child)	C	Yes	30.00	30.00
<u>Aquatics</u>				
<u>Pool General</u>				
Adult Entry (16 years+)	C	Yes	7.00	7.00
Concession or Child Entry	C	Yes	5.20	5.20
Under 3 years - FREE	C	N/A	Free	Free
Spectator Entry	C	Yes	2.50	2.50
School Entry	C	Yes	3.80	3.80
Family Pass (2x adult, 2x child or 1 x adult, 3 x child)	C	Yes	19.00	19.00
Spa, Sauna, Steam, Wellness pool	C	Yes	14.00	14.00
Adult Vouchers x 10	C	Yes	62.10	62.10
Adult Vouchers x 20	C	Yes	120.75	120.75
Adult Vouchers x 40	C	Yes	234.60	234.60
Child Vouchers x 10	C	Yes	46.80	46.80
Child Vouchers x 20	C	Yes	91.00	91.00
Child Vouchers x 40	C	Yes	176.80	176.80
<u>Vacswim Entry</u>				
Vacswim swimmer entry	C	Yes	4.50	4.50
Vacswim spectator entry	C	Yes	2.50	2.50
<u>Water Slides</u>				
Child swim entry + waterslide	C	Yes	12.00	12.00
Child swim waterslide upgrade	C	Yes	6.80	6.80
Adult swim entry + waterslide	C	Yes	15.40	15.40
Adult swim waterslide upgrade	C	Yes	8.40	8.40
Family swim entry + waterslide	C	Yes	46.00	46.00
Family swim waterslide upgrade	C	Yes	27.00	27.00
Adult member waterslide	C	Yes	8.40	8.40
Child member waterslide	C	Yes	6.80	6.80
<u>Team Sports</u>				

City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Senior Weekly Team Fees (all sports)	C	Yes	70.00	70.00
Junior Weekly Team Fees (all sports)	C	Yes	55.00	55.00
Forefit fees	C	Yes	upto 2 game fees	upto 2 game fees
Upfront payment option - on season fees	C	Yes	10% discount on game fee	10% discount on game fee
<u>Service Fees - Discounts, to apply to Memberships, Single Aquatic Entry Only</u>				
Schools Discount (off Community Rate)	C	Yes	25% off prescribed fee	25% off prescribed fee
Seniors and Concession Card Holder Discount (seniors & pension card, war and veterans card, health care card, student card, very important volunteer card)	C	Yes	20% off prescribed fee	20% off prescribed fee
Group Discount / Corporate 5 or more members	C	Yes	10% off prescribed fee, 5 or more members)	10% off prescribed fee, 5 or more members)
<u>Retail</u>				
Retail shop sales	C	Yes	Cost + Mark-up up to 150%	Cost + Mark-up up to 150%
<u>LIBRARY SERVICE ADMINISTRATION</u>				
Overdue Book Fine	C	No	5.00	5.00
Lost and damaged items are charged for at replacement cost				
Sundry Minor Revenue				
• Replacement plastic readers' ticket	C	No	3.00	3.00
• Readers' tickets lost through theft or misadventure, eg. house fire, flood	C	N/A	-	-
<u>Basic Facsimile Charges</u>				
• Metropolitan Area – up to 100kms.				
* 1st page	C	Yes	1.00	1.00
* Subsequent	C	Yes	0.60	0.60
• Rest of Australia, NZ & PG				
* 1st page	C	Yes	3.00	3.00
* Subsequent	C	Yes	1.00	1.00
• Rest of the World				
* 1st page	C	Yes	7.00	7.00
* Subsequent	C	Yes	1.50	1.50
Earbuds for public access computers	C	Yes	3.00	3.00
USB Sticks for public access computers	C	Yes	6.00	6.00
Library Bags	C	Yes	2.00	2.00
<u>SPEARWOOD LIBRARY</u>				
<u>Printing & Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
<u>Document Laminating</u>				
• A4	C	Yes	2.00	2.00
• A3	C	Yes	4.00	4.00
• Business Card	C	Yes	0.50	0.50
<u>COOLBELLUP LIBRARY</u>				
<u>Printing & Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
Document Laminating				
• A4	C	Yes	2.00	2.00
• A3	C	Yes	4.00	4.00
• Business Card	C	Yes	0.50	0.50
SUCCESS LIBRARY				
Printing & Photocopying				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
• A4	C	Yes	2.00	2.00
• Business Card	C	Yes	0.50	0.50
<u>PLANNING & DEVELOPMENT</u>				
LICENCE/REGISTRATION FEES				
Transfer of Licence Fee	S	No	41.00	41.00
Application for consent to establish an Offensive Trade	S	No	277.00	277.00
Offensive Trade Licence				
• Slaughterhouses (per year)	S	No	298.00	298.00
• Piggeries	S	No	298.00	298.00
• Artificial Manure Depots	S	No	211.00	211.00
• Bone Mills	S	No	171.00	171.00
• Places for Storing, Drying or Preserving Bones	S	No	171.00	171.00
• Fat Melting, Fat Extracting or Tallow Melting Establishment				
* Butcher Shops and similar	S	No	171.00	171.00
* Larger Establishments	S	No	298.00	298.00
• Blood Drying	S	No	171.00	171.00
• Gut Scrapping, preparation of sausage skins	S	No	171.00	171.00
• Fellmongeries	S	No	171.00	171.00
• Manure Works	S	No	211.00	211.00
• Fish Curing Establishment	S	No	211.00	211.00
• Laundries, Dry Cleaning Establishments	S	No	147.00	147.00
• Bone Merchant Premises	S	No	171.00	171.00
• Flock Factories	S	No	171.00	171.00
• Knackeries	S	No	298.00	298.00
• Poultry Processing Establishments	S	No	298.00	298.00
• Poultry Farming	S	No	298.00	298.00
• Rabbit Farming	S	No	298.00	298.00
• Any other Offensive Trade not specified	S	No	298.00	298.00
• Fish processing establishments in which whole fish is cleaned and prepared	S	No	298.00	298.00
• Shellfish and Crustacean Processing	S	No	298.00	298.00

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
CARAVAN PARKS (Sch 3)				
• Licence/Renewal	S	No	200.00	200.00
• Long stay sites	S	No	6.00	6.00
• Short stay sites and sites in transit camps	S	No	6.00	6.00
• Camp site	S	No	3.00	3.00
• Overflow site (per site)	S	No	1.50	1.50
• Renewal after expiry	S	No	20.00	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 (per minute)	S	No	100.00	100.00
• Transfer of Licence	S	No	100.00	100.00
ONSITE WASTE WATER DISPOSAL				
• Septic Tank Application Fee	S	No	118.00	118.00
• Issuing a permit to use an apparatus	S	No	118.00	118.00
HAWKER AND STALLHOLDERS AND TRADERS LICENSES				
Licence Fee (Initial & Renewal. This fee is not applicable to Food Operators)	C	No	78.00	80.00
Additional charge for weekend and public holidays only - per year	C	No	551.00	562.00
Additional charge for other than the weekend operators:				
• Per day	C	No	21.00	22.00
• Per week	C	No	100.00	102.00
• Per month	C	No	233.00	238.00
• Per year	C	No	2,121.00	2,163.00
LODGING HOUSES				
• Initial application	C	No	481.00	491.00
• Annual registration	C	No	168.00	171.00
KEEPING OF ANIMALS				
Registration of miniature horse and miniature pig (one-off application)	C	No	115.00	117.00
Approval to keep more than 50 poultry in a rural area	C	No	115.00	117.00
Annual registration of a cattery	C	No	115.00	117.00
Annual registration to keep more than 20 pigeons	C	No	115.00	117.00
• Approval to keep a beehive in a residential or Special Rural Zone	C	No	115.00	117.00
• Approval to keep more than 2 beehives on a non-residential lot	C	No	115.00	117.00
Stable Registration				
• Min. charge	C	No	140.00	143.00
• Min. per stall	C	No	17.00	17.00
ADMINISTRATION FEES				
Provision of Section 39 Certificate (Liquor Act), Section 55 Certificate (Gaming Act) or Written Report to Settlement Agent				
• No inspection required	C	No	88.00	90.00
• Inspection required				
• Min. charge	C	No	178.00	182.00
• Hourly rate > 1 hour	C	No	88.00	90.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Approval of Dust Management Plan, Noise Management Plan (other than Reg 18 approval) or similar				
Min Charge				
• Min. charge	C	No	178.00	182.00
• Hourly rate > 2 hours	C	No	88.00	90.00
Completion of a Historical File Search for Contaminated Sites Survey; Property Search or similar				
Min Charge				
• Min. charge	C	No	178.00	182.00
• Hourly rate > 2 hours	C	No	88.00	90.00
Other Inspections, monitoring or reporting by EHO's on request (subject to approval by MHS)				
• Min. charge (being for 2 hours per officer)	C	No	178.00	182.00
• Hourly rate > 2 hours	C	No	88.00	90.00
Expedited Approval/Service Fee				
• Minimum (or 25% of normal fee whichever is the greater)	C	No	178.00	182.00
FOOD PREMISES FEES AND CHARGES				
Food ACT 2008				
- Notification Fee	C	No	57.00	58.00
Annual Risk Assessment/Inspection Fee				
- Primary Classification				
- High Risk	C	Yes	468.00	477.00
- Medium Risk	C	Yes	468.00	477.00
- Low Risk	C	Yes	234.00	239.00
- Additional Classification				
- High Risk	C	Yes	234.00	239.00
- Medium Risk	C	Yes	234.00	239.00
- Low Risk	C	Yes	116.00	118.00
Application fee construction and establishment of food premises (includes a one off notification fee)				
• High, Medium Risk	C	No	508.00	518.00
• Low Risk	C	No	270.00	275.00
• Very Low Risk	C	No	57.00	58.00
Application Fee - Amended or Refurbished Food Premises				
• Minor	C	No	178.00	182.00
• Major	C	No	345.00	352.00
SAFE FOOD HANDLER TRAINING SESSIONS				
Safe Food Handler Training Sessions.				
Scheduled session per person (work in food premises in the City)	C	Yes	15.00	15.00
Scheduled session per person (do not work in food premises in the City)	C	Yes	80.00	82.00
. Training session on request outside of business hours (within the City) additional to per person fee	C	Yes	203.00	207.00
. Training session on request (business not within the City) additional to per person fee	C	Yes	733.00	748.00
Overtime surcharge (for outside of the City)	C	Yes	131.00	134.00

PUBLIC BUILDINGS

Application for approval to construct, extend or alter a public building

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• Maximum	S	No	895.00	913.00
• Minimum (non-community and charitable)	C	No	178.00	182.00
• Minimum (community and charitable)	C	No	88.00	90.00
• Hourly rate	C	No	88.00	90.00
NOISE				
• Fee for approval of Noise Management Plan for out of hours construction work (Reg. 13)	S	No	178.00	178.00
• Application fee for approval of a non-complying event (Reg.18). The fee is set under Reg 18 at \$500.00.	S	No	523.00	523.00
Noise Monitoring Fee:	C			
• Minimum Charge 2 hours	C	No	178.00	182.00
• Hours in excess of the minimum charge of 2 hours shall be charge at a flat rate per hour	C	No	88.00	90.00
NEW FEE & CHARGE (Annual Registration of Aquatic Facility -fees for sampling and inspections)				
Aquatic Facility - annual inspection and water sampling fee	S	Yes	300.00	300.00
For each additional aquatic facility requiring to be sampled separately per annum	S	Yes	100.00	100.00
Food stall per event day + \$5.00 for each additional day (same event)	S	Yes	20.00	22.00
Weekly market/event -per annum	S	Yes	240.00	240.00
Fortnightly market/event - per annum	S	Yes	120.00	120.00
Kennel Licences (p.a.)	S	No	15.00 (per dog)	15.00 (per dog)
TOWN PLANNING				
Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is :				
• (a) <\$50,000	S	No	147.00	147.00
• (b) >\$50,000 - \$500,000	S	No	0.32% of estimated development cost	0.32% of estimated development cost
• (c) >\$500,000 - \$2.5M	S	No	\$1,700+0.257% for every \$1 in excess of \$500,000	\$1,700+0.257% for every \$1 in excess of \$500,000
• (d) >\$2.5M - \$5M	S	No	\$7,161+0.206% for every \$1 in excess of \$2.5 million	\$7,161+0.206% for every \$1 in excess of \$2.5 million
• (e) >\$5M - \$21.5M	S	No	\$12,633+0.123% for every \$1 in excess of \$5 million	\$12,633+0.123% for every \$1 in excess of \$5 million
• (f) More than \$21.5M	S	No	\$34,196	34,196.00
If the development has commenced or been carried out, an additional amount, by way of penalty, that is twice the amount of the maximum fee payable for the determination of the application under paragraph (a), (b), (c), (d), (e) or (f) applies.	S			

**City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• Renewal and Modifications to Development Approvals	S	No	50% of applicable Development Application fee	50% of applicable Development Application fee
Change of Use	S	No	295.00	295.00
Extractive Industry	S	No	739.00	739.00
<i>If the development has commenced or been carried out, the following additional fee amount by way of penalty applies.</i>	S	No	1,478.00	1,478.00
Home Occupations-Initial fee	S	No	222.00	222.00
<i>If the home occupation has commenced, the following additional fee amount by way of penalty applies.</i>	S	No	444.00	444.00
Home Occupations-Renewal fee	S	No	73.00	73.00
<i>If the approval to be renewed has expired, the following additional fee amount by way of penalty applies</i>	S	No	219.00	219.00
Application for change of use or for alteration or extension or change of a non conforming use	S	No	295.00	295.00
<i>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</i>	S	No	590.00	590.00
Advertising of development application				
0-9 Letters	C	No	220.00	220.00
10-50 Letters	C	No	330.00	330.00
51-500 Letters	C	No	550.00	550.00
501+ Letters	C	No	1,110.00	1,110.00
Built Strata Fees				
• Not more than 5 lots	C	No	\$65.00 per lot + base rate \$666.00	\$65.00 per lot + base rate \$666.00
• More than 5 lots but not more than 100 lots	C	No	\$43.50 per lot for lot no. 6 to 100 + base rate \$981.00	\$43.50 per lot for lot no. 6 to 100 + base rate \$981.00
• More than 100 lots	C	No	5,113.50	5,113.50
Subdivision clearances				
• Not more than 5 lots	C	No	73.00	73.00
• More than 5 lots but not more than 195 lots	C	No	\$73.00 per lot for first 5 lots & \$35.00 per lot thereafter	\$73.00 per lot for first 5 lots & \$35.00 per lot thereafter
• More than 195 lots	C	No	7,393.00	7,393.00
Section 40 Liquor Licencing Certificate	C	No	200.00	200.00
Zoning Certificates/Statements	S	No	73.00	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	S	No	73.00	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). Minimum fees of \$66 applies.	S	Yes	(Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.	(Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.
<u>Detailed Area Plan</u>				
Detailed Area Plan	C	No	1,500.00	1,500.00
Modification to Detailed Area Plan	C	No	750.00	750.00
<u>Reports</u>				
• Scheme Text	C	Yes	50.00	50.00
• Other (per page)	C	Yes	0.35	0.35
<u>Maps (per sheet)</u>				
• A3	C	Yes	15.00	15.00

**City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• A2	C	Yes	20.00	20.00
• A1	C	Yes	30.00	30.00
• A0	C	Yes	60.00	60.00
Scheme Amendments/Structure Plans				
• Basic Amendment	S	Yes		
• Standard Amendment	S	Yes		
• Complex Amendment	S	Yes		
(Excludes sign and advertising costs.)			Fees calculated in accordance with the Planning and Development Regulations 2009. As per Regulation 48(5), the City of Cockburn decides on the following hourly rates - (a) for the person in charge of planning at the local government, \$88.00 per hour; (b) for a senior planner or manager, \$66.00 per hour; (c) for a planning officer, environmental health officer or other officer with qualifications relevant to the request, \$36.86 per hour; (d) for a secretary or administrative officer, \$30.20 per hour.	Fees calculated in accordance with the Planning and Development Regulations 2009. As per Regulation 48(5), the City of Cockburn decides on the following hourly rates - (a) for the person in charge of planning at the local government, \$88.00 per hour; (b) for a senior planner or manager, \$66.00 per hour; (c) for a planning officer, environmental health officer or other officer with qualifications relevant to the request, \$36.86 per hour; (d) for a secretary or administrative officer, \$30.20 per hour.
Information Research				
• Planning enquiries-Reply to Property Settlement Questionnaire [2]	S	No	73.00	73.00
Rural Street Numbering Signs	S	Yes	30.00	30.00
<u>Pedestrian Access Way and Road Closure</u>				
• Administration Fee	C	No	750.00	750.00
+ advertising fee (additional \$500 to \$750 per application, to be invoiced separately)				
<u>Licence Agreement for the management of illuminated street signs (per sign), per annum</u>	C	Yes	1,544.00	1,544.00
<u>Land Administration and Related Legal Agreements Administration Fee</u>				
Park Naming Application Fee (plus Advertising Cost)	S	Yes	200.00	200.00
Road Naming Application Fee (plus Advertising Cost)	S	Yes	200.00	200.00
NAVAL BASE CARAVAN PARK				
• Lease Fee	C	No	2,182	2,182.25
• Rubbish Fee	C	No	-	-

**City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• FESA Levy Fee	S	No	-	-
• Security Levy Fee	C	No	-	-
• Shack Removal Levy	C	No	318.03	318.03
Total Lease	C	No	2,500	2,500.28
• Naval Base Lease Changeover Application Fee	C	No	\$0 (please note this will be considered as part of the City renewing its 5 year lease which will happen next financial year. So \$0 this year)	\$0 (please note this will be considered as part of the City renewing its 5 year lease which will happen next financial year. So \$0 this year)
Payment Plan Administration Fee	C	Yes	20.00	20.00
Penalty Interest for overdue payments	C	No	In accordance with Rates penalty interest amounts	In accordance with Rates penalty interest amounts
BUILDING PERMITS				
Uncertified Building Permits Application - Class 1 & 10 Buildings s. 16 (l)	S	No	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96.	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$97.7
Certified Building Permits Application - Class 1 & 10 Buildings s. 16 (l)	S	No	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$97.7
Certified Building Permit Application Class 2 to 9 building or incidental structure – s.16 (l)	S	No	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$97.7
Application to extend the time during which a Building Permit has effect, (s. 32 (3) (f))	S	No	96.00	97.70

**City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
OCCUPANCY PERMITS - CLASS 2 -9 BUILDINGS				
Application for an Occupancy Permit for a completed Class 2-9 Building (s.46)	S	No	96.00	97.70
Application for a temporary Occupancy Permit for a incomplete building – Class 2 – 9 (s.47)	S	No	96.00	97.70
Application for modification of Occupancy Permit for additional use of a building on a temporary basis – Class 2 - 9 Building (s.48).	S	No	96.00	97.70
Application for replacement Occupancy Permit for permanent change of building's use - Class 2-9 Building (s.49)	S	No	96.00	97.70
Application for Occupancy Permit for a building in respect of which unauthorised work has been done (s.51 (2))	S	No	96.00	97.70
Application to replace an Occupancy Permit for an existing building, Class 2 - 9 Buildings (s. 52 (1))	S	No	96.00	97.70
Application to extend the time during which as Occupancy Permit has affect (s.65 (3)(a)) Class 2 - 9 Buildings	S	No	96.00	97.70
BUILDING APPROVAL CERTIFICATES - CLASS 1 & 10 BUILDINGS				
Application for a Building Approval Certificate for a building in respect of which <u>unauthorised work has been done</u> (s.51 (3)) - Class 1 & 10 Buildings	S	No	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$97.7
Application for a Building Approval Certificate for an existing building where unauthorised work <u>has not been done</u> , Class 1 & 10 Buildings – (s. 52 (2))	S		96.00	97.70
Application to extend the time during which a Building Approval Certificate has effect (s. 65(3)(a))	S	No	96.00	97.70
STRATA TITLES				
Application for an Occupancy Permit - Strata (Class 2 - 9 Buildings) or plan of strata re-subdivision (s.50(1) and (2))	S	No	\$10.60 for each strata unit covered by the application, but not less than \$105.80	\$10.80 for each strata unit covered by the application, but not less than \$107.70
Building Approval Certificate – Strata, (<u>Class 1 & 10 Buildings</u>) for registration of strata scheme, or plan of strata re-subdivision (s.50(1) and (2))	S	No	\$10.60 for each strata unit covered by the application, but not less than \$105.80	\$10.80 for each strata unit covered by the application, but not less than \$107.70
DEMOLITION PERMITS				
Demolition Permit Application for the issue of permit for demolition work of Class 1 & 10 Buildings (S 16(1)).	S	No	96	97.70
Demolition Permit Application for the issue of permit for demolition work of Class 2 & 9 Buildings (S 16(1)).	S	No	\$96 for each storey of the building	\$97.7 for each storey of the building
Application to extend the time during which a Demolition Permit has effect, (s. 32 (3) (f)).	S	No	96	97.70
LEVIES				
<u>Building Construction Industry Training Levy, Work Value > \$20, 000</u>	S	No	0.2% of value of work	0.2% of value of work
<u>Building Services Levy - Authorised Works</u>				
Building Permit - Value \$45000 or less	S	No	61.65	61.65
Building Permit - Value > \$45000	S	No	0.137% of value of work	0.137% of value of work
Demolition Permit - Value \$45, 000 or less	S	No	61.65	61.65
Demolition Permit - Value > \$45000	S	No	0.137% of value of work	0.137% of value of work
Occupancy Permit - Authorised Works	S	No	61.65	61.65
Building Approval Certificate - Authorised Works	S	No	61.65	61.65

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
<u>Building Services Levy - Unauthorised Works</u>				
Occupancy Permit - Unauthorised - Value \$45,000 or less	S	No	123.30	123.30
Occupancy Permit - Unauthorised - Value > \$45,000	S	No	0.274% of value of work	0.274% of value of work
Building Approval Certificate for Unauthorised Work \$45,000 or less	S	No	81.00	81.00
Building Approval Certificate for Unauthorised Work > \$45,000	S	No	0.18% of value of work	0.18% of value of work
Local Government approval of battery powered smoke alarms - Building Regulation 61 (3) (b)	S	No	176.30	179.40
Application to vary Building Standard-Building Regulations Sch. 2 Div. 3 it. 1	S	No	2,123.00	2,160.15
<u>ADDITIONAL COUNCIL SERVICES</u>				
Request to provide certificate of Design Compliance - Class 1 & 10 Buildings within/outside the City of Cockburn, based on construction cost.	C	Yes	0.19% of estimated construction value but not less than \$200.	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.	C	Yes	Up to \$150,000 in value - \$270	Up to \$150,000 in value - \$270
	C	Yes	\$150,001 to \$500,000 - \$270 + 0.15% in excess of \$500,000 in value.	\$150,001 to \$500,000 - \$270 + 0.15% in excess of \$500,000 in value.
	C	Yes	\$500,001 to - \$1,000,000 - \$795 + 0.12% in excess of \$500,000 in value.	\$500,001 to - \$1,000,000 - \$795 + 0.12% in excess of \$500,000 in value.
	C	Yes	\$1,000,001 and above - \$1395 + 0.1% in excess of \$1,000,000 in value.	\$1,000,001 and above - \$1395 + 0.1% in excess of \$1,000,000 in value.
REQUEST TO PROVIDE CERTIFICATE OF CONSTRUCTION COMPLIANCE	C	Yes	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.
REQUEST TO PROVIDE CERTIFICATE OF BUILDING COMPLIANCE	C	Yes	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.
REQUEST FOR ADDITIONAL PROFESSIONAL BUILDING SURVEYING SERVICES/ADVICE				
Level 1 Building Surveyor - per hour	C	Yes	126.00	126.00
Level 2 Building Surveyor - per hour	C	Yes	109.00	109.00
Assistant Building Surveyor - per hour	C	Yes	92.00	92.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
REQUEST FOR PROFESSIONAL ADVICE				
Request for professional advice from the Health, Planning or Engineering Services - per hour	C	Yes	126.00	126.00
SIGNS				
• For Sale /Leasing sign exceeding 0.5 square metres	S	No	55.00	55.00
• Development signs	S	No	100.00	100.00
• Display Home Signs	S	No	100.00	100.00
• Horizontal Sign	S	No	35.00	35.00
• A hoarding - per annum	S	No	70.00	70.00
• Pylon Sign or Tower Sign	S	No	35.00	35.00
• Illuminated Sign	S	No	35.00	35.00
* On a roof \$5 per sq.m. per 0.1 sq.m. min.	S	No	50.00	50.00
* Under verandah	S	No	35.00	35.00
• A sign other than a pylon sign or an illuminated sign	S	No	55.00	55.00
Rural Producer's sign	S	No	35.00	35.00
Sign Panel	S	No	35.00	35.00
PLAN COPIES PER BUILDING PERMIT				
Can be obtained on a per property or per Building Licence basis (Residential). The search fee is non-refundable, and shall be tendered prior to a search for plans being carried out.				
• Per Property - Residential				
Generally includes all Building Licences, Floor Plans, and Elevations. Structural Engineer's Plans if available and requested may be provided.	C	No	82.00	82.00
OR				
• Per Building Permit – Residential				
Generally includes Building Licence, Site Plan, Floor Plan, and Elevations. Structural Engineer's Plans if available and requested may be provided. Search fee allows for a maximum of up to 5 x A3 or smaller sheets or 2 x A1 sheets to be copied.	C	No	32.00	32.00
Additional sheets if required shall be charged at:				
• A3 or smaller	C	No	1.50	1.50
• A1 or smaller	C	No	4.50	4.50
• Per Building Permit - Commercial/Industrial				
Generally includes Site Plan, Floor Plan and Elevations. Structural Engineer's plans if available and requested may be provided. Search fee allows for a maximum of up to 13 x A3 or smaller sheets or 5 x A1 sheets to be copied. The fee is a non-refundable. Plans will be provided on a negotiated basis in each instance but shall cost not less than \$38 (GST incl.)	C	No	50.00	50.00
Additional Sheets if required shall be charged at:				
• A3 or smaller	C	No	1.50	1.50
• A1 or smaller	C	No	4.50	4.50
Private Swimming Pool Inspection				
Fee is applicable generally to inspections in addition to those required under legislation every four years (ie. Property sale/settlement inspection)	C	No	70.00	70.00
• Mandatory Swimming Pool Inspection Fees per annum	C	No	36.00	36.00

**City of Cockburn
FEES & CHARGES
2017/2018**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• Building Summary-written confirmation of Building Licenses issued for a property	C	No	44.00	44.00
ENGINEERING & WORKS				
WASTE COLLECTION				
Waste management service charge -industrial/commercial/uv properties	C	No	458.00	458.00
Rubbish Collection Levy - Exempt Properties	C	No	510.00	510.00
Purchase a set of 240 Litre bins "one off" charge	C	No	100.00	100.00
Purchase additional 240lt Garden, Recycle or 140lt MSW Bin "one off" charge	C	No	N/A	50.00
Service Charge-2nd MSW MGB	C	No	315.00	330.00
Service Charge-2nd REC MGB	C	No	100.00	70.00
Service Charge-2nd 140lt MSW	C	No	N/A	235.00
Service Charge-2nd 240 Garden Waste Bin	C	No	N/A	90.00
MSW MGB 6mth Hire	C	No	170.00	170.00
Recycling MGB 6mth Hire	C	No	60.00	40.00
Service Charge - Bins removed from & returned to an unmanaged bin store	C	No	535.00	550.00
Service Charge - Bins removed from & returned to a unit within a development	C	No	910.00	930.00
Service Charge - Litter bin service from non-COC land	C	No	500.00	500.00
Service Charge - Additional MSW Bin Service /Week	C	No	335.00	350.00
Service Charge - Additional Recycle Bin Service /Week	C	No	130.00	100.00
Service Charge - One-off event hire MSW Bin	C	Yes	38.00	40.00
Service Charge - One-off event hire Recycle Bin	C	Yes	16.00	10.00
Additional Collection of MSW for property with insufficient bin store per trip	C	Yes	175.00	200.00
Additional Collection of recyclables for property with insufficient bin store per trip	C	Yes	175.00	200.00
COMMERCIAL USERS BIN HIRE RATES				
Additional 660 Litre MSW Bin Annual Service Cost	C	No	660.00	680.00
Additional 660 Litre Recycling Bin Annual Service Cost	C	No	250.00	190.00
Purchase a set of 660 Litre bins "one off" Charge.	C	No	460.00	550.00
WASTE DISPOSAL				
Gate Entry Fees				
• Per car boot not exceeding 1.0 cu.m.	C	Yes	40.00	40.00
• COC Trailer Pass (Residents only), per pass	C	Yes	55.00	55.00
• 2nd COC Trailer Pass (Residents only), 6 passes	C	Yes	330.00	330.00
• Per car, utility or trailer not exceeding 1.0 cu.m.	C	Yes	55.00	55.00
• Per trailer, 1.0 cu.m. - 2.5 cu.m.	C	Yes	110.00	110.00
• Per trailer exceeding 2.5 cu.m.	C	Yes	155.00	155.00
• Putrescible solid waste				
Min. Load	C	Yes	55.00	55.00

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Per Tonne MSW	C	Yes	155.00	155.00
Per Tonne C&I	C	Yes	155.00	155.00
Per Tonne C&D	C	Yes	155.00	155.00
• Clean Fill				
Min. Load	C	Yes	60.00	60.00
Per Tonne (Maximum 100 tonne per day)	C	Yes	60.00	60.00
• Inert Waste (Off Liner)				
Min. Load	C	Yes	55.00	55.00
Per Tonne	C	Yes	85.00	85.00
• Environmentally Sensitive (i.e. asbestos) 1 cu.m.				
* Residential Burial Fee-1 Trailer Pass plus \$9.00 per sheet	C	Yes	8.00	8.00
* Non Residential Burial Fee- 1 Cubic Meter Charge plus \$10.00 per sheet	C	Yes	9.00	9.00
*Contaminated Soil Class 3	C	Yes	200.00	200.00
*Contaminated Soil Class 2	C	Yes	190.00	190.00
• When weighbridge is not in use for putrescible and non-putrescible solid waste:				
* In non-compactor truck (per wheel)	C	Yes	80.00	80.00
* In compactor truck (per wheel)	C	Yes	120.00	120.00
• Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste				
Timber Packaging Uncontaminated, Untreated, Unpainted and No Composite Wood Product	C	Yes	80.00	80.00
Timber Packaging Contaminated	C	Yes	155.00	155.00
Mattresses in addition to the standard entry fee	C	Yes	5.00	10.00
Power Poles	C	Yes	155.00	155.00
Tyres-Passenger off rims (Max 4 per driver) cost per tyre	C	Yes	8.00	8.00
Tyres-Light Truck off rims (Max 4 per driver) cost per tyre	C	Yes	14.00	14.00
Washdown Bay Facility	C	Yes	30.00	30.00
Burial Fee/Special Handling Minimum Charge per hour	C	Yes	200.00	200.00
Burial Fee -commercial tonnage rate applies. Min Rate \$50 for Commercial.	C	Yes	250.00	250.00
Burial-Emergency outside business hrs. plus tonnage rate	C	Yes	500.00	500.00
COC Generated Greenwaste per tonne	C	Yes	N/A	30.00
Greenwaste Uncontaminated per tonne	C	Yes	85.00	85.00

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
Gwaste O/size or Contaminated/tonne	C	Yes	155.00	155.00
Non Compliance/Special Handling Fee Maximum (in addition to tonnage rate)	C	Yes	1,000.00	1,000.00
Load Weighing for Information Only	C	Yes	20.00	20.00
DESIGN SERVICES				
Direction Signs				
• Application Fee	C	No	45.00	45.00
• Manufacture cost for one sign	C	Yes	143.66	143.66
• Installation cost				
* One sign	C	Yes	130.00	130.00
* Two signs	C	Yes	185.00	185.00
Vehicle Traffic Data Collection				
<u>Notes:</u>				
1. the service is not generally provided to the public unless agreed by Design Manager the charge is per traffic counter used not per location.	C	Yes	306.60	306.60
<u>Information Research</u>				
• Search for traffic data, drawings and stormwater drainage information. TRAFFIC COUNT DATA - TAXABLE; EVERYTHING ELSE - EXEMPT.	C	Y/N	Miscellaneous Engineering Assessment Fees to cover the actual costs and expenses incurred by the City in providing services	Miscellaneous Engineering Assessment Fees to cover the actual costs and expenses incurred by the City in providing services
<u>Photocopy drawings/maps (on paper)</u>				
A4	C	No	0.31	0.31
A3	C	No	0.41	0.41
A1	C	No	5.62	5.62
Plan printing from computer (per sheet)	C	No	28.11	28.11
Port Coogee Marina Pen				
<u>Annual Licence Fee for C'Over Licences</u>				
• 8m	C	Yes	1,574.00	Individual penholder fee, provided separately
• 10m	C	Yes	2,149.00	Individual penholder fee, provided separately
• 12m (4.4m width)	C	Yes	2,738.00	Individual penholder fee, provided separately
* 15m (5m width)	C	Yes	3,700.00	Individual penholder fee, provided separately
• 16m	C	Yes	4,055.00	Individual penholder fee, provided separately
• 20m	C	Yes	5,473.00	Individual penholder fee, provided separately
<u>Annual Licence Fee New Licences</u>				
• 8m	C	Yes	4,400.00	4,880.00
• 10m	C	Yes	5,500.00	5,600.00

City of Cockburn
FEES & CHARGES
2017/2018

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2016/17 Incl GST (if applicable) \$	2017/18 Incl GST (if applicable) \$
• 12m (4.4m width)	C	Yes	7,200.00	6,752.00
• 12m (6.5m width)	C	Yes	10,636.00	9,020.00
* 15m (5m width)	C	Yes	9,375.00	8,750.00
* 15m (7.5m width)	C	Yes	14,064.00	12,125.00
• 16m	C	Yes	10,240.00	9,488.00
• 20m	C	Yes	13,500.00	12,260.00
<u>Monthly New Licence Fee (Terms less than 12 Mths)</u>				
• 8m	C	Yes	605.00	618.00
• 10m	C	Yes	688.00	690.00
• 12m (4.4m width)	C	Yes	803.00	805.00
• 12m (6.5m width)	C	Yes	1,210.00	1,032.00
* 15m (5m width)	C	Yes	1,034.00	1,005.00
* 15m (7.5m width)	C	Yes	1,540.00	1,343.00
• 16m	C	Yes	1,375.00	1,079.00
• 20m	C	Yes	1,760.00	1,356.00
<u>Daily New Licence Fee (Periods up to 2 weeks only)</u>				
• 8m	C	Yes	44.00	42.00
• 10m	C	Yes	46.00	46.00
• 12m (4.4m width)	C	Yes	55.00	54.00
• 12m (6.5m width)	C	Yes	82.50	70.00
* 15m (5m width)	C	Yes	71.50	68.00
* 15m (7.5m width)	C	Yes	104.50	90.00
• 16m	C	Yes	93.50	72.00
• 20m	C	Yes	121.00	92.00
<u>Daily Per Person Overnight Stay Rate</u>				
• 8m	C	N/A	16.50	No Charge
• 10m	C	N/A	16.50	No Charge
• 12m (4.4m width)	C	N/A	16.50	No Charge
• 12m (6.5m width)	C	N/A	16.50	No Charge
* 15m (5m width)	C	N/A	16.50	No Charge
* 15m (7.5m width)	C	N/A	16.50	No Charge
• 16m	C	N/A	16.50	No Charge
• 20m	C	N/A	16.50	No Charge
Bond Deposit (Refundable)	C	No	500.00	500.00

Mr Nelson Mauricio
Manager Financial Services
City of Cockburn
9 Coleville Crescent
Spearwood WA 6163

18 May 2017

Dear Nelson

Independent Assurance Report – City of Cockburn 2017-18 rate setting model

We have been engaged by the City of Cockburn (**the City**) to undertake a reasonable assurance engagement in relation to the City's 2017-18 rate setting model, with a focus on the City's objectives of deriving a total rates revenue increase of 1.75% from residential improved properties and levying rates on individual properties that only vary from the established average increase due to the effect of the Valuer General's adjustment to properties' Gross Rental Value (**GRV**), or due to the impact of the City's use of minimum rates (**2017-18 rating objectives**).

The City's responsibilities in relation to the preparation of its 2017-18 rate setting model

The City is responsible for ensuring that its 2017-18 rating model methodology and parameters used result in:

- A total rates revenue increase of 1.75% being derived from the 2016-17 equivalent rates for residential improved properties (based on same number of properties)
- Rates being levied on individual residential improved properties that only vary from the established average increase due to the effect of the Valuer General's adjustment to properties' GRV, or to the impact of the City's use of minimum rates
- The design and application of a concession model that will enable the City to achieve its 2017-18 rating objectives.

Independence and quality control

We have complied with the independence and other relevant ethical requirements relating to assurance engagements, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Deloitte applies Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements*, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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Our responsibility

Our responsibility is to express an opinion on the City's achievement of its objectives of deriving a total rates revenue increase of 1.75% from residential improved properties and levying rates on individual properties that only vary from the established average increase due to the effect of the Valuer General's adjustment to properties' GRV, or due to the impact of the City's use of minimum rates, based on the procedures we have performed and the evidence we have obtained.

We conducted our reasonable assurance engagement in accordance with applicable Australian Standards on Assurance Engagements ASAE 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, issued by the Australian Auditing and Assurance Standards Board, in order to express a conclusion whether in our opinion, based on the procedures performed, in all material respects, the City's 2017-18 rating model methodology and parameters used result in the City:

- Deriving a total rates revenue increase of 1.75% from the 2016-17 equivalent rates for residential improved properties (based on same number of properties)
- Levying rates on individual residential improved properties that only vary from the established average increase due to the effect of the Valuer General's adjustment to properties' GRV, or due to the impact of the City's use of minimum rates
- Needing to continue applying a concession model in order to achieve its 2017-18 rating objectives.

Our engagement provides reasonable assurance as defined in ASAE 3000.

A reasonable assurance engagement in accordance with ASAE 3000 involves performing procedures to obtain evidence about the outcomes of the City's 2017-18 rates setting model. The nature, timing and extent of procedures selected depends on the assurance practitioner's professional judgement, including the assessment of the risks of material misstatement in the outcomes of the City's 2017-18 rate setting model. In making those risk assessments we considered internal control over the preparation of the City's 2017-18 rate setting model relevant to the engagement.

Procedures performed

Our procedures included:

- Understanding the objectives of the City's 2017-18 rate modelling process through discussions with the Manager Financial Services and Property Rates & Revenue Manager, and performing a walkthrough of the rate modelling process, supporting concession model and other supporting references
- For each key step in the City's rate modelling process, determining whether the required action had been appropriately performed and evidenced
- Considering the logic and validity of the City's assumptions and chosen variables applied to the rate and concession modelling process, including the treatment of minimum rated properties and the selection of a concession threshold
- Identifying and assessing all known scenarios where there is a risk of the concession model resulting in any residential improved properties incurring an increase of more than the equivalent 2016-17 rates levied for residential improved properties, after taking account of the effect of the Valuer General's 1 August 2015 adjustment to properties' GRV, or the impact of the City's use of minimum rates
- Testing the validity and accuracy of calculations and supporting formulae within the concession model against the objectives of the City's 2017-18 rate modelling process.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Limitation of use

This report has been prepared solely for the City in accordance with our Terms of Reference document dated 11 May 2017 and as outlined above.

We understand that this report will be presented at the City's 18 May 2017 Rating Workshop, which is attended by the City's Elected Members. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the City, or for any purpose other than that for which it was prepared.

Inherent limitations

Reasonable assurance means a high but not absolute level of assurance. Absolute assurance is very rarely attainable as a result of factors such as the following:

- The use of selective testing and testing as at a point of time
- The inherent limitations of internal control
- The fact that much of the evidence available to us is persuasive rather than conclusive
- The use of judgement in gathering and evaluating evidence and forming conclusions based on that evidence.

Because of the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance may occur and not be detected. A reasonable assurance engagement is not designed to detect all instances of non-compliance, error or misstatement, as the engagement is not performed continuously throughout the period and the procedures performed are undertaken on a test basis.

The conclusion expressed in this report has been formed on the above basis. Any projection of the evaluation of the control procedures to future periods is subject to the risk that the system of control may become inadequate because of changes in conditions, or that the degree of compliance with management procedures may deteriorate.

Conclusion

In our opinion, based on the procedures performed, in all material respects, the City's 2017-18 rating model methodology and parameters used result in the City:

- Deriving a total rates revenue increase of 1.75% from the 2016-17 equivalent rates for residential improved properties (based on same number of properties)
- Levying rates on individual residential improved properties that only vary from the established average increase due to the effect of the Valuer General's adjustment to properties' GRV, or due to the impact of the City's use of minimum rates
- Needing to continue applying a concession model in order to achieve its 2017-18 rating objectives.

Yours sincerely



Adam Stock

Partner

Deloitte Risk Advisory Pty Ltd

Bernadette Pinto

From: Nelson Mauricio
Sent: Thursday, 15 June 2017 4:15 PM
To: 'jakie.em@gmail.com'
Cc: Bernadette Pinto
Subject: FW: attn : COC Manager of Finance.

Ignacio Mirosevich
56 Collis Road
Wattleup, WA 6166

Dear Mr Mirosevich (Jakie),

Thank you for your submission on the City's Objects and Reasons for Differential Rates 2017/18.

The average increase for Wattleup you refer to is relating to residential improved Gross Rental Value (GRV) rated properties only. The quantum of the increase is a product of several inputs, being last year's rate in the dollar (RiD) adjusted down for the impact of the GRV revaluation across the whole City (0.79%), then applying the proposed 1.75% Council increase in rates and finally each individual property's GRV movement as a result of the revaluation. For the 41 Wattleup improved residential properties, this now amounts to an average increase of 2.71% (after audit). 21 of these properties receive the minimum payment amount due to their low GRV valuations, which is proposed to go up by 1.72%. The other 20 properties incur a range of increases from 0.95% to 6.72% as a result of the inputs described earlier, but mainly driven by their GRV change.

The Valuer-General is required to maintain valuations of all rateable land in Western Australia for rating and taxing purposes. These values are assessed every three years by Landgate valuers and every property is valued at a date set by the Valuer-General (the valuation date), which was 1 August 2015 for this most recent valuation. GRV valuations are assessed at a 'snapshot in time' reflecting property market conditions on precisely the same date. This helps ensure consistency and fairness in the allocation of Council rates over time.

The number of properties and rental properties within any specific area isn't relevant to the revaluation exercise undertaken by the Valuer-General. GRV values are determined through the collection of rental evidence (as at valuation date), which is then used to determine the fair rental value for each property. The rental value determined will be influenced by factors such as age, construction type, size, car shelters and pools. By analysing property rents against these individual attributes and characteristics it is possible for the Valuer-General to assess a valuation for all properties – whether they are rented or not. Property owners do have the right to query their GRV through Landgate and lodge a formal objection if dissatisfied. However objections will need to be substantiated with evidence that shows the GRV is too high .

I note from your property address that you are rated under the Rural General Improved differential rating category under the Unimproved Value (UV) method and are therefore not impacted by the GRV revaluation that takes place every three years. UV properties are revalued each year and for 2017/18, there was no change in the UV value for any Wattleup property. Accordingly, the increase in rates for these properties will reflect the increase in the RiD for the applicable rating category (other than those properties on the minimum payment amount). For Rural General Improved, the proposed increase is 1.98%. (RiD of \$0.00258 vs \$0.00253)

With respect to your comments about Wattleup, I provide the following:

- Holdsworth Reserve (Cnr Mortimer / Pearse) has dieback but it is not quarantined. The sign on the gate advises that the site has dieback and is informing those visiting the reserve how they can help prevent the spread of the disease. This is best practise in dieback management.

- Deepdene Park and the others reserves in Wattleup now form part of the Hope Valley – Wattleup Redevelopment Act. Accordingly, the City has decommissioned the infrastructure to each site and is attending to maintenance as required.
- The management of vegetation within the City's road reservations is performed in accordance with the levels of service outlined in the Public Open Space Strategy. Street trees under powerlines are maintained annually with all other maintenance completed either following annual assessments prior to the summer period or through receipt of a customer request.
- Kerbing is not normally installed in rural areas as road drainage systems and road widths are inadequate and would need upgrading. As the area falls under the Hope Valley – Wattleup Redevelopment Act, the road network will be upgraded in future to meet development requirements under this Act.

Wattleup residents do have access to the City's regional facilities, parks and services. The City prides itself on its community development initiatives and level of amenity provided for residents and ratepayers. I encourage you to review the City's annual report and various planning and budget documents to inform yourself of how the City uses rates revenue for the benefit of the whole community.

Thank you again for your submission and for taking an interest in the affairs of Council.

Regards,

Nelson Mauricio

Manager Financial Services

Financial Services

9 Coleville Crescent, Spearwood WA 6163

PO Box 1215, Bibra Lake DC WA 6965

P 08 9411 3517 M 0403 009 254

nelson@cockburn.wa.gov.au

cockburn.wa.gov.au



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GET CONNECTED!

- Bibra Lake Regional Playground
- Cockburn ARC
- Youth & Seniors Centre
- Libraries
- Coogee Beach & Marina
- Plus more to come

From: City of Cockburn
Sent: Monday, 12 June 2017 9:12 AM
To: Nelson Mauricio
Subject: FW: attn : COC Manager of Finance.

Please respond to the customer

Lorraine Strachan

Customer Services Officer

Customer Services

9 Coleville Crescent, Spearwood WA 6163

PO Box 1215, Bibra Lake DC WA 6965

P 08 9411 3444

lstrachan@cockburn.wa.gov.au

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- Libraries
- Coogee Beach & Marina
- Plus more to come

Work days: Monday, Tuesday and Wednesday.

From: jakie em [<mailto:jakie.em@gmail.com>]

Sent: Sunday, 11 June 2017 1:40 PM

To: City of Cockburn

Subject: attn : COC Manager of Finance.

scontent.fper3-1.fna.fbcdn.net

Please look at Wattleup.

How do you get to that figure for the increase?

With 41 residences you cannot get a statistically significant amount or rental properties to base the increase on.

There are few rental properties in Wattleup and most of them, despite being promoted as residential, are actually in Latitude 32, the industrial area, so they don't actually count. You wouldn't count rentals in the commercial areas in Bibra Lake, Spearwood or any other suburb.

Finally, what works are actually carried out in Wattleup? There are few public spaces and none of them are maintained. The play area at the corner of Mortimer and Pearse is closed under quarantine (die-back, your handling of die-back is a bit of a joke actually) and all the former public spaces in the western part of Wattleup are in a complete state of disrepair. Deepdene Park is now a dirtbike track on weekends and the council does nothing to stop that. It is not even a park any more, it is just dirt.

We have little curbing in Wattleup (and south east Munster) which causes issues when it rains with soil run off on the road making the road slippery for months after the rain.

In near by Mandogalup, [City of Kwinana - Government](#) prune plants back from the road 2-3 times a year. I have not seen that in Cockburn without a lot of prodding first. One tree in Wattleup that came down in a

storm was literally only cleared off the road, nothing further. 10m of the frontage of the properties in Wattleup is yours... You are responsible for taking that back further. freaking pull your freaking fingers out!

Wattleup is an area 28kms from Perth with no Water, Gas or Sewage, yet you keep increasing the rates while doing nothing for the area. If [7 News Perth](#) and [9 News Perth](#) were not so concerned about a druggie from Queensland, then they might have time to do a story on the dustbowl that every level of government has forgotten about.

So please explain how you justify a 2.55% increase? Also please consider this my official submission on the subject.

--

Jakie



City of Cockburn **ANNUAL BUSINESS PLAN 2017-18**



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Plan Overview

The Annual Business Plan 2017-18 is the second year of our ten year Strategic Community Plan 2016-2026 and four year Corporate Business Plan 2016-17 – 2019-20. Listed below under each of our five strategic themes are some of the major projects and activities planned for 2017-18.

City Growth

We anticipate the release of ABS Census data later this year will show the City continues to grow at around 2% pa. The updated population and economic statistics will inform our plans for economic development. We will be further planning for our key activity centres and looking at the future of the Cockburn Central CBD including the expansion of Cockburn Gateway shopping centre, activation of new industry in the Cockburn Central West precinct, expansion of the Australian Maritime Complex and Jandakot Airport, as well as planning for Latitude 32.

The beginning of this plan will see the move of the City's engineering professional and administrative staff to the upgraded Operations Centre in Bibra Lake. This places them in a more central location given that much of the City's growth has been and will continue to be to the east.

Moving Around

Moving around the City will be transformed over the next few years with the announcement of funding for a new bridge, roads and rail. As well as the new \$237m Armadale Road / North Lake Road Bridge over Kwinana Freeway and freeway on / off ramps, (a direct result of our long running Community Connect South campaign), the following local road and rail projects have been announced:

- Armadale Road dual carriageway - Anstey Road to Tapper Road \$145m construction brought forward
- Kwinana Freeway northbound widening - Russell Road to Roe Highway \$49m
- Karel Avenue upgrades between Farrington Road and Berrigan Drive \$15m
- Murdoch Drive connection to Kwinana Freeway and Roe Highway \$100m
- Kwinana Freeway Smart Freeways / Intelligent Transport System Roe Highway to Narrows Bridge \$47m
- Thornlie to Cockburn Metronet rail line \$474m

The above projects, the recently opened Aubin Grove train station and the new Russell Road Bridge duplication will go substantially toward achieving our strategic objective of facilitating safe, efficient, connected and sustainable movement around the City.

Community, Lifestyle and Security

Whilst enjoying the excitement of the Cockburn ARC opening, we are also planning our next major community infrastructure projects. This financial year a new \$7.15m Bowling and Recreation Facility will be constructed at Visko Park in Yangebup. It will include two synthetic bowling greens, two soccer pitches, beach volley ball courts and a multipurpose community building with function, activity and meeting rooms. A \$6.53m Hockey Hub is planned and will include synthetic turf, grass fields and clubrooms at Lakelands Reserve. Free WiFi in parts of Cockburn is being rolled out with the Bibra Lake Regional Playground and Cockburn ARC the first areas to launch this community infrastructure.

A draft Community, Sport and Recreation Facilities Plan has been adopted by Council and is in the public consultation period. It provides a plan for \$218m in new community facilities over the next 15 years.

Economic, Social and Environmental Responsibility

Much of our work in this area this year will be around waste management. We are changing our arrangements to ensure longer term sustainability from both an economic and environmental aspect. We are building our knowledge of the technology for converting waste to energy as this may provide an alternative to landfill in the coming years. The Waste to Energy Plants require significant capital investment by the private sector and the City would need to provide a guaranteed waste stream for such plants to ensure they are economically viable for all parties. We are also conducting work on our Henderson Waste Recovery Park to optimise use of this site as a waste precinct.

In response to the community desire to improve our area with trees suitable for shade, we are developing an Urban Forest Plan. This will focus on developing a high quality tree canopy in key areas so that in the long term, the City increases its green space.

Leading and Listening

In order to urge the State Government to back development and construction of the Outer Harbour in Kwinana, we have formed the Southern Corridor Alliance. This is made up of Cities of Armadale, Kwinana, Rockingham, Town of East Fremantle and the Shire of Jarrahdale-Serpentine. This critical project will be the focus of further advocacy in the next year as we seek to get a Government decision.

We are also collaborating with the Cities of Fremantle and Melville, and Town of East Fremantle, over a route definition study for light rail. Additionally, we are looking at the potential to run the next version of our road capacity modelling on a regional basis through the South West Group; this would ensure the interface road requirements are well defined and allow for ongoing regional advocacy to Main Roads WA.

The Local Government Operational and Management Effectiveness Assessment (Benchmarking) Program conducted earlier this year will continue for another three years. The comparative results show the City is efficiently using its resources (human and financial) in the benchmarked areas; however the City will continue to seek efficiencies in its operations for the benefit of residents and ratepayers.

Communication with us will be improved through the City's newly updated website and we continue to look at technology to make it easier for community to engage with and do business with us.

There are many exciting things ahead this year for our City, as we continue our journey to make it the most attractive place to live, work, visit and invest in!

Stephen Cain

Chief Executive Officer



Income

The City receives two types of income: operating income, which is derived mainly from rates, fees and charges, operating grants/subsidies, and interest earnings; and secondly capital income, which is sourced from capital grants, contributions and asset sales. Funding from Council's Reserves and Municipal accounts also provide funding for the annual capital works program.

Operating Income

The major source of operating income is from property rates. Rates charges are applied on a 'differential' basis depending on whether the property is residential, commercial/industrial or urban farmland. The City applies a further difference based on whether the land is vacant or improved in value.

The proposed rate increase in FY 2017-18 is 1.75% for residential and commercial/industrial properties apart from commercial/industrial (Large) and caravan parks. Total Rate income is \$99.98m (69.29% of operating income), which is a slightly lower percentage of funding source from the previous FY due to an increase of other income, principally revenue from the Cockburn ARC(aquatic and recreation centre) in Fees and Charges.

Fees and charges, derived from the City's economic activities and services, will represent \$26.71m (18.51%) of operating income. The State Government has a statutory role in setting many of these charges, as yet some of the fee changes are still to be disclosed. This revenue category includes fees from the New Cockburn ARC, contributing \$7.25m (27.16%), which is a growth of \$5.02m on the decommissioned South Lake Leisure Centre.

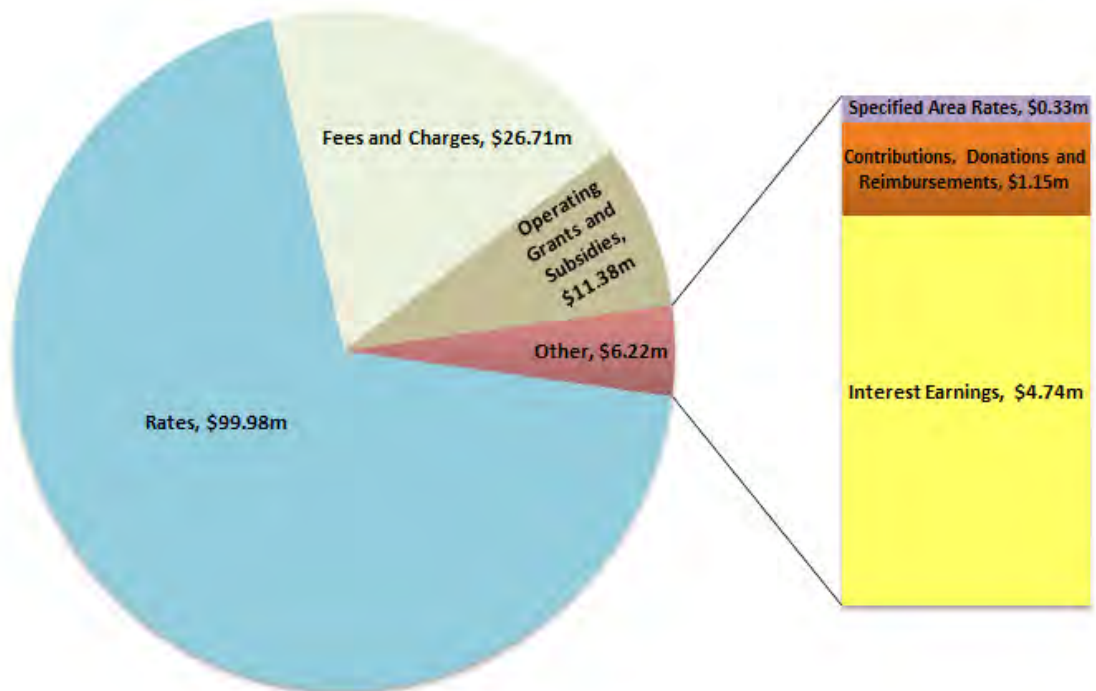
Federal and State funding subsidies are provided for some of our social service operations. Total Federal funding for this year is approximately \$7.92m, \$0.58m more than FY 2016-17, and State Government funding is \$3.46m, which is \$0.31m less than last year's allocation. While the relative allocations have changed, in total the combined funding provides 7.89% of the City's income, slightly less than 8.14% last year.

Interest income from investments and outstanding rates of \$4.74m has decreased from the previous year, down by \$0.13m due to lower interest rates. Contributions and reimbursements are up \$0.51m on the previous year, essentially due to Cockburn ARC.

Operating Income

Source	\$m	%
Rates	99.98	69.29%
Specified Area Rates	0.33	0.23%
Fees and Charges	26.71	18.51%
Federal Government Subsidies	7.92	5.49%
State Government Subsidies	3.46	2.40%
Interest Earnings	4.74	3.28%
Contributions, Donations & Reimbursements	1.15	0.80%
Total Operating Income	144.29	

OPERATING REVENUES



Capital Works Funding

The primary source of capital funding for FY 2017-18 is from the City's municipal funds, in contrast to previous years which were predominately funded through the City's financial reserves. The allocation of municipal funds for capital works in FY 2017-18 is up 42% to \$21.35m from the previous year.

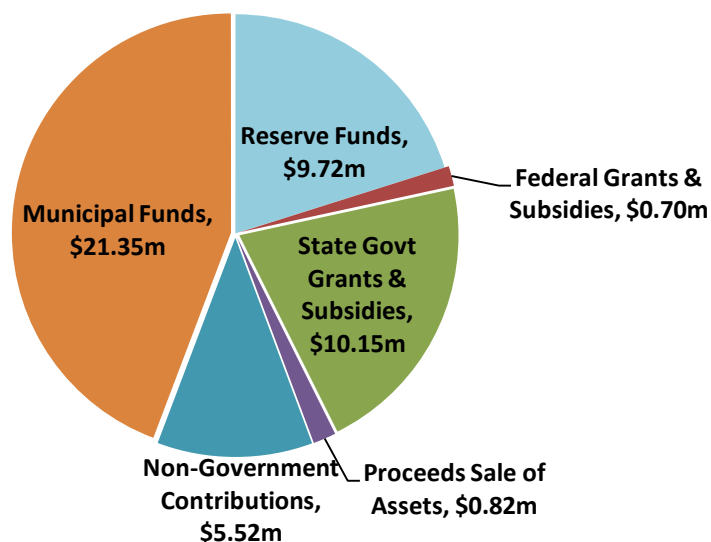
Federal and State Government capital allocation this year is \$10.85m. A further \$0.82m will come in from asset sales with \$9.72m of reserve funds making up the balance of the capital works funding.

The chart below indicates these relative sources of funds:

Capital Works Funding

Source	\$m	%
Municipal Funds	21.35	44.24%
State Government Grants & Subsidies	10.15	21.03%
Reserve Funds	9.72	20.14%
Developer Contributions	5.52	11.44%
Proceeds Sale of Assets	0.82	1.69%
Federal Government Grants & Subsidies	0.70	1.45%
Total Operating Income	48.26	

CAPITAL FUNDING SOURCES (Internal & External)



Other Capital Income

The City also levies developers to provide for asset construction, as a result of their development activities. These levies are held in trust (Reserves) and drawn upon as required. The City will draw down on these funds in accordance with the guidelines established to do so. The City anticipates receiving a total of \$6.02m from developer contributions in FY 2017-18.

Expenditure

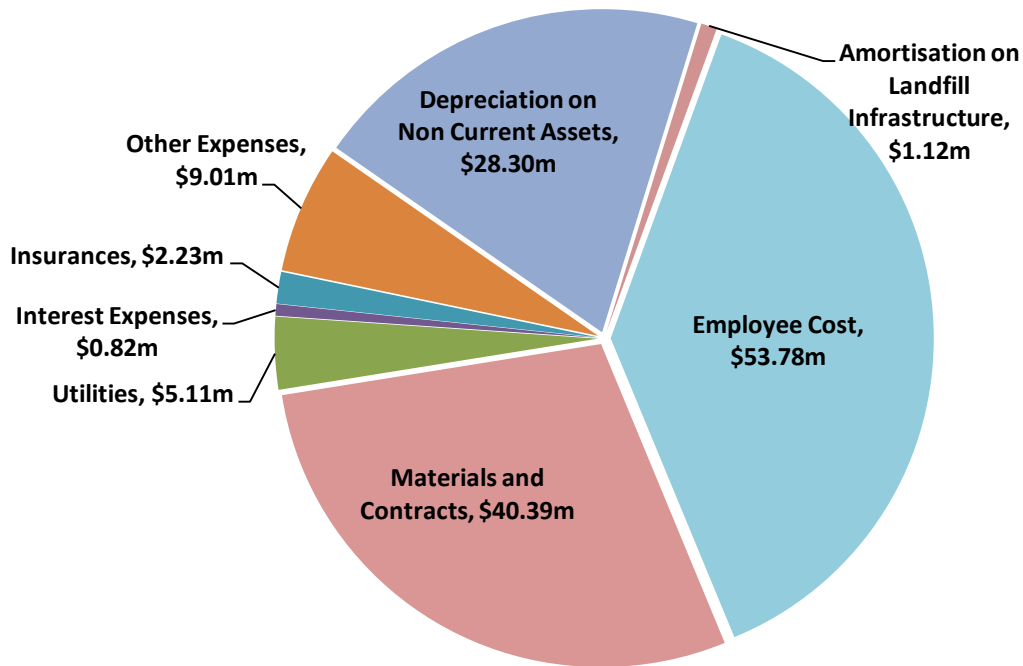
The City has five primary Service Divisions, with these then further subdivided into Service Units. Detailed below is the operating and capital expenditure allocated to each of these.

DIVISION	OPERATING EXPENDITURE	CAPITAL EXPENDITURE
Executive Services	\$10.53m	\$1.00m
Planning and Development	\$10.26m	\$0.11m
Finance and Corporate Services	\$1.02m	\$1.66m
Engineering and Works	\$73.61m	\$44.92m
Governance and Community Services	\$43.99m	\$0.57m
Total Expenditure	\$139.41m	\$48.26m

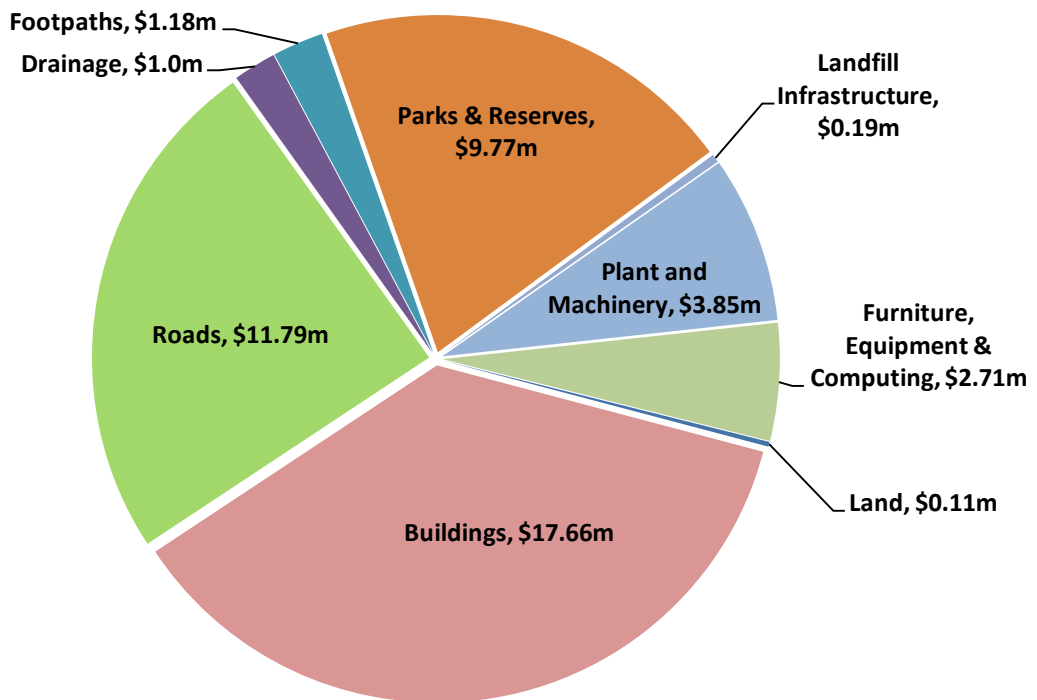
The City recharges its corporate overhead expenditure incurred in the Finance and Corporate Services and Executive Services areas. The cost allocations include this expenditure in both the primary and re-charge areas. The specific allocation of overheads is detailed in each of the Service Unit budgets and itemised in the remainder of this document.

The report also includes details of key performance measures for each business unit. However, as the current FY is not yet concluded, estimates for some of this year's benchmarks have been shown.

OPERATING EXPENSES



CAPITAL EXPENDITURE



Executive Services Division

Provides strategic direction for the City, and administrative and governance support to other divisions. This division has the following units:

- Executive Support (Service Unit)
- Strategy and Civic Support (Business Unit)

Budget and Key Performance Indicators (Division)

		%Statutory Requirements Met	Leadership within the community score	FTE
FY 2016-17		100%	64	10*
FY 2017-18 Target		100%	66	10*

*Includes CEO, Directors

Budget 111, 112, 113	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	4,124,827	4,383,736	6%
Internal Recharging	5,465,199	5,659,068	4%
Net Expenditure	9,590,026	10,042,804	5%
Operating Income			0%
Net Position	(105,193,374)	(108,619,823)	3%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- As part of a regional alliance, urge the State Government to back development and construction of the Outer Harbour in Kwinana
- Advocate for improvements to communication infrastructure (NBN)
- Continue regional collaboration on coastal issues through leadership of the Cockburn Sound Coastal Alliance (CSCA)
- Continue to address emerging issues and technologies in waste management
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Advocate for a better solution to regional freight movement
- Advocate for improvements to public transport

Other Business Activities / Initiatives for 2017-18

- Oversee commencement of new business areas. ie. Cockburn ARC and greenwaste decontamination
- Continue to familiarise with evolving waste management strategies such as producing energy from waste
- Implement the learning from the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program

Executive Support

To provide support to and on behalf of the Chief Executive Officer and the Executive Group

Budget and Key Performance Indicators

				FTE
FY 2016-17				4
FY 2017-18 Target				4

Other Business Activities / Initiatives for 2017-18

- Contribute to the Governance review of Council Business Papers Management System (Agendas and Minutes)
- Support the strategy and corporate planning function of the City by providing administrative support
- Ensure support is provided to the Mayor and Elected Members particularly for meetings, communication and travel

Budget 122	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	445,146	251,602	-43%
Internal Recharging	(458,786)	(192,399)	-58%
Net Expenditure	(13,640)	59,203	-534%
Operating Income			0%
Net Position	0	0	0%



Strategy and Civic Support

To support the City by providing a corporate planning function as well as providing civic support. This Business Unit has one Service Unit:

- Civic Support

Budget and Key Performance Indicators

				FTE
FY 2016-17				6.24*
FY 2017-18 Target				6.24*

*Includes SBMG Manager

Budget 130, 131	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,271,647	1,234,467	-3%
Internal Recharging	(684,928)	(806,473)	18%
Net Expenditure	586,719	427,993	-27%
Operating Income			0%
Net Position	0	0	0%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Continue consolidating the existing strategies and strategic documents into a cohesive framework of strategies and list of operational documents linked to the Strategic Themes and objectives
- Develop, implement and maintain a four year corporate planning cycle

Other Business Activities / Initiatives for 2017-18

- Ensure any strategies developed or reviewed are consistent with the corporate suite of plans and are presented to Council within the context of the Strategic Community Plan
- Schedule, organise and oversee a calendar of civic and ceremonial events

Finance and Corporate Services Division

This division is responsible for managing the annual budget & financial reporting and long term financial planning, managing financial risks including treasury, rates and other taxation type measures for the Council. This division has three Business Units:

- Financial Services
- Information Services
- Human Resources

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Implement the Technology One Project Portfolio Management (PPM) System



Financial Services

This Business Unit has three Service Units:

- Accounting Services
- Rates and Revenue Services
- Procurement Services

Budget 21	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	6,648,821	5,975,527	-10%
Internal Recharging	(5,738,526)	(5,548,180)	-3%
Net Expenditure	910,296	427,347	-53%
Operating Income	(690,050)	(662,100)	-4%
Net Position	220,246	(234,753)	-207%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Develop and implement a new Key Performance Indicator (KPI) Reporting Framework to improve internal measurement of our business performance.
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Develop a City wide project management framework and gateway process, including templates as recommended by internal audit

Accounting Services

This unit is responsible for establishing and maintaining systems and procedures to enable the identifying, recording, transacting, interpreting and communicating of all financial information and services to meet the City's budgetary, statutory and business needs.

Budget and Key Performance Indicators

Activity	Financial statements completed (number of days after month end)	Users trained for finance systems (number)	Accounts paid on time (number)	FTE
FY 2016-17	3	37	87% (May)	12*
FY 2017-18 Target	3	46	89% (May)	12*

*Includes SBMG Manager

Budget 210, 211, 213	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	3,945,211	3,631,666	-8%
Internal Recharging	(3,727,567)	(3,816,419)	2%
Net Expenditure	217,644	(184,753)	-185%
Operating Income			0%
Net Position	(50,950)	(50,000)	-2%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Develop a City wide project management framework and gateway process, including templates as recommended by internal audit

Other Business Activities / Initiatives for 2017-18

- Job Costing (Paperless) Timesheets. Review and implement for Roads and Facilities teams
- Long Term Financial Plan (LTFP). Perform desktop review and further improve the integration with annual budget processes, including better consultation and engagement with business areas
- Engineering Reporting. Perform enhancements to the Engineering Reporting for further automation and facilitation of project management
- Monthly Financial Reporting. Proceed with redesigning the existing monthly Service Unit financial reporting

Rates and Revenue Services

This unit is responsible for raising and collecting the City's rates and revenue, as well as maintaining the property database on behalf of the City.

Budget and Key Performance Indicators

Activity	Rate notices issued (number)	Payments received electronically (%)	Outstanding rates collected (%)	FTE
FY 2016-17	49,759	84%	98% (May)	8.55
FY 2017-18 Target	52,000	95%	99%	8.55

Budget 212	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,955,927	1,577,442	-19%
Internal Recharging	(1,343,526)	(965,342)	-28%
Net Expenditure	612,401	612,100	0%
Operating Income			0%
Net Position	(639,100)	(612,100)	-4%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Utilise emerging technology within the payments industry to streamline revenue collection and enhance customer convenience

Other Business Activities / Initiatives for 2017-18

- Develop an online portal for sign up of rates direct debit payment option to reduce paper and potentially allow data to be directly loaded from the website into the Property and Rating database, improving efficiencies / staff time to enter data and reduce the risk of errors
- Implement online change of address for Rates and Revenue Services
- Commence the implementation of TechOne eDebtors to facilitate the issuing of electronic invoices
- Improve the capability of the current Lease Module in Property and Rating to link to the Debtors Module

Procurement Services

To provide an effective centre-led procurement and contract administration service to the organisation and to ensure organisational compliance with statutory tendering requirements and internal purchasing procedures.

Budget and Key Performance Indicators

Activity	Number of competitive engagements	Purchase requisition issue time (Days)	Contract qualifications currency (%)	FTE
FY 2016-17	89	0.86	93% (May)	9
FY 2017-18 Target	75	1	95%	9

Budget 214	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	747,683	766,419	3%
Internal Recharging	(667,432)	(766,419)	15%
Net Expenditure	80,251	(0)	-100%
Operating Income			0%
Net Position	0	0	0%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Enable social procurement objectives with a focus on supporting indigenous, disability and local enterprises
- Engage, enhance and execute the strategic procurement framework to optimise Value for Money (cost, quality, and sustainability) across the City's procurement expenditure
- Implement eProcurement systems and processes, for sourcing and evaluation of tenders and other major purchases, with associated end user training

Other Business Activities / Initiatives for 2017-18

- Contractor Performance – Develop awareness and capability to manage and monitor contractor performance against the City's contract obligations
- Procurement Education - Develop and roll-out an Advanced Evaluation workshop for senior Officers undertaking Procurement at the City
- Contractual Documentation - Review, validate and seek legal approval for the City contractual documents

Information Services

This Business Unit has four Service Units:

- Information and Communications Technology
- Records Services
- Geographical Information (GIS) Services
- Business Systems

Budget 22	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	5,293,155	5,281,082	0%
Internal Recharging	(5,017,580)	(5,156,528)	3%
Net Expenditure	275,574	124,554	-55%
Operating Income	(1,500)	(1,500)	0%
Net Position	274,074	123,054	-55%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Website Replacement Project (Phase II) and Phase I out of scope requirements
- Run a regular Accessibility Audit and checking service for the City's WCAG 2.0 websites. (Cockburn and Cockburn ARC)
- Public Wi-Fi Service Expansion Project
 - Coogee Beach
 - Coolbellup Skate Park
 - Cockburn Central Meeting Point
- Redevelop Cockburn Council Chamber Audio Visual System
- Develop a 'Cloud Strategy' for the City as part of the City's IS Disaster Recovery Plan review

Information and Communications Technology

To deliver support, technical services and planning for future enhancement / growth of Council's information and communications technology requirements.

Budget and Key Performance Indicators

Activity		Mobile devices supported	Desktops computers supported	FTE
FY 2016-17		346	545	7*
FY 2017-18 Target		400	600	8

*Includes SBMG Manager

Budget 220, 221	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	2,932,987	2,839,600	-3%
Internal Recharging	(2,720,195)	(2,798,547)	3%
Net Expenditure	212,792	41,053	-81%
Operating Income	0	0	0%
Net Position	212,792	41,053	-81%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Prepare for transitioning to a Cloud environment for core services

Other Business Activities / Initiatives for 2017-18

- Apply a Windows 10 / Office 2016 Upgrade
- Implement infrastructure upgrades:
 - Cisco Core Replacement
 - Wi-Fi (CoC)
 - Storage
 - Disaster Recovery
- Upgrade the Virtual Environment – Servers
- Upgrade the Virtual Environment – Desktops

Records Services

To provide a high standard of technologically advanced Records Management Services to support the needs of the user clients within the City of Cockburn, the governing function of Council and other identified external uses of the records function.

Budget and Key Performance Indicators

Activity	Records boxes stored off site	Files held electronically (%)	FTE
FY 2016-17	5,289	95%	7
FY 2017-18 Target	5,500	97%	7

Budget 222	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	825,768	951,351	15%
Internal Recharging	(792,224)	(869,350)	10%
Net Expenditure	33,544	82,001	144%
Operating Income	0	0	0%
Net Position	33,544	82,001	144%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Review/Rebuild the Electronic Document & Records Management System (EDRMS)

Other Business Activities / Initiatives for 2017-18

- Undertake Stages 1 & 2 of the Knowledge Management Project and develop a Project Plan for Stage 3
- Implement ECM Connected Content integration for the Technology One Contracts module
- Prepare for and commence implementation of ECM Ci Anywhere
- Develop a migration strategy, required as part of the Recordkeeping Plan
- Review and update the Records Disaster Recovery Plan



Geographical Information Services (GIS)

To provide an asset information service management system and a geographical information system.

Budget and Key Performance Indicators

Activity		Number of internal module sessions (Internal)	Number of Intramaps views (External)	FTE
FY 2016-17		278,098	60,913	4
FY 2017-18 Target		285,000	64,000	4

Budget 223	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	604,086	573,367	-5%
Internal Recharging	(594,002)	(571,868)	-4%
Net Expenditure	10,084	1,499	-85%
Operating Income	(1,500)	(1,500)	0%
Net Position	8,584	(1)	-100%

Other Business Activities / Initiatives for 2017-18

- Conduct Mapcontrol works to existing and future websites as and when necessary. Review architecture of Mapcontrol. Version 2 of MapControl will include services such as Trails app and Open Data portal (public download of GIS data)
- Review/replace City's public Intramaps services in favour of an industry leading GIS solution
- Expansion of the Waste Trucks development project, including a potential bin app and other smart waste app services
- Continue building in Accessibility features into all map products
- Review R-Spec tool to enable external consultant to validate their data they supply the City
- Create a repository for code used internally to enable rapid and efficient GIS data production

Business Systems

To provide a development and support service to the City's core business systems, manage new projects and help facilitate continuous process improvement.

Budget and Key Performance Indicators

Activity		Number of Technology One Packages supported	Number of non-Technology One applications supported	FTE
FY 2016-17		90	13	7.89
FY 2017-18 Target		110	15	7.89

Budget 224	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	930,313	916,764	-1%
Internal Recharging	(911,159)	(916,763)	1%
Net Expenditure	19,154	1	-100%
Operating Income	0	0	0%
Net Position	19,154	1	-100%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Develop Smart Applications to improve accessibility to City programs and services
- Prepare for transitioning to a Cloud environment for core services

Other Business Activities / Initiatives for 2017-18

- Implement mobile Employee Self Service
- Implement Employee Performance Management module
- Implement Statutory Planning Applications Online
- Implement mobile CoSafe Incident Reporting
- Develop an Arts, Culture & Heritage provider database
- Implement Application Monitoring and Benchmarking software
- Implement Online Payments (Credit Card)
- Implement Online Facility Bookings
- Implement Environmental Health BPR (Business Process Review) recommendations

Human Resources

This Business Unit provides payroll, safety and human resources management services including learning and development.

Budget and Key Performance Indicators

Activity	Total Positions (FTE) Supported	Lost Time Injury Frequency Rate (LTIFR)*	Employee Turnover	FTE
FY 2016-17	492	15.33	10.39%	13.45**
FY 2017-18 Target	500.5	<10	9.5%	13.45**

*LTIFR is the number of injuries per one million hours worked

**Includes SBMG Manager

Budget 231	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	2,814,514	2,775,521	-1%
Internal Recharging	(2,384,165)	(2,311,521)	-3%
Net Expenditure	430,349	464,001	8%
Operating Income	(292,000)	(292,000)	0%
Net Position	138,349	172,001	24%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Implement the Workforce Plan 2017–2022

Other Business Activities / Initiatives for 2017-18

- Improve Indigenous employment opportunities and strategies
- Fully digitise employee records
- Implement the Performance Management System replacement
- Implement the EmpLive roster and payroll system
- Introduce a values focused recognition and reward process

Planning and Development Division

The Planning and Development Division is responsible for managing the statutory and strategic planning for the City, as well as overseeing heritage, urban design and sustainable development. This division oversees building approvals, development compliance and environmental health services, as well as managing the acquisition and sale of the City's land assets. This division has four Business Units:

- Statutory Planning
- Strategic Planning including Leasing and Land Administration
- Building Planning
- Environmental Health



Statutory Planning

To provide control and management of development, land use and subdivision functions within the City to ensure standards of amenity are maintained. The Service also undertakes compliance and enforcement action against unapproved development.

Budget and Key Performance Indicators

Activity	Planning Applications Received	Approvals Issued	Average Processing Time	FTE
FY 2016-17	950	900	43 days	14*
FY 2017-18 Target	950	900	42 days	14*

*Includes SBMG Manager

Budget 411	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,402,004	1,576,865	12%
Internal Recharging	608,753	635,335	4%
Net Expenditure	2,010,756	2,212,201	10%
Operating Income	(1,497,000)	(1,372,000)	-8%
Net Position	513,756	840,201	64%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Upgrade or replace the Planning and Building online application lodgement, tracking and approval delivery system to provide an efficient, integrated, paperless solution

Other Business Activities / Initiatives for 2017-18

- Undertake a review of car parking provisions in Local Planning Scheme No.3 across all land uses and make recommendations that may be incorporated into the City's proposed new Local Planning Strategy
- Develop a new Local Planning Policy relating to non-residential uses in residential areas to guide decision making in relation to these uses
- Undertake a review of various existing Design Guideline Local Planning Policies against proposed 'Design WA' guidelines (to be introduced by the State Government) to ensure consistency
- Proactive Planning Compliance - undertake proactive planning compliance action in strategic locations

Strategic Planning

Prepares Structure Plans, formulates strategies, adopts policies which provide formal guidance and direction for the planning and development of the District, and to ensure that all property interests and the City's land portfolio are appropriate and sufficient. This business unit has one service unit:

- Leasing and Land Administration

Budget and Key Performance Indicators

Activity	Structure Plans Completed	Scheme Amendments Completed	FTE
FY 2016-17	10	5	10*
FY 2017-18 Target	8	4	10*

*Includes SBMG Manager

Budget 420, 421	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,644,507	1,496,703	-9%
Internal Recharging	711,108	608,762	-14%
Net Expenditure	2,355,615	2,105,465	-11%
Operating Income	(344,392)	(262,896)	-24%
Net Position	2,011,223	1,842,569	-8%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Develop and implement a model to report on achievements within each Revitalisation Strategy
- Prepare the new Housing Affordability and Diversity Strategy
- Review and update the Local Commercial and Activity Centres Strategy 2011
- Implement Revitalisation Strategy - The Lakes

Other Business Activities / Initiatives for 2017-18

- Advertise, assess and prepare for Council adoption the Treeby District Structure Plan to support future urbanisation within this precinct
- Advertise, assess and prepare for Council adoption the Cockburn Central East Structure Plan
- Continue to advance structure planning for Development Areas 4, 5, 6 and 6A within the Latitude 32 Redevelopment Area
- Participation of cartographic capabilities to shape a potential 3D mapping environment for strategic areas within the City
- Preparation of new developer contribution planning pertaining to the future urban development associated with the Treeby District Structure Plan
- Participation in the technical working group for the design of the new Outer Harbour, intermodal terminal and infrastructure connections
- Initiate the Yangebup Revitalisation Strategy with a focus on contextual research including household survey and data collection

- Participation in the Jandakot Community Aviation Consultation Group and Perth Airports Municipality Group meetings



Leasing and Land Administration

Administers leases and licenses, purchases and develops land for Council works, manages public requests for public access ways, including closures.

Budget and Key Performance Indicators

Activity	Public Access Way Closure Investigations	Land Purchases	Land Sales (\$)	FTE
FY 2016-17	3	9	\$11m	3
FY 2017-18 Target	3	5	\$2.8m	3

Budget 423	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	411,931	467,972	14%
Internal Recharging	488,332	592,459	21%
Net Expenditure	900,262	1,060,430	18%
Operating Income	(2,447,269)	(2,487,561)	2%
Net Position	(1,547,007)	(1,427,131)	-8%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

Other Business Activities / Initiatives for 2017-18

- Preparation of promotional document that details the land assets that the City currently has available for private sector consideration
- Continue with the subdivision of the Beeliam Drive Neighbourhood Centre, subject to market conditions
- Finalisation of subdivision of Lot 915 Goldsmith Street, Spearwood
- Finalisation of subdivision of Frederik Road and Clara Road projects
- Preparation of lease option report to Council for the 5 year extension to Naval Base Shacks as per the adopted Management Plan
- Finalisation of lease agreements for new Visko Park Community Facility (bowling, futsal and volleyball) and Lakelands Reserve Community Facility (hockey, ultimate frisbee)
- Finalisation of Shared Use Agreement for oval adjoining Mater Christi School at Yangebup Lake Reserve

Building Services

To ensure that buildings and structures within the district provide acceptable levels of public safety, amenity and comply with all relevant building codes, standards and regulations.

Budget and Key Performance Indicators

Activity	Permits Issued	Value (\$m)	Average Processing Time (Certified / Uncertified)	FTE
FY 2016-17	2,520	479	10/15	15.62*
FY 2017-18 Target	2,500	480	10/15	15.62*

*Includes SBMG Manager

Budget 431	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,582,432	1,670,771	6%
Internal Recharging	615,196	723,559	18%
Net Expenditure	2,197,628	2,394,330	9%
Operating Income	(1,505,408)	(1,460,650)	-3%
Net Position	692,220	933,680	35%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Upgrade or replace the Planning and Building online application lodgement, tracking and approval delivery system to provide an efficient, integrated, paperless solution

Other Business Activities / Initiatives for 2017-18

- Residential Building Activity. It is anticipated the residential building activity in 2017-18 will be similar to that in 2016-17. It is anticipated that there may be a strengthening in the commercial/industrial area in the coming year and this may provide further support generally
- Building Act. The Building Services has generally met the statutory approval timeframes under the Act since implementation in April 2012 and will continue to do so in 2017-18
- Building Commission. The City will continue the next phase with the Building Commission on developing a new reporting format that will ultimately be used by industry and will deliver a reporting method/process on building activity that can be used by multiple government agencies. The new reporting method is required due to the more complex nature of approval/work processes, since the implementation of the Building Act 2011
- Building Services IT/IS Processes. Ongoing work continues to review the current capabilities and processes in order to improve reporting and control Building Act processes
- Building Compliance. The Building Services is currently dealing with 601 active building compliance matters. The City by the end of 2016-17 estimates a further 300 matters to be dealt with. The City is currently implementing a strategy to address and resolve outstanding building compliance matters

Environmental Health

To ensure that the conduct and operation of premises and activities within the district comply with accepted standards and practices for public health and to ensure that the quality of the environment is protected and improved.

Budget and Key Performance Indicators

Activity	Premises Inspected	Fines Issued (\$)	Complaints Resolved within 30 days (%)	FTE
FY 2016-17	850	25,000	80	14.13*
FY 2017-18 Target	850	25,000	80	15.13*

*Includes SBMG Manager

Budget 441	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,842,583	1,861,086	1%
Internal Recharging	593,820	491,854	-17%
Net Expenditure	2,436,403	2,352,940	-3%
Operating Income	(338,500)	(325,500)	-4%
Net Position	2,097,903	2,027,440	-3%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Develop a contemporary Public Health Plan which includes relevant parts of the Mosquito Management Plan 2008, the Contaminated Sites Strategy 2008 and the Tobacco Action Plan 2008

Other Business Activities / Initiatives for 2017-18

- Prepare for the complete replacement of all existing regulations under the Health Act including those relating to Public Buildings and Asbestos. This is being implemented by the WA Department of Health in accordance with the new Public Health Act 2016
- Continue with Co-Health Promotion initiatives with a focus upon families
- Deliver the new and improved Foodsafe food hygiene training package to a number of high and medium risk food premises

Governance and Community Services Division

This division is responsible for providing a wide range of services to the community including community development initiatives, events, recreation services, ranger and community safety initiatives and a wide range of human services. The division is responsible for communications including the operation of the Customer Contact Centre. The aim of the division is to improve the quality of community life of residents and to ensure good governance. This division has five Business Units:

- Recreation & Community Safety
- Corporate Communications
- Community Development & Services
- Library Services
- Governance and Risk

Governance functions are directly within the remit of the Director Governance and Community Services and he is assisted by the Governance and Risk Management Coordinator. A Governance Officer was approved for Governance in June 2016 but is yet to be filled.



Governance and Risk

Budget and Key Performance Indicators

The budget and indicators are included within the Executive Division

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Organisational Risk Management Maturity Review
- Review and update the Risk Management Strategy
- Review Council Business Papers Management System (Agendas & Minutes)
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- As part of a team, implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Perform the Annual Risk Controls Audit Review
- Develop a Crisis Management Plan
- Develop location based Business Continuity Plans (BCP) in accordance with the recommendations from the previous BCP exercise findings
- Conduct an Organisational Policy Review



Library Services

Branch Libraries - Manage a public facility that provides spaces and staff to enable capacity building, community collaborations and to deliver collections and services specific to the catchment demographic of the branch.

Young Peoples Services - Provide and support a range of inclusive library programs, environments and collections that support the early and continued development of literacy skills in the children and young people of the City of Cockburn.

Adult Services - Provide and support a range of programs and events in collaboration with major stakeholders that support lifelong learning and community engagement for Cockburn residents.

Technology & Digital Services - Support and manage information technology for the library service to ensure that the systems run efficiently and meet the contemporary needs of a modern library service.

Budget and Key Performance Indicators

Activity	Visits	Registered Borrowers	Satisfaction with Libraries	FTE
FY 2016-17	390,000	34,500	90%	28.86*
FY 2017-18 Target	395,000	35,000	92%	28.86*

*Includes SBMG Manager

Budget 311, 312,313,314	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	3,579,240	3,687,329	3%
Internal Recharging	1,580,322	1,193,259	-24%
Net Expenditure	5,159,562	4,880,588	-5%
Operating Income	(55,146)	(53,146)	-4%
Net Position	5,104,416	4,827,442	-5%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Develop a feasibility study for a strategic partnership with the South West Metropolitan Library Group

Other Business Activities / Initiatives for 2017-18

- WA Public Library Service Reform - Continue to participate in the 'Vision for Public Libraries in 2025' process
- Ensure library buildings are maintained to a high standard and are fit for purpose – continue work on the project to upgrade the Spearwood Library building
- Continue the development of the local history website project to publish all current and future local history articles and research, photographs, audio and video recordings, and other content relevant to the City of Cockburn
- Introduce programs to increase community capacity and digital literacy –
 - Introduction of Coderdojo programming clubs for young people
 - Upskill library users on the use of technology and access to resources

Recreation and Community Safety

The management area of this Business Unit includes a Grants & Research function. The Business Unit also has three Service Units:

- Leisure Centre – Cockburn ARC
- Recreation Services
- Ranger & Community Safety

Budget 32	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	13,611,224	17,397,692	28%
Internal Recharging	5,317,164	5,785,078	9%
Net Expenditure	18,928,388	23,182,770	22%
Operating Income	(5,812,013)	(9,197,863)	58%
Net Position	13,116,375	13,984,907	7%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the Technology One Project Portfolio Management (PPM) System



Grants and Research

To provide a central City of Cockburn coordinating service for the distribution of grants, donations and sponsorship to community organisations and individuals. To seek grants from Commonwealth, State Government and other sources for services and facilities for residents of the City. To carry out research on matters related to issues of concern and interest to the City of Cockburn and to promote the interests of the City.

Budget and Key Performance Indicators

Activity		Grants & Donations Committee Meetings supported	Funding Opportunities Advertised	FTE
FY 2016-17		3	10	3.63*
FY 2017-18 Target		3	10	3.63*

*Includes SBMG Manager and Administrative Support Officer

Budget 320	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,771,851	1,693,015	-4%
Internal Recharging	(467,214)	(370,265)	-21%
Net Expenditure	1,304,637	1,322,750	1%
Operating Income	0	0	0%
Net Position	1,304,637	1,322,750	1%

Other Business Activities / Initiatives for 2017-18

- Expand the online “smartygrants” application process to all relevant grants, donations and sponsorship programs
- Develop policies for participatory budgeting for consideration by Council

Recreation Services

To provide effective high quality community based recreation services programs and leisure facilities.

Budget and Key Performance Indicators

Activity	Champion Clubs Participating Clubs	Sport & Recreation Funding Applications	Bibra Lake Fun Run Participants	FTE
FY 2016-17	89	22	700	5
FY 2017-18 Target	90	25	800	5

Budget 323	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	837,572	780,465	-7%
Internal Recharging	3,420,933	3,772,758	10%
Net Expenditure	4,258,506	4,553,223	7%
Operating Income	(749,810)	(771,080)	3%
Net Position	3,508,696	3,782,143	8%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Complete Master planning and design process for Frankland Reserve
- Develop Western Ward Suburbs Sports and Recreation Needs and Feasibility Study
- Finalise and implement the Community, Sport and Recreation Facilities Plan
- Review Kite Surfing Management Arrangements
- Implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Prepare documentation and approvals for the development of the hockey and sporting facilities on Lakeland Reserve
- Develop concept plans for west Treeby Recreation and Community facilities



Ranger and Community Safety

These services work to improve the safety and security of City residents and visitors through the administration of local laws and state legislation utilising a range of education, prevention and mitigation strategies.

Budget and Key Performance Indicators

Activity	Ranger Services Tasks Attended	Security Patrol Response Times	Satisfaction with Security	FTE
FY 2016-17	10,200	95%*	80%	17
FY 2017-18 Target	10,500	85%**	80%	18

*Better than contracted response times

**Contracted response times

Budget 328	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	5,085,067	5,089,033	0%
Internal Recharging	1,168,386	1,365,461	17%
Net Expenditure	6,253,452	6,454,494	3%
Operating Income	(666,092)	(432,192)	-35%
Net Position	5,587,360	6,022,302	8%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Continue to implement CCTV infrastructure to key identified sites. Maintain and refurbish existing CCTV sites. Seek external funding where possible
- Review and develop the City's Safety and CCTV Strategy.
- Review and develop the City's Bushfire Risk Management Plan

Other Business Activities / Initiatives for 2017-18

- Mobile reporting devices for Rangers, Parking and CoSafe Officers
- Parking permits system for restricted parking areas
- Employment of Bushfire Mitigation and Assessment Officer
- Upgrade CCTV monitoring equipment in the new Depot control room
- Install CCTV at the following locations:
 - Cockburn ARC Boardwalk
 - Ngarkal Beach
 - Yarra Vista Dog Park

Leisure Centre – Cockburn ARC

Provision of a range of affordable centre based aquatic and indoor sporting and recreational facilities and services to the community from the Cockburn ARC Facility.

Budget and Key Performance Indicators

Activity	Entrances	Memberships	FTE
FY 2016-17	800,000*	4,500	27.25
FY 2017-18 Target	950,000	4,700	27.25

*Estimate as Cockburn ARC opened on 19 May 2017

Budget 329	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	3,210,544	9,745,760	204%
Internal Recharging	578,000	879,584	52%
Net Expenditure	3,788,544	10,625,344	180%
Operating Income	(1,891,387)	(7,753,861)	310%
Net Position	1,897,157	2,871,483	51%

Other Business Activities / Initiatives for 2017-18

- Improve the parking available for people with restricted mobility
- Establish covered walkway from carparks to facility entrance
- Review operations protocols for the ARC
- Establish Curtin University students into the activities of the gymnasium programs
- Monitor performance of the geothermal and the solar panels to ensure they reach performance standards



Community Development and Services

This Business Unit has five Service Units:

- Family & Community Development
- Youth Services
- Aged and Disabled Services (Cockburn Community Care)
- Child Care Services
- Seniors

Budget 33	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	10,390,187	10,946,588	5%
Internal Recharging	2,933,733	2,740,896	-7%
Net Expenditure	13,323,919	13,687,484	3%
Operating Income	(8,101,083)	(8,635,797)	7%
Net Position	5,222,836	5,051,687	-3%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the Age Friendly Strategy 2016-2020
- Implement the Community Development Strategy 2016-2020
- Implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Oversee the construction phase of the Cockburn Bowling and Recreation Centre in Yangebup
- Oversee the construction phase of the Cockburn Community Mens Shed in Cockburn Central



Family and Community Development

Provides a range of individual, family and child focused services, via community development and direct service delivery. Including information, referral, advocacy or direct assistance and support. Provides capacity building and community engagement mechanisms to strengthen and support community groups and volunteers operating within the City of Cockburn.

Budget and Key Performance Indicators

Activity	Local Businesses Supporting Community Activities & Volunteers	Engaged Community Development E-News Subscribers	Number of Family Support Contacts	FTE
FY 2016-17	110	579	1489	12.44*
FY 2017-18 Target	120	605	2800	13.44*

*Includes SBMG Manager (1) and Childcare and Seniors Manager (1)

Budget 330, 331	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,939,828	2,065,297	6%
Internal Recharging	1,060,310	1,147,331	8%
Net Expenditure	3,000,138	3,212,627	7%
Operating Income	(544,141)	(543,477)	0%
Net Position	2,455,997	2,669,150	9%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the Children and Families Strategy 2016-2021
- Review and implement the Disability Access and Inclusion Plan
- Review and implement the Reconciliation Plan 2017-2020
- Implement the Community Development Strategy 2016-2020

Other Business Activities / Initiatives for 2017-18

- Provide Support Services including Cockburn Support Service, Financial Counselling, Cockburn Parenting Service, Childrens Services, and the Cockburn Volunteer Resource Service
- Conduct Community Development initiatives including Cockburn Community Group E-News; community and business networking/ partnership opportunities; Community Project Support Program; attend forums for Resident Groups; conduct training for the community; and conduct volunteer recognition events
- Provide specialised community liaison and development activities in the areas of Childrens Development, Aboriginal Community Development and Disability Access and Inclusion
- Provide specialised community events including Celebrate Ability, Hello Baby, NAIDOC Week, Reconciliation Week and Family Dance events
- Coordinate community reference groups such as the Children's, Disability, Community Development, and Aboriginal Reference Groups
- Support multicultural community development through the appointment of a Multicultural Officer to strengthen the capacity of cultural community groups

Youth Services

Administer grant and Council funded services, programs and facilities aimed at providing and developing increased social support, amenity, activity and leisure opportunities for the young people of Cockburn. Youth services offers three streams of services for young people – youth work, youth centre programs and youth development.

Budget and Key Performance Indicators

Activity	Service Contacts with Young People	Youth Outrage Program Places Occupied	Satisfaction with Youth Services	FTE
FY 2016-17	22,000	85%	94%	8.57
FY 2017-18 Target	20,000*	85%	94%	8.57

*Affected by Youth Diversion Service funding expiring in September (which may not be ongoing)

Budget 332	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,513,804	1,412,872	-7%
Internal Recharging	1,118,226	741,321	-34%
Net Expenditure	2,632,030	2,154,192	-18%
Operating Income	(774,044)	(627,273)	-19%
Net Position	1,857,986	1,526,919	-18%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Develop and implement the Youth Services Strategy 2017-2021

Other Business Activities / Initiatives for 2017-18

- Youth Services. Continue to operate Cockburn Youth Centre, Youth Development programs, Youth Outreach Services, Bliss-co mobile outdoor recreation service, Youth Outrage holiday program, events and art programs
- Events. Continue events such as the FROSH Youth Festival and the Big Night In with over 10,000 young people attending. Provide a support role for the Cockburn RSL ANZAC Youth Parade and NAIDOC celebrations
- Cockburn Youth Centre. Continue to operate the facility 6 days per week 51 weeks per year with a one stop shop model for those most in need combined with a wide range of educational and recreation programs. Continue after school and school holiday programs, a free supervised hang out space and centre based events. Continue to partner with the Challenger Institute to provide accredited training courses during school hours
- Youth Development. Continue to coordinate the Youth Advisory Collective and the Youth Outrage School Holiday program. The focus in 2017-18 will be youth capacity building and leadership, closer partnering with local high schools on community projects, increased work with young people from culturally and linguistically diverse communities as well as topical information provision for parents

- Youth Outreach. Continue to employ staff through grant funding to provide individual counselling and group work to young people who are considered 'at risk' and their families
- Skate Parks. Continue to facilitate skate competitions twice per year at all four skate parks, which include the new Bibra Lake facility which will commence construction in the second half of 2017
- Youth Justice Mentoring. Continue to provide the Life Skills Health and Development Mentoring support program to young people in the South West Metropolitan region



Aged and Disabled Services – Cockburn Community Care

Administer block grant funds provided to Council for the operation of the Home and Community Care (HACC) program and individual grants provided to Council for Home Care packages and WA National Disability Insurance Scheme (NDIS) services. Provide programs and services for frail aged and citizens with disability as contracted.

Budget and Key Performance Indicators

Activity		Satisfaction with Cockburn Community Care	HACC Hours of Service Delivered versus Contract	FTE
FY 2016-17		95%	75%	23.58
FY 2017-18 Target		95%	80%	23.58

Budget 333	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	2,685,368	2,572,883	-4%
Internal Recharging	379,228	386,987	2%
Net Expenditure	3,064,596	2,959,870	-3%
Operating Income	(2,888,548)	(2,880,073)	0%
Net Position	176,048	79,797	-55%

Other Business Activities / Initiatives for 2017-18

- HACC have introduced short term reablement* services. Cockburn Community staff will engage in training to build confidence and competence in reablement services which are required for referrals and funding
- HACC funding will transition to the fully federally funded Commonwealth Home Support Program 1 July 2018
- Cockburn Community Care provides individually funded services for people with disability funded in the Cockburn/Kwinana WA NDIS trial. The Cockburn trial site will be integrated into the national roll out of NDIS using a similar model
- Cockburn Community Care is involved in a partnership project with Alzheimers WA to make services more 'Alzheimer Friendly'. The consultants will produce a report based on observations and an action plan will be developed
- Home Care Packages are now 'portable' and belong to the client rather than an organisation. This has allowed Cockburn Community Care to accept higher level packages which improves financial viability and increases level of client service

*Reablement has been defined as 'services for people with poor physical or mental health to help them accommodate their illness by learning or re-learning the skills necessary for daily living'

Child Care Services

To equitably and effectively administer grant and fees provided to Council for the operation of the Family Day Care Service and In Home Care Service.

Budget and Key Performance Indicators

Activity		Number of Children accessing FDC per week	Number of Family Day Care Providers	FTE
FY 2016-17		600	67%	6.75
FY 2017-18 Target		700	70%	6.75

Budget 334	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	3,613,039	4,237,262	17%
Internal Recharging	55,020	56,225	2%
Net Expenditure	3,668,059	4,293,487	17%
Operating Income	(3,642,650)	(4,320,024)	19%
Net Position	25,409	(26,537)	-204%

Other Business Activities / Initiatives for 2017-18

- Family Day Care (FDC). Since 2015 metropolitan FDC Services changed to a User-Pay, Commonwealth legislated, childcare system. Forward strategies focus on continuing quality care provision, recruiting quality Educators in and around Cockburn
- In-Home Childcare (IHC). Grant and User-Fee funding is used to employ quality, experienced staff to support Educators to provide childcare in the child's own home. The Service currently operates at its Commonwealth Ceiling Cap; so forward strategies focus on maintaining quality IHC Educators to ensure continuing quality childcare
- Financial Management of Commonwealth Childcare Subsidies. Staff are required to undertake fortnightly Commonwealth Child Care Management data assessment, electronic upload; download of parent childcare subsidy payment information for dissemination to over 110 FDC and IHC Educators
- Childcare Location Visits. IHC National Standards and FDC legislation requires a minimum number of support and monitoring contact visits for the IHC and FDC Educators. This requirement is more than met to ensure ongoing quality provision of early childhood education and care
- Childcare Hours. The two Childcare Services provide over 400,000 hours of childcare per annum for over 900 children
- Legislative Requirements. FDC legislation requires extensive selection, monitoring and ongoing training and support of Educators and staff to ensure legislative compliance and quality early childhood education and care provision. IHC operates in compliance of National Standards with required monitoring, training and support of educators

Seniors Services

Administers Council funded services, programs and facilities aimed at providing and developing increased amenity, active ageing and leisure opportunities for the senior citizens. These services include provision of the Cockburn Seniors Centre based programs, outings, events, and meals.

Budget and Key Performance Indicators

Activity	Seniors Centre Memberships	Satisfaction with Seniors Services	FTE
FY 2016-17	1150*	100%	3.59
FY 2017-18 Target	1150**	100%	3.59

*Extrapolated estimate to 30 June 2017

** Maximum capacity

Budget 335	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	638,148	658,276	3%
Internal Recharging	320,948	409,032	27%
Net Expenditure	959,096	1,067,308	11%
Operating Income	(251,700)	(264,950)	5%
Net Position	707,396	802,358	13%

Other Business Activities / Initiatives for 2017-18

- Cockburn Seniors Centre. Continue to provide outings, courses, seminars, physical activity classes, social activities, programs and events. The program has a range of Age Friendly initiatives that promote physical activity, social connection and mental wellness for over 50s. New initiatives are continually being researched. Approximately 23,000 attendances were recorded during 2016-17
- Seniors Centre Meals. Continue to provide a subsidised two course meal three days per week and a café meal two days per week. Cultural and special events are also catered for. Meals are based on an Age Friendly model looking at a healthy diet. Approximately 8,000 meals were provided during 2016-17
- Seniors Centre Expo. In partnership with the City of Melville and City of Fremantle, conduct a Healthy Lifestyle Expo for 55+. It is planned for 16 May 2018 at Cockburn Health and Community Facility
- Reconciliation Programs. Continue to provide a range of programs to strengthen relationships with the Aboriginal community in accordance with the Reconciliation Action Plan. The Centre held a Bush Babies Exhibition in 2017 and has developed an ongoing relationship with one of the local artists, who are now providing art/craft lessons for the members. New initiatives - A poster exhibition will be held for NAIDOC week 2017 and an outing is organised for NAIDOC week to learn some basic language and discover the history of the Whadjuk people
- Cockburn Community and Mens Shed. Continue to support the Community and Mens Shed, including the construction of the new Mens Shed and relocation of equipment and ongoing support for Mens Shed members. New Initiative: Community Development team supporting Men's Shed with constitutional requirements

Corporate Communications

To provide communications support to the organisation. This Business Unit has three Service Units:

- Communications and Marketing
- Events and Culture
- Customer Service

Budget 34	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	3,532,220	3,417,525	-3%
Internal Recharging	(737,302)	(1,173,013)	59%
Net Expenditure	2,794,919	2,244,512	-20%
Operating Income	(21,400)	(13,400)	-37%
Net Position	2,773,519	2,231,112	-20%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Review and update the Communications Strategy 2012–2017 to incorporate Brand, Digital Communication and Social Media
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program



Communications and Marketing

To provide a range of communications material and services that ensures that the community is informed about the City's services and programs.

Budget and Key Performance Indicators

Activity		People Satisfied (%)**	People Dissatisfied (%)	FTE
FY 2016-17		62.5%	15.5%	8.84*
FY 2017-18 Target		65%	13%	9.84*

*Includes SBMG Manager

** combined – informed about local issues and services facilities and events

Budget 340, 341	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,360,009	1,283,690	-6%
Internal Recharging	(857,348)	(841,144)	-2%
Net Expenditure	502,661	442,547	-12%
Operating Income	(6,500)	(6,500)	0%
Net Position	496,161	436,047	-12%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Review and update the Communications Strategy 2012 – 2017 to incorporate Brand, Digital Communication and Social Media

Other Business Activities / Initiatives for 2017-18

- Undertake Annual Community and Business scorecard surveys and report results to the community
- Undertake internal communication audit
- Produce annual report
- Produce rates brochure
- Refresh library branding
- Review and roll out SMS software
- Commence standardisation of City forms and project plan for update to document templates in systems including Technology One
- User journey testing by the public of the new website
- Review external facing databases and the option to have one data source
- Review live chat on the website
- Public Wi-Fi marketing
- Review the benefits and methods of live streaming council meetings

Events and Culture

To provide a range of services that deliver quality, timely and cost effective customer service to the community.

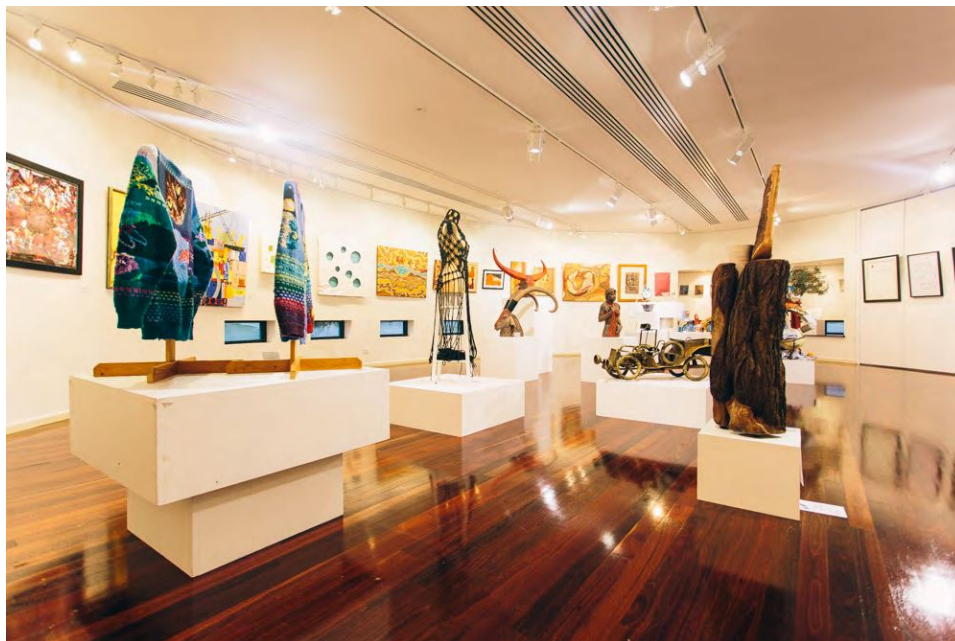
Budget and Key Performance Indicators

Activity		People Satisfied with Festivals, Events & Cultural Activities (%)	People Satisfied with how local history & heritage are preserved & promoted (%)	FTE
FY 2016-17		69%	65%	3.7
FY 2017-18 Target		72%	65%	3.7

Budget 342	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,265,364	1,280,283	1%
Internal Recharging	905,293	521,082	-42%
Net Expenditure	2,170,658	1,801,365	-17%
Operating Income	(14,300)	(6,300)	-56%
Net Position	2,156,358	1,795,065	-17%

Other Business Activities / Initiatives for 2017-18

- Audit of City's art collection; photograph and document; update asset register
- Seek sponsorship for Coogee Live event
- Develop a central register on the City's website of art, culture and heritage providers within the City
- Review the City's cultural grant program
- Undertake a feasibility study of the suitability of Cockburn venues for attracting large events / satellite events



Customer Service

To provide a range of services that deliver quality, timely and cost effective customer service to the community.

Budget and Key Performance Indicators

Activity	Incoming calls dealt with by Contact Centre (%)*	Satisfaction with level of Customer Service – Organisation (%)	Satisfaction with level of Customer Service – Customer Service (%)**	FTE
FY 2016-17	72.3%	65%	93.35%	7.6
FY 2017-18 Target	75%	65%	95%	7.6

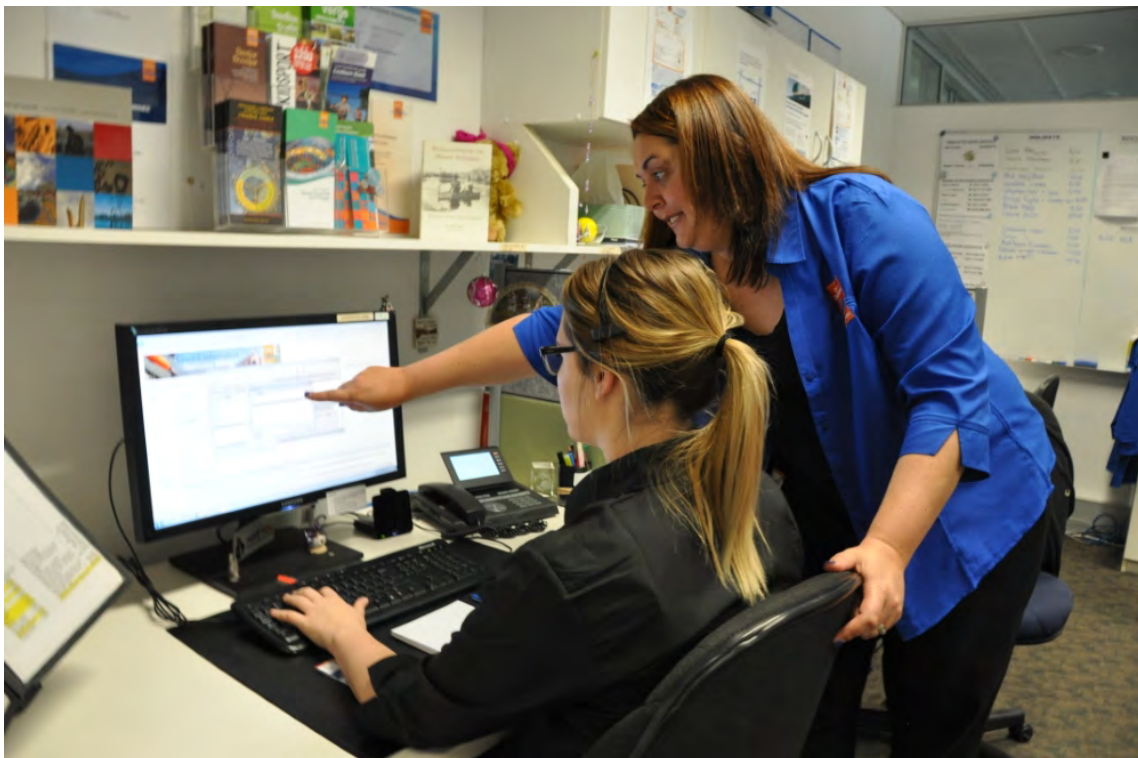
*July 2016-May 2017

**combined average from contact centre and front counter

Budget 343	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	906,847	853,552	-6%
Internal Recharging	(785,247)	(852,952)	9%
Net Expenditure	121,600	600	-100%
Operating Income	(600)	(600)	0%
Net Position	121,000	(0)	-100%

Other Business Activities / Initiatives for 2017-18

- Annual Customer Satisfaction Surveys for the organisation
- Deliver customer service charter and customer request training
- Ongoing review of customer request system



Engineering and Works Division

The Engineering and Works Directorate is responsible for delivering and maintaining a safe road, cycleway and path system, developing and maintaining parks, and landscaping the natural environment for the enjoyment of everyone; the collecting and disposing of waste from all properties in the district and providing and maintaining all buildings and other facilities on Council property for community use. This division has four Business Units:

- Waste
- Parks and Environment
- Engineering Services
- Infrastructure

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Revitalisation Project Implementation - Phoenix Central, Hamilton Hill, Coolbellup and The Lakes
- Implement the capital works program assigned to Engineering
- Implement the Technology One Project Portfolio Management (PPM) System



Waste Services

Manages waste and recycling collection, develops recycling strategies for domestic and commercial waste streams. This Business Unit has two Service Units:

- Waste Disposal
- Waste Collection

Budget 51	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	21,532,113	20,994,388	-2%
Internal Recharging	4,092,448	4,376,515	7%
Net Expenditure	25,624,561	25,370,904	-1%
Operating Income	(8,393,846)	(9,340,885)	11%
Net Position	17,230,715	16,030,019	-7%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Ensure greater recovery from bulk verge hard waste collections
- Ensure the City and its contractors utilise recycled inert road base material, where practical, for all path and road construction work
- Implement a third household bin for the re-use of garden organics (GO)
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Complete a Feasibility Study for the HWRP including potential for a precinct approach, relocated entry and Materials Recovery Facility
- Roll out Public Place Recycling Bin enclosures to all parks
- Implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Deliver the education program for the garden waste bin rollout
- Deliver waste education at events, workshops, school incursions and excursions and via media
- Secure Waste Authority grant funding for garden waste bin purchase and community education program
- Develop waste education materials post SMRC withdrawal.
- Deliver recycling and composting systems at facilities including libraries, community centres, Cockburn ARC and schools

Waste Collection

To provide a regular reliable and safe waste and recycling collection service for every property within the district and dispose of it in an environmentally acceptable manner.

Budget and Key Performance Indicators

Activity	Number of Waste Collections	RRRC Equity Share (%)	Satisfaction with Waste Collection	FTE
FY 2016-17	43,407	44.7%	97%	29
FY 2017-18 Target	44,442	0%	98%	30

Budget 511	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	13,719,798	12,492,872	-9%
Internal Recharging	6,253,008	6,592,063	5%
Net Expenditure	19,972,806	19,084,935	-4%
Operating Income	(2,692,820)	(2,800,000)	4%
Net Position	17,279,986	16,284,935	-6%

Other Business Activities / Initiatives for 2017-18

- Install GPS tablets and additional cameras to all waste vehicles – Intellitrac system
- Ensure greater recovery from bulk verge hard waste collections
- Appoint a contractor for the garden waste bin delivery service
- Tender for the supply of Garden Waste bins (WALGA preferred supplier)
- Roll out a garden waste bin for the re-use of garden organics (GO)
- Roll out Public Place Recycling Bin enclosures to all parks



Waste Disposal

To operate a landfill site at Henderson to accept waste in accordance with the requirements of a Class II site under the Environmental Protection Act and maximise the financial return.

Budget and Key Performance Indicators

Activity	Tonnes of Waste into HWRP	Waste Recovery (%)	MSW Processed at RRRRC (%)	FTE
FY 2016-17	62,209	7.8%	97.6%	23.9*
FY 2017-18 Target	74,721	10%	92%	23.9*

*Includes Business Unit Manager (1) and Waste Education Officer (1)

Budget 510, 512	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	7,812,315	8,501,516	9%
Internal Recharging	(2,160,560)	(2,215,548)	3%
Net Expenditure	5,651,756	6,285,969	11%
Operating Income	(5,701,026)	(6,540,885)	15%
Net Position	(49,271)	(254,916)	417%

Other Business Activities / Initiatives for 2017-18

- Implement the recommendations from the Landfill Gas Management Plan
- Implement the recommendations from the Post Closure Management Plan
- Implement the recommendations from the leachate management strategy
- Installation of leachate pump monitors to allow accurate leachate measurement
- Install additional litter protection barriers to reduce internal litter collection costs
- Install wind barriers at the Transfer Station push wall to improve operation and comfort
- Repair and reinstate the Transfer Station Push wall
- Install a Greenwaste Decontamination Plant for the sorting of the garden waste from the third bin rollout volumes
- Complete a Feasibility Study for the HWRP including potential for a precinct approach, relocated entry and Materials Recovery Facility

Parks and Environment

To design, construct, rehabilitate and maintain the City's open space. The team is required to manage natural and wetland areas, highly manicured playing fields and passive parks, foreshore areas, streetscapes and infrastructure. This Business Unit has two Service Units:

- Parks Services
- Environment Services

Budget 52	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	16,352,162	17,073,097	4%
Internal Recharging	2,453,500	2,293,243	-7%
Net Expenditure	18,805,662	19,366,340	3%
Operating Income	(1,900)	(10,220)	438%
Net Position	18,803,762	19,356,120	3%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the Public Open Space Strategy 2014-2024
- Implement Manning Park Master Plan
- Implement a Street tree Master Plan
- Implement the Coogee Beach Master Plan
- Implement the Bibra Lake Management Plan 2016–2026
- Implement the North Coogee Foreshore Management Plan
- Implement a Cash in Lieu Plan 2017-2019 for Public Open Space
- Implement the Urban Forest Plan
- Conduct assessment of potential uses for intercepted water from the Port Coogee Groundwater Interception Drain (GID)
- Develop a concept vision for the Wetlands Education Centre/ Native Arc
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Commence a feasibility study into the Coogee Golf Complex with a principle focus on groundwater availability and vegetation condition ratings
- Attend and facilitate actions arising from the Rehabilitating Roe 8 Working Group
- Develop detailed landscape plans for Lot 7 Cockburn Central and negotiate delivery with LandCorp
- Develop landscape plans and infrastructure renewal programs to be incorporated into the "Shared Use Agreement" with Mater Christi Catholic Primary School
- Facilitate the delivery of the WA State Governments "Local projects, local jobs grant program"
- Investigate operational effectiveness and functionality of the Port Coogee Water Play Park and provide recommendations on alternative treatments

Parks Services

The design, construction and operational maintenance of Public Open Space (POS) and Streetscapes to provide functional and attractive locations for recreational activities by the community.

Budget and Key Performance Indicators

Activity	Public Open Space Managed (Hectares)	Groundwater Management - kLG allocation	Groundwater Management – kLG water used	FTE
FY 2016-17	711	2,791,548 kL	2,051,195 kL	62.32*
FY 2017-18 Target	720	2,791,548 kL	2,512,393 kL	64.32*

*Includes SBMG Manager (1) and Engineering Administration Officer (1)

Budget 520, 521	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	13,916,176	14,651,579	5%
Internal Recharging	1,584,988	1,541,861	-3%
Net Expenditure	15,501,164	16,193,440	4%
Operating Income	0	(8,320)	0%
Net Position	15,501,164	16,185,120	4%

Other Business Activities / Initiatives for 2017-18

- Park Infrastructure. Manage and maintain all park infrastructure
- Irrigation Operating Strategy. Perform monthly meter readings on groundwater usage, monitor groundwater quality, water scheduling and submit annual report to Department of Water
- Street Tree Management. Maintain and manage 38,000 street trees including annual pruning of 5,100 street trees to meet Western Power regulations
- Road Reserve Maintenance. Manage the delivery of approximately 500km of road reserve mowing
- Streetscape Maintenance. Maintain 61ha of landscaped streetscapes
- Playground Renewals. Botany Park, Hobbush Park, Atwell Community Centre, Duffield Park, Poole Reserve, Perdita Park, Southwell Park, Classon Park, Heatherlea Park, Anning Park, Dubove Reserve, Katich Park, Market Garden Swamp, Nicholson Reserve, Perena Rocchi Reserve, Ronsard Park and Mudlark Way
- Irrigations Renewals. Atwell Oval and Jarvis Park
- Bore Pump Renewals. Ongoing bore pump replacement program citywide
- Streetscape Improvements. Beeliar Drive (Duplication), North Lake (Forrest to Phoenix)
- Hamilton Hill Revitalisation Strategy. Development of POS at Hanlon Park, Dodd Reserve, Fortini Park, Sawle Park, Redmond Reserve, Jakob Park and Stage 2 Dixon Park Nature Playground
- Phoenix Revitalisation Strategy. MacFaull Park - relocation and renewal of playground
- The Lakes Revitalisation Strategy. Landscape Lots 52 & 12 Briggs Rd, South Lake
- Coolbellup Revitalisation Strategy. Development of Jarvis Park and Rinaldo Reserve
- Friendship Way Strategy. Continued enhancement of Spearwood Avenue
- Coogee Beach Master Plan. Continue stage 2, including landscaping works focusing

- on the area surrounding the existing Coogee Café and Northern carpark
- North Coogee Foreshore Management Plan. Stage 2 development of CY O'Connor (North) Reserve, including the provision of toilet facilities and associated infrastructure
- Playground Shade Sail Strategy. New shade sails at Bloodwood Reserve, Freshwater Reserve, Glen Mia Park, Habitat Park and Banjup Community Centre
- Public Open Space. Review landscape submissions received through subdivision development, assess public open space allocations identified in district structure plans and provide guidance to developers on accessible and functional open space design
- Water Conservation Plan. Stage 2 implementation of Irrigation Central Control System



Environment Services

Prepare plans, develop policies and strategies, undertake studies and provide advice on environmental matters and ensure the protection and management of areas of environmental importance.

Budget and Key Performance Indicators

Activity	Hectares of Bushland	Hectares of Bushland Managed	Community Satisfaction with Conservation and Environment Management (%)	FTE
FY 2016-17	1157	1041	81%	13
FY 2017-18 Target	1169	1053	82%	13

Budget 522	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	2,435,986	2,421,518	-1%
Internal Recharging	868,512	751,382	-13%
Net Expenditure	3,304,498	3,172,901	-4%
Operating Income	(1,900)	(1,900)	0%
Net Position	3,302,598	3,171,001	-4%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Review and implement the Sustainability Strategy 2013–2017

Other Business Activities / Initiatives for 2017-18

- Implement Manning Park Master Plan including the Manning Park Mountain Bike Concept Plan and upgrade of a third lookout
- Review and implement the Greenhouse Gas Emission Reduction Plan
- Review the Natural Areas Management Strategy 2012-2022 and incorporate a number of existing management plans
- Attend and facilitate actions arising from the Rehabilitating Roe 8 Working Group
- In conjunction with Engineering Services, amalgamate the Trails Master Plan with the Footpath Plan
- Weed Mapping. Ongoing mapping of weeds within bushland to monitor the effectiveness of existing management programs
- Vegetation Condition Mapping. Ongoing vegetation condition assessment to monitor and report on the effectiveness of existing management programs
- Midge Management. Implementation of the Integrated Midge Control Program
- Waterwise Program. Implement initiatives and actions to reduce water consumption and ensure Council remains an accredited Waterwise Council
- Sustainability Reporting Framework. Review and upgrade KPI's to enable longer term assessment of progress towards sustainability
- Revegetation. Revegetate a minimum of 2.5 hectares of bushland including Bibra Lake, Yangebup Lake and Manning Park
- Capital Works Program. Continue to deliver capital works that enhance the environmental experience for the community

Engineering Services

This Business Unit has four Service Units:

- Road Construction
- Road Design
- Transport and Traffic Services
- Road Planning and Development

Budget 53	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	22,412,387	22,660,395	1%
Internal Recharging	844,057	1,544,132	83%
Net Expenditure	23,256,443	24,204,527	4%
Operating Income	(318,120)	(248,120)	-22%
Net Position	22,938,323	23,956,407	4%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Implement the Technology One Project Portfolio Management (PPM) System
- Complete the Shared Path and Trails Network 2017–2026 City wide and begin implementation
- Review and update the Drainage Management and Maintenance Strategy 2008 - 2013 in conjunction with Finance to ensure drainage management principles are agreed across the organisation
- Review and update the Integrated Transport Plan, incorporating the Road Safety Strategy and Travel Smart Plan
- Review current parking approaches and create the City wide Parking Strategy.
- Revitalisation Project Implementation - Phoenix Central, Hamilton Hill, Coolbellup and The Lakes
- Undertake Road Projects 2017–2026 (includes new, resurfacing and traffic management)
- Undertake footpath, drainage and maintenance works in accordance with the capital works program

Other Business Activities / Initiatives for 2017-18

- South Lake East Underground Power - Project development and implementation

Road Construction

To construct and maintain roads, drains and associated infrastructure in accordance with adopted designs.

Budget and Key Performance Indicators

Activity	Kilometres of Road Resurfacing	New Paths & Cycleways (m ²)	Community Satisfaction with Roads (%)	FTE
FY 2016-17	5.6km	3200m ²	85%	33
FY 2017-18 Target	8km	10,500m ²	85%	23*

*Business restructuring in progress

Budget 530, 531	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	21,203,459	21,446,618	1%
Internal Recharging	1,029,471	1,644,074	60%
Net Expenditure	22,232,929	23,090,692	4%
Operating Income	(38,120)	(38,120)	0%
Net Position	22,194,809	23,052,572	4%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

The City's road construction service will deliver the following capital works program:

- \$7.2m on new road projects general road improvement
- \$2.4m on road resurfacing
- \$0.73m on traffic management projects
- \$0.9m on drainage projects
- \$1.1m on footpath and rehabilitation existing footpaths
- \$0.75m on Bike Network Plan

Major projects included in the above are:

- Spearwood Avenue Duplication, construction second carriageway between Beelias Drive and Barrington Street (\$3.7m)
- Russell Road, Frankland Avenue and Hammond Road Intersection upgrade to roundabout and four way intersection (\$1.7m)
- Verde Drive extension, and construction of a roundabout at intersection of Verde Dr/Solomon Rd (\$1.2m)

Road Design

To provide design services for roads, paths, drains, development assessment and traffic management treatments that are under the responsibility of Council in accordance with Australian Standards.

Budget and Key Performance Indicators

Activity	Projects Designed In-house (%)	Design Cost as % of Road Program (%)	FTE
FY 2016-17	90%	7.5%	7*
FY 2017-18 Target	90%	7.5%	7*

*Includes SBMG Manager (1); Roads Contracts Coordinator (1) and Engineering Administration Officer

Budget 532	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	530,474	518,970	-2%
Internal Recharging	(455,405)	(458,970)	1%
Net Expenditure	75,069	60,000	-20%
Operating Income	(60,000)	(60,000)	0%
Net Position	15,069	(0)	-100%

Other Business Activities / Initiatives for 2017-18

- Road Design Projects including a detailed plan for Jandakot Road duplication between Berrigan Drive and Solomon Road, Verde Drive extension from Biscayne Way to Solomon Road, Spearwood Avenue duplication between Beeliar Drive and Barrington Street (including bridge duplication), Russell Road/Hammond Road dual lane Roundabout, Gibbs Road/Liddelow Road Roundabout and various traffic, storm water and drainage sump projects
- Conduct an engineering survey, investigation and design on the customer requests regarding drainage and traffic issues
- Investigate Black Spot and unsafe road sections within the road network with a detailed proposal for external funding completed
- Develop a Parking Strategy (On and Off Street) to give the strategic direction for the provision and management of parking
- Assist Strategic Planning - Continue in reviewing and providing the technical comments on proposed civil work for new subdivision developments
- Compile and manage contract documents for all projects that will be tendered out, including, but not limited to; Spearwood Avenue Bridge, Rockingham Road Revitalisation and various Street Lighting Projects
- Manage the Underground Power Program at South Lake

Transport and Traffic

To ensure that planning and development of the transport network within the City meets people and industry needs while minimizing environmental impact.

Budget and Key Performance Indicators*

Activity		Design Turnaround (days)	Projects Completed In-house (%)	FTE
FY 2016-17		10 days	80%	4
FY 2017-18 Target		10 days	80%	4

*The budget for this Service Unit is included with Road Planning and Development

Other Business Activities / Initiatives for 2017-18

- **Traffic and Transport**
 - Review and process traffic management plans and construction management plans submitted for roadworks, events and building activities on the City's road network
 - Assess requests for traffic calming on local roads
 - Review the operation of Prinsep Road, Jandakot
 - Review the short and long-term operation of Wattleup Road
 - Investigate traffic issues in Spearwood identified at the Rigby Avenue public information forum held in December 2016

- **Detailed project planning**
 - Complete a City-wide Parking Strategy;
 - Review the City's Functional Road Hierarchy and update the City's District Traffic Study;
 - Review the Metropolitan Region Scheme road reservation for Russell Road (Rockingham Road to Hammond Rd);
 - Provide detailed technical advice for transport related issues on Development Applications, Structure Plans and subdivisions to Strategic and Statutory Planning, architects, developers, and traffic consultants;

- **TravelSmart and road safety initiatives**
 - Develop public events, information campaigns and education resources about traffic congestion, road safety and alternative transport mode choices to reduce the dependency on trips by private car
 - Work with the Public Transport Authority and their traffic consultant to assess if the opening of the Aubin Grove Train Station has impacted on the operation of the local road network
 - Prepare submissions for the Black Spot Program 2018/2019 Federal and State Black Spot funding
 - Complete the Bike Boulevard Project with the Department of Transport

Road Planning and Development

To ensure development occurs in accordance with all relevant Australian Standards and Council's development conditions and specifications.

Budget and Key Performance Indicators

Activity		Design Turnaround (days)	Value of Development Infrastructure Plans Approved (\$)	FTE
FY 2016-17		15	14.5m	2
FY 2017-18 Target		15	16m	2

Budget 535	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	678,454	694,808	2%
Internal Recharging	269,991	359,027	33%
Net Expenditure	948,446	1,053,836	11%
Operating Income	(220,000)	(150,000)	-32%
Net Position	728,446	903,836	24%

Other Business Activities / Initiatives for 2017-18

- Engineering Aspects - Continue in managing and providing advice on a broad range of subdivision and development proposals from an engineering and infrastructure planning perspective
- Assist Strategic Planning - Continue in reviewing and providing technical advice/comments on structure plans and development applications for new land development proposals- ongoing
- Asset Management Aspects – Ensure that asset management principles are followed in the design, approval, construction and clearance of assets due to be handed over to the City through the subdivision and development process
- Subdivision Guidelines and Engineering Policy - Review, update and implement the City's subdivision guidelines and related standards and specifications to ensure standards are met and guidance provided - project commenced and on track for completion in October 2017
- Review and update of the Engineering assessment and construction control process for new subdivision developments - project commenced and on track for completion in October 2017

Infrastructure Services

This Business Unit has four Service Units:

- Project Management & Development
- Asset Services
- Facilities & Plant
- Marina and Coastal Services

Budget 54	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	17,454,674	17,454,715	0%
Internal Recharging	(13,268,362)	(12,787,116)	-4%
Net Expenditure	4,186,312	4,667,599	11%
Operating Income	(1,147,099)	(1,097,797)	-4%
Net Position	3,039,213	3,569,802	17%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Finalise an Operations Centre Upgrade Phase 1 (Phase 2 scheduled 2018/19)
- Plan and implement initiatives to reduce building and facility and plant non-renewable energy consumption and GHG emissions
- Review and update the Asset Management Strategy 2008 in conjunction with Finance to ensure asset management principles are agreed across the organisation
- Develop and implement the City's Coastal Management & Adaptation Plan (in conjunction with Strategic Planning & Recreation Services)
- Implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Undertake the capital works program for City buildings and facilities
- Undertake the facilities maintenance program
- Complete the plant and vehicle replacement program
- Complete outstanding works for Port Coogee Marina
- Provide chair and secretariat for the ongoing activities of the Cockburn Sound Coastal Alliance (CSCA)



Project Management and Development

Project manage the planning, design and construction delivery, including contract administration, of larger value building and facility infrastructure capital works projects. Assist in the development and application of best practice project management systems and processes across the organisation.

Budget and Key Performance Indicators

Activity		Major Building Projects Commencing	Value of New Buildings Being Commenced (\$)	FTE
FY 2016-17		1**	0.4m	4*
FY 2017-18 Target		2***	9.3m	4*

*Includes SBMG Manager

** Bibra Lake northern toilet block

***Community Mens Shed and the Bowling and Recreation Centre

Budget 540, 541	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	1,060,711	852,171	-20%
Internal Recharging	(604,674)	(248,962)	-59%
Net Expenditure	456,037	603,209	32%
Operating Income	0	0	0%
Net Position	456,037	603,209	32%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- In liaison with Recreation & Community Safety and Community Development & Services, plan and deliver new and refurbished buildings and facilities
- Implement the Technology One Project Portfolio Management (PPM) System

Other Business Activities / Initiatives for 2017-18

- Project manage building projects in the capital works program
- Specific projects being delivered in 2017-18 include the:
 - Cockburn Bowling & Recreation Club – Visko Park
 - Cockburn Community Men's Shed
 - Operations Centre and Depot Upgrade – Phase 1 closeout and preparatory works for Phase 2.
- Assist in the development of the following key projects:
 - Spearwood Library Upgrade – design and construction delivery
 - Frankland Park Recreation Centre & Ovals – design
 - Lakelands Reserve Hockey Facility & Clubrooms – planning and design
 - Wetlands Education Centre – planning and design

Asset Services

To ensure that Council's assets meet and provide the required levels of service in the most cost effective method through an optimal balance of creation, preservation, enhancement and disposal.

Budget and Key Performance Indicators

Activity	Asset Value excluding Land (\$)	Asset Value including Land (\$)	Average Asset Depreciation Life to Date (%)	FTE
FY 2016-17	887m	985m	41	4
FY 2017-18 Target	936m	1b	40	4

Budget 542	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	673,919	443,514	-34%
Internal Recharging	(466,438)	(443,514)	-5%
Net Expenditure	207,481	0	-100%
Operating Income	0	0	0%
Net Position	207,481	0	-100%

Actions to be undertaken 2017-18 as identified in the City's Corporate Business Plan

- Review and update the Asset Management Strategy 2008 in conjunction with Finance to ensure asset management principles are agreed across the organisation
- Implement the Technology One Project Portfolio Management (PPM) System
- Create an Asset Management Plan for marine and coastal assets
- Implement the LG Professionals PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program

Other Business Activities / Initiatives for 2017-18

- Continue rollout of Work Management Mobility, including GIS access in the field and in field asset data access and updating
- Ensure Asset Infrastructure condition audits for Buildings, Parks and Coastal Infrastructure are conducted
- Ensure Asset Management Plans for Fleet & Plant, Roads, Footpaths, Buildings, Drainage, Parks & Environment and Maritime & Coastal Assets are adopted for the period of 2017-18 to 2019-20
- Continue the Technology One Asset Management Information System Implementations as follows:
 - Facilities Asset Register, Work System, Mobility & Econtractor Management
 - Bushland Asset Register, Work System and Mobility Management
 - Electronic Timesheets for Roads and Facilities

Facilities and Plant

To manage, maintain and deliver Council owned buildings, structure and plant services to provide for the requirement of the staff and community.

Budget and Key Performance Indicators

Activity	Value of Facilities Managed (\$)	Fleet Replacement Value (\$)	New Fleet Purchases (\$)	FTE
FY 2016-17	224m	6.4m	1.3m	13.06
FY 2017-18 Target	244m*	3.3m	0.53m	13.06

*Includes Operations Centre and Bowling and Recreation Centre; excludes Cockburn ARC and Lakelands Hockey Facility

Budget 543, 544	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	13,613,876	14,017,030	3%
Internal Recharging	(12,272,527)	(12,212,532)	0%
Net Expenditure	1,341,349	1,804,497	35%
Operating Income	(3,297)	(2,297)	-30%
Net Position	1,338,052	1,802,200	35%

Other Business Activities / Initiatives for 2017-18

- Minor Capital Works Program. Implement the capital works program for rehabilitation and improvements to Councils buildings and facilities, including:
 - Jandakot Volunteer Bush Fire Brigade building improvements
 - Jean Willis Centre Activity Room conversion
 - Lucius, Mellor and Santich Park Changeroom refurbishment works
 - South Lake Leisure Centre demolition works
 - Civic and Community Buildings airconditioning system replacements, floor covering renewals and signing upgrades;
 - Disability Access Audit and improvement works;
 - Various other refurbishments to the City's civic and community facilities to restore buildings to meet level of service expectations, enhanced disability access, water consumption reduction, energy use reduction and asbestos risk mitigation
- Facilities Operational Budget and Program. Prepare and manage the budget and program to ensure the City's community and civic buildings and facilities are well maintained, safe, clean and functional
- Major and Minor Plant Acquisition Program. Implement the program for new and replacement plant and light fleet, that includes acquisition of six new additional plant items including an additional waste collection truck and 50 replacement light vehicles and heavy plant items
- Plant Maintenance Operations. Management and delivery of plant servicing and repair operations utilising the workshop, field mechanics (including at the Henderson Waste Recovery site) and external service providers to ensure major plant, fleet and minor plant and equipment continue to meet operational requirements in a cost effective and productive manner

Marina and Coastal Services

To manage the Port Coogee marina facility including business development, penholder liaison and daily service operations plus plan and deliver on coastal infrastructure and management initiatives.

Budget and Key Performance Indicators

Activity	Marina Pen Numbers Available	Marina Pen Occupancy (%)	Value of Coastal Engineering Project Funding (\$)	FTE
FY 2016-17	150	96%	0.162m	2.5
FY 2017-18	150	96%	0.715m*	3
Target				

*Includes Port Coogee Marina carpark, path and wharf chafer project (\$0.32m)

Budget 545, 546	Adjusted Budget 2016-17 \$	Proposed Budget 2017-18 \$	Variance %
Gross Expenditure	2,106,168	2,142,000	2%
Internal Recharging	75,277	117,892	57%
Net Expenditure	2,181,445	2,259,892	4%
Operating Income	(1,143,802)	(1,095,500)	-4%
Net Position	1,037,643	1,164,392	12%

Other Business Activities / Initiatives for 2017-18

- Continue to develop the Port Coogee Marina and adjacent surrounds including:
 - Liaison with the land developer Fraser Property Trust on finalisation of outstanding defects including the commissioning of the fuel system
 - Provision of additional car parking facilities
 - Provision of improved waste collection facilities
 - Preparatory planning for additional jetty construction for the future marina expansion and improved day visitor vessel berthing facilities
- Other Coastal Infrastructure management and maintenance coordination including:
 - Coogee Beach jetty
 - Coogee Beach Eco Shark Barrier
 - Various coastal protection structures including groynes and sea walls
 - Coastal inundation and erosion monitoring
 - Support to the Cockburn Sound Coastal Alliance

Mission Statement

'To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.'

Values

Our five values influence service provision and staff behaviour. They are:

Customer Service

Accountability

Sustainability

Safety

Excellence

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This information is available in
alternative formats on request.