

City of Cockburn **State of Sustainability Report 2019–2020**



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Image 1: Len Packham nature playground

1. Our Vision

Council's vision is to build on the solid foundations that our history has provided to ensure that the Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth metropolitan area.

2. Our Sustainability Definition

Pursuing governance excellence to meet the needs of current and future generations through integration of the environment, society, economy.

3. Our Sustainability Focus

The City of Cockburn strives towards best practice in sustainability.

We make a commitment to ensuring that the decisions we make today enable our community and the society beyond our borders, to thrive into the future.

We aim to protect, conserve and improve our urban and natural environment; so that we might leave this place more liveable, more resilient and more beautiful than we found it.



Image 2: Fast charge electric vehicle charging station at Cockburn Central

4. Integrated Reporting Platform

The Integrated Reporting Platform provides the framework for sustainability planning, monitoring and reporting. The hierarchy of documentation is outlined below:

Strategic Community Plan 2020 – 2030

Sets the City's direction based around five key outcome for Cockburn: local economy; environmental responsibility; community lifestyle and security; city growth and moving around; listening and leading.

Sustainability Policy

Provides a set of 11 principles to guide the City's decision-making processes.

Sustainability Strategy 2017 – 2022

Identifies the Integrated Reporting Platform and articulates the City's 16 sustainability objectives.

Sustainability Action Plan 2017 – 2022

76 Key Performance Indicators (KPI's) set to achieve to the City's sustainability objectives. Aligned to the Corporate Business Plan.

State of Sustainability Report (Annual)

Annual progress report that provides a balanced representation on the City's sustainability performance.

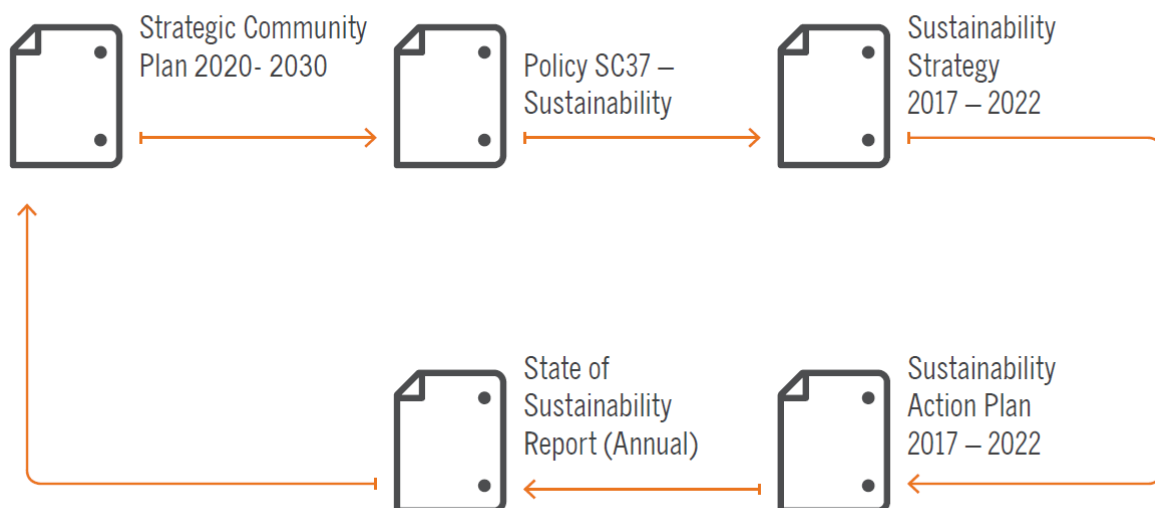


Image 3: The City of Cockburn's Integrated Reporting Platform

5. Sustainability Action Planning

Measurable targets and Key Performance Indicators (KPIs) are set by the Strategic Managers Team to support the City in achieving the sustainability outcomes articulated in the Strategic Community Plan. The KPIs are aligned to the Corporate Business Plan and culminate in the Sustainability Action Plan 2017- 2022.

The Sustainability Policy, Strategy and Action Plan are reviewed on a four yearly basis to align with the Community Strategic Plan (CSP).

| Document | Reporting and Review |
|--------------------------------|--|
| State of Sustainability | Annual progress report 2018, 2019, 2020, 2021 |
| Sustainability Policy | 2019, 2022 |
| Strategy | 2021-2022 |
| Action Plan | 2022 |

6. Annual Sustainability Reporting

The State of Sustainability (SoS) report is released each year to track progress towards the agreed targets set out in the Strategy and Action Plan. This is a public document whereby our achievements and any acknowledged need for improvement will be transparently communicated to Council and the community.




This annual reporting process allows the City to assess any gaps or resourcing issues in time for the following year's budget. In keeping with the four year planning cycle targets, while still being assessed annually, KPIs will be tracked as 'percentage complete' against the strategy review period.

A summary of performance, whether positive or negative, is included in the City's Annual Report enabling transparency and accountability on the City's contributions towards our goal of a more sustainable City.

7. Reporting Structure

This report is structured according to the City's key focus areas for sustainability – Governance, Environment, Society and Economy.

Each focus area is linked to a number of strategic objectives and key performance indicators (KPIs). The City's progress in achieving its KPIs is illustrated through the use of a simple traffic light system, which is explained as follows:

-  Indicates the City has achieved, or is on track to achieving, the KPI.
-  Indicates while the City is making progress toward the KPI, more work is needed.
-  Indicates the City is not yet making progress toward the KPI.

8. State of Sustainability Summary 2019-2020

The City's tenth annual State of Sustainability Report is a snapshot of the City's collective efforts in working towards the KPIs outlined in the Sustainability Action Plan 2017 – 2022.

The Action Plan includes 76 Key Performance Indicators (KPI's) aligned to the Corporate Business Plan and set to achieve the City's sustainability objectives.

As illustrated in image 4 the City has made great progress during the first three years of the action plan with 100 per cent of KPIs achieved or in progress.

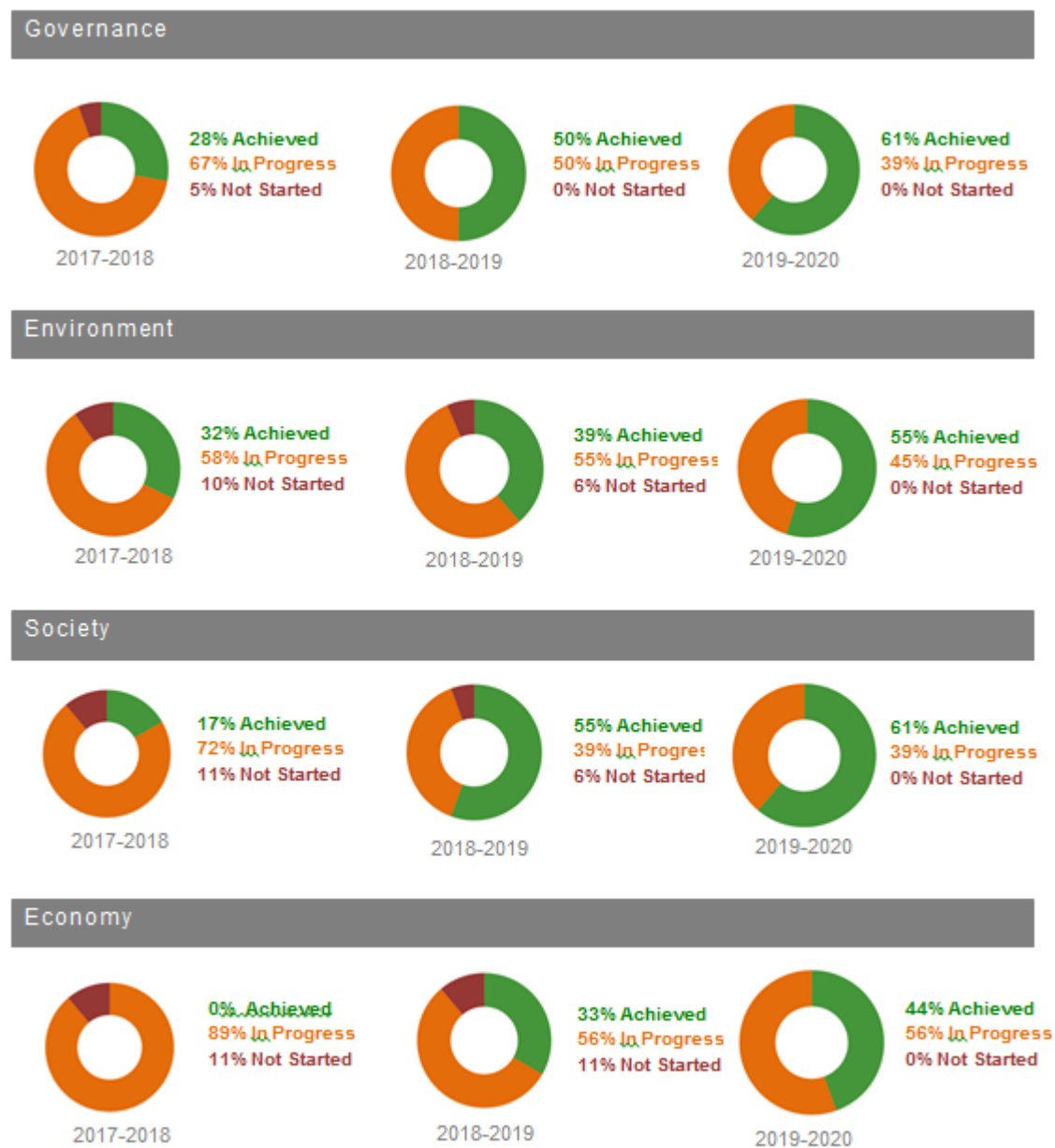


Image 4: Summary of progress during first three years of the action plan

9. Sustainability Targets

The City has set a number of high-level targets across five key sustainability areas including water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability.

| | Targets | Progress 2019 - 20 |
|---------------------------|---|--|
| Water Conservation | Maintain <i>Waterwise Council</i> status by achieving all water conservation targets and actions identified in the <i>Water Efficiency Action Plan 2016</i> . | Target achieved The City maintained its Gold Waterwise Council status in 2020. |
| Waste Minimisation | 12% of waste to be recovered and diverted from landfill at Henderson Waste Recovery Park (HWRP), per annum | Target not yet achieved 7.7% of waste was recovered at HWRP in 2019-2020 |
| | 100% rollout of the Garden Waste Bin program across Cockburn by 2020 | Target achieved 100% of the bin rollout is complete. |
| | Ongoing commitment for 10% waste recovery from the Bulk Junk Verge collection | Target not achieved 6.4% recovered from bulk verge collection in 2019-2020. Increased tonnages presented during COVID pandemic |



Image 5: The garden bin rollout was completed in 2019-2020

| Sustainability Targets | | Progress 2019 - 20 |
|---------------------------------------|---|---|
| Energy and Emissions Reduction | Ongoing commitment to the Zero Emissions Fleet | Target achieved Zero Emissions Fleet maintained |
| | 20% renewable energy generation by 2020 | Target Achieved 26% of Council buildings were powered by solar photovoltaics in 2019-20 |
| | Electricity and gas emissions to be 20% below 2008-2009 levels, by 2020 | Target not achieved In 2019-2020, electricity and gas emissions were 65% above the base year due to the operation of the Cockburn Aquatic and Recreation Facility |
| | Western Power Street Lighting emissions to be 10% below 2008-2009 levels, by 2020 | Target not achieved In 2019-2020, emissions from street lighting were 7% above the base year due to increased urban development |
| | Waste Emissions to be no more than 45% above 2008-2009 levels, by 2020 at Henderson Waste Recovery Park. | Target achieved Waste emissions have remained below the cap since 2011 |
| Biodiversity targets | Complete 2.5 hectares of revegetation annually with an emphasis on enhancing ecological corridors linking natural areas | Target achieved Revegetated four hectares of bushland in 2019-2020 with over 68,000 seedlings |
| | The percent of vegetation in conservation reserves in good or better condition is increasing against the 2010 base year figure of 62% | Target achieved 70% vegetation rated as being in good or better condition |



Image 6: Over four hectares of bushland were rehabilitated in 2019-2020

| Sustainability Targets | | Progress 2019 - 20 |
|-------------------------------|---|--|
| Livability and Social Capital | 100% of structure plans comply with the elements of Livable Neighbourhoods Design Code | Target achieved 100% of structure plans assessed in 2019/20 comply with the elements of Liveable Neighbourhoods. |
| | To reduce our percentage of overweight and obese adults to be less than or equal to the WA State average | Target not yet achieved The most current obesity statistics (Jan 2015 to Dec 2016) suggest that 79% of Cockburn's adults are either overweight or obese, this is 12.4% higher than the WA State average (66.6%). |
| | 9500m ² of new pathways and cycleways constructed per annum to facilitate sustainable transport. | Target achieved 15,086m ² new pathways and cycleways constructed in 2019-2020. |



Image 7: The turtle tracker citizen science program was launched in 2019

10. Actions

The purpose of the Action Plan is to set out key performance indicators (KPIs) for the achievement of ambitious, high level targets for sustainability across the City.

The following tables provide a summary of progress against the KPIs for the key focus areas: Governance, Environment, Society and Economy.

10.1 Governance

Governance is the cornerstone of the City's approach to sustainability. It ensures an integrated decision-making process, which takes into account the triple bottom line and employs the precautionary principle to ensure that future generations of the Cockburn community are taken into consideration. We listen, lead, and work together with residents for a sustainable future.

Governance Performance

The City identified 18 KPIs to measure its progress towards achieving Governance Excellence. 61% of governance KPIs were achieved in 2019-2020, with a further 39% significantly progressed.



0% not started (in red)
39% in progress (in orange)
61% complete (in green)

Image 8: Progress of Governance KPI's 2019-20

Governance Highlights 2019-2020

- Solar photovoltaic systems installed on the Coogee Beach SLSC (additional 12kW) and Beeliar Community Centre (13.2 kW)
- Internal Sustainability Committee celebrated its 10th year
- Inaugural Sustainability Policy training module completed by all staff to raise awareness of the 11 sustainability principles
- Over 500 electricity, gas and water meters uploaded to the Kinesis platform to monitor the City's corporate energy and water use online
- Procurement Policy updated to support local business, include compliance to the Modern Slavery Act and reinforce accessibility requirements
- Increased the number of services available to the public online allowing improved access to information and reduced paper use
- Completed 'our sustainable and climate resilient future' community engagement project to guide the 2020 climate change strategy
- Undertook a major review of the Strategic Community Plan hearing from over 3000 people to determine the community aspirations for the new Strategic Community Plan 2020-2030
- The City won the following awards in 2019-2020:
 - 2020 Institute of Public Works Engineering Australasia (IPWEA) Awards - WA Division - Winner, Excellence in Environment & Sustainability Award - Coogee Maritime Trail
 - Western Australian Coastal Awards for Excellence 2019 - Joint Winner, Coastal Design, Heritage and Tourism Award - Coogee Maritime Trail
 - 2019 Regional Awards of Excellence - Strategic Planning Award - Winner, Community Sport and Recreation Facilities Plan

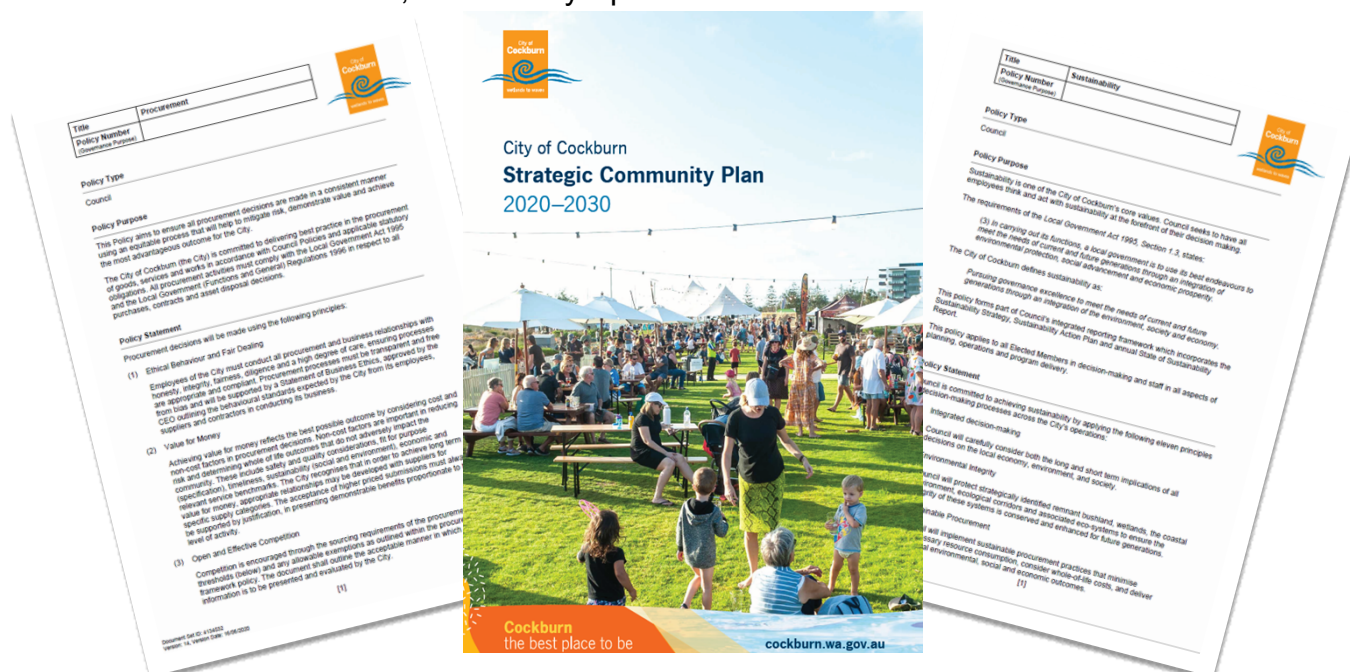

















Image 9: The City updated a number of policies and strategies which strengthen sustainability




| SCP Strategic Objectives | KPI # | Governance Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|---|---------|--|-------------------------------------|-----------|--|---|
| Deliver sustainable governance through transparent and robust policy and processes. | GOV 1.1 | Support and develop the City's business systems to enhance the effectiveness and efficiency of Council's operations through the use of technology. | Business Systems/ Asset Services | Ongoing | <p>Increased the number of online services available to the public allowing improved access to information. We have provisioned access to Online Rates and eProperty, Building Applications and Public Wi-Fi.</p> <ul style="list-style-type: none"> Website front page redesigned Dog & cat registrations now online Dog & Cat name transfer also online More building application forms online SINE contractor sign-in system implemented. No need for manual signing in. Barking dog diary now available online <p>Online Building Applications – 90% off all building applications are now electronic rather than paper.</p> <p>ESRI system deployed for CoSafe work orders eliminating all paper-based processes.</p> |  |
| | GOV 1.2 | Increase the City's use of smart and integrated technology solutions to measure, monitor and reduce waste across the City's Operations and to increase resource efficiency. | Business Systems | Ongoing | The City's Digital Strategy was adopted by Council in May 2019 and provides a roadmap for embracing smart technologies. Single View of the Customer system currently being investigated |  |
| | GOV 1.3 | Consolidate the existing 70+ strategies and strategic documents into a cohesive framework of strategies and list of operational documents linked to the Strategic Themes and objectives. | Strategy | 2019-2020 | Significant community consultation undertaken as part of the major review of the Strategic Community Plan. All strategy review and consolidation processes will align with the new strategic outcomes. Strategy consolidation has continued with the number |  |

| SCP Strategic Objectives | KPI # | Governance Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|----------------------|---------------|---|---|
| | | | | | of strategies reduced to 36. Completed 'our sustainable and climate resilient future' community engagement project to guide the 2020 climate change strategy. | |
| | GOV 1.4 | Finalise and implement the Strategic Risk Register. | Governance | 2016-2017 | Acquired the on-line risk management system Risk Management and Safety System (RMSS) in 2018. The operational and strategic risks registers now reside in RMSS and each risk is reviewed and managed in a frequency which corresponds to the risk's ranking. Risk reports and updates are regularly submitted to the Executive and the Audit and Strategic Finance Committee. |  |
| | GOV 1.5 | Review and update the Risk Management Strategy. | Governance | 2018 and 2020 | The Risk Management Strategy was converted to Risk Framework, externally reviewed by RiskWest in October 2018 and endorsed by Council in December 2018. The framework was reviewed next in early 2019 and endorsed by Council in July 2019. Next review due late 2021. |  |
| | GOV 1.6 | Engage, enhance and execute the strategic procurement framework to optimise Value for Money (cost, quality, and sustainability) across the City's procurement expenditure. | Procurement Services | 2019-2020 | Increased the maximum sustainability criteria percentage to 20% within the procurement process. This includes a criteria maximum of 10% against any one element of sustainability. The Procurement Policy was amended in December 2018. New Procurement Policy adopted by Council in June expanding Local purchasing to |  |

| SCP Strategic Objectives | KPI # | Governance Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|---|---------|---|--------------------------------|-----------|---|---|
| | | | | | include South West Regional Council and enforcing quotation requirement and qualitative criteria of 10%. Change also included compliance to the Modern Slavery Act and reinforcement of the accessibility requirement for people with a disability with significant projects. | |
| | GOV 1.7 | 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. | Human Resources | 2019-2020 | All additional FTE for 2019-2020 has been recruited in accordance with the Workforce Plan. |  |
| | GOV 1.8 | Promote Sustainability throughout the organisation via Sustainability Committee and delivery of minimum of two staff initiatives per annum. | Environmental Management / SMT | Ongoing | Sustainability Policy training module launched December 2019 to all staff, via the online learning management system to raise awareness on the policy and introduce the 11 sustainability principles. The Sustainability Committee continues to meet bi-monthly, delivering projects to reduce waste in the workplace, green the office, and coordinate an annual corporate planting event. The Committee has been running successfully for ten years. |  |
| Provide for community facilities and civic infrastructure in a planned and sustainable manner, including administration, operations and waste | GOV 2.1 | Management of City assets through Asset Management Plans including condition assessment and review of service levels for Road Infrastructure; Drainage; Buildings; Fleet and Plant; Parks and Environment; Footpaths. | Project & Asset Services | Ongoing | Development cycle for Asset Management Plan 2020-2021 to 2023-2024 due to be completed October 2020 |  |
| | GOV | Develop Asset Management Plan for | Project & | 2017-2018 | A draft Asset Management Plan has been prepared, awaiting approval from Council late |  |

| SCP Strategic Objectives | KPI # | Governance Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|--------------------|-----------|---|---|
| management. | 2.2 | marine and coastal assets. | Asset Services | | 2020. | |
| | GOV 2.3 | Continue to engage with State and Federal Government Agencies in order to secure partnership funding arrangements. | Executive | Ongoing | Engagement is ongoing with regular and topic based meetings occurring as required. |  |
| | GOV 2.4 | In liaison with Recreation & Community Safety and Community Development & Services, plan and deliver new and refurbished buildings and facilities. | Community Services | Ongoing | <p>Upgraded the Solar PV system on the Coogee Beach SLSC by 12kW</p> <p>Installed a 13.2 kW Solar PV system on the Beeliar Community Centre</p> <p>The City has won the following awards:</p> <p>2020 Institute of Public Works Engineering Australasia (IPWEA) Awards - WA Division - <i>Winner, Excellence in Environment & Sustainability Award - Coogee Maritime Trail</i></p> <p>Western Australian Coastal Awards for Excellence 2019 - <i>Joint Winner, Coastal Design, Heritage and Tourism Award - Coogee Maritime Trail</i></p> <p>2019 Regional Awards of Excellence - Strategic Planning Award - <i>Winner, Community Sport Recreation Facilities Plan</i></p> <p>The Community Sport and Recreation Facilities Plan was endorsed and features the Sustainability Policy financial allocation of 3% of project cost for Environmentally Sustainable Design in new facilities over</p> |  |

| SCP Strategic Objectives | KPI # | Governance Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|---|---------|---|--------------------------------|-----------|--|---|
| | | | | | \$1million. | |
| Identify gaps and take action to extend the coverage of the cycle way, footpath and trail networks. | GOV 3.1 | Review and update the Integrated Transport Plan, incorporating the Road Safety Strategy and Travel Smart Plan. | Engineering Services | 2018-2019 | The Integrated Transport Strategy, incorporating the Road Safety Strategy and TravelSmart Plan was completed and went to Executive Meeting on 12 May 2020. |  |
| | GOV 3.2 | In conjunction with Environmental Management, review and integrate the Footpath Plan and Trails Master Plan. | Engineering Services | 2016-2017 | Both plans have been incorporated in the Long Term Cycle Plan in conjunction with the Department of Transport and surrounding councils, to ensure better connectivity. The Long Term Cycle Network Plan was approved by Council on 9 April 2020. Updated information will be incorporated into the state wide Long Term Cycle Plan via the TravelSmart Officer and Department of Transport. |  |
| Advocate for improvements to public transport, especially bus transport. | GOV 4.1 | Ensure planning and development of the public transport network within the City meets community and industry needs while minimising environmental impact. | Transport and Traffic Services | Ongoing | The City is liaising with Department of Transport, Public Transport Authority, Metronet and Main Roads to ensure that the public transport is better connected, promoted and utilised. Detailed access audits of Cockburn Central and Aubin Grove station were completed in conjunction with major stakeholders. Work has started on the Thornlie-Cockburn Metronet 17.5km rail project and also the North Lake Road Bridge construction and Cockburn Central carpark redevelopment. |  |

| SCP Strategic Objectives | KPI # | Governance Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|----------------------|-----------|---|---|
| | | | | | | |
| | GOV 4.2 | Advocate for improvements to public transport. | Executive | 2019-2020 | <p>Officers meet regularly with PTA and advocate for improvements to public transport.</p> <p>The City is liaising with Department of Transport, Public Transport Authority, Metronet and Main Roads to ensure that the public transport is better connected, promoted and utilised.</p> <p>Detailed access audits of Cockburn Central and Aubin Grove station were completed in conjunction with major stakeholders.</p> <p>Work has started on the Thornlie-Cockburn Metronet 17.5km rail project and commuter parking at Cockburn Central.</p> |  |
| | GOV 4.3 | Review current parking approaches and create the City wide Parking Strategy. | Engineering Services | 2017-2018 | Parking Plan completed. |  |
| | GOV 4.4 | Review and update the City's District Traffic Study 2013. | Engineering Services | 2017-2018 | District Traffic Study review and update has been completed. |  |

10.2 Environment

The environment is the foundation for sustainability in the City of Cockburn. We consider conserving biological diversity and ecological integrity of utmost importance.

Our natural areas and resources must be sustainably managed now and into the future. We work to ensure that the impact on our environment is positive, and take our legacy into account in planning and development decisions.

Environment Performance

The City has identified 31 KPIs to measure progress toward achieving best practice in Environmental Management.

55% of the environmental KPIs were achieved in 2019-2020, with a further 45% significantly progressed.



0% not started (in red)

45% in progress (in orange)

55% complete (in green)






Image 10: Progress of Environment KPI's 2019-20



Environment Highlights 2019-2020





- Exceeded the renewable energy target with 26% of Council buildings receiving power from solar photovoltaic systems
- Rehabilitated 4 hectares of bushland across the City with 68,000 seedlings
- Completed the roll-out of garden waste bins
- The Bushfire Risk Identification Tool project received a commended award at the 2019 Resilient Australia Awards.
- Implemented a new irrigation technology incorporating fertilizer and wetting agents resulting in water savings
- Maintained a Zero Emissions Fleet via the carbon offset program
- Delivered a plastic-free revegetation program along our coastline
- Possum Bridge installed on Beeliar Drive
- Turtle Tracker program launched and 12 turtle protection enclosures installed
- Environmentally Sustainable Design (ESD) policy provision adopted to ensure all new Council facilities set aside 3% for innovative ESD initiatives
- Updated the Verge Improvement Guidelines and supported 30 residents in the Waterwise Verge Incentive Scheme
- Maintained Gold Waterwise Council status
- 1,300 street trees planted
- The City purchased its first electric vehicle and installed additional charging stations







Image 11: The City delivered a plastic free revegetation program along our coastline installing 11,000 seedlings with biodegradable/ corflute tree guards






| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|---|---------|---|--------------------------|-----------|--|---|
| Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health. | ENV 1.1 | Ensure the City's property interests and land portfolio are managed to maximise social, economic and environmental outcomes. | Land Administration | Ongoing | The City continues to undertake land administrative processes and decisions consistent with the objectives of the Land Management Strategy (2017-2022) which prescribe decision making based upon maximising sustainability outcomes. |  |
| | ENV 1.2 | Protect the quality of the environment and improve and manage public health by implementing the City's Public Health Plan. | Environmental Health | Ongoing | The review of the Public Health Plan was delayed by the COVID-19 pandemic. The review has commenced and is now scheduled for completion in 2020-21. |  |
| | ENV 1.3 | Maintain and improve wellbeing in the community by ensuring the standard of premises and activities complies with accepted public health standards and practices. | Environmental Health | Ongoing | Ongoing. |  |
| | ENV 1.4 | Irrigation Maintenance – water management through irrigation planning and maintenance. | Parks Operations | Ongoing | Retained Gold Waterwise Council status. Implemented a new innovation incorporating fertilizer and wetting agent dosing units to existing irrigation systems, resulting in water savings through best practice turf management |  |
| | ENV 1.5 | Natural Area Management – enhance local ecological services values through rehabilitation, revegetation and maintenance of natural areas. | Environmental Operations | Ongoing | <ul style="list-style-type: none"> 4 hectares of bushland revegetated in 2018-2019 with 68,000 seedlings 71,310 plants installed in the Roe 8 rehabilitation project by 628 volunteers 7 landowner biodiversity grants issued 3 tree planting projects delivered under Local Projects Local Jobs grant 16 community and school planting events with over 660 people |  |





| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|----------------------|-----------|---|---|
| | | | | | <p>The City has gone plastic free along our coastline this year installing ~11,000 seedlings with biodegradable/ corflute tree guards in our revegetation program</p> <p>Continue to work with PhD student from Murdoch University on turtle nesting protection in Bibra Lake reserve and installed 12 turtle protection enclosures</p> <p>Possum Bridge installed on Beeliar Drive to link Kogulup Lake and Yangebup reserves</p> <p>Installed 22 reef structures on the Coogee Maritime Trail and replica cannon.</p> <p>Completed the nutrient stripping basin, birdhide and board walk extension at Yangebup Lake. Banksia Eucalypt Woodland Viewing Platform upgraded.</p> | |
| | ENV 1.6 | Develop a contemporary Public Health Plan which includes relevant parts of the Mosquito Management Plan, Contaminated Sites Strategy and Tobacco Action Plan. | Environmental Health | 2017-2018 | The review of the Public Health Plan was delayed by the COVID-19 pandemic. The review has commenced and is now scheduled for completion in 2020-21 |  |
| | ENV 1.7 | Review the Open Space Strategy which will include a progress report. The next version of this ten year strategy will incorporate the Playground Shade Sail Strategy and specific management plans. | Parks & Environment | 2017-2018 | <p>The Public Open Space Strategy has been reviewed in accordance with the 5 year review process for strategies.</p> <p>The Playground Shade Sail Strategy will be incorporated at the 10 year mark of the Public Open Space strategy.</p> <p>Len Packham nature playground completed and nature play elements incorporated in Allendale Park.</p> |  |





| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|---|----------|---|--------------------------|-----------|--|---|
| | ENV 1.8 | Develop a Climate Change Strategy. Incorporating the Greenhouse Gas Emission Reduction Strategy 2011 – 2020; Climate Change Adaptation Plan; Coastal Vulnerability Strategy; the Water Action Plan; and the Water Conservation Plan 2013. | Environmental Management | 2019-2020 | Background paper and risk assessment workshop completed. Community engagement and elected members workshops delivered. Climate change risks integrated into RMSS. Draft strategy prepared and reviewed by Senior Manager and Executive Team. To be presented at the September 2020 Ordinary Council Meeting |  |
| | ENV 1.9 | Review and update the Sustainability Strategy 2013 – 2017. | Environmental Management | 2017-2018 | Strategy revised and adopted by Council in August 2017. A revision is scheduled to incorporate amendments to the Sustainability Policy (December 2020). |  |
| | ENV 1.10 | Commence planning of the Wetlands Precinct. | Environmental Management | 2019-2020 | Architect and sub-consultants appointed. Stakeholder engagement completed. Concept, schematic and detailed designs completed. Development Approval submitted and endorsed. Tender to market and awarded. Works commenced February 2020 |  |
| Improve the appearance of streetscapes, especially with trees suitable for shade. | ENV 2.1 | Landscape design, development and construction of infrastructure and park equipment. | Park Development | Ongoing | Received a high commendation for the construction of the Yangebup Pump Track, at the PLA awards in the category of Playspace Award. Delivered bicycle pump track at Market Garden Park, Spearwood. Landscape designs completed and implemented at Poole Reserve, Mears |  |



| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|---|--------------------------|-----------|---|---|
| | | | | | <p>Park, Windmill Park, Blackthorn Park & Hagan Park. Streetscape improvements to Barwon Turn, Prespa Loop and Cockburn Road median island.</p> <p>Playground shade sails installed at various locations.</p> <p>Designed and implemented the Greenslade Urban Forest project</p> | |
| | ENV 2.2 | Develop and implement an Urban Forest Plan. | Parks Management | Ongoing | The Urban Forest Plan 2018 - 2028 was endorsed by Executive and presented to Elected Members. Actions are currently being implemented. 1,300 street trees planted in 2019-2020. |  |
| Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community. | ENV 3.1 | Sustainability – coordinating events and activities designed to educate and support the community toward sustainable living. This includes environmental awareness, emission reduction, using renewable energy and waste education. | Environmental Management | Ongoing | <ul style="list-style-type: none"> 20 sustainability related events include 8 online workshops during COVID 29 Free energy audits to households and childcare centres 50 Bird Bath Subsidies 18 sustainability grants 2 environmental education grants 6 environmental education excursions <p>(There was a reduction in community events during 2019-20 due to COVID restrictions.)</p> <p>Native Plant Subsidy Scheme delivered during COVID via an online booking system.</p> <p>Completed '<i>our sustainable and climate resilient future</i>' community engagement project to guide the 2020 climate change</p> |  |

| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|------------------------------|-----------|--|--|
| | | | | | strategy. | |
| | ENV 3.2 | Continue to monitor the waste-to-energy sector locally, nationally and internationally and be an active stakeholder in discussions around the development of a local waste-to-energy system. | Executive / Waste Management | Ongoing | The 20 year Waste Supply Agreement with New Energy is now complete. The Energy from waste plant is due for commissioning in 2022. |  |
| | ENV 3.3 | Plan and implement initiatives to reduce building and facility and plant non-renewable energy consumption and GHG emissions. | Infrastructure Services | Ongoing | Maintained a Zero Emissions Fleet via the carbon offset program. Undertook a desktop analysis of electric vehicle (EV) waste trucks and committed to a trial across various waste streams during 2019-2020. An Electric Vehicle was added to the Council staff fleet, as well as two additional EV charging stations, including a fast-charge station in Cockburn Central Upgraded the Solar PV system on the Coogee Beach SLSC by 12kW Installed a 13.2 kW Solar PV system on the Beeliar Community Centre. Initial feasibility report undertaken to explore options for increased renewable energy and battery storage at Cockburn ARC and the Operations Centre. State government grant received for a more detailed Hydrogen Feasibility Study. |  |

| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|-------------------------------|-----------|--|---|
| | | | | | | |
| | ENV 3.4 | Investigate options for reduction of energy costs and greenhouse gas emissions through changeover of street lights to LED and smart technology. | Engineering Services | Ongoing | 243 additional LED streetlights were installed by Western Power in Cockburn in 2019-2020 bring the total to: 304 The City also upgraded 110 City owned street lights to LED: Orsino Blvd -18 lamps North Lake 62 Lamps Bibra Lake 24 lamps McTaggart Cove 6 Lamps |  |
| | ENV 3.5 | Review and update the Waste Management and Education Strategic Plan 2013 – 2023. | Waste Management | 2019-2020 | The revised Waste Strategy 2020-2030 will be presented to Council for consideration in October 2020. |  |
| | ENV 3.6 | Extend the implementation of a third household bin for the re-use of garden organics (GO) subject to Council decision. | Waste Management | 2019-2020 | The roll out of the garden waste bin is complete as well as changing all dark green lids on general waste bins that remained on the 2 bin system to red lids. |  |
| | ENV 3.7 | Ensure greater recovery from bulk verge hard waste collections. | Waste Management | Ongoing | Tender for Mattress and E-Waste recovery now in operation. |  |
| | ENV 3.8 | Work toward Cockburn becoming a 'plastic bag free City' through advocacy for a State-wide ban and investigations into the applicability and compliance mechanisms around developing a local law if no state-wide legislation is enacted. | Waste Management / Governance | 2019-2020 | State-wide legislation adopted. Single-use plastic bag ban implemented effective 1 July 2018. The City supported a variety of community groups in making re-usable bags and delivered workshops to assist with the transition. |  |

| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|----------|--|--------------------------|----------------------|---|---|
| | ENV 3.9 | Ensure the City and its contractors utilise recycled inert road base material, where practical, for all path and road construction work. | Engineering Services | 2016-2017 | <p>The City is supporting ongoing initiatives to use recycled road material, which satisfy Australian Standards and Main Roads WA requirements. For example, Frasers Property trialed Reconophalt on selected roads in North Coogee in 2019.</p> <p>In 2020 recycled concrete was used for the base layer for Verdi Drive roadworks. The 1.5 km long roadway required 3,000 cubic metres of subbase material. The source of material was from the demolished concrete from Subiaco Stadium.</p> |  |
| | ENV 3.10 | Roll out Public Place Recycling Bin enclosures to all parks. | Waste Management | 2016-2017 to 2019-20 | Contract awarded. Bins will be rolled out according to annual budget constraints |  |
| | ENV 3.11 | Promote sustainable building / precinct design and management across all City assets and within the residential and commercial development industries. | Environmental Management | Ongoing | The Sustainability Policy was endorsed by Council which will ensure all new Council facilities (exceeding \$1 million) set aside a minimum of three percent (3%) of the total project cost for innovative Environmentally Sustainable Design (ESD) initiatives. ESD requirements document published to provide guidance to staff and contractors. |  |
| | ENV 3.12 | Develop an assessment of potential uses for intercepted water from the Port Coogee Groundwater Interception Drain (GID). | Parks & Environment | 2017-2018 | Department of Water and Environmental Regulations (DoWER) have confirmed the intercepted water can be utilised for the Coogee Golf Complex and Cockburn Coast Development. Further discussions with DoWER are being scheduled to comprehend appetite for additional uses or transference of allocation to other groundwater areas. |  |

| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|---|----------|---|--------------------------|-----------|---|---|
| | ENV 3.13 | Develop an initial investigation into the availability of ground water and vegetation condition ratings in preparation for a Coogee Golf Complex. | Parks & Environment | 2017-2018 | Completed. |  |
| | ENV 3.14 | Develop a feasibility study for the Henderson Waste Recovery Park including potential for a precinct approach, relocated entry and Materials Recovery Facility. | Waste Management | 2017-2018 | There was no commercial interest in developing a dirty Materials Recovery Facility. The City is now proceeding with the preparation of a DA for the construction of a Community Recycling Centre which will incorporate leased areas to support complimentary waste contractors. A budget for the enabling earthworks has been allocated in the 2020-2021 budget. |  |
| Further develop adaptation actions including planning; infrastructure and ecological management to reduce adverse outcomes arising from climate change. | ENV 4.1 | Street Tree Management – assessment, monitoring and management of street trees. | Parks Operations | Ongoing | 1,300 street trees were planted. Street tree audit commenced with completion set for early 2021. |  |
| | ENV 4.2 | Water Management and education to reduce consumption and improve quality. | Environmental Management | Ongoing | Maintained Gold Waterwise Council status. Kinesis (water management software solution) to aid in comprehending scheme water use across the City's facilities and open spaces. Updated the Verge Improvement Guidelines and supported 30 residents to value of \$15,000 in the Waterwise Verge Incentive Scheme |  |

| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|---|-----------------------------|------------------------|---|---|
| | ENV 4.3 | Continue regional collaboration on coastal issues through leadership of the Cockburn Sound Coastal Alliance. | Infrastructure Service | Ongoing | <p>The City continues to coordinate ongoing liaison and activity of the CSCA to facilitate information sharing and collaboration on implementing coastal adaptation measures such as collaborative coastal monitoring initiatives.</p> <p>A Foreshore Management Plan for Coogee Beach has been drafted pursuant to the Coastal Adaptation Plan, to plan for coastal adaptation and retreat at this site in greater detail.</p> |  |
| | ENV 4.4 | Develop and implement the City's Coastal Management & Adaptation Plan (in conjunction with Strategic Planning & Recreation Services). | Marina and Coastal Services | 2016-2017 to 2019-2020 | <p>Implementation of the Coastal Adaptation (CAP) progressing via the following actions:</p> <ul style="list-style-type: none"> • Periodic sand nourishment at C. Y. O'Connor Beach to address erosion is ongoing as an interim measure • Engineering design for shoreline stabilisation structures at C.Y. O'Connor Beach was undertaken through 2019-20, with designs to be completed in 2020-21. • A Foreshore Management Plan has been prepared for Coogee Beach to guide coastal adaptation and management of the foreshore over the coming 50 years. <p>The Coastal Monitoring Program is ongoing to track shoreline movements and changes in coastal conditions, reporting annually and identifying any changes or issues of concern.</p> |  |

| SCP Strategic Objectives | KPI # | Environment Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|--------------------------------------|-----------|---|---|
| | ENV 4.5 | Review and develop the City's Bushfire Risk Management Plan. | Ranger and Community Safety Services | 2017-2018 | <p>The Bushfire Risk Management Plan has a detailed and tiered process that provides a basis for determining and treating the risk of fire, calculating fuel loads and providing further awareness to communities on the risks associated with Bushfire. The plan has been developed to align with legislative requirements.</p> <p>The process takes a holistic approach to risk management and aids in identifying the appropriate treatment measures, prescribed burning being one of the last resorts.</p> <p>The Plan is on track for review in 2020 and will be amended where applicable.</p> |  |

10.3 Society

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

We consider social sustainability, cultural and creative growth and community engagement of paramount importance as we acknowledge that this is an integral part of providing equity within and between generations.

Society Performance

The City identified 18 KPIs to measure progress towards achieving a more socially equitable, diverse and inclusive community.

61% of societal KPIs were achieved in 2019-2020, with a further 39% significantly progressed.



0% not started (in red)

39% in progress (in orange)

61% complete (in green)




Image 12: Progress of Society KPI's 2019-2020



Society Highlights 2019-2020



- Concept design completed for the Aboriginal Cultural and Visitors Centre
- Commenced an important amendment to the local planning scheme known as 'Better Neighborhoods' which will help protect local character and values such as trees
- Updated the Local Planning Policy 1.2 Residential Design Guidelines to ensure that development contributes to tree canopy cover and minimisation of the heat Island effect
- Developed a Memorial walk in Cockburn Central
- Continued to deliver community events including the two day cultural Coogee Live event. Some events were transitioned online during COVID.
- Launched the 'Grow it Local' program
- Reviewed the Community Engagement Policy and Framework












Image 13: Grow It Local launch event



| SCP Strategic Objectives | KPI # | Society Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|--|----------------------------------|-----------|--|---|
| Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups. | SOC 1.1 | Provide community events and work to preserve and celebrate the City's built and cultural heritage. | Events & Culture | Ongoing | <p>The cultural grant program has been reviewed. Continued promotion of the Museum.</p> <p>All City community events continue to recognise our Aboriginal culture, our multicultural diversity, the richness of our art, as well as our heritage. This included the two day cultural Coogee Live event that ran for the second year running.</p> <p>Launched the 'Grow it Local' program.</p> |  |
| | SOC 1.2 | Continue to capture, preserve and record historical records significant to the district. | Library Services | Ongoing | <p>The Local History website was launch in February 2019.</p> <p>Due to budget implications of the Covid-19 pandemic the Local History Librarian position was removed from the 2020-2021 workforce plan and moved to 2021-2022.</p> |  |
| | SOC 1.3 | Provide information, events, community development, liaison, and activities which respond to the needs of Aboriginal community groups and families. Review and implement the Reconciliation Action Plan 2017 – 2020. | Aboriginal Community Development | Ongoing | <p>The City's Reconciliation Action Plan is reported on annually to Reconciliation Australia and to Elected Members. Actions are implemented within each appropriate year. A process for review of the current RAP and development of the next RAP is in place for 2021.</p> <p>Actions are delivered in response to identified community need and interest, including annual Reconciliation Week, NAIDOC Week and other events. The City's development of an Aboriginal</p> |  |

| SCP Strategic Objectives | KPI # | Society Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|---|-----------------------|-----------|--|---|
| | | | | | <p>Cultural and Visitors Centre is well underway and in progress.</p> <p>Continued engagement with the community to develop the development of an Aboriginal Cultural and Visitors Centre included Children Reference Group, Youth Advisory Committee, schools, Aboriginal Reference Group, My Time Aboriginal Grandparents/parents group, general community.</p> <p>Uptake of Nyungar cultural experiences and projects has been increasing from schools in the City's Environmental Education Grants and Cultural Grants applications (seven in 2019).</p> | |
| | SOC 1.4 | Finalise and implement the Community Development Strategy. | Community Development | Ongoing | <p>The City's Community Development Strategy 2016-20 has achieved all actions and will now undergo a review process and development of the next Strategy.</p> <p>There has been a change of staff in the Cultural Diversity Officer position, and actions under the Cultural Diversity Strategy 2018-2021, continue to be implemented and reviewed.</p> |  |
| | SOC 1.5 | Implement the Culture, Art, Heritage and Event Strategy 2016 - 2020. Consider including a multicultural approach in a future version. | Events and Culture | Ongoing | <p>History website launch February 2019.</p> <p>The Audit and Photography of the City's artwork continues.</p> |  |

| SCP Strategic Objectives | KPI # | Society Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|---|--------------------|-----------|---|---|
| | | | | | <p>Developed a Memorial walk in Cockburn Central.</p> <p>A streamlined approval process for events is being reviewed.</p> <p>In discussion with Fremantle Biennale about synergies with Cockburn.</p> | |
| Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types. | SOC 2.1 | Prepare structure plans, amendments to the Local Planning Scheme, formulate strategies and adopt policies which provide guidance and direction for the growth of the City. | Strategic Planning | Ongoing | <p>Structure plans across various development areas have progressed including the Hammond Park area. Structure plan amendments have put the planning framework in place to facilitate the next stage of the Gateways Shopping Centre development.</p> <p>Commenced an important amendment to the local planning scheme and Local Planning Policy 1.2 known as 'Better Neighbourhoods' which seeks to ensure homes delivered in infill situations provide good functional design, aligning homes built with the household types they need to cater for while also protecting local character and values (such as trees).</p> |  |
| | SOC 2.2 | Finalise a model to report on achievements within each Revitalisation Strategy and ensure clear transition to the operational Business Units of the City to achieve implementation. Ensure sustainability | Strategic Planning | 2019-2020 | Funding model developed that enables accurate reporting according to the (current) four different revitalisation strategy areas, and informs the budgeting process. Reporting can provide both the monetary value and number of actions |  |

| SCP Strategic Objectives | KPI # | Society Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|--|--------------------------|-----------|---|---|
| | | consideration in decision-making. | | | commenced, complete or not started | |
| | SOC 2.3 | Review and update the Housing Affordability and Diversity Strategy 2013. | Strategic Planning | 2017-2018 | Completed. |  |
| | SOC 2.4 | Ensure the drainage structure throughout the City caters for new development and revitalization. | Engineering Services | Ongoing | Ongoing initiatives implemented through design and implementation stages of development. |  |
| | SOC 2.5 | Review and update the Drainage Management and Maintenance Strategy 2008 - 2013 in conjunction with Finance to ensure drainage management principles are agreed across the organization. | Engineering Services | 2017-2018 | Completed. Adopted by Council in July 2018. |  |
| Listen to and engage with our residents, business community and ratepayers with greater use of social media. | SOC 3.1 | Take an agile and flexible approach to support the City in engaging our community, with the aim of driving towards sustainable outcomes through integrated use of social media, smart technology and the internet of things (IoT). | Business systems | Ongoing | The City is currently deploying a LoRaWAN network to facilitate smart technology and Internet of Things. This network will be available for public use. |  |
| | SOC 3.2 | Continue to develop external partnerships for Sustainable Service Delivery by facilitating the introduction of the Success Library model of program delivery to Coolbellup and Spearwood libraries. | Libraries | Ongoing | Curtin University continues to collaborate with the library service running programs at Success Library on Health and Wellbeing. |  |
| | SOC 3.3 | Ensure the Community Engagement Policy and Framework principles and intent are implemented and | Corporate Communications | Ongoing | The Community Engagement Advisor continued to conduct training with key staff across the organization and monitors |  |

| SCP Strategic Objectives | KPI # | Society Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|---|--------------------------|-----------|--|---|
| | | embraced throughout the Organisation. Ensure reports to Council are supported by community engagement that meets the Policy and Framework requirements. | | | alignment of engagement activities with the Policy and Framework. The New Project Portfolio Management System has been piloted and will also ensure compliance with the Policy. The Community Engagement Policy and Framework was reviewed in 2019 and is being reviewed again. The City now urgently requires additional human resources to undertake engagement to the level the City wishes. This is due to the multiple stages of each engagement, the multiple types of engagement for each project, as well as providing good close outs at each stage. | |
| | SOC 3.4 | Delivering communication materials and services to ensure the community is engaged with and informed about services and programs. This includes marketing, media, public relations, customer service, graphic design and photography, and social media. | Corporate Communications | Ongoing | Continue to implement the Communications Strategy and Action Plan 2018-2022. Customer satisfaction surveys undertaken quarterly to annually for most business units. Community scorecards undertaken to understand community priorities and perceptions. |  |
| Ensure growing high density living is balanced with the provision of open space and social spaces. | SOC 4.1 | Review and update the Local Commercial and Activity Centres Strategy 2011. | Strategic Planning | 2018-2019 | Scheduled for 2021/22 with high level direction to be provided in the new Local Planning Strategy. |  |
| | SOC 4.2 | Prepare the new Local Planning Strategy and Scheme for the District. | Strategic Planning | 2018-2019 | The City is drafting a new Local Planning Strategy. Preliminary targeted community engagement occurred in late 2018 and 2019/20 has been focused on the document drafting phase. A resolved Local Planning Strategy will then lead the |  |

| SCP Strategic Objectives | KPI # | Society Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|---|--------------------|-------------|--|---|
| | | | | | City to prepare a new Town Planning Scheme. | |
| | SOC 4.3 | Regulate development and subdivision within the City to ensure protection of appropriate levels of amenity and protect public interest. | Statutory Planning | Ongoing | Local Planning Policy 1.2 Residential Design Guidelines updated in June 2019 to ensure that development contributes to tree canopy cover and minimisation of the heat Island effect. |  |
| | SOC 4.4 | Cash In-Lieu Plan provides a coordinated approach to the expenditure of funds for public open space (Planning Development Act) | Parks Management | 2017 - 2019 | Plan is being implemented in accordance with delivery program. |  |

10.4 Economy

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.

We consider a circular economy, which values both human and environmental resources, and reduces unnecessary production, consumption and waste as enabler of future resilience and sustainability across our community.

Economy Performance

The City identified nine key performance indicators (KPIs) to measure progress towards achieving best practice financial management.

44% of the economy KPI's were progressed in 2019-2020, with a further 56% significantly progressed.



0% not started (in red)

56% in progress (in orange)

44% complete (in green)





Image14: Progress of Economy KPI's 2019-2020



Economy Highlights 2019-20

- 18 Sustainability Grants awarded to enhance sustainability outcomes in the community
- Completed first sale of renewable energy credits for Cockburn ARC
- Commenced the Economic Development Directions Strategy
- Implemented the 360 eProcurement system to help boost the local economy
- Continued participating in the Metronet working group, advancing the Cockburn/Thornlie train line
- Continued funding opportunities and support to residents associations, community groups and not-for-profits
- Continued local business support including masterclasses, briefings, events and workshops
- Provided COVID support to local businesses including grants guidance for reopening and opportunities to participate in prioritised shovel-ready projects.






Image 15: The City offered support to local business and community during COVID

| SCP Strategic Objectives | KPI # | Economy Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|---|-------------------------|-----------|--|---|
| Strengthen our regional collaboration to achieve sustainable economic outcomes. Ensure advocacy for funding and promote a unified position on regional strategic projects. | ECO 1.1 | Continue regional collaboration through active participation in the South West Group (SWG) and the National Growth Areas Alliance (NGAA). | Executive | Ongoing | The City maintains active membership of the SWG and NGAA and participates on issues where they are closely relevant to the City. |  |
| | ECO 1.2 | Collaborate with the South West Metropolitan Librarian's Group to develop a feasibility study towards a strategic partnership for collaboration and rationalisation for public libraries across local government boundaries. | Libraries | 2017-2018 | Key reform priorities have been progressed. A major milestone was the transfer of state owned library stock to local government and work on a feasibility study to consider the viability of a state wide library card. |  |
| | ECO 1.3 | Continue regional collaboration on coastal issues with adjacent Councils, state government agencies and the community via the Cockburn Sound Coastal Alliance. | Infrastructure Services | Ongoing | Active participation ongoing in the Local Government Coastal Hazard Risk Management and Adaptation Planning (CHRMAP) Forum meetings and initiatives along with other coastal councils, facilitated through WALGA. |  |
| Ensure sound long term financial management and deliver value for money. | ECO 2.1 | Facilitate efficient and cost effective procurement in a centre led procurement model; provide support services in competitive sourcing and contract management. Ensure organisational compliance with statutory and internal procurement requirements. | Procurement Services | Ongoing | <p>The 360 eProcurement system extended for other sourcing types incorporating additional suppliers and improving the effectiveness of medium risk procurement decisions.</p> <p>Greater focus by Procurement to refine sustainability criteria and educate stakeholders to achieve improved outcomes and understanding.</p> <p>Actively incorporating and achieving ESD into all construction projects by way of materials, solar or design intent.</p> <p>The 360 eProcurement system,</p> |  |

| SCP Strategic Objectives | KPI # | Economy Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|---|--------------------|-----------|---|---|
| | | | | | <p>sourcing process & documentation has been implemented to suit the updated Procurement Policy and the need to develop the local economy aligned with the new Strategic Community Plan.</p> <p>Local / Regional suppliers can engage via a register created to provide greater opportunities through our systems. Value will be created from increased transparency, process effectiveness and improved reporting.</p> | |
| | ECO 2.2 | Implement Project Portfolio Management Framework to improve internal measurement of business performance. | Finance | 2018-2019 | The Project Portfolio Management Framework has been successfully implemented into the Governance and Community, and the Engineering and Works Directorates. |  |
| Create opportunities for community, business and industry to establish and thrive. | ECO 3.1 | Review and update the Economic Development Directions Strategy 2014. | Strategic Planning | 2018-2019 | <p>Strategy review scheduled for 2020/21. Preliminary work began in 2020 with targeted staff workshops (brought forward in response to COVID).</p> <p>Provided COVID support to local businesses including</p> <ul style="list-style-type: none"> Guidance for businesses on reopening safely Open for Business Map / Cockburn Community Business Directory Free Business Advisory Services for businesses provided by |  |

| SCP Strategic Objectives | KPI # | Economy Key Performance Indicator | Lead Contributor | Timeframe | Progress |
|--------------------------|-------|--------------------------------------|------------------|-----------|--|
| | | | | | <p>Business Foundations</p> <ul style="list-style-type: none"> • COVID-19 grants up to \$5,000 • Cockburn Supplier Register to provide opportunities for local businesses to participate in some of the \$50 million shovel ready projects prioritised as a result of COVID 19 • Business development events <p>Continued to support local business via:</p> <ul style="list-style-type: none"> • Clean Ocean Cuppas program • Defence Industry briefings – supply chain opportunities for local business • Small Change promotion of small business • Business Over Coffee events • Visual Merchandising workshop • Sustainable Development & Smart Infill: workshop for builders, planners & architects • Women in Business luncheon with MCCC • Cockburn Gateway Shopping City expansion: Opportunities for local business • Export Readiness masterclass |

| SCP Strategic Objectives | KPI # | Economy Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--------------------------|---------|--|-----------------------|-----------|--|---|
| | ECO 3.2 | Implement the Cockburn Central Activity Centre Plan in conjunction with relevant Business Units. | Strategic Planning | Ongoing | <p>The Cockburn Central Activity Centre Plan and the subsequent Cockburn Central East Structure Plan provides the planning framework to facilitate the Armadale Road and North Lake Road Bridge project (Construction is due to commence underway)</p> <p>The action plan also sought to influence the delivery of the Thornlie train line of which is now part of the State Governments commitments to Metronet. City representatives have been included in the Metronet working group</p> <p>Ongoing liaison between business units for key development proposals to ensure appropriate outcomes are promoted and recommended (acknowledging the City may not always have a decision making role).</p> |  |
| | ECO 3.3 | Provides capacity building and community engagement to strengthen and support community groups within the City including residents associations. | Community Development | Ongoing | <p>Continued funding opportunities and support to residents associations, community groups and not-for-profits</p> <p><i>Community training 2019-20</i></p> <ul style="list-style-type: none"> • Fundraising Ideas Forum • High Performing Community Groups (Governance) • Marketing Workshop: how to write persuasive content • Tools and Technology you can't live without (Online/zoom workshop during COVID-19) |  |

| SCP Strategic Objectives | KPI # | Economy Key Performance Indicator | Lead Contributor | Timeframe | Progress | |
|--|---------|---|----------------------|-----------|--|---|
| | | | | | <ul style="list-style-type: none"> Neighbourhood Networker Training Leadership Skills Development Workshop <p><i>Community engagement 2019-20</i></p> <ul style="list-style-type: none"> Meet your Elected Members x3 events Community Consultation Sundowner (for Strategic Community Plan) <p>The City's Community funding program financially supports local groups to host projects, programs and activities for the benefit of the wider community. These include community, cultural, sustainability and environmental education grants; donations and a range of sponsorship opportunities.</p> | |
| Increase local employment and career opportunities across a range of different employment areas. | ECO 4.1 | Enable social procurement objectives with a focus on supporting indigenous, disability and local enterprises. | Procurement Services | 2017-2018 | <p>The City's procurement policy encourages procurement from organisations such as including Australian Disability Enterprises.</p> <p>The City continues to engage with social groups developing opportunities to support individuals and businesses to empower employment opportunities. New criteria has been developed to suit the updated Policy requirements</p> |  |

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