

# City of Cockburn Annual Report 2018



Front cover: Performers at Coogee Live 2018 with City of Cockburn logo.

[City of Cockburn website: cockburn.wa.gov.au](http://cockburn.wa.gov.au)

## **Transcriber's note**

Please note that the original document contains tables, graphs, illustrations and images which have been modified for this version. If required, please seek the assistance of a sighted guide for further information about the original PDF document.

This document has been formatted using word processing document styles for semantic markup and in accordance with the “Guidelines for the Accessible E-text by Round Table on Information Access for People with Print Disabilities”.

Please also note that the original page numbers of the sections have changed in this version due to the mark-up process.

This transcription was made on March 2019 by VisAbility Limited on behalf of City of Cockburn for the sole use of readers with print disabilities.

## Mission Statement

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

The Mayor, Councillors and the staff of the City of Cockburn acknowledge the Nyungar Whadjuk people who are the traditional custodians of this land. The City is thankful for the help and support of the Aboriginal Reference Group in implementing the Reconciliation Action Plan.



**Caption 1:** Marie Taylor, Welcome to Country, Coogee Live 2018.

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# Elected Members and Executive Team 2017-18

## Elected Members



Logan K. Howlett, JP, Major



Stephen Pratt, Councillor, Central Ward



Lyndsey Sweetman, Councillor, West Ward until October 2017



Philip Eva, JP, Councillor, Central Ward



Lee-Anne Smith, OAM, Councillor, East Ward Deputy Mayor from October 2017



Michael Separovich, Councillor, West Ward from October 2017



Carol Reeve-Fowkes Deputy Mayor until October 2017 and Councillor, West Ward



Chamonix Terblanche, Councillor, East Ward



Kevin Allen, Councillor, West Ward



Bart Houwen, Councillor, Central Ward until October 2017



Lara Kirkwood, Councillor, East Ward from May 2018



Chontelle Sands, Councillor, Central Ward from October 2017

## **Executive Team**



Stephen Cain, Chief Executive Officer



Daniel Arndt, Director Planning and Development



Charles Sullivan, Director Engineering and Works



Don Green, Director Governance and Community Services



Stuart Downing, Director Finance and Corporate Services



Margot Tobin, Executive Manager Strategy and Civic Support



### **We remember Councillor Steven Portelli East Ward until January 2018**

The passing of Councillor Steven (Steve) Portelli on Australia Day 2018 shocked his family, friends, colleagues and the community.

Steve was a family-oriented person, a passionate advocate for the community and actively involved as a member of the Cockburn Council on many of its committees and reference groups, as a Council representative on several external committees, and on school and community groups.

First elected to Council in 2011, and again in 2015, Steve represented the East Ward with a dogged determination to do what he believed was right for the community that he represented.

As Steve was laid to rest, the City's flags flew at half-mast as a mark of respect.

May he rest in peace

## Council Meeting Attendance of Elected Members 2017-18

<b>Elected Members</b>	<b>Ordinary Council Meetings (11)</b>	<b>Special Council Meetings (4)</b>	<b>DAPPS# Committee Meetings (3)</b>	<b>Audit and Strategic Finance Committee Meetings (3)</b>
Mayor Logan Howlett	11	4	3	3
Cr Lee-Anne Smith/Deputy Mayor	11	4	2	1
Cr Kevin Allen	9	4	n/a	3
Deputy Mayor/Cr Carol Reeve-Fowkes	9	4	3	3
Cr Stephen Pratt	9	4	1	n/a
Cr Philip Eva	10	3	n/a	n/a
Cr Chamonix Terblanche	9	4	n/a	1
Cr Lara Kirkwood (Check footnote 1 below)	2	1	n/a	n/a
Cr Chontelle Sands (Check footnote 2 below)	6	3	2	n/a

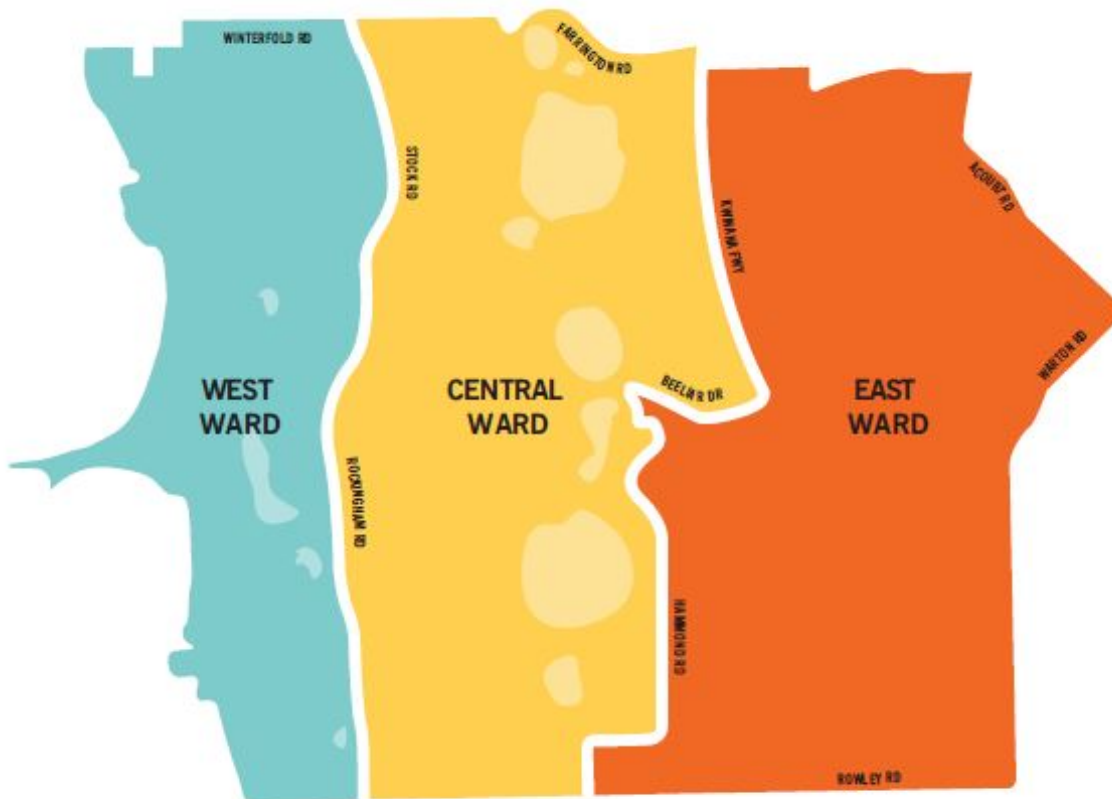
<b>Elected Members</b>	<b>Ordinary Council Meetings (11)</b>	<b>Special Council Meetings (4)</b>	<b>DAPPS# Committee Meetings (3)</b>	<b>Audit and Strategic Finance Committee Meetings (3)</b>
Cr Michael Separovich (Check footnote 2 below)	7	4	2	2
Cr Lyndsey Sweetman (Check footnote 3 below)	2	n/a	1	n/a
Cr Bart Houwen (Check footnote 3 below)	4	n/a	1	1
Cr Steven Portelli (Check footnote 4 below)	4	2	2	2

**#Delegated Authorities Policies and Position Statements Committee**

1. There were two possible Ordinary Council Meetings and one possible Special Council Meeting that Councillor Kirkwood could have attended following election in May 2018.
2. There were seven possible Ordinary Council Meetings, four possible Special Council Meetings and two possible DAPPS Committee Meetings that Councillor Sands and Councillor Separovich could have attended following election in October 2017; and two Audit and Strategic Finance Committee Meeting that Councillor Separovich could have attended.
3. Councillors Sweetman and Houwen could have attended a possible four Ordinary Council Meetings and two possible DAPPS Committee Meeting during this financial

year. Cr Houwen could have attended one possible Audit and Strategic Finance Committee Meeting.

4. Councillor Portelli could have attended a possible six Ordinary Council Meetings, three Special Council Meetings, two DAPPS Committee Meetings and two Audit and Strategic Finance Committee Meetings.



### **Ward Populations\***

- West Ward: 36,600
- Central Ward: 39,600
- East Ward: 36,000

\*Estimated 30 June 2017 Source .id



**Caption 2:** 2018 Australia Day Community Citizen of the Year Awardees.

## Mayor's Message

I am delighted to provide my tenth annual report statement to the Cockburn community. The City has made significant progress in delivering on our Strategic Community Plan in the past year, with a large list of infrastructure projects completed and forward planning for others underway.

Council endorsed a tender to supply its general waste for processing at an Energy-from-Waste (EfW) plant for 20 years from 2022. The EfW plant will use moving-grate combustion technology to convert energy from general household waste bins into electricity for the grid, with its ash waste by-products potentially being used in road construction. There will be cost savings and greater volumes of waste diverted from landfill as waste management continues to be a focus of our attention.

I was delighted to officially open Cockburn's new Community Men's Shed in Cockburn Central West this year. Men's sheds foster, maintain and promote men's physical and



mental health and wellbeing. For many they have become a second home. The shed was a collaboration of the Rotary Club of Cockburn, dedicated volunteers, Lotterywest and the City.

Our annual Community Scorecard survey demonstrated that safety and security is still a concern for the community. The City continued to roll out CCTV to reflect its continued commitment to improving security throughout Cockburn. We now have around 500 cameras across Cockburn and a new five-year strategy prioritising further rollouts. The City's CCTV camera footage has assisted the police in numerous apprehensions and arrests.

I am regularly asked what is happening to the old South Fremantle Power Station. It is apparent that LandCorp and Synergy have been waiting to completely redevelop the building and move the switch station, which are both very costly exercises and are unlikely to happen for many years. With a view to seeing some activity happen sooner rather than later, Council voted unanimously in February to request LandCorp and Synergy to investigate alternative reuse options for the South Fremantle Power Station as an interim measure for the building rather than wait until a more substantial redevelopment can take place – the City will continue to pursue this approach with Synergy.

Council adopted the updated Housing Affordability and Diversity Strategy, which details actions to remove housing supply barriers and promote key housing needs. One such action was the City negotiating for the long term development of aged care accommodation in Coolbellup to meet the severe shortage of affordable aged care in Cockburn and to provide the opportunity for people to be able to age in their local area wherever possible.

Council was pleased to endorse a new five year Disability Access and Inclusion Plan which commits to building an accessible and inclusive community for all residents, visitors and investors. We have made great progress in this area and will continue to do our best to ensure that not only our events and buildings are accessible but that our technology such as our website and other systems are accessible too.



**Caption 3:** Hiroshima Day commemoration with Tatsuo Hirayama, Consulate General of Japan.

The City's third Reconciliation Action Plan was also adopted by Council this year. The aim is to turn good intentions into measurable actions that help Aboriginal and Torres Strait Islander people achieve equality in all aspects of life. Actions include establishing an Aboriginal Cultural and Visitors Centre, developing a policy to increase Aboriginal employment at the City, providing Aboriginal cultural learning activities for City staff and Elected Members, and consideration of dual signage and naming of locations with an Aboriginal name.

A new venture this year was the three day 'Coogee Live' festival, a celebration of the family-friendly lifestyle Cockburn has to offer with intriguing works of art, interactive activities, community group information sessions and various performers spread along our idyllic coastline.

The City received six delegates from our sister city Yueyang in China. The delegates enjoyed the opportunity to visit the award-winning Health and Community facility, new police station in Cockburn Central, as well as Port Coogee, which were among the local sites we toured. Sister city relationships help our City seek a wider understanding of other nations, their traditions, customs, education and cultures, and to promote to other nations the traditions, customs, education and cultures of Australia. Importantly, these relationships foster international peace and goodwill.

Spearwood Library underwent a significant makeover which has really re-invigorated the library space. Already a firm favourite with the community, the library is more inviting than ever. I unveiled a new Sports Hall of Fame at Cockburn ARC in 2017 to which we added two new inductees - 1993 World Grand Prix Motocross Australia competitor Matt Battista and World Champion table tennis competitor and long-time WA and Australian Veterans Captain Gordon Lee.

We celebrated the completion of the new Yangebup bicycle pump track with a great event. The track was the result of a request from the Yangebup Progress Association to establish a 150m bicycle pump track at Perena Rocchi Reserve. A similar track was built in South Lake with the support of the Connecting South Lake resident group. Both projects were made possible with funding from the State Government.

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

Logan K Howlett, JP  
Mayor

## Report of the Chief Executive Officer



**Caption 4:** Lighthouse Award (see page 35)

The City of Cockburn population forecast for 2018 is 118,100, and is forecast to grow to 167,751 by 2036 (Source: .id). As our City continues to increase the need for new infrastructure grows too. Each year, the City upgrades and builds a significant amount of new parks, roads, cycle paths and other community facilities.

In the last financial year, the City had assets valued at \$1.3 billion replacement cost. It is critical that the City has a robust strategy to ensure that the funds are available to maintain these assets as required. To that end, last year Council adopted a six year Asset Management Strategy to implement and integrate best practice asset management planning, systems and processes into the City's operations.

While drainage management largely goes unseen, a comprehensive plan is required to manage storm water, prevent the pollution of waterways and to provide open space that

preserves important ecosystems. The City updated its ten-year Drainage Management Strategy to ensure that these systems meet the infrastructure needs of a growing City.

Cockburn ARC, the City's new recreation facility in Cockburn Central West saw the one millionth visitor pass through its door in February 2018, ten months after opening. The success of the centre has seen it win a swag of awards (see pages 35-37) as well as undertaking an expansion of the gymnasium to cater for increased demand.

We continued to roll out the three bin system across the City. The new 240L garden waste bins have now been rolled out to 14,700 properties and will be rolled out to more than 29,000 homes in the City by October 2019. The City recently commissioned a green waste decontamination plant to remove contaminants from the garden waste collected in the lime green-lidded bins. This is the start of the City's push to transform local household garden waste into saleable, high quality mulch that will help fund more projects, services and infrastructure in the community.

Our annual Community Scorecard survey demonstrated that traffic remains the number one priority issue for residents and businesses. To address this, the City continues to prioritise investments in its road programs and advocate for improvements to public transport. The majority of traffic issues are around the Cockburn Central/Armadale Road area, and it is pleasing to report that work commenced last year on the duplication of Armadale Road. This work is a big win for Cockburn's residential and business communities, as well as those in the City of Armadale. Upgrades are critical given the growth and projected growth of residential and commercial properties in both cities. This project will provide safer motoring for the 27,000 vehicles that use Armadale Road each day between Tapper and Anstey roads. It will support more than 850 direct and indirect jobs and is due for completion in late 2019.



**Caption 5:** The site of the future North Lake Road Bridge.

Community engagement, land requirements and concept designs are underway for the Armadale Road to North Lake Road Bridge, a project being funded by the Commonwealth and State Governments. This comprises construction of a bridge over the Kwinana Freeway connecting Armadale Road to North Lake

Road. This project will help address significant congestion in the Cockburn Central area resulting from the growth of Cockburn Gateway Shopping City, surrounding commercial, retail and residential development and the area's proximity to Cockburn Central Station and the Kwinana Freeway. The funding for both the bridge and the duplication were the result of three highly visible electoral campaigns run by the Cities of Cockburn and Armadale, two years ago, under the banner of 'Community Connect South'.

The State Government has also begun work to extend the Thornlie train line to Cockburn under its Metronet program which will further improve public transport access for residents by 2021.

Many road projects were completed last year. Works also started on the duplication of Spearwood Avenue, between Barrington Street and Beeliar Drive, in Yangebup. These works, due for completion by December 2019, will improve safety and congestion in the area.



On the coast, LandCorp's Shoreline precinct is taking shape, with more homes under construction in an area that will be home to 10,000 people over the coming two decades.

A draft Community Sport and Recreation Facilities Plan has been developed after extensive community consultation. The plan, which covers a period until 2033, will go to Council at the end of 2018. The City aims to expand and develop a range of recreation, community, cultural and sporting facilities, with an estimated value of over \$200m, in the next 15 years.

In the City of Cockburn's Strategic Community Plan, 'the pace of innovation and cost of new technology' has been identified as a key challenge for the City. And while it is a big challenge, technology offers many opportunities to improve efficiencies, to improve the customer experience and to best utilise data to maximise asset efficiencies and reduce consumption. Digitisation is, and will remain, a big focus for the City for many years to come.

I look forward to another year of activity as we strive to make the City the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.

A handwritten signature in black ink, appearing to read 'Stephen Cain', with a stylized flourish at the end.

Stephen Cain

Chief Executive Officer

## Demographic Data

2016



**111,787\* Population** - \*annual resident population Source: .id



**35 years-old** - Median age



**50%** - Of all families were couples with children





**46.4%** - Households with mortgage



**25%** - Households renting



**14.7%** - Of all residents attending education 14.7% were attending University



**\$1756** – Median weekly household income



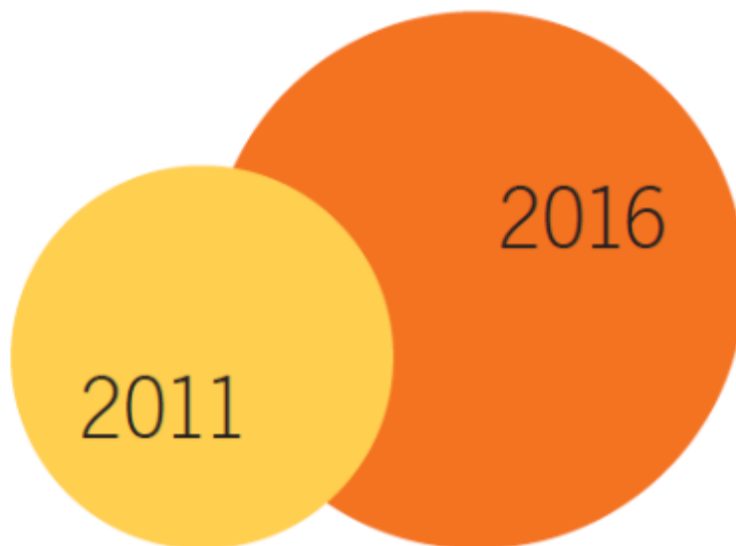
**\$380** – Median weekly rent



**6.67 persons by hectare** – Population density

## **City of Cockburn Population 2016**

**Population Change by Age from 2011 to 2016**



- **+795** - Babies and pre-schoolers (0 to 4)  
2016: 7,581
- **+1,390** - Primary schoolers (5 to 11)  
2016: 8,316
- **+330** - Secondary schoolers (12 to 17)  
2016: 7,087
- **+682** - Tertiary education and independence (18 to 24)

2016: 9,316

- **+2,701** - Young workforce (25 to 34)

2016: 16,800

- **+3,036** - Parents and homebuilders (35 to 49)

2016: 23,959

- **+2,080** - Older workers and pre-retirees (50 to 59)

2016: 12,585

- **+1,931** - Empty nesters and retirees (60 to 69)

2016: 9,121

- **+1,354** - Seniors (70 to 84)

2016: 6,552

- **+485** - Elderly (85 and over)

2016: 1,430

- **+14,784** - Total population change

2016: 111,787

## Cultural Diversity in Cockburn



**Caption 6:** Ahmadiyya Muslim children at community event.

### Diversity statistics in Cockburn from the 2016 Census

Australian Census 2016 results show that the City of Cockburn is becoming more culturally diverse.

Overall, 34.1% of the population was born overseas.

#### The most common ancestries



- English: 25%



- Australian: 21%



- Italian: 7%



- Irish: 6%



- Scottish: 6%

#### **The most common countries of birth**



- Australia: 60%



- England: 7%



- New Zealand: 3%



- Philippines: 2%



- South Africa: 2%



- India: 2%



**Caption 7:** Aboriginal performers at the Coogee Live community event.

## The common languages other than English spoken at home

In 2016, 21.4% of residents spoke a language other than English at home, again above the average for Western Australia (19%).

你好

- Mandarin: 3%

Ciao!

- Italian: 2%

Zdravo

- Croatian: 1%

Olá

- Portuguese: 1%

Kamusta

- Tagalog: 1%

## The most common responses for religion

- No Religion: 32%
- Catholic: 29%
- Anglican: 11.5%
- Not Stated: 9%
- Christian: 3%

The City of Cockburn recognises that our community is enriched by many people, from many cultures and as a result created a full time Cultural Diversity Officer position in

July 2017. This permanent position caters for multicultural issues and needs in Cockburn to ensure the City is inclusive and welcoming.

## **Achievement of Community Objectives**

### **Strategic Community Plan**

The City's Strategic Community Plan 2016-2026 sets the strategic direction for the organisation. A formal review of the plan including community consultation is undertaken every four years while it is also considered internally every two years. The Corporate Business Plan 2016-2020 maps key priorities, projects, services and actions.

**The Strategic Community Plan has five key community objectives:**

- 1. City Growth**
- 2. Moving Around**
- 3. Community, Lifestyle and Security**
- 4. Economic, Social and Environmental Responsibility**
- 5. Leading and Listening.**

The City measures its achievements of these plans by using a number of methods. Following are the key highlights from 2017-18, with the majority of the City's achievements documented throughout this report.

Other measures that demonstrate the City's progress towards the achievement of the objectives outlined in the Strategic Community Plan include:

Community Scorecard results, customer satisfaction survey results, awards, visitors, jobs and labour statistics, community engagement, the State of Sustainability Report and the Internal Audit Report. These are reported here, together with a brief overview of the year ahead and a snapshot of key Corporate Business Plan initiatives.



# Highlights From the Year



## 1. City Growth

Planning for the City's population growth while maintaining our strong financial position

- Developed a 10-year Drainage Management Strategy and Asset Management Plan to manage storm water, prevent pollution of waterways and provide open space that preserves important ecosystems
- Reviewed and updated the Housing Affordability and Diversity Strategy to remove housing supply barriers and promote key housing needs
- Commenced community consultation for the Yangebup Revitalisation Strategy
- Commenced negotiating for the long term development of aged care accommodation in Coolbellup to meet the shortage of affordable aged care in Cockburn's western suburbs.



## 2. Moving Around

Facilitating safe, efficient, connected and sustainable movement around the City

- Participated in the Westport Local Government Reference Group to ensure regional freight movement has a sound outcome
- Completed Hammond Road/Russell Road/Frankland Road roundabout
- The duplication of Spearwood Avenue continued
- Berrigan Drive/Jandakot Road intersection upgrade.



### **3. Community, Lifestyle and Security**

Providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people

- Celebrated Cockburn ARC's first birthday with over one million visits in the first year
- Developed a five-year Community Safety and CCTV Strategy and action plan to reflect the City's commitment to improving security throughout Cockburn
- Successfully rolled out in-vehicle mounted tablets in CoSafe cars. These improve information capture while providing accessible information about safety-related issues in the community for staff
- Commenced planning for the increase in boat/mooring pens at Port Coogee Marina
- Developed the draft Western Suburbs Sporting Precinct Study following extensive community consultation
- Constructed and opened the Men's Shed in Cockburn Central and the Yangebup and South Lake pump tracks.



#### **4. Economic, Social and Environmental Responsibility**

Enabling a sustainable future economically, socially and environmentally including business activity, job opportunities and sustainable use of resources

- Developed a five-year Sustainability Strategy to define and provide guiding policy principles to embed sustainability in decision making
- Developed a five-year Disability Access and Inclusion Plan which commits to providing an accessible and inclusive community for all residents, visitors and investors
- Developed the City's third Reconciliation Action Plan to provide measurable actions that help Aboriginal and Torres Strait Islander people achieve equality in all aspects of life
- The new 240L garden waste bins have now been rolled out to 14,700 properties and will be rolled out to more than 29,000 homes in the City by October 2019
- Identified a best option for transition to Energy from Waste (EfW) and conducted a successful tender for a waste supply agreement
- Completed construction of the Operations Centre upgrade Phase 1.



#### **5. Leading and Listening**

Being accountable to our

community and engaging through multiple effective communication channels

- Developed a five-year Communication Strategy and Action Plan which has a focus on giving Cockburn residents and stakeholders all hours access to the City's information services and digitising communication processes

- Developed a six-year Asset
- Management Strategy to implement and integrate best practice asset management planning, systems and processes into the City's operations
- Undertook more than 100 community engagement projects
- Undertook a community engagement review
- Business continuity program exercise review commenced.

## Community Scorecard Results 2018

The City annually measures residents' perceptions of the City's services, infrastructure and facilities to gauge satisfaction levels. This year's independent survey was undertaken by Catalyse using a representative sample of residents.

These measurements relate back to the City's key objectives which are outlined on page 27 and covered in more detail in the City's Strategic Community Plan.

### Results from the Community Scorecard – 2018

Overall performance	Performance Index Score*
The City as a governing organisation	70
Sport and recreation facilities	76
Enjoy living in the City of Cockburn	79
Maintenance of local roads	62
Customer service	68
Preservation and promotion of local history and heritage	66
Management of the environment	67
Safety and security	61
Mobile security patrols	60

Overall performance	Performance Index Score*
Access to housing that meets community needs	67
Promotion and adoption of sustainable practices	68
Community buildings, halls and toilets	67
Streetscapes	59
Footpath and cycleways	60
Development of their local area	60
Traffic management	54
Feel included and connected to the community	64

% of population who agree	Agreement Index Score*
The City has developed and communicated a clear vision	57
The City has a good understanding of the community's needs	62

\* The Performance Index Score is not a percentage score. It is calculated by taking into account the entire scale from strongly disagree to strongly agree. The Agreement Index Score is explained as a score out of 100 using the formula  $(\text{average score} - 1) \div 4 \times 100$ .

## Customer Satisfaction Results

The City undertakes independent customer satisfaction surveys across a number of service units each year. The percentage of satisfied customers is reported throughout this report, under the relevant service unit. The percentage relates to the number of

customers who scored the service six or more out of 10. The surveys were conducted by Research Solutions.



**Caption 8:** Cockburn ARC



**Caption 9:** The City is committed to providing the very best customer service





**Caption 10:** Coogee Live



**Caption 11:** Institute of Public Administration Australia WA Award June 2018 – Cockburn ARC Manager Brett McEwin, Fremantle Football Club CEO Steve Rosich, Mayor Logan Howlett, Curtin University's Tom Kimmet.

## Awards and Achievements

Award or Agency	Place and Category
Australasian Leisure Management	Winner, Local Government Award - Cockburn ARC
Australian Sport, Recreation and Play Innovation Awards	Winner, Facility Design and Development – Cockburn ARC
Cycling Luminaries Awards, Cycling Promotion Fund	Finalist, Bike Culture and Behaviour Change for Frocks on Bikes Perth – Jillian Woolmer
Department of Transport	Winner, Award for Excellence in Marine Safety - Cockburn Sea Search and Rescue Group
Department of Fire and Emergency Services, Volunteer Employer Recognition Awards	Gold Award Status, recognition of the delivery of emergency services in Western Australia
Department of Local Government, Sport and Cultural Industries	Winner, Places and Spaces: Planning and Design Award – Cockburn ARC
Department of Mines, Industry Regulation and Safety	Winner, Best initiative to encourage worker engagement in safety and health – Awarded for the City's Zero Harm 'Three Courage's' initiative
Department of Planning, Lands and Heritage	Special Commendation, Local Government Award – Coogee Maritime Trail
Department of Planning, Lands and Heritage	Winner, Coastal Planning Award - Cockburn Sound Coastal Alliance for the Cockburn Sound Coastal Vulnerability and Flexible Adaptation Pathways project
Healthier Workplace WA	Gold Certificate, Healthy Workplace



Award or Agency	Place and Category
Heart Foundation	State Winner, Councils with populations greater than 50,000
Human Resources Director Magazine	Top Performing Company - Health & Wellbeing, 2018 HRD Employer of Choice
Institute of Public Administration Australia (IPAA) WA	Gold Award Winner, Best Practice in Collaboration Between Government and Non-Government Organisations – For the development of a Multipurpose Shared Sport and Recreation Facility – Cockburn ARC (in conjunction with Fremantle Football Club and Curtin University)
National Awards for Local Government	Highly Commended, Disability Access & Inclusion
National Disability Services & Local Government Professionals (Lighthouse Award)	Winner, CEO Leadership (Metropolitan and Regional) - Stephen Cain
Neighbourhood Watch	Gold, Local Government Participation Awards
Parks & Leisure Australia (WA)	State Winner, Community Facility of the Year Award, Cockburn ARC
Public Health Advocacy Institute of WA	Commendation, Smoke Free Environments
Public Health Advocacy Institute of WA	Commendation, Nature Play
Public Health Advocacy Institute of WA	Winner, Shade in Public Spaces
Royal Life Saving National Aquatic Industry Awards	Excellence in Facility Management - Cockburn ARC
Royal Life Saving National Aquatic Industry Awards	Safety Awards - Most outstanding contribution by a facility - Cockburn ARC

Award or Agency	Place and Category
Stormwater Western Australia	Award for Excellence - Excellence in Infrastructure
Synergy Financial Counsellor Award for Excellence	Winner, Financial Counsellor of the Year - Colleen Crowley
Urban Development Institute of Australia (WA)	Finalist, Urban Water Excellence - Calleya (entered by Stockland)
Urban Development Institute of Australia (WA)	Winner, Residential Development Under 250 Lots - The Playground at Coolbellup - entered by Lendlease and LandCorp
Urban Development Institute of Australia (WA)	Finalist, Masterplanned Development - Port Coogee (entered by Frasers Property Australia)
WA Local Government Convention	Eminent Service - Mayor Logan Howlett JP
WA Local Government Convention	Local Government Merit - Deputy Mayor Carol Reeve-Fowkes
Water Corporation	Gold Waterwise Council Status - Environmental Services
Western Australian Disability Enterprises	Certificate of Appreciation, Embracing Social Value
Western Australian Information Technology and Telecommunication Awards (WAITTA)	Finalist, Most Effective Government Solution (website)
Your Move, Department of Transport	Platinum Workplace Accreditation



**Caption 12:** Awarded the 2017 Worksafe Award for Best Initiative to Encourage Worker Engagement in Safety and 2018 Employer of Choice Award for Best Health and Wellbeing program.

## Community Engagement

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

The City's focus is to inform, consult and provide opportunities for active participation in City projects and activities.

The City uses workshops, direct mail, newspaper advertisements, Facebook, Twitter, the City's website and Comment on Cockburn (an online engagement website) to seek feedback.

Over the past 12 months, the City has attracted community input from Comment on Cockburn on:

- 105 engagement projects
- 42,600 visits to the site
- 3,554 registered participants

- 1,900 survey responses.

### **Major engagement was undertaken last year for the following:**

The following are grouped under the most relevant theme from the Strategic Community Plan.

#### **City Growth**

- Jandakot planning: Input into Perth and Peel @ 3.5m
- Planning applications, Structure Plan and Scheme amendments
- Have your say – Local Profile Papers for new Local Planning Strategy and Scheme.

#### **Moving Around**

- Bike and Walk Cockburn forum
- Fawcett Road traffic calming
- Harvest Lakes traffic management
- Traffic improvements for Berrigan Drive, Ocean Road, Swallow Drive and Spearwood Avenue
- Ocean Road Coogee - Speed humps proposed
- Parking - where are the hot spots?
- Parking/traffic around Aubin Grove Train Station
- Rockingham Road changes, including a bikeway
- Traffic changes on Rigby Avenue, Spearwood Avenue, Brushfoot Boulevard and Jandakot Road.

## **Community, Lifestyle and Security**

- Animal Management - dogs and cats
- Concept Plan for Skate Park and Recreation Precinct, Bibra Lake
- Cockburn Support Services
- Coogee Live - proposed event
- Dog obedience training
- Fenced Dog Parks - Aubin Grove and South Lake
- Draft Community, Sport and Recreation Facilities Plan
- Hamilton Hill Community Hub
- How do you rate your local area?
- Cockburn Libraries
- Manning Park Master Plan August 2017
- Our multicultural community
- Park and playground upgrades including Jarvis Park, Dalmatia Park and Dixon Park
- Pump tracks - South Lake and Yangebup
- Reconciliation Action Plan
- Seniors Centre surveys
- Sporting Club summer and winter surveys.

## **Economic, Social and Environmental Responsibility**

- No fishing near Omeo Wreck dive trail
- Peace Lane Waste Collection Service
- Roe 8 draft Rehabilitation Plan.

## Leading and Listening

- Local Government Act Review
- Local Government Elections 2017
- City of Cockburn budget
- City of Cockburn review of wards and representation
- Reviews of the City's communication channels
- City of Cockburn website
- Community Engagement Review.



**Caption 13:** Cockburn ARC's first birthday.





**Caption 14:** Success library.



**Caption 15:** Cockburn Care

## State of Sustainability

The City of Cockburn's eighth annual State of Sustainability Report is a snapshot of the City's collective efforts in working towards a sustainable future for the 2017-18 financial year.

The City had 76 indicators for sustainability across the organisation along with a number of high-level targets across five key sustainability areas including water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability. Over 90% of the key performance indicators were in progress or achieved during 2017-18 reflecting the City's commitment to pursuing sustainability excellence.

Below is a snapshot of the City's sustainability highlights for 2017-18.

### Sustainability Highlights

- Endorsed as a Gold Waterwise Council
- Launched a suite of online systems for field staff to improve efficiencies and significantly reduce paper usage
- Rehabilitated 4.2 hectares of bushland
- Delivered over 60 sustainability related events to the community
- Continued the roll-out of over 14,500 garden waste bins
- Maintained a Zero Emissions Fleet via the carbon offset program
- Awarded 14 Sustainability Grants to enhance sustainability outcomes in the community
- Installed a 30 kW Solar PV system on the Cockburn Bowling and Recreation Facility
- Opened the Cockburn Men's Shed
- Switched on the Geothermal System at the Cockburn Aquatic and Recreation Centre (ARC) and won many awards for design excellence, innovation and best practice in collaboration
- Constructed over 10,000m<sup>2</sup> of new pathways and cycle ways to facilitate sustainable transport



- Appointed a Cultural Diversity Officer and adopted the City's third Reconciliation Action Plan (RAP) 2017-2020
- Celebrated the City's 20th Anniversary of sister city relationship with Split, Croatia and YueYang, China
- Included red poppy symbols on more than 100 selected street signs to honour those involved in war or peacekeeping efforts
- Became the first local government to develop a website that facilitates digital accessibility for people with a disability
- Delivered 10 Community Development training sessions to strengthen and support community groups within the City
- Received the Lighthouse Project metropolitan local government leadership award for providing employment for people with disability
- Awarded several new contracts to both disability and indigenous enterprises
- Launched 'Cockburn Creates' to provide opportunities for residents to nominate project ideas and vote on allocation of funding.

## Governance - 18 KPIs



- 5% not started (in red)
- 67% in progress (in orange)

- 28% complete (in green)

Governance is the cornerstone of the City's approach to sustainability. It enables the City to listen to and guide its residents and ratepayers in building a sustainable future.

## Environment - 31 KPIs



- 10% not started (in red)
- 58% in progress (in orange)
- 32% complete (in green)

The environment is the foundation for sustainability in the City of Cockburn. Our natural areas and resources must be sustainably managed now and in the future.

## Society - 18 KPIs

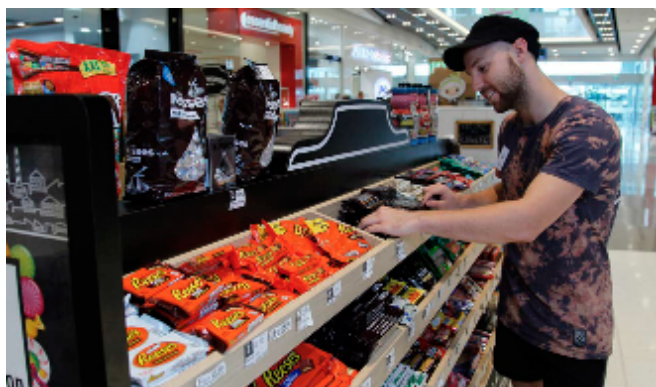




- 11% not started (in red)
- 72% in progress (in orange)
- 17% complete (in green)

Society is at the heart of sustainability in Cockburn. Our people, from our residents, ratepayers, volunteers and businesses, to schools, visitors and employees, are the driving force behind the way we develop, now and into the future.

### Economy - 9 KPIs



- 11% not started (in red)
- 89% in progress (in orange)

A viable economy underpins the sustainable development of the City and must be resilient in the face of uncertainty and risk. The City's economy is directly integrated with its society and environment.

## The Year Ahead – 2018-19

Below are examples of major projects and services as detailed in the Corporate Business Plan 2016-2020.

Project	\$Million
Roads including Spearwood Avenue bridge and road duplication, Jandakot Road duplication and upgrades	24 million (Includes State and Federal Government funding)
Construct Wetlands Education Centre Precinct Facilities and Hockey Facility and Clubrooms	4 million
Parks – new and upgrades	7 million
Complete operation centre upgrades	2 million
Cycle paths and footpaths	1.2 million
Community grants and donations	1.4 million
Free community events	0.7 million
Street tree planting	0.45 million

## Major Strategies, Plans and Studies

Following is a snapshot of major activities planned for 2018-19. They are grouped under the most relevant theme from the Strategic Community Plan.



### 1. City Growth

- Prepare the new Local Planning Strategy and Scheme for the district
- Finalise the Yangebup Revitalisation Strategy
- Implement the Phoenix Activity Centre Plan
- Implement the Cockburn Central Activity Centre Plan.



### 2. Moving Around

- Review and update the Integrated Transport Plan, incorporating the Road Safety Strategy and Travel Smart Plan
- Complete Karel Avenue widening, Jandakot Road widening and Verde Drive extension
- Complete Spearwood Avenue widening including bridge
- Review and update the Regional and Major Roadworks 2019–2031 road program
- Review current parking approaches and create the City-wide Parking Strategy.



### **3. Community, Lifestyle and Security**

- Finalise the Community, Sport and Recreation Facilities Plan
- Prepare for the replacement of all existing regulations under the Health Act including those relating to public buildings and asbestos
- Complete the construction of the hockey and sporting facilities on Lakelands Reserve
- Undertake design process for the development of Frankland Park
- Install CCTV at priority locations
- Develop a concept plan and consultation for the Aboriginal Cultural and Visitors Centre
- Undertake a feasibility study for a proposed Hamilton Hill Community Centre
- Undertake a concept and detailed design for Treeby (Calleya) Community Centre and Sporting Club rooms
- Review the Community Engagement Policy and Framework.



### **4. Economic, Social and Environmental Responsibility**

- Review and update the Economic Development Directions Strategy 2014
- Review and update the Local Commercial and Activity Centres Strategy 2011
- Develop the City's Community Emergency Risk Management Plan
- Construct the Jandakot Volunteer Bushfire Brigade building in Banjup
- Review and implement the Greenhouse Gas Emissions Reduction Plan
- Oversee implementation of the Roe 8 Rehabilitation Management Plan

- Revegetate a minimum of 2.5 hectares of bushland within selected conservation areas, with more than 50,000 plants
- Continue implementation of the Integrated Midge Control Strategy
- Develop and implement the City's Environmental Educational Programs including Schools Grant Program, Adopt a Beach, Turtle Watch, World Environment Day and Environmental Education for Schools
- Classify open space using remote sensing techniques in order to improve tree canopy cover in the City.



## 5. Leading and Listening

- Develop a Digital Strategy
- Revise asset management plans for fleet and plant, roads, footpaths, buildings, drainage, parks and environment and maritime and coastal assets for the period 2017-20.
- Develop location based business continuity plans
- Business process review and implementation for ongoing transition to Ci Anywhere, focussing on customer requests.

## Rates Allocation

The City uses rates to fund a range of services, with the following (percentage of total spend) allocated for 2018-19





### **People:**

- Recreation, sport and leisure: 13%
- Governance: 8%
- Libraries: 4%
- Health – people & environment: 2%
- Arts, culture and events: 2%
- Community development (Services for children, young people, families, seniors, people with disability, volunteers & childcare services): 10%

### **Built environment:**

- Roads, footpaths, cycle paths, drains & sumps: 17%
- Park infrastructure & streetscapes: 14%
- Land development, planning & building permits: 5%
- Buildings, fleet & plant: 4%

### **Waste collection**

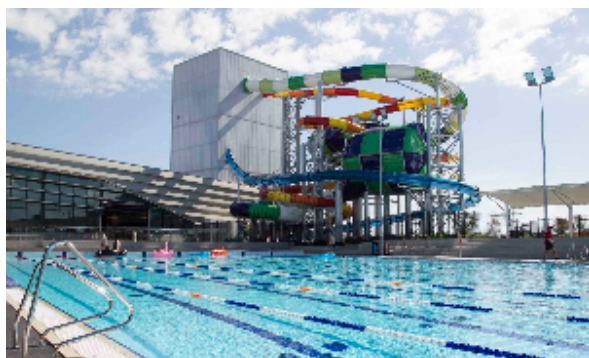
- Waste collection and disposal: 17%



**Caption 16:** Waste collection and disposal 17%.



**Caption 17:** Park infrastructure and streetscapes 14%.



**Caption 18:** Recreation, sport & leisure 13%.

# Organisational Structure



## Remuneration of Senior Employees

### Annual Salary of Senior Employees

Annual Salary Range (\$)	No. of Employees
100,000 - 109,999	44
110,000 - 119,999	31
120,000 - 129,999	16
130,000 - 139,999	3
140,000 - 149,999	4
150,000 - 159,999	1
160,000 - 169,999	2
170,000 - 179,999	2
180,000 - 189,999	5
190,000 - 199,999	2
200,000 - 209,999	2
210,000 - 219,999	0
220,000 - 229,999	0
230,000 - 239,999	1
250,000 - 259,999	1
270,000 - 279,999	2
370,000 - 379,999	1

The above amounts include salary, super, motor vehicle allowances and performance payments. In five cases, senior employees have a motor vehicle provided and do not take a motor vehicle allowance. This equates to \$17,000 (two employees), \$20,300 (two employees), \$22,650 (one employee) and this is not included in the above figures.



**Caption 19:** Staff at the Operations Centre, Wellard Street.

## **Governance & Community Services Directorate**

The aim of the Governance & Community Services directorate is to improve residents' quality of life and to ensure good governance. The directorate is responsible for providing community safety and development initiatives, events, ranger services, recreation and community development and services, as well as communications including the operation of the customer contact centre.



## Highlights

- 75,000: Number of jobs Cockburn Safety and Security Service (CoSafe) attended
- 1.4 million: Attendances at Cockburn ARC
- 10,116: Number of jobs attended by rangers
- 32,350: Customer service requests raised
- 617,262: Items issued by Cockburn libraries



**Caption 20:** Rangers.



**Caption 21:** Some Like it Yacht perform at community concert.

## **Governance**

### **Compliance**

The City's 2017 Compliance Audit Return indicated a conformity rating of 100%. The annual audit is a requirement of the Department of Local Government.

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

### **Legislative Review**

During 2017-18, the City reviewed its Local Laws relating to Standing Orders in accordance with section 3.16 of the Local Government Act 1995. It also reviewed other amendments to the Consolidated Local Laws.

Under clause 5: Statement of the Competition Principles Agreement, local governments must review their Local Laws to ensure they do not unnecessarily restrict competition unless it can be demonstrated that the benefits of the restriction outweigh the costs to

the community and the objective of the law can only be achieved through such a restriction. The City of Cockburn has completed a review of its Local Laws to ensure compliance with the National Competition Policy.

## **Freedom of Information**

The Freedom of Information (FOI) Act 1992 gives members of the public the right to access documents held by local governments, subject to limitations. The City of Cockburn prepared, as required by section 96 of the FOI Act, an up-to-date information statement and made it available to the public. The City of Cockburn had 30 FOI requests in 2017-18.

## **Public Interest Disclosure**

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

## **National Competition Policy**

In 2007, all Australian governments recommitted to the Competition Principles Agreement (CPA), (11 April 1995). The CPA is an inter-governmental agreement between the Commonwealth and State/Territory Governments that sets out how governments will apply National Competition Policy Principles to public sector organisations within their jurisdiction. The National Competition Policy itself concluded in 2005-06 and has been succeeded by Australia's National Reform Agenda which is an addition to, and continuation of, the National Competition Policy reforms.

The Competition Principles Agreement (as amended 13 April 2007) sets out nominated principles from the agreement that now applies to local government. The provisions of clause 5 within the CPA require local government to report annually on the implementation, application and effects of Competition Policy. Competition Policy does not require contracting out or competitive tendering. It does not preclude local government from continuing to subsidise its significant business activities from general revenue, nor does it require privatisation of government functions. It does require local



governments to identify their significant business activities and apply competitive disciplines to those businesses which compete with the private sector.

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

- Domestic waste collection
- Waste disposal business
- Cockburn ARC (leisure centre).

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

## **Complaints of Breach**

No official complaints have resulted in action pursuant to Section, 5.121 of the Local Government Act during the year and accordingly no details are required to be entered into the complaints register established for this purpose.

## **Risk Management**

Over the past 12 months, the City continued to embed its Risk Management Program, identifying, assessing, monitoring and reviewing risks within the internal and external environment.

### **✓ Achievements**

- Chief Executive Officer Biennial Review for Risk, Legislative Compliance & Internal Controls
- Business continuity program exercise review commenced
- Continual strategic and risk reporting and monitoring.

# Library services

## Imagine Connect Grow

A welcoming place to connect people to ideas, inspiration, learning and community.

### ✓ **Achievements**

- Customer service rating (see page 32 for details): 95.1%.
- The Library Service has been officially accredited as eSmart by the Alannah & Madeline Foundation and the Telstra Foundation acknowledging the library as equipped to support the community to use technology in a smart, safe and responsible way
- Spearwood Library has been refurbished to meet the future expectations of the community
- Annual library visits decreased by five per cent to 380,000\*
- The number of items issued decreased by three per cent to 617,262\*
- Quiet reading rooms have been created at both Success and Spearwood Libraries in response to customer feedback
- Annual attendances to library events and services increased by 0.3 per cent to 25,398
- Better Beginnings Early Literacy Kits were distributed to 2,967 children through 21 schools, six Child Health Clinics and library outreach
- \*It is likely that the closure of Spearwood Library for five weeks for the refurbishment impacted the annual visits and issues statistics for this year.

# **Recreation and Community Safety Business Unit**

## **Ranger & Community Safety Services**

Ranger & Community Safety Services work to improve the safety and security of the City's residents and visitors. This is done by proactively educating residents on community safety, implementing mitigation strategies and applying local and state laws.

## **Ranger Services**

### **✓ Achievements**

- Commenced community dog obedience training
- Ranger Services improved productivity this year through better utilisation of the vehicle fleet with improved animal transport capability and the introduction of mobile devices for rangers to improve response times to jobs
- The rangers attended 9,991 jobs during the year, with dog (2,649) and parking-related (2,414) matters the most significant portion of the workload
- During the year, the City rangers attended 1,328 dog wandering and dog pick-up requests:
  - 308 dogs were released to owners
  - 43 dogs were sent to rescue and rehoming
  - 4 dogs were euthanised (on medical grounds)
  - 437 cats were captured of which
    - 31 were released to owners
    - 406 were sent to rescue and rehoming.

## **Community Safety Service**

Cockburn Community Security & Safety Service (CoSafe) patrol on a 24-hour seven day a week basis. CoSafe reports on suspicious activities and anti-social behaviour, and monitors areas where criminal activity has recently taken place.

### ✓ **Achievements**

- Attended over 75,000 individual tasks with an average response time of eight minutes for community initiated patrols
- Installed CCTV at:
  - Ngarkal Beach
  - Yarra Vista Dog Park
  - Yandi Park (Cockburn Central)
  - CoSafe and ranger vehicles
- Maintained and managed 500 CCTV cameras across the City

## **Emergency Services**

The City's Fire & Emergency Management Service Unit continued to promote preparedness and disaster recovery to the community.

### ✓ **Achievements**

- Commenced construction on the new Jandakot Volunteer Bushfire Brigade building
- Planned autumn hazard reduction burns throughout the City
- Completed the City's Local Emergency Management arrangements
- Worked with key state agencies to finalise the City wide Community Emergency Risk Management Plan
- Provided ongoing support to the City's Local Emergency Management Committee and Bushfire Advisory Reference Group
- Continued to work in partnership with the CSIRO in completing a City wide bushfire risk management mapping solution.

## **Recreation Services**

Provide and facilitate a range of sport, recreation and leisure opportunities for residents of the City.

## ✓ **Achievements**

- Customer service ratings (see page 32):
- Facility booking and management services: 89.6%
- Management of facilities: 89.6%
- Sports field hire and facility booking service: 94.2%.

## **Recreation Future Planning**

In 2017-18, the City progressed a comprehensive community facilities planning process to guide the development of community, sport and recreational facilities over the next 15 years.

The City made significant progress in the development of the Western Suburbs Sporting Precinct Study which has investigated the development of seven different sport and recreation reserves within the western suburbs of the City.

## **Club Development**

### ✓ **Achievements**

The City continued to provide ongoing support through its club development initiative, 'Champion Clubs' which included a number of events and workshops including:

- Six workshops and events for local sporting club volunteers
- Contribution of \$18,000 to 18 clubs for sporting equipment and minor capital works projects
- KidSport - contributed \$154,349 vouchers towards 151 local sporting clubs
- Over 700 people participated in the Bibra Lake Fun Run
- The City's Junior Sport Travel Assistance Program helped fund 133 junior athletes to represent WA or Australia in their chosen sport at a national and/or international event, equating to over \$50,000 in grants.

## **Capital Works**

The City progressed and completed a number of capital works projects to develop and upgrade the City's sport and recreation facilities and reserves, particularly, the \$9.6 million Cockburn Bowling and Recreation Facility. A number of other projects also commenced and are expected to be completed over the course of the next 12 months. These include Lakelands Hockey and Community Facility, Calleya Reserve development and Botany Park floodlighting project.

## **Cockburn Aquatic & Recreation Centre (Cockburn ARC)**

### **✓ Achievements**

- Cockburn ARC recorded nearly 1.4 million visitors, 45% more than projected. Key programs at Cockburn ARC have continued to grow since the official opening, with all programs exceeding year four operational targets in the first 12 months
- Cockburn ARC's income has been strong throughout the year as a result of high participation in most activities and programs. The facility recorded an operating surplus (excluding depreciation) and has exceeded year four financial projection targets during year one of operating
- In partnership with Curtin University, Cockburn ARC has provided educational placements for 20 students studying sports science and provided health intervention programs for more than 50 participants
- The partnership between the City and Fremantle Football Club (FFC) has continued to provide mutual benefits
- Cockburn ARC has been nominated for several industry awards since official opening (see pages 35-37).

# **Community Development and Services**

## **Child Care Services (CCS)**

This service unit administers grants and fees for the operation of the Family Day Care (FDC) service and In-Home Childcare (IHC) service. The Child Care Services operate in compliance of legislation and focus on continual quality improvement. To support the child care legislative inclusion of sustainability, the services work in liaison with 'Little Green Steps' which shares office space within the CCS venue.

## **Family Day Care Service (FDC)**

The City supports the selection, monitoring, advice and training provided to educators by qualified and experienced staff who support educators to provide quality early childhood education and care. Compliance of the Service Educator Membership Agreement, the National Quality Framework legislation, Early Years Learning Framework curriculum and National Standards is required.

### **✓ Achievements**

- Provided 350,000 hours of child care within the FDC service
- The service operated with 65 FDC educators registered under the Service Educator Membership Agreement and its policies.



## In-Home Child Care Service (IHC)

The IHC service enables a limited number of families to receive child care within the child's family home. The Commonwealth partially funds the service for families which meet strict Commonwealth criteria.

### ✓ Achievements

- Provided 156,000 hours of child care within IHC service
- The service operated with 40 IHC educators registered under the Service Educator Membership Agreement and its policies.



**Caption 22:** Mayor Logan Howlett and Cr Philip Eva with finishers of the Bibra Lake Fun Run.



**Caption 23:** Cockburn Care.

## **Cockburn Care (rebranded from) Cockburn Community Care**

Administers grant and fee-funded frail aged and disability support services aimed at increasing wellbeing. Services include personal care, day centre programs, supported transport, home help services, home maintenance and social support. These services enable frail seniors and people with disability to remain living in the community.

### **✓ Achievements**

- Customer service rating (see page 32): 98%.
- Provided a total of 42,730 hours of service and 5,418 transport trips.

## **Home Services**

A variety of basic services are provided including help with cleaning, shopping, paying bills, social support, respite, personal care and transport. This service will transfer to the Commonwealth Home Support Program in 2018.

### **✓ Achievements**

- Provided 28,790 hours of client service
- Provided 566 individual transport services from home.

## **Social Clubs**

Social clubs provide a range of activities, refreshments and outings and also function as respite for carers. Programs are customised for seniors, younger people with disability and people with dementia. Transport is provided in specially equipped vehicles to allow easy access for people with physical disability.

### **✓ Achievements**

- Provided 22,632 hours of client services across three funding streams
- Provided 5,923 transport services to and from the centre.

## **Home Care Packages**

Home Care packages are individually funded to meet the needs of seniors with extensive and complex requirements including medication prompting. These seniors are eligible for residential care although they prefer to remain within their own homes.

### **✓ Achievements**

- Provided 4,973 hours of client services.

## **Kwobarup Aboriginal Club**

This social club caters specifically for Aboriginal people and runs an art program, activities and outings.

### **✓ Achievements**

Provided 3,716 hours of client services.

## **National Disability Insurance Scheme (NDIS)**

NDIS (formerly WA NDIS My Way) is a funded service that provides individually-funded, customised services for people with disability. The City-run Cockburn Care transitioned out of home-based services and now only provides centre based social club services.

### **✓ Achievements**

Provided 12,431 hours of client services.

## **Seniors Services**

Seniors Services administer a range of City-funded services, programs, events and facilities aimed at providing and developing increased amenity, age-friendly and leisure opportunities for senior citizens.

This includes the provision of the Cockburn Seniors Centre programs, outings, events, meals and seniors community development activities including support to the ongoing management of the Cockburn Community Men's Shed.

## **Cockburn Seniors Centre**

### **✓ Achievements**

- Customer service rating 98% (see page 32 for details)
- 1,105 members
- Average 2,400 visits per month
- Over 80 volunteers contributed more than 300 hours per week

- More than 10,477 affordable healthy meals were prepared by the centre cook and volunteers
- New projects commenced included German language beginners class, an additional Fit-for-Life Class, an art exhibition held during Seniors Week, writers club and clay art lessons
- The Seniors Centre continues to work closely with and support the Cockburn Community Men's Shed.

## **Family & Community Development**

This area administers grant and City funded services, programs, community development, community engagement and events aimed at increasing the capacity, activity and wellbeing of individuals and families.

### **Community Development**

This service aims to build capacity in the community by working directly with community members, volunteers and not-for-profit and community groups. A range of services and resources are provided to not-for-profit groups to support and contribute to a community in which people feel a sense of belonging, connection and contribution.

#### **✓ Achievements**

- Hosted the Celebrating Cockburn campaign which incorporated 'Neighbour Day'. Over 370 neighbours attended a range of events hosted by 35 households
- 42,600 visits were registered in the City's community engagement platform 'Comment on Cockburn' in the last year and 105 consultations were completed over the last year (see page 38 for examples)
- Nine training workshops were held to develop skills to build capacity within the community. These were attended by 164 community leaders and volunteers
- An 'Eat and Greet' event was held for over 96 people from 36 different not-for-profit groups
- 11 community-led projects and events were delivered through the 'On-the-Job Support' initiative and 22 projects which required up to 10 hours of support

- Developed the new participatory budgeting grants program.

## **Cockburn Volunteer Resource Centre**

### **✓ Achievements**

- 426 guests attended the 2017 Inspirational Volunteer Awards. The Awards attracted 105 nominations from 56 organisations
- A Cockburn Sundowner networking event was co-hosted with 101 volunteers attending
- 2,342 'Very Important Volunteer' (VIV) Cards were issued, and 106 local businesses were recruited for the 'Very Important Volunteer' initiative
- A 'Giving Market' at Cockburn Gateways Shopping City was organised, showcasing 20 local community organisations.

## **Support Services**

Support Services include the City's grant-funded Financial Counselling and Cockburn Support Services. Together, these services provide counselling, information, advocacy, options and referrals to people living in the City.

### **✓ Achievements**

- The Financial Counselling Services assisted 454 individuals and families in face-to-face consultations and provision of a range of community education workshops including Reducing Financial Stress and a mental health and wellbeing event
- Cockburn Support Service helped 870 individuals and families in face-to-face consultations, support groups and workshops
- The service facilitated community education workshops including Employment Skills Building workshop, Healthy Conflict in Relationships and a Cybersafety Forum. 125 people attended these workshops in total
- Regular group activities were delivered including Women of the World multicultural group, Wise Women Workshops, Me Time Aboriginal group and the Anxiety Support group

- Events were provided including Beeliar Hub parent and child group, with 70 families attending each term, Cockburn Health and Harmony Fair during Harmony Week and Mental Health Week.

## **Cockburn Parenting Service**

A service for parents of children aged 0-18 years to support parents and carers to manage the challenges of parenting, build knowledge, skills and confidence, understand children's development and identify local community supports. This service is delivered through parenting courses, workshops, parent/child groups, family events and individual consultations.

### **✓ Achievements**

- The service delivered 29 workshops and parenting courses to parents
- Support, information, learning and referral was provided to 1,086 parents or carers, through groups, workshops, and consultations
- The service also attended and/or organised nine community events. The annual Family Dance held in Family Week was very successful with over 150 parents/carers and children attending.

## **Children's Development**

This is a community development role responding to the needs of children and families in the City of Cockburn, as well as networking and advocating about issues and service gaps related to children up to the age of 12.

### **✓ Achievements**

- In the Children's Environment and Health Local Government Policy Awards, the City was successful in winning one category and two commendations (see page 35-37)
- Two sessions a week of Froggy's Fun on the Green outdoor play program were delivered to a total of 1,820 parents and 2,496 children
- A new summer event, Froggy's Fun with Fathers, attracted 100 children and 80 dads to Meller Park



- Free skate park coaching clinics, with competitions, attracted 771 primary school-aged children, plus 523 spectators/parents
- Workshops for parents included a Kids and Anxiety parent workshop with 56 parents and grandparents and a Chatter Matters workshop on early language development attracting 35 parents
- 35 people attended a sundowner held for schools to inform them about the range of services the City offers.



**Caption 24:** Inspirational Volunteer Awards (left to right) Peter Hodgson, Alan Wright, Geoff Webb, Robyn Leahy, Rosinda Seara, Diane Wright, Mayor Logan Howlett.

## **Aboriginal Community Development**

This service provides information and support to Aboriginal community groups and individuals to strengthen relationships, increase communication and encourage the development of ideas and activities. The service works in partnership with the Aboriginal Reference Group and implements the Reconciliation Action Plan.

### **✓ Achievements**

- NAIDOC Week 2017 had the theme 'Our Languages Matter' and was celebrated with a flag-raising ceremony, art exhibition and NAIDOC Family Dance
- Aboriginal services provided a 'Welcome Baby to Country' activity at Teddy Bears Picnic with Elder Marie Taylor offering individual totems to each baby and parent
- Harmony Week presented a first time, joint Welcome to Country dance performed by Aboriginal dancers and the Chinese Dance Group together
- The City's third Reconciliation Action Plan was developed through an extensive consultation process and adopted by Council to cover the period 2018-21
- Reconciliation Week events included the annual flag-raising ceremony and guest speaker James Back from Reconciliation WA
- Aboriginal cultural competency training was provided to the City's Disability Reference Group
- Mentor support was provided to Aboriginal staff at the City through a group led by the Aboriginal Community Development Officer, with the aim of supporting and increasing Aboriginal employment at the City.

## **Disability Access & Inclusion**

The service provides a point of contact for staff and the community, offering information and advice, raising awareness and supporting projects that enhance participation for people with disability. The City's Disability Access and Inclusion Plan (DAIP) provides a framework for translating the principles and objectives of the Disability Services Act (2003) into achievable initiatives (outcomes below).

### **✓ Achievements**

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

- In 2017 the City engaged an interpreting organisation which specialises in Auslan interpreting for stage performances.  
Auslan interpreting was provided for the Celebrate Ability event, Christmas on the Green and the ANZAC Day dawn service, along with a number of individual requests for activities
- Audio description was provided for the first time at the new Coogee Live event, for a visual acrobatic show on the beach
- The City utilised recreation matting at outdoor events to enhance access
- The City supported the local Little Athletics club to host an 'All Abilities Come and Try' day, which resulted in several children signing up to the sport
- The City invested in a new accessible van to assist transporting seniors with access needs to the Seniors Centre and on outings
- The Disability Access and Inclusion Officer, with feedback from the Disability Reference Group, created an accessible event guide and checklist for staff who organise events.

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

- A review of existing in-built hearing loops in City buildings was undertaken
- Concept designs for building and facility improvements were procured including stair modifications for safer emergency egress and bathroom modifications at Cockburn Care

- The beach matting was laid again at Port Coogee Marina for the summer season, and the beach wheelchair remained available to the community
- Botany Park playground now includes a range of accessible play equipment such as a wheelchair accessible carousel, supportive swing seat, wheelchair accessible water and sand play, and wheelchair accessible tables
- A number of pathway improvements were implemented, including in response to individual community requests.

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

- Maintenance and new work on the City and Cockburn ARC websites have incorporated accessibility to achieve and maintain compliance with Web Content Accessibility Guideline AA-level accessibility
- The City's efforts in developing accessible websites have received a number of awards (see pages 35-37)
- The City supported a full time Digital Communications Officer role, a position dedicated to the maintenance of the City's new website
- The City's Information Systems team implemented an accessibility budget, to provide staff with access to expert assistance from a digital access consultant on accessibility-related issues as required
- The City hosted two five-day certificate level courses on Digital Accessibility, which were attended by key staff from the City
- A number of key electronic documents have been converted to accessible format and the colour contrast analyser tool used on various publications
- The City continued to support an interpreting and translation budget
- The City's new DAIP has been converted to a range of alternative formats including Easy English, Braille, audio and accessible Word versions.



**Caption 25:** Australia Day celebrations.



**Caption 26:** Disability Support Group.



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

- Staff have attended training, events and forums aimed at enhancing their knowledge and understanding of access and inclusion
- Staff have been provided with mental health-related training, including recognising the signs and strategies to address them in a proactive way
- A disability awareness training review has been undertaken in order to introduce a suite of awareness training for staff
- The City continued its subscription to the Institute of Access Training Australia's Access Awareness E-books available for all staff, which include checklists for accessible and inclusive facilities, programs and services.

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

- Complaints processes were communicated to senior management teams, with a reminder that insisting information be put in writing may be discriminatory
- The Disability Access and Inclusion Officer supported staff and customers with a range of requests and complaints relating to disability issues.

**Outcome 6: People with disability have equal opportunity to participate in public consultation conducted by the City of Cockburn**

- The City's new DAIP was developed in 2017-18 with comprehensive consultation methods and a range of feedback options which included Auslan interpreting
- The City has continued to utilise 'Comment on Cockburn', an online community engagement platform for community consultation, and also commissioned a useability and accessibility review of the website
- The City continued facilitating monthly Disability Reference Group meetings with community members, allowing for disability specific feedback.

**Outcome 7: People with disability have equal opportunity to obtain and maintain employment with a public authority**

- A dedicated traineeship for a person with disability has been completed and their employment continued at the City
- The City continues to employ a number people with disability in our parks and executive teams, in partnership with a local Disability Employment Service
- The City was awarded:
  - The Lighthouse Project 'CEO Leadership Award' in August 2017
  - An 'Embracing Social Value' WA Disability Enterprise Certificate of Thanks for embedding social procurement within policies and practices

The City continues to procure contracts with WA Disability Enterprises, providing opportunities for people with disability through parks maintenance, cleaning, fire equipment servicing and the three bin roll out program.

## Youth Services

Administers grant and Council-funded services, programs and community development for youth aged 10-24. It provides events and facilities to provide increased support, activity and leisure opportunities for young people.

Customer service rating Youth Centre (see page 32) : 92.9%

Customer service rating Youth Bus (see page 32) : 100%.

### ✓ Achievements

- Developed the new Youth Services Strategy 2017-2022.

## Youth Support Services

### ✓ Achievements

- Employed three full-time youth workers to support at-risk young people in Cockburn aged 10-18 years and their families
- Worked with Hope Community Services, RISE and Save the Children to deliver metropolitan-wide support for young people in the justice system to develop life skills

## **Youth Centre**

### **✓ Achievements**

- Over 20,000 youth visits to the centre
- Youth Centre memberships reached 3,350
- Supported young people to enter the student film project 'Your Say, Your Call' competition, placing fourth
- Established the 'Diversity Alliance' to provide safe and inclusive social support for young people identifying as LGBTIQA.

## **Youth Development**

The City provides a broad range of activities and programs that are accessible to all young people aged 10-24 years that live in the City.

### **✓ Achievements**

- Established and launched the 'Cockburn RYDE' program which provides young people aged 16-25 years who live, work or study in the City of Cockburn with the opportunity to complete their 50 hours of supervised driving with a volunteer driving mentor
- Partnered with the Cockburn Surf Lifesaving Club and local youth leaders to secure Alcoa 'Community Partnership' funds to deliver the 'Illuminate' Youth Week event.

## **Grants & Research**

The Grants & Research team provides a central coordinating service for the distribution of the City's grants, donations and sponsorship to community groups, organisations and individuals. The team also seeks grants from Commonwealth, State Government and other sources for services and facilities for residents of the City.

Each year, the City allocates up to two per cent of the rates income to a range of grants, donations, sponsorships and subsidies called the Cockburn Community Fund. In 2017-18 the City distributed \$1.3 million through this fund.



## ✓ Achievements

- Completed a review of the Grants, Donations and Sponsorships Policy and associated assessment processes, with recommendations presented to the Grants and Donations Committee and approved by Council
- Expanded the SmartyGrants online management system created for community grants
- Completed development of the Community Innovation and Participatory Budgeting model and policy adopted by Council.



**Caption 27:** Coogee Live 2018.

# Corporate Communications Business Unit

Responsible for the delivery of communication to ensure the community is engaged, informed and aware of the City's facilities and services. This includes marketing, communications, public relations, events, graphic design, customer service and arts and culture.

## Marketing & Media

Develop a range of communications/marketing material to ensure the community is engaged and informed about the City's services and programs.

### ✓ Achievements

- Launched a new corporate website
- Undertook the annual community survey to determine community priorities and areas of concern. Developed strategies to address these and reported back to staff, Elected Members and the community.

## Events, Arts, Culture & Heritage Services

Provide community events and works to preserve and promote the heritage of the district, including the Azelia Ley Museum. Oversees art and cultural projects in the City.

### Events & Culture

#### ✓ Achievements

- Coogee Live, a new three-day coastal event
- Show Off 14 Art Exhibition
  - 64 artists participated
  - Sales equated to almost 15% of exhibition

There were eight successful applications for cultural grants totalling \$15,685, and nine youth art scholarships totalling \$4,250

- The ANZAC Dawn Service was attended by more than 5,000 people, with 1,500 attending the 10am service. Over 1,500 students took part in the ANZAC Youth Parade.



**Caption 28:** Deputy Mayor Lee-Anne Smith, Art and Cultural Coordinator Cassandra Cooper and Mayor Logan Howlett at the Show Off Art Exhibition.

## **Civic Events**

Civic events are run by the Strategy & Civic Support Department.

### ✓ **Achievements**

- Eleven Citizenship Ceremonies - 461 people from 52 countries became Australian citizens. The top 10 represented countries were (from highest to lowest): United Kingdom, Philippines, India, South Africa, Malaysia, Germany, Iran, Italy, New Zealand and Venezuela.

## **Azelia Ley Homestead Museum**

### ✓ **Achievements**

- Over 6,000 people from schools and organised tours visited the museum throughout the year. More than 9,800 people attended events in the museum grounds including the Teddy Bears Picnic, vintage machinery day and High Tea.

## Customer Service

Customer Service provides information to the general public and community through telephone, email and social media. The team raises customer requests, deals with enquiries at the front counter and completes cashier transactions.

### ✓ **Achievements**

Customer service rating (see page 32):

Front counter 100%

Contact centre 87.7%.

- 105,146 calls were received by the Contact Centre
- 12,784 enquiries were made at the front counter
- 32,350 customer requests were raised
- 7,560 transactions were processed at the front counter.

## Engineering & Works Directorate

This directorate is responsible for delivering and maintaining a safe road, cycleway and path network, developing and maintaining parks and managing the natural environment. The directorate collects and disposes of waste from all residential properties in the City, provides and maintains buildings and other facilities on Council property for community use, and promotes and implements sustainability. It ensures Council assets are managed in a cost-effective way for optimal service delivery through a balance of creation, preservation, enhancement and disposal. This directorate also manages Port Coogee Marina.

### **Highlights**

- 5,683 Tonnes of waste diverted from landfill and recycled at Henderson Waste Recovery Park
- 76,773 Bins lifted per week by the City's trucks
- 5,000 Trees pruned under power lines
- 220 Playgrounds maintained



- 650 Kilometres of verges maintained



**Caption 29:** Operations Centre.



**Caption 30:** Henderson Waste Recovery Park, methane power plant.

## Spend on Asset Development and Operational Activities

Asset Development	\$Million
Landfill site	0.2
Plant – new and replacement	3.9
Parks and environment	6.8
Roads, footpath and drainage	11.9
Developer contributed infrastructure	12
Buildings	12.2
<b>Total</b>	<b>47</b>

Operational Activities	\$Million
Plant maintenance	3.1
Facilities maintenance	6.8
Waste disposal	6.8
Roads, footpaths and drainage maintenance	8
Parks and environment maintenance	13.9
Waste collection	13.9
<b>Total</b>	<b>52.5</b>

# Waste Services Business Unit

## Waste Disposal Services

The City operates a landfill site at the Henderson Waste Recovery Park (HWRP) to receive waste in accordance with the requirements of a Class III site under the Environmental Protection Act 1986, Part V. The service aims to maximise financial returns and provide quality customer service.

### ✓ **Achievements**

Customer service rating (see page 32): 73%

- Assessed and actioned 9,142 customer requests
- 8.7 per cent of recyclable items (5,683 tonnes) were recovered and diverted from landfill including 169 tonnes of recyclable items sold at the Re-use Shop
- Incoming commercial waste tonnages increased by 2.7% from the previous year
- 83 tonnes of toxic household hazardous waste were diverted from landfill
- 4.255m<sup>3</sup> of landfill gas was captured, up 4% from the previous year
- An agreement with Paintback was signed to remove commercial paint from HWRP
- Installed litter prevention fencing and leachate pump monitors
- Installed a green waste decontamination plant
- Constructed a fence to further separate customers from plant and machinery at the temporary community drop off facility.

## Waste Collection Services

Provides a regular, reliable and safe municipal waste and recycling collection service for eligible properties within the district. Waste Collection Services ensure an environmentally acceptable manner of waste disposal.

### ✓ Achievements

- Significantly improved safety record for Waste Collection in 2017-18
- An average of 76,773 bins per week were lifted, an increase of 9.6 per cent from the previous year. This equates to 3.7 million bin lifts over the year by 15 waste trucks, seven waste, six recycling and two green waste trucks (two back up trucks not included)
- Reduced general waste tonnages by 3.7 per cent over the year, largely due to the introduction of the 13,560 garden waste bins that collected 2,210 tonnes of green waste and the City's waste education programs. This decrease occurred despite the allowance for an extra 750 tonnes from an additional 950 new residential properties
- 2,756 tonnes of hard waste and 1,869 tonnes of green waste were collected in the City's verge collection program. This represented a decrease of 0.2 per cent from the previous year
- Recovered and recycled 66 tonnes of mattresses, 139 tonnes of scrap metal and 16 tonnes of e-Waste
- 125 tonnes of waste were collected by our illegal dumping crew
- Approved 25 waste management plans for developments
- Installed 13 custom-made public place recycling enclosures
- On-board GPS video tracing devices (Intellitrac) were installed in all waste trucks which have proven valuable in dealing with customer requests and proving false damage claims against the City.





**Caption 31:** Waste education at Coogee Live 2018.

## Waste Education

The City undertakes an extensive waste education program to lead and support a community that avoids waste generation, reduces environmental impacts and considers the waste that is produced as a valuable resource to be recovered, reused and recycled.

### ✓ Achievements

- Developed a series of creative and innovative waste education materials to effectively improve waste diversion and improve environmental outcomes
- Improved diversion of waste to landfill by improving the correct use of bins through doorknocking and bin auditing during the three bin roll out program
- Provided activities for the City's waste education trailer for weekend events and school incursions
- Developed waste education packs for waste drivers to present to children
- Reviewed the City of Cockburn's Waste Management and Education Strategy

- Awarded Waste Authority grants for community education and the Better Bins Program
- Ran a number of campaigns and programs including Dob In A Dumper and the third bin rollout.



**Caption 32:** The City's parks and reserves are maintained by the Parks & Environment business unit.



**Caption 33:** Playground maintenance.

## **Parks & Environment Business Unit**

The Parks & Environment business unit is responsible for facilitating sustainability throughout the organisation and the community. The business unit designs, constructs, rehabilitates and maintains the City's open spaces, manages water resources, greenhouse gas emissions, bushland and wetland areas, high quality playing fields, passive parks, foreshore areas, streetscapes and park infrastructure.

### **Parks Service Unit**

The Parks service unit manages the development of strategies and policies, and provides advice on park and horticultural-related matters. The unit assesses district and local structure plans and constructs and maintains parks, ovals and streetscapes on Council-owned land in accordance with agreed service levels.

#### **✓ Achievements**

Customer service rating (see page 32): 74.7%

\*This rating refers to the level of satisfaction with how customer requests were dealt with and not from satisfaction with parks themselves.

## **Parks Operations**

Perform a range of ground maintenance activities across the City and provide functional and attractive public amenities for use by residents and visitors to the City.

### **✓ Achievements**

- Assessed and actioned 4,806 customer requests
- Maintained over 590 hectares of turf and landscape areas on sporting ovals, passive parks and community facilities
- Managed and maintained the public open space, streetscapes and beach at Port Coogee
- Managed and maintained park infrastructure valued at \$65 million
- Managed and maintained 220 playgrounds
- Maintained over 116 hectares of streetscapes, including roundabouts, median islands and verges
- Maintained major streetscapes, including Spearwood Avenue (Friendship Way), Beeliar Drive, Wentworth Parade, Phoenix Road, Midgegooroo Avenue, Cockburn Road and North Lake Road
- Maintained over 650 kilometres of road verges
- Completed the annual Sports Oval Carrying Capacity Report
- Completed sports oval turf renovations program
- Undertook annual turf analysis and soil assessments
- Undertook annual Yardstick Parks Assessment (comparisons with other local governments)
- Contributed to the University of WA Turf Research Project.



## **Street Tree Management**

### **✓ Achievements**

- Developed and implemented a Street Tree Master Plan
- Completed 2,442 tree maintenance customer requests
- Implemented online recording of contract tree works
- Pruned over 5,000 trees under power lines.

## **Ground Water Operating Strategy**

Provides strategic direction for the City's monitoring and management of groundwater abstraction in accordance with the Department of Water's licence conditions.

### **✓ Achievements**

- Managed and monitored 221 bore locations each month to inform individual water budgets for each park
- Maintained 11 iron filter systems which remove iron from abstracted groundwater
- Monitored the water quality of five significant locations adjacent to environmentally sensitive areas: Kurrajong Reserve, Kevin Bowman Reserve, Manning Reserve, Bibra Lake picnic area and Waterbuttons Park
- Produced an annual report for the Department of Water outlining the City's abstraction per licence, water quality and impact on water draw from aquifers
- Completed an assessment of the water quality at Beeliar Lake and addressed short term recommendations.

## **Parks Development**

Designs and constructs a wide range of park infrastructure and facilities, and renews equipment that has reached the end of its useful life.

### **✓ Achievements**

- Constructed and/or renewed 17 playgrounds including work at Heatherlea Reserve, Hopbush Park, Manning Park, Atwell Community Centre, Dubove

Reserve, Duffield Park, Katich Park, Market Garden Reserves, Nicholson Park, Pelican Ramble public open space, Perdita Park, Perena Rocchi Reserve, Poole Reserve, Lake Yangebup and significant upgrades at Botany Park and Jarvis Park

- Replaced irrigation systems at Jarvis Park and Hanlon Park
- Installed 18 pump units as part of the pump renewal program
- Installed exercise equipment at two locations Harmony Park and Radonich Park
- Provided 706 street trees
- Improved streetscapes on Berrigan Drive, at the Dean Road entrance to Glen Iris Estate and on Beeliar Drive median island
- Installed lighting to the boardwalk at Harmony Park
- Installed a basketball half-court at Allendale Park
- Constructed two clay pump tracks at Broadwater Park, South Lake and Perena Rocchi Reserve, Yangebup.

## **Shade Sail Strategy**

Identifies the criteria for installing shade sails and planting trees around playgrounds.

### **✓ Achievements**

Installed shade sails at:

- Habitat Park
- Botany Park
- Bloodwood Park
- Glen Mia Park
- Freshwater Park
- Banjup Community Centre.

## **Revitalisation Strategies**

Facilitate the urban renewal of each precinct including the enhancement of existing public open space and streetscapes.

### **Phoenix Revitalisation Strategy**

#### **✓ Achievements**

- Completed upgrades to McFaulk Park and community consultation for the new playground.

### **Coolbellup Revitalisation Strategy**

#### **✓ Achievements**

- Upgraded Jarvis Park playground including a shelter, BBQ, half-court basketball and native shrub planting to hydro-zoned areas.

### **Hamilton Hill Revitalisation Strategy**

#### **✓ Achievements**

- Upgraded Fortini Park landscaping and pathways
- Upgraded Sawle Park landscaping and pathways
- Planted trees at Redmond Reserve
- Upgraded Jakob Park including landscaping, shelter, seating and pathways
- Upgrades to Hanlon Park including playground installation, bore, irrigation, turf and tree planting.

### **Lakes Revitalisation Strategy**

#### **✓ Achievements**

- Consultation was completed for South Lake fenced dog exercise area with construction planned for next year
- Briggs Street Lots 12 and 52, vegetation removal, bollard and gate installed, earthworks and pathways works planned.

### **Bibra Lake Management Plan**

The plan guides best practice sustainable management of the Bibra Lake Reserve for maximum environmental and community benefit.

✓ **Achievements**

- Constructed Walliabup Skate Park and adjacent recreational facilities including half-court basketball, scooter track, shelters, BBQ, playground and toilet facility.



**Caption 34:** Visko Park, Yangebup playground with shade sails.





**Caption 35:** Jarvis Park, Coolbellup after completion of upgrades.



**Caption 36:** Coogee Maritime Trail continues to be developed with additional underwater features.



**Caption 37:** Access stairs to Coogee Beach were constructed.

### **Coogee Beach Master Plan**

The plan ensures the sustainability of the coastal environment and provides strategic direction for ongoing upgrades to the Coogee Beach precinct.

#### **✓ Achievements**

- Engaged consultant to undertake detailed design documents for the implementation of Stage 3 of the Coogee Beach Master Plan. This will include works to improve vehicular access from Cockburn Road, upgrade landscaping, pedestrian flow around the Coogee Café and improve the northern car park layout.

## **North Coogee Foreshore Management Plan**

The plan provides for the development of the northern section of the CY O'Connor Reserve which will benefit residents in the western coastal suburbs.

### **✓ Achievements**

- Consultant engaged to develop tender specifications for the delivery of sewer, potable water and electrical cabling to CY O'Connor Reserve.

## **Environmental Services Unit**

Incorporates the combined disciplines of natural area management, environmental education, climate change adaptation and mitigation, and sustainability. Maintains and enhances environmental values and sustainable outcomes for the City.

## **Natural Area Management**

Seeks to enhance and protect the environmental values of nature reserves by undertaking rehabilitation and intensive maintenance programs, managing approximately 1,200 hectares of conservation reserves.

### **✓ Achievements**

- Assessed and actioned 184 customer requests
- Planted 67,129 plants to revegetate more than five hectares of degraded land
- Continued the feral animal control program at a variety of reserves throughout the City
- Undertook dieback mapping at Banksia Eucalypt Woodland, Bandicoot, Holdsworth and Cocos Reserves
- Undertook veldt grass control in Lot 800 Gwilliam, Bibra Lake, Yangebup Lake, Banksia Eucalypt Woodland and Denis De Young Reserves to reduce fuel loading and prevent biodiversity loss
- Undertook fire control measures in a number of reserves to minimise fire risk
- Mapped the condition of 15 reserves encompassing 162 hectares of reserves.

## Capital Works Projects

### ✓ Achievements

- Concept design has been completed for the Cockburn Wetlands Precinct including a new Native ARC facility and relocation of the scout shed
- Continued development of the Coogee Maritime Trail by adding additional underwater art (fish basket) and two historic relics (railway wheel and an Admiralty anchor) recovered from Elizabeth Quay
- Constructed a set of stairs into the breakwater at Port Coogee which lead down to Coogee Beach
- Completed an upgrade to the third Manning Park lookout, including installation of new artwork
- Constructed stairs and footpath from Spearwood Avenue which lead to the western lookout at Manning Park
- Oversaw construction of a dual use path linking Denis De Young Reserve to Shirley Bella Swamp.

## Grants

### ✓ Achievements

- Supported eight landowners within the City of Cockburn through Landowner Biodiversity Conservation Grants. \$21,000 was made available to maintain and protect remnant bushland and wetlands within rural residential properties
- The City successfully supported three State Natural Resource Management funded projects partnering with:
  - Birdlife WA on the native bird oasis at Bibra Lake
  - Cockburn Community Wildlife Corridor Group rehabilitating a section of Lot 800 Gwilliam Drive (part of Bibra Lake Reserve), and
  - Kids for Climate, part of the Low Carbon Schools program, providing revegetation engagement opportunities to five schools

- Delivered Stage 1 of the Local Projects Local Jobs Urban Greening Project with community participation. This included the installation of native trees along Cockburn Coast, the native bird oasis and cocky garden at Goodwill Park.

## Community Events

### ✓ Achievements

- Held 31 community and school planting events across the City's conservation reserves. Over 500 people participated, contributing over 5,000 hours of volunteer time to conservation efforts
- Hosted a Green Army work team in collaboration with other South Metropolitan Councils. The Green Army is a hands-on, practical environmental action program that supports local environment and heritage conservation projects across Australia
- Hosted the Terrific Turtle Fest with 100 community members in partnership with the Wetlands Precinct
- Supported five community groups to undertake clean-up sites within the City as part of Clean Up Australia Day (CUAD) and held a CUAD event at Port Coogee with over 100 volunteers
- Supported a partnership with conservation volunteers facilitating volunteer activities in a number of City of Cockburn conservation reserves
- Native Plant Subsidy Scheme: 4,333 plants were provided at a discounted rate to residents. 17 schools participated in the Native Plant Scheme for Schools with 360 free plants being provided to schools within the City
- Habitat for Homes: 21 residents took part in the Bird Bath Subsidy Scheme
- The City participated for the third year in the Great Aussie Backyard Bird Count, a unique national citizen science program that collects data on common birds in the City which can be used to inform both management and research outcomes, for example, pest control strategies
- The City held guided indigenous walks at Banksia Eucalypt Woodland and Bibra Lake which were well received.

## **Energy and Emissions Reduction**

### **✓ Achievements**

- Made progress towards meeting emissions reduction targets
- Supported the Zero Fleet Emissions Program
- Offered free advisory visits for 60 households, community and child care centres as part of the Energy Audit Program.

## **Sustainability**

### **✓ Achievements**

- Reviewed and updated the Sustainability Policy and Strategy
- Adopted the 2017-18 Sustainability Action Plan
- Awarded 14 'A Better Tomorrow' sustainability grants to community groups and schools to implement sustainability projects and events
- Hosted a range of workshops focused on sustainability including seven-week 'Living Smart' Courses, snake awareness workshop, bushfire preparedness and resilience workshop and sustainable building and design consultations.

## **Water Campaign**

### **✓ Achievements**

- Completed the Waterwise Water Efficiency Action Plan
- Hosted the Beyond Gardens Waterwise Gardening workshop
- Continued to investigate the development of a waterwise verge subsidy scheme
- Progressed towards meeting water management targets to help reduce water consumption and improve water quality in the City
- Delivered activities to improve water quality in Yangebup Lake and Bibra Lake
- Submitted annual Waterwise Council Report on water reduction targets to the Water Corporation. Cockburn is currently a gold status Waterwise Council.

## **Environmental Education**

### **✓ Achievements**

- Enabled and conducted 29 environmental education excursions and incursions for local schools reaching over 1,000 students
- Conducted 10 school revegetation excursions for over 380 students
- Ran 25 events for the Get Wild about Wetlands holiday program, with over 900 participants attending
- Held the annual World Environment Day Schools Festival which provided a day of environmental education for 230 students from nine primary schools. The project was a partnership between the Cockburn Wetlands Education Centre, Native ARC and the Bibra Lake Scouts
- Enabled 60 students to participate in the Adopt-a-Beach School Program (Coastcare/UNESCO Sandwatch) in partnership with South Coogee Primary School and Coastcare. This involved in-class learning, on-ground action and, combined with marine debris surveys for the Tangaroa Blue Foundation, providing information on coastal vulnerability and marine health
- Awarded 11 environmental education initiatives grants
- Enabled two Australian Youth Climate Coalition Schools Summit two-day events for five local high schools and 86 student participants
- Enabled two local schools to take part in the Low Carbon Schools Pilot Program.

## **Tertiary Partnerships and Studies**

### **✓ Achievements**

- The City partnered with Kings Park Science to embark on a long term study of fire ecology in Banksia Woodlands when subject to a prescribed burn. The 20 year study will monitor the effects of undertaking a burn in woodlands and then measure responses against a variety of treatments including weed control
- Partnered with Murdoch University and the Water Corporation to conduct a study on the efficiency of vegetated swales to uptake phosphorous particles in wetlands



- Conducted a fox tracking program.

## **Roe 8 Rehabilitation Project**

### **✓ Achievements**

- Participated and facilitated actions arising from the Roe 8 working group
- Contributed to the development of the Roe 8 Rehabilitation Management Plan
- Developed a service agreement with Main Roads WA to implement the key objectives of the Roe 8 Rehabilitation Management Plan and associated land management activities.

## **Infrastructure Services Business Unit**

### **Asset Services**

Ensure that City assets are managed in a cost effective way for optimal service delivery through a balance of creation, preservation, enhancement and disposal.

### **✓ Achievements**

- Asset Management Strategy 2017-2024 was adopted by Council
- Completed mobile computing projects for Road Services, Workshop Services, Community Safety Services and Park Services irrigation teams. The mobile technology has enabled digitising of operational work activities , streamlined processes, reduced double handling of data and paper usage while providing officers with systems to capture accurate asset costings to assist in long term financial planning
- Reported on the City's asset management sustainability performance against the National Assessment Framework (supported by the Department of Local Government and Communities).

## **Project Management & Development Services**

Project manage the planning, design and construction delivery of the City's building infrastructure capital works projects. Assist in the development and application of best practice project management systems and processes across the organisation.

### **✓ Achievements**

- Completed the construction of the new Cockburn Community Men's Shed in Cockburn Central
- Undertook security and bulk storage upgrades at the City's Operations Centre
- Managed the design and delivery of the Spearwood Library refurbishment project
- Managed upgrades to the City's Administration Building, including the relocation of the City's Contact Centre and provision of additional meeting and training rooms
- Project managed the building of the new Cockburn Bowling and Recreation Facility at Visko Park in Yangebup
- Completed the Beale Park sewer connection and planning for the Wetlands Education precinct sewer connection works. These sewer connection works will reduce the City's environmental footprint and reduce maintenance costs.



**Caption 38:** Solar PV panels provide half the electricity for Cockburn ARC.



**Caption 39:** CY O'Connor statue en route for repairs after being damaged.

## Facilities & Plant Services

Plan and deliver the Council's building and facility operational and minor capital works program as well as the City's plant and fleet acquisition and maintenance services.

### ✓ **Achievements**

Undertook the planning and delivery of rehabilitation and improvements to various City buildings and facilities as well as undertaking the planning and delivering of all of the City's fleet and plant, including:

- Assessed and actioned 2,618 customer requests
- Undertook minor works at Coogee Beach Surf Life Saving Club, Cockburn Youth Centre, the Jean Willis Centre, Beeliar Community Centre, Naval Base Holiday Park and Jandakot Hall
- Undertook disability access improvement works at various City facilities
- Reviewed and updated the asbestos audit and associated improvement works across the City's building portfolio
- Installed street and building signs across the City
- Replaced old and underperforming air conditioning systems for reduced running costs and associated energy emission reduction benefits
- Installed new hearing loop systems to some City facilities to improve the hearing capabilities of hearing impaired visitors
- Purchased trucks, community buses, marina boat and trailer, ride-on mowers and 31 light vehicles.

## **Marina & Coastal Services**

Manage the Port Coogee Marina facility including business development, penholder liaison and daily service operations, as well as plan and deliver coastal infrastructure and management initiatives.

### ✓ **Achievements**

- Undertook marina infrastructure defect repairs to the floating jetty structures and piles
- The marina fuel facility was completed in November 2018
- Continued improvements to the marina's CCTV and other security infrastructure and servicing

- Installed chafers for safer vessel tie-up to the main boardwalk for passenger and equipment loading and unloading
- Started planning for the expansion of the marina which will almost double its capacity to approximately 300 mooring berths. Planning commenced for improved parking facilities and grant funding was secured for a new visitors jetty
- Safety works included reshaping Ngarkal Beach swimming area and separately fitting an anti-climb barrier on the Maraboo Wharf Bridge
- Replaced deck sections on Coogee Jetty
- Planning and grant funding applications were undertaken for further beach erosion treatments along CY O'Connor Beach including planned back passing beach sand transport and placement works
- Reinstated the CY O'Connor statue, located in the water off CY O'Connor Beach. Repairs to the statue were undertaken by the original artist Tony Jones
- Continued to provide the Coogee Beach Eco Shark Barrier, which has proved very popular, providing swimmers with peace of mind as they enjoy this enclosed swimming area
- Continued liaison with cities in the Cockburn Sound Coastal Alliance, and with other metropolitan and regional coastal local governments on matters to do with coastal vulnerability and adaptation planning.

# Engineering Business Unit

## Road Construction Services

Construct and maintain roads, drains and associated infrastructure.

### ✓ **Achievements**

Customer service rating (see page 32): 77.7%

This rating refers to the level of satisfaction with how requests were dealt with, and not from satisfaction with roads themselves.

- Completed the second carriageway for North Lake Road between Hammond Road and Midgegooroo Avenue
- Completed the duplication of Beeliar Drive between Durnin Avenue and Stock Road
- Completed the annual bus shelter upgrade and replacement program with the Perth Transport Authority
- Completed new footpaths in Hammond Road, Cockburn Road, Beeliar Drive, Rockingham Road and North Lake Road
- Completed drainage improvements at Yangebup, Postans and Oldridge Roads
- Completed drainage sump upgrades at Rossetti Drive, Allendale Entrance, Dodd Street and the open drain systems maintenance of Success, Atwell and North Lake
- Completed the construction of the Black Spot project for the extension of left turn areas at the North Lake Road/ Berrigan Drive intersection
- Completed 90% of Mayor Road reconstruction (Rockingham to Fawcett)
- Completed 90% of construction of Berrigan Drive duplication and Pilatus Street to Jandakot Airport
- Completed the intersection upgrade of Knock Place/ Solomon Road
- Completed the reconstruction of Lyon/Gibbs intersection and associated works

- Constructed Tapper Road on-street parking.

## **Road Design Services**

Provide design services for roads, paths and drains. Conduct development assessments and traffic management treatments under the responsibility of the City in accordance with Australian Standards and industry best practice.

### **✓ Achievements**

- Assessed and actioned 821 customer requests
- Completed the design of road upgrade to Barrington Street (Stock Road to Rockingham Road)
- Completed the design of Verde Drive extension from Solomon Road to the roundabout at the shopping complex
- Completed the design for new traffic signals at the intersection of Gibbs Road and Lyon Road
- Completed the design for the Spearwood Avenue road and bridge duplication between Barrington Road and Beeliar Drive
- Completed the design of the intersection upgrade of North Lake Road and Phoenix Road
- Completed design for the roundabout at Liddelow Road/ Gibbs Road intersection.

## **Road Planning & Development Services**

Ensure development occurs in accordance with all relevant Australian Standards and Council's development conditions and specifications.

### **✓ Achievements**

- Engineering construction drawings of 37 subdivisions were reviewed, approved and construction managed successfully
- More than 10 development control unit items per week were reviewed



- 115 crossover applications and building permit applications including residential premises were assessed.

## Transport & Traffic Services

Ensure planning and development of the transport network within the City meets community and industry needs while minimising the impact on the environment.

### ✓ Achievements

- Assessed and actioned 1,965 customer requests
- Started the Russell Road Corridor Planning Study
- Completed the Australian Marine Complex Parking Study
- Reviewed the City bike paths and off-road trails
- Developed the City of Cockburn Bicycle and Walking Network Plan 2016-2021
- Held community workshops on cycling, walking and decongestion
- Held social community bike rides including Glow Ride Coogee and Bibra Lake Ride
- Worked with schools on traffic and safety issues
- Undertook people on bicycles training sessions and 'Bike Dr' bike maintenance sessions
- Reviewed 160 traffic management plans
- Made 25 formal assessments for traffic calming using the City's Traffic Calming Warrant System
- Provided feedback to Statutory Planning and developers about transport issues for several hundred development applications, subdivisions and structure plans
- Submitted funding applications for State and Federal Black Spot and road rehabilitation and improvement programs.



**Caption 40:** Opening of Pilatus Street, Jandakot, (Left to right) Cr Kevin Allen, Deputy Mayor Lee-Anne Smith, Leo Seward (Jandakot Airport), Cr Carol Reeve-Fowkes, John Fraser (Jandakot Airport), Mayor Logan Howlett, Cr Chamonix Terblanche, Cr Phil Eva and Cr Steven Portelli.



**Caption 41:** Coogee Beach Eco Shark Barrier.



**Caption 42:** 'Bike Dr' bike maintenance sessions.

## Planning & Development Directorate

This directorate is responsible for managing statutory and strategic planning for the City and overseeing heritage, urban design and sustainable development. It manages building approvals, development compliance and environmental and public health services, as well as the acquisition and sale of the City's land assets.

### Highlights

- \$422 million Value of building works approved
- 7,229 Number of pools and spas registered
- 1,105 Number of complaints about noise
- 866 Number of development applications assessed



**Caption 43:** Development continues at Port Coogee Marina.





**Caption 44:** Jillian Woolmer is the City's award-winning Travel Smart officer.



**Caption 45:** Mobile food vendors must meet public health standards and practices.



**Caption 46:** There are 7,229 swimming pools and spas registered within the City.

## **Building Services Business Unit**

Ensure that buildings and structures within the City provide acceptable levels of public safety and comply with all relevant building legislation, codes, standards and regulations.

### **✓ Achievements**

Customer service rating – (see page 32): 84.1%

Customer service rating – swimming pool inspections (see page 32): 96.5%

- 2,489 building permits issued
- Total value of building works \$422 million
- Fee income \$925,000
- Average time of 12 working days to issue all building permits
- The average issuance time for a building permit in 2017-18 was:
  - Certified – nine working days
  - Uncertified – 20 working days.

## **Electronic Lodgement System**

The City is now using superior image handling software which facilitates processing all building permit applications. Over the past year, 49 per cent of all building permit applications were lodged online. Work will continue through the 2018-19 financial year to prepare for further process upgrades to facilitate the increased uptake of online submissions.

Other Building Services approvals:

- Issued 104 occupancy permits
- Issued 67 demolition permits
- Issued 33 sign licences
- Issued 19 built strata title clearances



Mandatory private swimming pool inspections:

- 2,098 properties were attended for pool inspections, and with reinspections, the total number of pool inspections was 3,112.

## Building Act

The introduction of the new Building Act (2011) in April 2012 has continued to provide challenges for Building Services. The Act and associated Building Regulations are changed several times a year by the State Government. These changes require an ongoing review of business and information system processes.

**Building approvals for the previous four years are as follows:**

Year Ending	Number of Permits	\$Million Value	\$Million Fee	Residential	Commercial	Industrial	Other
30/06/14	3,079	530	1.05	1,238	130	73	1,638
30/06/15	3,652	771	1.27	1,536	335	65	1,716
30/06/16	2,962	632	1.22	1,120	187	5	1,650
30/06/17	2,573	481	0.925	1,038	89	8	1,438
30/06/18	2,489	422	0.82	941	79	36	1,433

## Environmental Health Business Unit

Environmental Health promotes wellbeing in the community to ensure premises and activities comply with accepted public health standards and practices. The unit works to protect the quality of the environment and improve and manage public health by implementing the City's Public Health Plan.

### ✓ Achievements

Customer service rating (see page 32): 73.1%.

## Healthy Lifestyles

The City continues to collaborate with the Cockburn Health and Community facility to deliver the Cockburn Healthy Lifestyle Program (CHLP). The Healthy Eating Activity and Lifestyle Program (HEAL) continues to be supported and sponsored by the City and, in the last 12 months, there have been over 157 clients undertaking assessments.

- 72 per cent of participants lost weight
- 79 per cent reduced hip circumference
- 69 per cent reduced BMI and waist circumference respectively
- Over 1 in 3 participants increased the daily fruit and vegetable intake
- 85 per cent positively changed their habits around nutrition and physical activity
- 68 per cent improved their fitness
- The City sponsored the Healthy Schools pilot program run through CHLP to deliver nutrition education at six local schools to over 530 school children
- Three Food Sensations programs (healthy eating on a budget) were run in the community, with 25 people attending
- The City collaborated with Diabetes WA to host and promote the Connect with Diabetes workshops to targeted community groups such as Aboriginal and Torres Strait Islander people
- Co-Health was rebranded to Healthy Cockburn
- Provided 400 free health checks at City-run events and as a result found 100 participants at risk of developing Diabetes Type 2
- The City continued to support Heart Foundation Walking groups
- The City signed a partnership with Act-Belong-Commit and this is now being implemented throughout the City.

## Public Health Plan

The City's Public Health Plan provides the blueprint for City officers to implement improved public health outcomes for the community. Approximately 95 per cent of the actions in the Public Health Plan have been completed. The new Public Health Act 2016

places an obligation on all Local Governments in WA to develop a Public Health Plan that is consistent with the State Public Health Plan.

## **Environmental Health Initiatives**

### **Food**

#### **✓ Achievements**

20 infringements were issued for non-compliance with the Food Standards Australia New Zealand Food Safety Standards and Food Code. Four \$1,000 infringements were issued to companies and 16 \$250 infringements to individuals. Two infringements were forwarded to the Fines Enforcement Registry for non-payment. All infringements issued under the Food Act 2008 totalled \$8,000

- Two Food Act prosecutions were undertaken with combined fines of \$15,000
- Officers conducted 1,077 inspections of 771 food premises resulting in 31 improvement notices being issued for serious items to be completed
- Approved 73 new (or amendments to) food businesses
- Approved 433 temporary food premises and conducted 106 inspections
- Conducted four training sessions for 65 potential food handlers. Promotion of FoodSafe® continues with one premise reaching accreditation during this period.

### **Noise**

The City has a unique noise environment with the presence of a freeway and other busy roads, a passenger rail line, freight rail line, aircraft from Jandakot Airport, substantial industrial areas and intense city centre areas. Development near these sources must be designed to minimise noise intrusion, especially at night.

#### **✓ Achievements**

- 34 noise management plan approvals were issued for night time works on essential infrastructure, of which nine were issued to the Metropolitan Road Improvement Alliance
- 1,105 noise complaints were received by the City, with 755 received outside normal working hours. This is an increase of 88 complaints from last year and a

breakdown of complaints received follows with about half being due to noisy music or parties.

Type of noise complaint	Received within work hours	Received outside work hours
Air conditioning	7	0
Alarms	5	17
Birds	12	0
Construction	58	69
Industrial	10	2
Music	152	510
Power tools	25	34
Swimming pools	4	0
Transport	16	5
Vibration	11	4
Other	50	114
<b>Total</b>	<b>350</b>	<b>755</b>

- 10 infringements were issued for noise. Noise infringements are issued for \$250 for a first offence, and \$500 for second and subsequent offences. Of the infringements issued:
  - Five were issued for noisy construction work being conducted outside of permitted hours without approval (including two sites which were infringed twice)
  - Three infringements were issued to the same offender in relation to stereo noise.

## **Dust**

The City is rapidly developing, with dust a common cause for complaint in Cockburn in comparison to other areas in Perth. The City rigorously applied its suspension of bulk earthworks during summer to minimise dust, with 36 dust management plans approved over this period. Two infringement penalties of \$500 were issued for failure to abate dust/sand from a property.

## **Mosquito Program**

A busy season was expected last year given the forecasted local and global climate patterns. However, the conditions did not produce the levels of mosquito activity expected.

There are a total of 587 infrastructure locations within 17 suburbs that are potential breeding sites and could need treatment depending on water levels and larvae activity.

The following locations were Ross River Virus (RRV) priority treatment areas: Success, Atwell, Aubin Grove, Hammond Park, Yangebup and Beeliar.

### **✓ Achievements**

- The City received 32 notifications for RRV from the WA Department of Health for follow-up patient interviews
- 33 complaints were received from residents in relation to what they perceived as being abnormally high numbers of mosquitoes localised in their area
- In total, 276 sites in 17 suburbs received larvicidal treatments throughout the mosquito breeding season
- Over a period of six months, mosquito traps were set in Thomson's Lake Reserve as part of a project with the Department of Health to determine the number and species of mosquitoes and the presence of the RRV.

## **Industrial Premises**

The Industrial Premises Officer works with proprietors to achieve compliance with a range of minimum environmental management standards.

### **✓ Achievements**

- 96 premises were visited in regard to mechanical servicing, metal fabricating, plastic/fibreglass fabricating, abrasive blasting, cabinet making, vehicle wrecking,

granite cutting, spray painting, boat building, vehicle battery acid distribution, demolition storage, waste control and equipment hire

- Received 46 complaints relating to industrial premises
- No infringements were issued.

## **Statutory Planning Business Unit**

Provides control and management of development, land use and subdivision functions within the City to ensure standards of amenity are maintained. Statutory Planning also undertakes compliance and enforcement action against non-approved development.

### **✓ Achievements**

Customer service rating (see page 32): 70.1%

- Received 1,019 development applications, an increase of 18.6 per cent from the previous year
- Assessed 866 applications, a decrease of 1.5% over the previous year
- 644 development applications were required to be determined within 60 days. The City determined 86.8% of those applications within 60 days
- 222 development applications were required to be determined within 90 days. The City determined 83.3% of those applications within 90 days
- Submitted nine development applications for determination under the Joint Development Assessments Panel, down from 12 last year
- 1,854 new lots were approved (green title, survey strata and built strata), a decrease of 11% from the previous year
- Approved 39 new Local Development Plans for small lot development, an increase from 32 in the previous year
- Logged 227 development compliance matters, a decrease of 23.3% over the previous year. Resolved 271 compliance matters, a decrease of eight per cent over the previous year
- The estimated construction value of all development applications received over the year increased by 11.5% over the previous year to nearly \$400 million

- Issued 2,671 zoning statements, a decrease of 2.4% over the previous year
- Introduced a new online planning application lodgement and reporting system to improve the customer experience and provide more efficient processing.

## **Strategic Planning Business Unit**

The Strategic Planning business unit comprises the Strategic Planning service unit and Land & Lease Administration service unit.

### **Strategic Planning**

Prepares structure plans, formulates strategies, adopt policies which provide formal guidance and direction for the planning and development of the district, maintains the City's development contribution plans, provides cartographic and GIS expertise relevant to planning and administers geographic naming and street numbering.

#### **✓ Achievements**

Customer service rating (see page 32): 90.9%

- Completed the annual update for the Local Government Heritage Inventory
- Prepared the dry stone wall heritage study
- Undertook the Jandakot Visioning Study in close consultation with the community
- Prepared and advertised the key issue papers underpinning the preparation of the City's new Local Planning Strategy and Scheme
- Developed and adopted structure plans for Hammond Park, Beeliar and Munster, helping to further progress these areas towards mixed-use residential development outcomes
- Undertook the annual update for the City's suite of developer contribution plan arrangements
- Ensured comprehensive application of the City's developer contribution plans
- Undertook scheme amendments associated with the northeast corner of the City to provide for zoning consistency between the City's Local Planning Scheme and the Metropolitan Region Scheme



- Provided services related to geographic naming, which helps enable further implementation of the City's Reconciliation Action Plan
- The City undertook the five-year review of its Housing Affordability and Diversity Strategy, and was successful in obtaining a State Government grant to run a co-design initiative with local residents which aims to identify ways to provide appropriate housing for our ageing community, particularly in older suburbs.

## **Land & Lease Administration**

Administers leases and licences which span commercial, community and tourism purposes, purchases and develops land according to the adopted strategy of the City, manages public requests for pedestrian access-ways, including closures and ensures that all property interests and the City's land portfolio are appropriate and sufficient.

### **✓ Achievements**

- Secured new land assets to optimise drainage within the Cockburn Coast area
- Developed lease documents for the City's new community sports facility at Visko Park
- Transitioned the Cockburn Health and Community facility to a new facility and property management agreement
- Achieved land asset acquisitions and sales and managed the City's leasing relationships with the community and commercial entities.



**Caption 47:** Apartments with artwork provided through the City's Per cent for Art Local Planning Policy.

## Finance & Corporate Services Directorate

This directorate is responsible for managing the City's finances including annual budgeting, financial reporting, long-term financial planning, procurement, rates/revenue, banking, treasury and taxation. The directorate also delivers information services, technology and business systems, as well as human resource management including recruitment, payroll, learning/development and occupational health and safety.

### Highlights

- \$6.5 million Net Operating Result
- \$1.2 billion Value Net Assets



**Caption 48:** Cockburn ARC employee signs in for duty using new EMPLive system.



**Caption 49:** Zero Harm is integral to the City's value of safety.

## Human Resources Management Business Unit

Provide policy, programs and advice which shape the City's workforce to ensure it is capable of achieving business objectives now and in the future.

### ✓ Achievements

- Implemented new rostering and timesheet management system for Cockburn ARC
- Additional online training modules were developed and implemented
- Introduced new performance development procedures
- Continued to develop Zero Harm vision which has seen a decrease in Lost Time Injury frequency rate, motor vehicle rates and absences due to work-related injuries.

## Financial Services Business Unit

### Internal Audit

Internal audit activities for the year continued to deliver upon the City's three-year Strategic Internal Audit Plan. The sole internal audit completed was an assessment of the City's records management practices, which had previously been assessed as a high risk area within the City's strategic risk register.

The audit found the City had made considerable progress over the past 18 months to strengthen its records management practices and importantly, the risk to the City had been reduced. The audit recommended that the City continue with its managed transition of record keeping practices through a focused project plan.

## External Audit

From 2017-18, the City's financial and performance external audits are being delivered through the Office of the Auditor General (OAG), following legislative change making the OAG responsible for all local government audits. The OAG has sub-contracted out the field work.

During the year, the City was chosen by the OAG to take part in a focus area audit of 10 local governments looking at controls over timely payment of suppliers. The audit report tabled in Parliament showed that the City was delivering best practice in this area. However, it prompted the City to review its existing practices to further improve the timely payment of suppliers.

The OAG completed an interim review into the City's finances in May 2018. This covered a review of the accounting and internal control procedures, as well as sample transaction testing. The audit of the City's annual financials was completed in October 2018 and both the audit management letter and annual financial report were presented to the November 2018 Audit Committee Meeting.

### ✓ Achievements

No significant internal control failures or errors were detected during the interim audit and the 2017-18 financial report received an unqualified audit opinion, being the eighth consecutive year this has been the case.

## Financial Systems Development

The Financial Services business unit has resources dedicated to the strategic development of financial management systems and processes. New projects are aimed at improving financial system efficiency, performance and controls. There is currently a strong focus on transitioning to automated and paperless financial business processes.

### ✓ Achievements

- Work has started on the implementation of a Project Portfolio Management (PPM) System that will be rolled out across the organisation to look after the City's project governance and management requirements. It is expected that the first stage will be ready to go live in 2018-19
- The City completed the Australasian LG Performance Excellence Program survey for the second year of a three year commitment. A large component of this survey relates to financial data and Financial Services have further refined

data capturing techniques to improve the quality of the data provided and efficiency of the process.

## **Accounting Services**

Responsible for establishing and maintaining systems and processes for recording, transacting, interpreting and communicating the City's financial data. These include financial performance measurement, budgeting and integrated financial planning services. The unit also delivers various accounting services to meet the City's business, taxation, cash management and accounts payable needs.

### **✓ Achievements**

- A new paperless online credit card acquittal process was configured within the financial system, including work-flowed approvals functionality
- Internal procedures were reviewed and updated to enable paperless processing of property and public liability insurance claims. The process and records now fully reside within the City's records management system, saving considerable storage space and resources
- A project was commenced to migrate the City's fees and charges setting process from manual spreadsheets to a managed work-flowed system. Once completed, it will allow greater visibility and transparency over the annual fee setting and revenue budgeting process.

## **Procurement Services**

Facilitate efficient and cost-effective procurement for all stakeholders through an effective centre-led procurement model providing support services in competitive sourcing and contract management. The service also works to ensure organisational compliance with statutory and internal procurement requirements.

### **✓ Achievements**

- A new e-Procurement system was successfully implemented across the City's business units, with efficiencies realised. Phase 2 will involve establishing supplier panels and integrating administrative functions
- The City awarded several new contracts to both disability and Aboriginal enterprises during the year, increasing the social procurement budget spend. It

also committed to several stretch targets for purchasing from Aboriginal enterprises under the new Reconciliation Action Plan

- A contract performance management framework has been developed in order to build capability for managing and monitoring contractor performance against contract obligations. This is being evaluated before being systemised and rolled out
- Achieved value for money objectives by facilitating and executing a new energy supply contract for the City.

## **Rating & Revenue Services**

Delivers property rating services and manages the City's revenue raising and collection activities, while ensuring statutory compliance across all areas. Maintains and controls the City's central property database and prepares the Electoral Roll for Council.

### **✓ Achievements**

- The City successfully implemented a new payment gateway that integrates with the City's Technology One Enterprise Resource Planning system, delivering significant digital efficiency benefits
- An online portal was developed for the SmartRates (direct debit) sign up option, reducing paper and allowing online data transfer to the rating database. This has improved efficiency and reduced the risk of errors
- Successfully converted a number of properties rated under the Unimproved Value (UV) method to the Gross Rental Value (GRV) method. This involved extensive consultation with affected property owners and the Department of Local Government, Sport and Cultural Industries.

## **Information Services Business Unit**

Information Services is the business unit responsible for providing, maintaining and developing the City's core services relating to information and communication technology.



## Information Technology Services

Provides technology services and support that enables the delivery of the City's core information services. This includes the management of key projects that enhance and further secure the City's key information delivery to its staff, partners and community.

### ✓ Achievements

- Implemented a new technology system across the whole organisation
- Performed an audit on the City's cyber security
- Performed a cloud readiness assessment on the City's key line-of-business system, Technology One
- Moved away from point-to-point microwave links to high speed, reliable fibre optic WAN links
- Rolled out public Wi-Fi (Phase 1).

## Business Systems

Provides solution development and business analysis services in support of the City's core information systems.

### ✓ Achievements

- Implemented online development applications with reporting for Statutory Planning
- Implemented timesheet and rostering system (EMPLive) for Cockburn ARC
- Implemented e-Property services using SecurePay for payment
- Implemented new InfoCouncil Council agenda management software
- Developed requirements for new marina management software
- Major upgrades to Links, IntelliLeisure systems
- Implemented internal building referral system for building applications
- Made further upgrades to the City's website.

## **Geographic Information Systems (GIS) Services**

Deliver the support, maintenance and development of GIS systems and datasets that provide stakeholders with the tools to analyse, visualise and explore corporate location based information.

### **✓ Achievements**

- Performed a review of existing Geographical Information System with a recommendation to change to a new system
- Implemented a system to detect swimming pools using remote sensing
- Implemented GPS and cameras in waste trucks, rangers and youth vehicles
- Assisted with third bin roll out by determining lot sizes
- Upgraded existing map control systems.

## **Records Services**

Provide a high standard of technologically advanced records management services to support the governing functions of Council.

### **✓ Achievements**

- All current employee files digitised and hard copies transferred to the City's offsite storage provider
- Completed Stage 1 of the Knowledge Management project
- Implemented compulsory online records management training for supervisors/managers
- Developed and implemented a Data Migration Policy
- Developed and implemented a Website Management Policy
- Amended Recordkeeping Plan approved by the State Records Commission.

## **Recordkeeping Compliance**

### **Evaluation of Recordkeeping Systems**

The City of Cockburn's amended Recordkeeping Plan was approved by the State Records Commission on 24 October 2017 for a period of five years.

A review of the City's Records Management Policy was undertaken and the updated Policy was adopted by Council. The supporting Employee Recordkeeping Guidelines were also reviewed and approved by the Chief Executive Officer.

As part of the City of Cockburn's internal audit program, the City's records management practices were audited with the resulting audit report highlighting that improvements had been made over the past 12 to 18 months.

### **Recordkeeping Training and Induction Program**

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

A new online course outlining the recordkeeping responsibilities of Managers/Supervisors has now been implemented and all senior employees have been enrolled.

Regular training for new and existing staff is also held on the use of the organisations electronic document and records management system called ECM.

Recordkeeping is highlighted during the corporate induction sessions that are run by the Human Resources team.

### **Evaluation of the Recordkeeping Training Program**

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

# Financial Report

To view the City of Cockburn Annual Report 2018 **Financial Report** visit [City of Cockburn website: Corporate Strategic Planning: www.cockburn.wa.gov.au/Council/About-Council/Strategic-Planning#annualreport](http://www.cockburn.wa.gov.au/Council/About-Council/Strategic-Planning#annualreport)



**Caption 50:** Budgeting and Financial Reporting Services.



**Caption 51:** Procurement Services.

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