



## **ANNUAL GENERAL MEETING OF ELECTORS**

to be held on

**TUESDAY, 7 FEBRUARY 2017**

**at 7.00 pm**

## **AGENDA PAPER**

The above meeting will be conducted in accordance with Section 5.31 of the Local Government Act and Clauses 17 and 18 of the Local Government (Administration) Regulations 1996. Only Electors/Ratepayers are able to speak and vote at the meeting. All decisions will be made by a simple majority. An Elector is someone who is a resident in the district and on the Electoral Roll or who owns property in the district and is therefore eligible to be on the Electoral Roll.

**ANNUAL GENERAL MEETING OF ELECTORS  
TO BE HELD ON TUESDAY, 7 FEBRUARY 2017 AT 7.00 PM**

---

**1. DECLARATION OF MEETING**

The Presiding Member to welcome Cockburn ratepayers, open the meeting and explain the format of the meeting's procedure.

**2. PURPOSE OF MEETING**

This Annual General Meeting of Electors has been called in accordance with the Section 5.27 of the Local Government Act 1995 and the matters to be discussed are:

**2.1 ANNUAL REPORT 2015/16**

- (a) Copies available on the website and at the door for Electors attending
- (b) Queries to be answered by Presiding Member or appropriate Staff.

**2.2 GENERAL BUSINESS**

- (a) Written Questions/ Motions on Notice
- (b) Other Business

**3. CLOSURE**

City of Cockburn  
**ANNUAL REPORT**



2016





*The Mayor, Councillors and the Staff of the City of Cockburn acknowledge the Nyungar people who are the traditional owners of this land. The City is thankful for the help and support of the Aboriginal Reference Group while implementing the Reconciliation Action Plan.*

# ANNUAL REPORT 2016

## Contents

4	Elected Members and Executive Team 2015-16
4	Mission Statement
7	Mayor's Message
9	Report of the Chief Executive Officer
10	Demographic Data
12	Measuring Our Performance
18	State of Sustainability Report 2015-16
20	The Year Ahead – 2016-17
20	Council adopted the 2016–17 budget in June 2016.
22	City of Cockburn
25	Strategy and Civic Support
26	Governance and Community Services Directorate
42	Engineering and Works Directorate
54	Planning and Development Directorate
60	Finance and Corporate Services Directorate
66	Financial Report

# ELECTED MEMBERS AND EXECUTIVE TEAM 2015-16

## ELECTED MEMBERS



Logan K. Howlett, JP  
Mayor



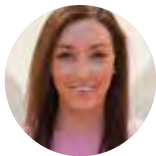
Carol Reeve-Fowkes  
Deputy Mayor



Stephen Pratt  
Councillor, Central Ward



Kevin Allen  
Councillor, West Ward



Lyndsey Sweetman  
Councillor, West Ward



Bart Houwen  
Councillor, Central Ward



Philip Eva, JP  
Councillor, Central Ward



Steven Portelli  
Councillor, East Ward



Lee-Anne Smith, OAM  
Councillor, East Ward



Yaz Mubarakai  
Councillor, East Ward  
*Until October 2015*



Chamonix Terblanche  
Councillor, East Ward  
*From October 2015*

## 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

## MISSION STATEMENT

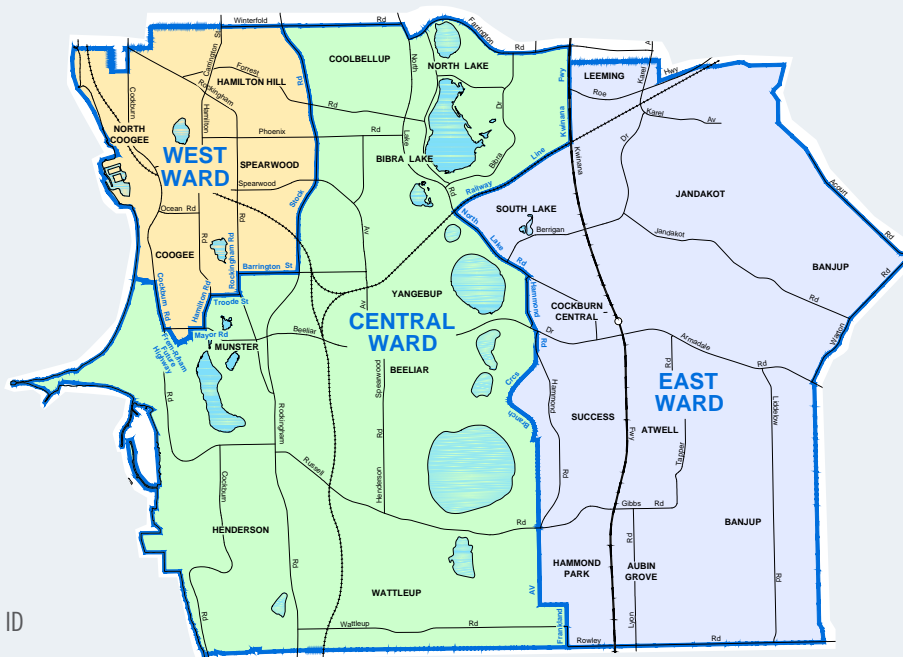
Our mission is to make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area.

## WARD POPULATIONS 2016\*

West Ward: 29,486

Central Ward: 34,152

East Ward: 46,922



\*Population forecast source: Economy ID  
Based on 2011 Census data

## Council Meeting Attendance of Elected Members 2015-16

Elected Members	Ordinary Council Meeting (11)	Special Council Meeting (6)	DAPPS# (4)	Audit and Strategic Finance Committee (3)
Mayor Logan Howlett	11	6	3 <sup>1</sup>	2 <sup>1</sup>
Deputy Mayor Carol-Reeve Fowkes	10	6	4	3
Cr Kevin Allen	10	5	1	1
Cr Lyndsey Sweetman	9	5	3	N/A
Cr Yaz Mubarakai (Finished October 2015)	2	1	N/A	1
Cr Steven Portelli	11	6	3	2
Cr Lee-Anne Smith	7	4	N/A	1
Cr Stephen Pratt	11	4	3	N/A
Cr Bart Houwen	9	3	2	3
Cr Philip Eva	10	6	2	1
Cr Chamonix Terblanche (commenced October 2015)	4	4 <sup>2</sup>	N/A	1 <sup>2</sup>

#Delegated Authorities Policies and Position Statements Committee

<sup>1</sup> Mayor Howlett attended two out of three Audit and Strategic Finance Committee meetings and three out of four DAPPS Committee meetings. He was not elected to these Committees until after the October 2015 Council elections.

<sup>2</sup> Cr Terblanche attended one out of three Audit and Strategic Finance Committee meetings. She was not elected to the Committee until after the October 2015 Council elections.





Top: Opening of Manning Park Stairs.  
Mayor Howlett with Cockburn Pipe Band

Above: Hiroshima Day

Left: Works on the Coogee Maritime  
dive trail began



## MAYOR'S MESSAGE

I am pleased to provide my eighth annual report message. The City continues to invest significantly in new roads, drainage, pedestrian and cycle ways, and upgrades to existing facilities to meet the increasing demand for infrastructure in our City. Outer metropolitan growth Councils like Cockburn must spend significantly more on infrastructure than established Councils to meet these emerging needs.

The City seeks collaborative partnerships for the funding of major infrastructure projects such as the much needed bridge over Kwinana Freeway between North Lake Road and Armadale Road. Last year the City received \$39.8M in grants and \$6.5M in contributions from developers to help fund community infrastructure. These partnerships reduce the burden on ratepayers.

This year the City opened the Nyungar trail at Port Coogee and the Manning Park stairs - Cockburn's answer to Jacob's Ladder. Work commenced on the Coogee Maritime Dive Trail which will be 230m in length with interpretative signage to inform and guide visitors. It is expected that the trail, like the eco shark barrier at Coogee Beach, will attract an increasing number of people to the coast.

As I write, construction of Cockburn ARC, the City's world-class regional aquatic and recreation centre is 75 per cent complete. This is the City's largest ever community project to date, made possible through a collaborative business partnership with the Fremantle Football Club and Curtin University, as well as the State and Federal Governments.

Construction of the \$3M regional playground at Bibra Lake is well under way and due to open this spring. The playground will provide a safe and adventurous environment for all ages. Befitting its location, the playground's design incorporates references to the local environment, its wildlife and the important role the locality plays in the lives of Aboriginal people.

The ongoing promotion and implementation of sustainability projects and awareness programs continues to be a high priority for the City. Partnerships with our community, businesses, not-for-profits, schools, the Cockburn Wetlands Education Centre and Native ARC represent a sound investment and one we can all be proud to have in the community.

The City continued to oppose the Perth Freight Link, including Roe 8. This is a road that has no evidentiary basis, fails to address the public interest test and seemingly leads to nowhere creating problems on our local roads. Its route will plough through sensitive wetlands to achieve a band-aid solution to a more complex matter.

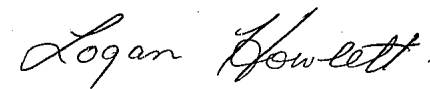
In early 2016 a proposal was circulated from a small number of our community who want the City of Fremantle to take over Hamilton Hill and part of North Coogee, extending down to Port Coogee. This has resulted in a formal review by the Local Government Advisory Board and a recommendation forwarded to the Minister for Local Government and Communities in the latter half of 2016. The majority of our community has told us that they would prefer to stay with the City of Cockburn. Addressing these matters is a costly business and a poor use of resources and community time when the State Government has repeatedly said that unless the local governments involved agree then it won't happen.

That aside, our City has made great achievements in the past year with a capital works program and service delivery that reflect a modern and progressive local government.

Our community continues to benefit from the significant input of its many dedicated volunteers who contribute thousands of hours to make things happen in our City.

I thank the Elected Members, the executive group, members of staff, our volunteers and the Cockburn community for the achievements made throughout the year, the majority of which are featured in the pages of this annual report.

As many of our pioneering families have done over generations, we need to ensure that Cockburn remains a place of choice to live, work, visit and invest for an ever increasing number of people. The decisions we make today will provide opportunities for our children and grandchildren to grow, prosper and to develop into responsible adults with community at their heart.



Logan K. Howlett, JP  
Mayor



Top: Community Connect South campaign secured funds for Armadale Road

Above: Coolbellup revitalisation

Right: Construction of Cockburn ARC underway



# REPORT OF THE CHIEF EXECUTIVE OFFICER

As Cockburn's population passed 110,000 this year, the City reviewed its Strategic Community Plan. This plan sets the City's direction and lists our strategic aspirations for the next 10 years when our population is expected to reach 147,000 residents

Once our strategic direction was set, we developed our Corporate Business Plan which maps the City's key priorities, projects, services and actions over the next four years; and the 2016-17 Annual Business Plan which directs staff in their day-to-day operations for the next financial year. These documents are all available on the City's website.

The ongoing population growth makes the provision of new community infrastructure a high priority. The new \$109M Cockburn ARC is our most significant example of how this need is being met. It will replace an ageing and much smaller centre, growing capacity at the same time. With growth spread across new and older suburbs, the City continues to progress its urban revitalisation projects in Phoenix (Spearwood), Hamilton Hill, Coolbellup and more recently the Lakes area, encompassing the suburbs of Bibra Lake, North Lake and South Lake. A major investment program is underway in these communities that will deliver millions of dollars in new and rejuvenated community infrastructure.

The expansion of the City's suburbs has brought thousands of new residents to Cockburn, but is also placing significant pressure on the local and regional road network. Our annual Community Scorecard survey demonstrated that traffic remains the number one priority issue for residents.

To address this, the City continues to prioritise investments in its road programs and advocates for improvements to public transport, as well as reviewing and integrating the Footpath Plan and Trails Master Plan. With the majority of traffic issues around the Cockburn Central/Armadale Road area, the cities of Cockburn and Armadale ran two highly visible campaigns under the banner of Community Connect South. The campaigns were aimed at securing \$320M for the construction of a bridge over Kwinana Freeway and the duplication of Armadale Road. The campaign

was successful in securing \$116M from the Federal Government and \$29M from the State Government for the duplication of Armadale Road. The cities will now run phase three of the campaign in the lead up to the State Election in 2017 to secure funding for the bridge.

The new parts of Cockburn continue to develop with the construction of the Aubin Grove Train Station well underway (due to open in March 2017). The Shoreline Precinct on the Cockburn Coast is ready for its first development with landscaped parklands and artworks recently unveiled.

Development of Cockburn Central into a major regional centre remains a focus for the City. Landcorp has commenced works on the residential/commercial development in Cockburn Central West of which Cockburn ARC, due to open in the first half of 2017, will be the centrepiece.

The City was notified early in 2016 that a small group of the community had put a submission to the Local Government Advisory Board for the City of Fremantle to extend its border over Hamilton Hill and North Coogee.

A sample poll of residents told the City that the majority of this community wishes to remain within the City of Cockburn. Hamilton Hill is the historic heart of Cockburn and the City has worked hard to deliver a vision and to build new communities along the Cockburn Coast. While the response to this requires time and resources, the City is confident that our residents will see the boundaries retained as they currently are.



Stephen Cain

Chief Executive Officer



## DEMOGRAPHIC DATA

### City of Cockburn Population Estimate - 2011–2036

Total persons	2011		2016		2036		Population change between 2011 and 2036
	No.	% of population	No.	% of population	No.	% of population	
Age group (years)							Increase since 2011
Babies and pre-schoolers (0-4)	7,062	7.4	9,276	8.3	13,048	7.6	5,986
Primary schoolers (5-11)	8,573	9	10,508	9.4	16,835	9.8	8,262
Secondary schoolers (12-17)	7,272	7.7	8,068	7.2	12,842	7.5	5,570
Tertiary education/independence (18-24)	9,563	10.1	10,433	9.3	15,077	8.8	5,514
Young workforce (25-34)	15,382	16.2	17,797	15.9	23,949	13.9	8,568
Parents and homebuilders (35-49)	21,924	23.1	25,353	22.7	37,113	21.6	15,189
Older workers and pre-retirees (50-59)	11,254	11.8	12,849	11.5	20,107	11.7	8,853
Empty nesters/retirees (60-69)	7,628	8.0	9,420	8.4	15,608	9.1	7,980
Seniors (70-84)	5,438	5.7	6,679	6.0	14,154	8.2	8,716
Elderly aged (85 and over)	940	1.0	1,403	1.3	3,027	1.8	2,087
<b>Total people</b>	<b>95,036</b>	<b>100</b>	<b>111,787</b>	<b>100</b>	<b>171,760</b>	<b>100</b>	<b>76,724</b>

Population and household forecasts, 2011–2036 August 2016. Prepared by .id. Based on 2011 census data.

### Birthplace of City of Cockburn Residents in Comparison to Greater Perth 2011

City of Cockburn residents	2011		
	No.	% of CoC population	% of Greater Perth population
United Kingdom	8,001	8.9	11.4
New Zealand	2,546	2.8	3.1
South Africa	1,611	1.8	1.7
Italy	1,581	1.8	1.0
Philippines	1,335	1.5	0.8
Croatia	1,224	1.4	0.3
Portugal	1,045	1.2	0.1
Malaysia	985	1.1	1.4
India	961	1.1	1.6
China	895	1	0.9
Singapore	812	0.9	0.8
Indonesia	479	0.5	0.5
Ireland	424	0.5	0.7



Cockburn community events

# MEASURING OUR PERFORMANCE

## COMMUNITY SCORECARD RESULTS 2016

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 in April using a representative sample of our residents. The percentage (%) relates to the percentage of people who rate the performance as okay, good or excellent. These measurements relate back to the City's commitments which are outlined on page 25 and covered in more detail in the City's Strategic Community Plan.

### Results from the Community Scorecard – 2016

Overall performance	% of population satisfied with
Sport and recreation facilities	79
Maintenance of local roads	71
Agree that the City has a good understanding of the community's needs	69
Overall satisfaction with access to housing that meets community needs	67
Satisfaction with efforts to promote and adopt sustainable practices	65
Community buildings, halls and toilets	63
General appearance of the area	62
Footpaths and cycleways	56
Development of their local area	55
Traffic management (28% of residents cite traffic as their priority issue)	47
<b>The community</b>	
Enjoy living in the City of Cockburn	81
Agree that the City has developed and communicated a clear vision	61
Feel included and connected to the community	60
<b>Satisfaction with</b>	
The City as a governing organisation	76
Customer service	74
How local history and heritage is preserved and promoted	65
The way the environment is managed	64
Safety and security	56
Mobile security patrols	55



## CUSTOMER SATISFACTION

The City undertakes independent customer satisfaction surveys across a number of service units each year. The percentage of satisfied customers is reported under each service unit. These were conducted by Research Solutions.

## AWARDS AND ACHIEVEMENTS

Award	
2015 Heart Foundation Recognised Healthy Workplace	Gold Standard Healthy Workplace
2015 Heart Foundation State Award for Local Government	State Winner - Councils with populations greater than 25,000 and Highly Commended in the National Award
2016 Library Board of Western Australia Award	Award for Excellence
2016 International Federation of Library Associations Green Library Award	2nd Place

Below left: The City rates customer satisfaction via annual surveys

Below right: Maurice Swanson, Chief Executive, National Heart Foundation WA, presents Deputy Mayor Reeve-Fowkes with the State award

Bottom left: Library Board of WA Award for Excellence presented to Linda Seymour and Kim Hunter

Bottom right: Success Library won an international green award



## MEASURING OUR PERFORMANCE CONTINUED



Living, visiting and working in the City of Cockburn



## VISITORS, JOBS AND LABOUR

### VISITORS

#### Number of international visitor nights to the City of Cockburn and Western Australia from 2012–2015

	City of Cockburn	Western Australia
Year	International Visitor Nights	
2014-15	551,837	28,842,363
2013-14	283,860	27,405,388
2012-13	602,969	27,919,684

Source: Tourism Western Australia. 2016 ABS statistics not available at time of writing. Domestic visitor numbers are not currently reported by Tourism Western Australia for the City of Cockburn.

#### Number of visitors, visitor nights, average length of stay and main reason for trip to the City of Cockburn: 2010-2015

Main reason for trip	City of Cockburn 2010-2015			
	Visitors	Visitor nights	%	Average length of stay (days)
Visiting friends and relatives	31,491	763,269	49.4	24.2
Holiday	18,428	518,720	28.9	28.1
Business	--	--	--	--
Education	3,295	419,327	5.2	127.3
Employment	5,275	445,768	8.3	84.5
<b>Total</b>	<b>63,713</b>	<b>2,445,228</b>	<b>100</b>	<b>38.4</b>

Source: Economy ID from Tourism Research Australia. Unpublished data from the International Visitor Survey 2015.

Note: "--" represents unavailable data or data that has been suppressed due to a sample size of 40 or less. A five year aggregate is used to minimise the figures which need to be suppressed, although sample sizes may still be too small for various categories.

### JOBS AND LABOUR

#### Jobs and Skills in the City of Cockburn

	2015-16	2014-15
Number of jobs (full time and part time) in the City of Cockburn (not full time employees)	49,001	46,585
Percentage of residents in Cockburn who had a qualification	2011 55.6%*	

\*Source: Australian Bureau of Statistics (ABS) 2011. Job estimates, post 2011, prepared by Economy ID August 2016. Based on 2011 Census data.



## MEASURING OUR PERFORMANCE CONTINUED

### COMMUNITY ENGAGEMENT

The City undertakes community engagement throughout the year to seek feedback on various initiatives and to inform the community of its priorities. Below are examples of engagement undertaken last year. This does not include letters written to residents about works undertaken in their local area.

#### Community Engagement Undertaken in 2015–16

Topic	Type of Engagement
Digital Communications	Online survey, internal workshops
Brand Story	Focus groups - internal and external
Community Development Strategic Plan	Workshops with community groups, staff, residents and reference groups
Youth Engagement – how best to engage with youth	Youth, City of Cockburn, parents, external organisations, staff, Youth Advisory Collective
Customer Satisfaction (annual)	Conducted face-to-face interviews, online, paper based and phone surveys. Participants were residents who had received a City service in the 6–12 months prior
Cultural Strategy	Workshops and a survey with art, culture and heritage groups, Elected Members and associated stakeholders
Strategic Community Plan	Online surveys and workshops with Elected Members, reference groups, the community and staff
City's Event Program Review	Desktop research, workshops with Elected Members and staff
Naming of new Aquatic & Recreation Centre	Community focus groups, online community polling, consultation with reference groups and staff
Development of new City website	Focus groups with community and staff
Children and Families Strategic Plan	Workshops, competitions, face-to-face interviews with parents, children, carers, not-for-profits, Children's Reference Group and staff
Age Friendly Community Strategic Plan	Survey, community forums and focus groups, shopping centre engagement with older residents and carers, as well as staff and service providers
Bicycle and Walking Plan	Workshops (staff and community) and an online mapping survey
Garden Waste Bin Trial	Online survey and letter
Community Scorecard (annual)	Letters, online and phone survey
Business Perceptions Survey	Phone survey
Community Connect South Campaign	Phone poll
Phase 2&3 Magnolia Gardens Structure Plan Amendment	Letter to relevant government agencies and landowners within close proximity of proposal
Simms Road Project	Online survey made available to Hamilton Hill Community Group, Simms Road business owners and landowners within 800m of Simms Road
Western Trade Coast legislation	Letter to landowners within the Kwinana Industry buffer area
Perth and Peel @ 3.5 million	Letter to landowners within the Kwinana Industry buffer area
Lakes Revitalisation Strategy	Community workshops, surveys, letters to community and relevant government agencies

Topic	Type of Engagement
Structure Plans including Rockingham Road, Cockburn Central Activity Centre, Port Coogee Variation, Old Coogee Hotel and Post Office, proposed Heritage Place, WWII Army Camp, Banjup Quarry (Calleya) amendment to Structure Plan, South Beach Village, Hammond North	Newspaper advertisements and letters to local landowners and relevant government agencies
Proposed Significant Tree, Waldorf School	Newspaper advertisement and letters
Proposed Significant Trees, Roe Highway Reserve	Newspaper advertisement, letters and emails to landowners, the wider community and Main Roads WA
Advertising of Local Planning Policies	Newspaper advertisement, website promotions and letters to landowners, Landcorp and developers
Statutory Planning Applications	Letters to landowners and website promotions



Above: Disability Reference Group  
 Right: Youth Advisory Collective



# STATE OF SUSTAINABILITY REPORT 2015-16

The City of Cockburn's sixth annual State of Sustainability Report is a snapshot of the City's collective efforts in working towards a sustainable future for the 2015-16 financial year.

For this reporting period, the City had 79 indicators for sustainability across the organisation. There has been a significant improvement in the number of Key Performance Indicators (KPIs) achieved during 2015-16, with over 90 per cent of indicators complete or significantly progressed. Only two indicators had not been progressed, due largely to change in either internal funding allocation or human resourcing.

In general the City's programs across the environmental, social, economic and governance sustainability principles have continued to deliver great outcomes for the community and the natural environment.

Opposite is a snapshot of the City's sustainability progress.

## SUSTAINABILITY HIGHLIGHTS

---

Reviewed the City's Residential Development Policy to incorporate enhanced sustainability provisions.

---

Established a Design Review Panel which will advise on sustainable building design. The panel will begin operation in 2017.

---

Developed the Coogee Maritime Dive Trail at the Omeo Wreck which is 25m off Coogee Beach. The trail will open early 2017.

---

Delivered more than 50 environmental and sustainability events including the Sustainable Living Series. Completed numerous revegetation projects and awarded a number of sustainability grants, rebates and subsidy programs.

---

Prepared a Draft Coastal Adaptation Plan covering the City of Cockburn coastline. The report will be used in 2016-17 for the preparation of a Coastal Management Strategy that addresses erosion and inundation threats to the City's coastline.

---

Mapping undertaken in October 2015 indicates that the percentage of bushland in the City in good or better condition is 82.57%.

---

34,351 plants were used to revegetate 1.29 hectares of degraded land. 5.55 hectares of infill planting was completed at existing revegetation sites which exceeded targets.

---

Tender awarded for the installation of an additional 148 kW of rooftop mounted photovoltaic (PV) systems across eight of the City's sites. Advertising and recommendation to award a contract to install an approximate 900 kW PV system on the City's new Cockburn ARC (aquatic and recreation centre) in 2016-17.

---





## GOVERNANCE – 22 KPIs



**82% complete** 18% in progress 0% not achieved

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



## ENVIRONMENT – 17 KPIs



**71% complete** 24% in progress 6% not achieved

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 – 22 KPIs



**77% complete** 18% in progress 5% not achieved

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



## ECONOMY – 22 KPIs



**61% complete** 39% in progress 0% not achieved

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 – 2016-17

Council adopted the 2016–17 budget in June 2016.

### Budget to fund major projects and services

Project	\$ Million
Cockburn ARC (Aquatic & Recreation Centre) – completion of the facility at Cockburn Central	48
Berrigan Drive – construction of a second carriageway from Kwinana Freeway to Jandakot Airport, plus traffic lights at the airport entrance	8
Cockburn Bowling and Recreation Facility – Visko Park, Yangebup	7.2
Rockingham Road – upgrade from Spearwood Avenue to Phoenix Road	4
North Coogee, Coogee, Hamilton Hill, Coolbellup, Spearwood and South Lake – revitalisation strategies and masterplans	3.2
New Bibra Lake Regional Playground – completion	3
CCTV network – increasing coverage	0.24
Playground shade strategy – faster rollout	0.14
Community assets such as parks and infrastructure – new and upgraded facilities	27.4

The City uses rates to fund a range of essential services, with the following funds (% of \$130.5M spend) allocated for 2016-17.

### Funds for essential services allocated for 2016-17

Built environment	% of spend
Roads, Footpaths, Cycleways, Drains & Sumps	20
Land Development, Planning and Building Permits	5
Cockburn Bowling & Recreation Facility	3
Parks/Infrastructure & Streetscapes	3
People	% of spend
Recreation, Sport & Leisure	16
Community Development – Child Care, Youth, Family, Aged/People with Disability & Seniors	10
Governance	9
Community Safety	5
Libraries	4
Arts, Culture & Events	2
Health – People & Environment	1
Other	% of spend
Waste Collection & Disposal	20
Administration	2



Top: Investment in roads

Above: Community events

Left: Cockburn ARC construction 50% complete, September 2016



## ORGANISATIONAL STRUCTURE



## REMUNERATION OF SENIOR EMPLOYEES

### Annual Salary of Senior Employees

Annual Salary (\$)	No. of Employees
100,000 – 109,999	12
110,000 – 119,999	7
120,000 – 129,999	6
130,000 – 139,999	1
140,000 – 149,999	2
150,000 – 159,999	1
160,000 – 169,999	2
170,000 – 179,999	0
180,000 – 189,999	0
190,000 – 199,999	0
200,000 – 209,999	0
210,000 – 219,999	1
220,000 – 229,999	3
330,000 – 339,999	1

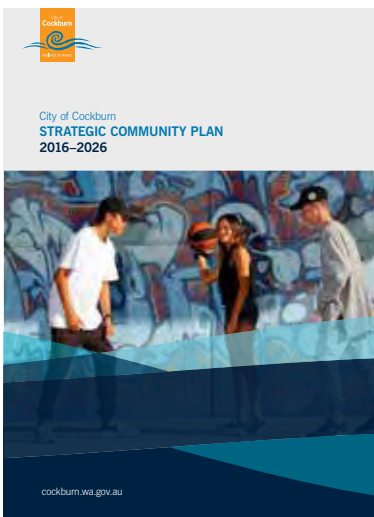




Top: *back row* – Cr Stephen Pratt, Cr Chamonix Terblanche, Mayor Logan Howlett, JP, Cr Lyndsey Sweetman, CEO Stephen Cain, Cr Philip Eva, JP. *Front row* – Cr Steven Portelli, Deputy-Mayor Carol Reeve-Fowkes, Cr Kevin Allen. *Inset* – Cr Lee-Ann Smith OAM, Cr Bart Houwen

Right: Pioneers Luncheon

Below: Strategic Community Plan





## STRATEGY AND CIVIC SUPPORT

### STRATEGIC COMMUNITY PLAN

At a strategic level, new plans were developed as part of the four-year review required by the Department of Local Government and Communities Integrated Planning and Reporting Framework.

Extensive community consultation from November 2015 to April 2016 resulted in the Strategic Community Plan 2016–2026. This plan sets the direction for the City over the next 10 years.

A new 10-year Long Term Financial Plan and four-year Corporate Business Plan support the City's vision for the future. The process for this planning is now led by the City's newest business unit, Strategy and Civic Support. This unit works closely with the Elected Members, Chief Executive Officer, staff and community to plan and map the City's key priorities, projects, services and actions. A detailed Annual

Business Plan for 2016–17 was also prepared and a report on the activities listed will make up a large proportion of next year's Annual Report.

The City has consolidated seven strategic themes into five (see below), effective 1 July 2016.

### CIVIC SUPPORT

The Civic Support service unit provides support for civic and ceremonial events. In 2015-16 there were 11 citizenship ceremonies conducted by the City as well as civic events including the Pioneers Luncheon, Elected Member Swearing In Ceremony, Volunteers Dinner and Sister City functions.

### Strategic Themes

Theme	Purpose
City Growth	Planning for the City's population growth while maintaining our strong financial position
Moving around	Facilitating safe, efficient, connected and sustainable movement around the City
Community, Lifestyle and Security	Providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people
Economic, Social and Environmental Responsibility	Enabling a sustainable future economically, socially and environmentally, including business activity, job opportunities and sustainable use of resources
Leading and Listening	Being accountable to our community and engaging through multiple communication channels

## GOVERNANCE AND COMMUNITY SERVICES DIRECTORATE

### Highlights

The aim of the Governance and 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 human services, as well as communications including the operation of the customer contact centre.

<b>88,231</b>	Number of jobs Cockburn Safety and Security Service (CoSafe) attended
<b>458,306</b>	Number of visits to South Lake Leisure Centre
<b>12,507</b>	Number of jobs attended by rangers
<b>116,005</b>	Calls to contact centre
<b>25,100</b>	Number of attendees at library events

Below: Council meeting



## **GOVERNANCE**

---

### **Compliance**

The City's 2015 Compliance Audit Return indicated a conformity rating of 100 per cent. The annual 1 January – 31 December Audit is a requirement of the Department of Local Government.

The City acquired an online compliance management system for statutory forms such as financial disclosures, gifts, travel contributions and delegated authority. This innovative solution helps in meeting complex compliance obligations to the highest standards.

### **LEGISLATIVE REVIEW**

---

During 2015-16, the City began a periodic review of its Local Laws relating to Standing Orders in accordance with section 3.16 of the Local Government Act 1995, along with other amendments to the Consolidated Local Laws.

Under the 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 Act 1992 (the FOI Act) 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 21 Freedom of Information requests in 2015-16.

## **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 whistle-blowers 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 highly successful 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 \$0.2M from fee revenue that is directly generated from external users and an operating expenditure greater than \$2M. Activities undertaken by the City which have previously been considered for market testing, owing to the competitive nature of the service, are:

- South Lake Leisure Centre
- Domestic waste collection
- Waste disposal site

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

### COMPLAINTS OF BREACH

---

No official complaints have been lodged pursuant to Sec.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. The following milestones were achieved:

- Development of a strategic risk register
- Acquisition of a risk management software system for monitoring and reviewing risks
- Inclusion of risk management as a standing item on Council meeting and committee reports.

## LIBRARY SERVICES BUSINESS UNIT

### PUBLIC LIBRARY AND INFORMATION SERVICE

---

City libraries aspire to be accessible, vibrant places that instil and encourage the joy of reading for pleasure, recreation and lifelong learning. They provide connection to innovative services, knowledge, ideas and works of imagination.

#### » *Achievements*

#### Customer satisfaction rating (see page 13): 97.4%

---

Won the 'Western Australian Library Board Award for Excellence 2016' for Success Library's partnership service delivery model

---

Received 2nd place in the 'IFLA International Green Library Award' for the green principles applied to Success Library's design, partnership and service delivery model

---

Increased annual library visits by 8% to 406,500

---

Increased annual attendances to library events and services by 23% to 25,100

---

Increased the number of annual self-service loans by 2%

---

Increased Facebook page likes over the year by 44%

---

Distributed Better Beginnings Early Literacy Kits to 2, 870 children via 25 schools and five Child Health Clinics

---

Hosted pram jams, storytimes and well attended holiday programs for children

---

Hosted many events to benefit the community and encourage lifelong learning, including author talks, iPad classes, Memory Cafe, English conversation classes and sessions on sustainable lifestyles

---

Introduced a new program called 'Learning English through Storytime' for children and families from culturally and linguistically diverse backgrounds

---

## COMMUNITY SERVICES BUSINESS UNIT

### RANGER AND COMMUNITY SAFETY SERVICES

---

Rangers and Community Safety Services work to improve the security of City residents and visitors. They do this through applying local laws and state legislation and by using a range of education, prevention and mitigation strategies.

#### Ranger Services

##### » Achievements

The City's rangers attended 12,507 jobs including:  
2,362 parking complaints  
2,298 dog related reports and animal patrols  
2,397 firebreak or hazard reports

---

Of these –

#### Dogs:

672 dogs were impounded  
422 were returned to their owners  
246 were re-homed/rescued  
4 were euthanised  
43 other animals were collected

---

#### Cats:

428 cat-related reports and complaints  
350 cats were impounded  
23 were returned to their owners  
261 were re-homed/rescued (Cat Haven)  
66 were euthanised (feral or gravely ill)

---

#### Other key areas of reported concerns:

161 off-road vehicle complaints  
543 litter complaints (building and general)  
912 additional patrols requested  
117 other animals were collected (livestock, poultry, etc).

---



Above: Ranger Services

Right: Library Services



### COMMUNITY SAFETY SERVICES

---

#### Cockburn Community Security and Safety Service (CoSafe)

The four main types of incidents that CoSafe attended over the year include:

- Suspicious activity
- Anti-social behaviour
- Noise complaints – residential and commercial
- Ranger-related complaints, outside normal ranger operating hours

#### » *Achievements*

Increased the number of mobile security patrol vehicles operating 24/7 from 4 to 5

---

Increased the number of jobs attended by CoSafe by 17 per cent to 88,231 over the previous year

---

Attended 94% of call-outs within 15 minutes

---

Increased the total number of CCTV cameras to 179. Additional cameras were installed at the Cockburn Health and Community Facility, the City's administration building and main car park, and the Port Coogee Marina facility

---

Assisted police with 232 crime-related incidents captured on City CCTV cameras

---

Rolled out eight joint promotions in conjunction with WA Police.

---

### Emergency Services

The City continues to provide ongoing support to a number of emergency events. In recent years there has been a notable increase in arson and the City continues to work with WA Police and Department of Fire and Emergency Services to raise awareness and encourage reporting of suspicious activities. This has resulted in key arrests involving deliberately lit fires in the Cockburn area.

#### » *Achievements*

Development of the state's first Local Government Bush Fire Mitigation Plan

---

Implementation of the state's first Bushfire Risk Management Plan (2016–2020) developed by a local government in accordance with the guidelines set by the Office of Bushfire Risk Management

---

Increased the number of bushfire aware workshops to rural residents and businesses

---

Full mobilisation of the City firebreak and reporting systems which has increased the accuracy of the auditing and reporting of high risk properties within the City

---

Review of the City's Local Emergency Management Arrangements

---

Roll out of the Stay or Go bin cover trial in rural areas as part of the DFES motto of 'shared responsibility' when managing emergencies.

---

### RECREATION SERVICES

---

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

#### Recreation Future Planning

In 2015-16, the City embarked on a comprehensive community facilities planning process to guide development of community, sport and recreational facilities over the next 10 years. This involved a significant amount of community engagement. Council will consider the plan in early 2017.



## Club Development

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

- Meet and greet functions
- Club Talk workshop
- Super Club Development workshop
- Healthy Club Checklist workshop
- Come and Try Day
- Get Connected.

### » **Achievements**

Customer satisfaction rating – 2015-16  
(see page 13):

Facility booking and management services: 98.1%

Management of facilities: 94.3%

Sports field hire and facility booking service: 94.7%

Contributed \$15,065 to 14 clubs for sporting equipment and minor capital works projects

728 children participated in club sport through the KidSport program which equated to \$145,686 in club fees

6,452 participants were involved in club sport throughout the City

Over 750 people participated in the 2015 Bibra Lake Fun Run

The Super Club workshop attracted a large audience

Funded 95 residents aged 18 or below to represent WA or Australia in interstate or international sporting events, equating to \$38,000 in grants.

## CAPITAL WORKS

A number of capital works projects were completed including:

Cost of Major Projects – 2015-16	(\$)
Atwell Reserve Clubroom upgrade	1,000,000
Spearwood Bowling Club synthetic resurface	63,000
Wally Hagan Stadium - various upgrades	100,000
Success Regional Sports Reserve clubroom works	50,000

## South Lake Leisure Centre (SLLC)

### » **Achievements**

458,306 visits to the centre, which is the highest number since operations began

The Swim School had its highest ever number of summer vacation enrolments (606)

The café kiosk embraced the Healthy Canteens initiative, which aims to increase the availability of healthy food and drink options

Introduced the online sale of memberships and vouchers.

## Cockburn ARC

### » **Achievements**

Construction began in July 2015 and was 50% complete at the end of the financial year

Following extensive community consultation, the name of the centre was agreed and announced as Cockburn ARC.

### COMMUNITY DEVELOPMENT AND SERVICES

#### CHILD CARE SERVICES (CCS)

---

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

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

The City supports the selection, monitoring, resourcing and training of educators to provide quality early childhood education and care. This is in compliance with the Service Educator Membership Agreement and the National Quality Framework (NQF) legislation, Early Years Learning Framework curriculum and National Standards.

##### » *Achievements*

Provided 323,532 hours of childcare within the FDC service

---

As at 30 June 2016, the service had 60 FDC educators working under contract with the not-for-profit FDC service.

---

##### 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 to a planned cap for families who meet the strict Commonwealth criteria of inability to access mainstream child care services.

##### » *Achievements*

Provided 69,157 hours of childcare within IHC service

---

At 30 June 2016 the service operated with 35 IHC educators working in contract with the not-for-profit IHC Service.

---

#### COCKBURN COMMUNITY CARE

---

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

##### Home Services (HACC)

A variety of services are provided including help with cleaning, shopping, paying bills, social support, respite, personal care, transport, and basic home and garden maintenance.

##### » *Achievements*

Provided 15,287 hours of client service

---

Provided 396 individual transport services from home.

---

##### Social Clubs (also known as Group Social Support and Centre Based Day Care)

Social clubs provide a range of activities, refreshments and outings and function as respite for carers. Programs are 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 14,668 hours of client service

---

Provided 10,080 transport services to and from the centre.

---

##### Carer Support Service

Provided services for carers (someone who provides care and support for a parent, partner, child, relative or friend with disability, or for someone who is frail, aged or has a chronic mental illness) including monthly coffee mornings, luncheons and weekend retreats, support and advocacy, and information and assistance to access respite. These services are no longer funded by HACC and ceased in December 2015.

## 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 though prefer to remain in their own homes. Cockburn Community Care is funded to provide packages for up to 35 clients. All packages from 1 July 2015 must be delivered on a Consumer Directed Care basis.

### » Achievements

Provided 4,570 hours of client service.

## Kwobarup Aboriginal Club

This social club caters specifically for older Aboriginal people and runs an art program, activities and outings in a relaxed and friendly atmosphere.

### » Achievements

Customer satisfaction rating (see page 13): 98%

Provided 14,425 hours of client service

## WA NDIS (formerly WA NDIS My Way)

WA NDIS is a pilot National Disability Insurance Scheme (NDIS) funded service that provides individually funded, customised services for people with a disability. Funding for the pilot service commenced this year.

### » Achievements

Provided 2,013 hours of client service

## SENIORS SERVICES

Seniors Services administer a range of Council-funded services, programs, events and facilities aimed at providing and developing increased amenity, active ageing 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 interim Cockburn Community Men's Shed.



Above: Family Day Care Service.

Right: Cr Chamonix Terblanche presents Meg Rodgers with her City of Cockburn, Inspirational Volunteer of the Year award





### Cockburn Seniors Centre

#### » *Achievements*

**Customer Satisfaction rating (see page 13): 100%**

1,100 members – average 2,100 visits per month

16 hours per week of physical activities were undertaken including Heartmoves classes, pilates, yoga, line dancing, Zumba, table tennis, tai chi, social dancing, exergaming and belly dancing

Over 60 volunteers contributed more than 250 hours per week in the kitchen, operating the café, driving buses, welcoming members and running various programs

More than 7,000 affordable healthy meals were prepared by the centre cook and volunteers throughout the year

The funding application for the new Community Men's Shed was successful. The project will be completed in 2017

The successful trial of an exercise class for older members of the Aboriginal community

Successful trial of a range of physical activity programs for older residents located in the eastern suburbs

Health Lifestyle Expo for 55+ held in conjunction with the cities of Fremantle and Melville

Annual NAIDOC Seniors Ball hosted at the seniors centre.

### FAMILY AND COMMUNITY DEVELOPMENT SERVICES

This service administers grant and Council-funded services, programs, community development 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 the community, volunteers and not-for-profit groups. A number of services and resources are provided to not-for-profit groups to



Above and right: Cockburn Community Care



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 160 neighbours attended a range of events hosted by 13 households

---

200 people attended four community roadshows

---

Six training workshops were attended by 110 community leaders and volunteers. The aim of the workshops were to develop skills to build capacity within the community

---

400 people attended two Get Connected Expos that showcased community and business partnerships in 2015-16

---

Supported 18 community-led projects and events through the On-the-Job Support initiative

---

Financially supported Cockburn Residents Associations to produce and deliver 14 newsletters to their respective suburbs.

---

The City launched its online community engagement website during the year

---

#### **The Cockburn Volunteer Resource Centre**

Hosted a Cockburn networking event for 180 volunteers

---

438 guests attended the 2015 Inspirational Volunteer Awards which received 98 nominations

---

Received 66 student entries from eight schools for the Student Volunteer Visionaries initiative

---

Issued 1,350 Very Important Volunteer Cards and recruited 71 local businesses for the Very Important Volunteer initiative

---

Had interactive volunteer mascot displays at the libraries and 16 community stalls at various shopping centres during National Volunteer Week.

---

#### **Support Services**

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

#### » **Achievements**

Financial Counsellors helped 450 individuals and families at face-to-face consultations

---

Family Support Services helped 995 individuals and families at face-to-face consultations, support groups, workshops and events

---

Initiated a strategy to link culturally and linguistically diverse communities with various City services by providing information at the monthly Citizenship Ceremonies. Around 60 to 80 people attend these ceremonies each month

---

30 people attended a cyber safety forum presented by the Children's e-Safety Commissioner

---

Ran workshops and events at the Cockburn Health and Community Facility in Success, including the Healthy Living group for Aboriginal people and the Cockburn Health and Harmony Fair during Harmony Week. The fair was attended by over 80 people.

---

### Cockburn Early Years

A parenting program for parents of children pre-birth to eight years of age, delivered via individual home or centre-based visits, parenting classes, groups for parents and children, and family events.

#### » *Achievements*

Helped 725 families via home visits, parenting groups, parent/child groups, workshops and events

---

Facilitated the My Time program for Aboriginal parents and grandparents

---

Organised free holiday activities for parents and children during school holidays to help strengthen family relationships

---

Ran a bush dance during Family Week for families with children 0–8 years of age, attended by about 150 people.

---

### Children's Development

This area responds to the needs of children and families in the City, and is responsible for highlighting issues and service gaps relating to children up to the age of 12.

#### » *Achievements*

Obtained and used feedback from over 300 children and 600 parents to develop the new Children and Families Strategy 2016-2021

---

709 children attended a range of free skate park coaching clinics and competitions

---

Froggy's Fun on the Green mobile outdoor play program reached 167 adults and 2,191 children

---

The Children's Reference Group ran a Children's Fiesta for around 600 people

---

Every week, 16 three-year-olds and their parents attend Atwell Playclub

---

1,500 people attended the Hello Baby event for parents of newborns

---

Developed a variety of materials including Cockburn Kids online parent newsletter, Hello Baby calendar, a parent resource list and a 16 page school report informing schools of relevant services.

---

### 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 collaborates with the Aboriginal Reference Group and implements the Reconciliation Action Plan.

#### » *Achievements*

The beach at Port Coogee was named Ngarkal (Seagull) Beach, and has audio signage telling Nyungar stories

---

Ran a series of Reconciliation Week events including a Run for Reconciliation at Bibra Lake (around 100 people attended), a cultural walk and picnic, and a flag raising and morning tea at the City Administration building

---

Held a series of NAIDOC Week events including a flag raising, a lunch for 90 seniors, an event for over 100 young people and a range of cultural activities for children at the libraries

---

Provision of Aboriginal Cultural Competency training to 70 staff members

---

Provision of mentor support to Aboriginal staff at the City.

---

### Disability Access and Inclusion

The service provides a point of contact for staff and the community. It offers information and advice, raises awareness and supports projects that enhance participation for people with disability.

The City's Disability Access and Inclusion Plan 2012-2017 provides a framework for translating the principles and objectives of the Disability Services Act (2003) into achievable initiatives.

#### » *Achievements*

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

All services and events take into consideration accessibility requirements and the inclusion of all abilities

---

Additional equipment to improve access is well utilised, including accessible recreation matting (for outdoor events) and portable hearing loops

---





Above: Nyungar artist Sharyn Egan at Show Off Art Exhibition

Right: Hello Baby event



For the first time, Auslan interpreting was available for the City's 2015 Christmas event. There was a solid turnout from the Deaf community at the event

The City continues to provide a bin assistance scheme. Individuals unable to manage their bins can be assisted by Waste Services staff.

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

The City continues to upgrade accessible parking, bathroom facilities and footpaths in the City

Botany Park was upgraded with fencing and inclusive play equipment

Funding received to include a Changing Places facility (specialised bathroom for adults with disability, including a hoist, change table and space for two carers) in a toilet block at the new Bibra Lake Regional Playground

A trial using beach matting at Port Coogee Marina and laying additional concrete at North Coogee Beach were both successful in terms of improving beach accessibility

Unprecedented beach access was allowed for an individual by providing a special permit to allow beach access via a low powered vehicle

Policy changes in Statutory Planning have been made to create more accessible accommodation options for people with disability and their carers.

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

An accredited access consultant was commissioned to assist with the new public website to achieve at least a WCAG 2.0 Level AA standard

---

The accessibility of all digital content is being reviewed. An access consultant has been commissioned to assist with training staff on how to create accessible documents and write in plain English.

---

***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***

The City purchased an organisation-wide subscription to the Institute of Access Training Australia's Access Awareness E-books. These include checklists for creating accessible and inclusive facilities, programs and services

---

Support Services offer a home visit service for those who are frail, unwell or have mobility issues that impact their ability to visit the City's Administration building

---

Staff regularly attend disability awareness and inclusion and diversity training.

---

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

Complaint management procedures allow complaints to be made in any required format. The outcome of investigations are also communicated in the preferred format of the individual

---

Customer Service staff are trained to provide support for people making a complaint. The City's Disability Access and Inclusion Officer is available to assist when required.

---

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

Consultations are advertised across a range of mediums, including to the City's Disability Reference Group and via the network of the Disability Access and Inclusion Officer

---

Multiple methods of gathering information are used for surveys, evaluations and consultations, catering for all abilities and capacities

---

Alternative formats are available on request

---

Interpreters have been arranged for public consultation

---

The City of Cockburn employs 16 people through the supported wage system. These employees work in the City's Parks and Executive Support service teams and, due to having high support needs related to their disabilities, receive additional on-the-job support by Rocky Bay Employment Services (a Disability Employment Service provider). Many of the Supported Wage Crew live locally to Cockburn, yet have not had the opportunity to participate in public consultation. The Supported Wage Crew were invited to participate in a focus group consultation, which for many of them was their first opportunity to participate in a public consultation.

---

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

Advertisement of positions encourages a diversity of applicants

---

Employment contracts are provided in multiple formats, including via an Auslan interpreter

---

Managers and supervisors received training on how to support employees with mental health issues

---

Staff received training on how to recognise signs of mental health issues and how to prevent it becoming a problem and affecting employment outcomes

---

The City continues to employ a supported wage crew.

---

***Outcome 8: Businesses and service providers within the City of Cockburn are encouraged to improve the access and inclusion of their business for people with disability.***

Advice provided to local shopping centres about disability access

---

Enforcement of compliance to the Building Code by private owners is helping create a more accessible community.

---

## YOUTH SERVICES

---

Youth Services administer grant and Council-funded services, programs, events and facilities aimed at providing and developing increased support, activity and leisure opportunities for young people. This includes a dedicated Youth Centre which offers a variety of targeted programs and services for youth aged 10-24 years.

### Youth Work

#### » *Achievements*

Employed two full-time and two part-time youth workers to support at risk young people aged 10–18 years and their families

---

Provided ongoing individual case management, information, advocacy and support, as well as group programs for young people up to the age of 18 years.

---

### Youth Centre

#### » *Achievements*

Customer Satisfaction rating (see page 13): 100%

---

Over 20,000 visits to the centre

---

Provided after school and school holiday programs 51 weeks of the year

---

Membership to the Youth Centre reached 2,800.

---

### 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 of Cockburn.

#### » *Achievements*

Employed an additional Youth Development Officer to improve working relationships with local high schools, develop young leaders and attract young people currently not engaged by the City

---

Facilitated the City's Youth Advisory Collective ensuring the inclusion of young people's voices and opinions into the operation of the local community

---

Designed and installed new 'Parkfit' equipment at the rear of the Youth Centre to encourage physical activity and use of the available green space.

---



Above: Age-friendly City

Right: Cockburn Youth Services







Above: Cockburn ARC is named

Right: Coogee Beach Festival 2016



### CORPORATE COMMUNICATIONS BUSINESS UNIT

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

#### MARKETING, CUSTOMER SERVICES AND MEDIA LIAISON

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

##### » *Achievements*

Community Connect South Campaign Phase 2 – developed and executed a strategic marketing and media campaign in conjunction with the City of Armadale to secure funding to build Armadale Road

Bridge. The marketing mix employed achieved the objectives of the campaign

Campaign video on Facebook reached 195,024 people and was viewed 122,886 times

Developed and released the new signage style guide for City-wide signage. The guide outlines the new look and feel of City signage in line with the changing demographics of Cockburn

Completed the City of Cockburn Corporate Brand Story which articulates the City's unique brand position and will improve communications, decision making and realisation of the City's vision

Named the new Cockburn ARC (Aquatic & Recreation Centre) – undertook a naming campaign via digital and traditional mediums, including a Reachtel poll to decide on the name of the facility

## EVENTS, ARTS, CULTURE AND 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 related projects in the City.

### » *Achievements*

Undertook an events review to improve the breadth of the City's events

---

Delivered a suite of free community events including two première concerts featuring local acts, and national bands such as Jebediah and Mental as Anything

---

A representative of the Japanese Consul General and a number of local schools attended the City's Hiroshima Day event to commemorate the 31st Anniversary of Hiroshima Day

---

Manning Park Stairs were officially opened as part of the annual Cockburn Rotary Spring Fair

---

An electronic sign was installed at Memorial Hall to promote activities held at the hall

---

57 artists showing 160 works participated in Cockburn's art exhibition, Show Off 12. The exhibition attracted over 1,500 visitors and 28 works were sold

---

There were seven successful applications for cultural grants totalling \$19,900, and seven youth art scholarships totalling \$3,450

---

The ANZAC national RSL exhibition toured all three Cockburn libraries from March to June 2016

---

The ANZAC Dawn Service was attended by more than 5,000 people, and 500 at the 10am service. Over 1,500 students took part in the ANZAC Youth Parade, with the Governor of Western Australia, Her Excellency the Honourable Kerry Sanderson AC.

---

## Azelia Ley Museum

Conservation restoration of the old toilet walls was completed and a grant was applied for to restore the coachman's quarters

---

A fire suppression unit has been installed on the roof of the homestead as well as new ventilation units in the wagon house

---

New display cabinets have been installed in the museum for restored costumes

---

Over 5,000 people from schools and organised tours visited the museum throughout the year. More than 9,000 people attended events in the museum grounds including the Teddy Bears Picnic and the High Tea.

---

## CUSTOMER SERVICE

---

Customer Service provides information to the general public and community via telephone, email and social media. The team raise customer requests, deal with enquiries at the front counter and are involved in cashiering.

### » *Achievements*

**Customer satisfaction rating (see page 13):  
Front Counter 100%**

---

**Contact Centre 96.2%**

---

116,005 calls were made to the Contact Centre throughout the year

---

18,202 enquiries were made at the front counter

---

13,317 customer requests were raised over the year

---

10,746 transactions were processed at the front counter

---

## ENGINEERING AND WORKS DIRECTORATE

Responsible for delivering and maintaining a safe road, cycleway and path network; developing and maintaining parks and managing the natural environment for the enjoyment of all. This 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.

### Highlights

5,427	Tonnes of waste recovered and recycled at Henderson Waste Recovery Park
68,340	Bins lifted per week by the City's trucks
5,000	Trees pruned under power lines
215	Playgrounds maintained
650	Kilometres of verges maintained



Left: The City takes great pride in its park maintenance

Below: Recyclable items such as wood for mulch are diverted from landfill





## Spend on Asset Development and Operational Activities

Asset Development	\$M
Landfill site	0.23
Plant – new and replacement	3.5
Parks and environment	5.5
Roads, footpath and drainage	9.2
Developer contributed infrastructure	13.1
Buildings	60
<b>Total</b>	<b>\$91.5M</b>

Operational Activities	\$M
Plant maintenance	3
Facilities maintenance	5.7
Waste disposal	6.7
Roads, footpaths and drainage maintenance	8.3
Parks and environment maintenance	12.2
Waste collection	12.3
<b>Total</b>	<b>\$48.2M</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.

#### Henderson Waste Recovery Park (HWRP)

##### » *Achievements*

Customer Satisfaction rating: 98%

8.4% of recyclable items (5,427 tonnes) were recovered and diverted from landfill

176 tonnes of recyclable items were sold at the Recycle Shop, a decrease of 7.8% from the previous year

Incoming commercial waste tonnages fell by 18.3% from the previous year

Removed 74 tonnes of toxic household hazardous waste from the waste stream that would have been put into the landfill site

Reduced carbon dioxide emissions to under the required levels of the National Greenhouse and Energy Reporting System. 4.5M m<sup>3</sup> of landfill gas was captured, down 4.4% from the previous year

Prepared and submitted Leachate, Asbestos and Landfill Gas Management Plans to the Department of Environment Conservation

Developed a long term financial model for landfill closure

Hosted a component of the pre-conference tour for delegates attending the Waste and Recycling Conference in Fremantle

Developed the HWRP Future Development Strategy Report

### WASTE COLLECTION SERVICES

Provide 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*

Lifted an average of 68,340 bins per week which was a 3.12% increase from the previous year. This equates to 3.5 million bin lifts over the year via 13 waste trucks, seven recycle trucks and six composting trucks

Reduced general waste by 1.5% in municipal tonnage over the year, largely due to the downturn in the economy and the City's waste education programs. This decrease occurred despite the allowance for an extra 1,093 tonnes from an additional 1,200 new residents

Collected 2,723 tonnes of hard waste and 2,206 tonnes of green waste via the City's verge collection program. This represented an increase of 7.5% from the previous year

Recovered and recycled 28 tonnes of mattresses and 14 tonnes of E-Waste prior to collecting verge waste

Approved 67 waste management plans for developments

Undertook the Hamilton Hill garden waste trial (third bin)

---

Installed 12 custom-made public place recycling enclosures.

---

### PARKS AND ENVIRONMENT BUSINESS UNIT

Design, construct, rehabilitate and maintain the City's open spaces. Manage water resources, greenhouse gas emissions, bushland and wetland areas, high quality playing fields, passive parks, foreshore areas, streetscapes and park infrastructure. The Parks and Environment business unit is responsible for facilitating sustainability throughout the organisation and the community.

### 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.

#### 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*

Maintained over 581 hectares of turf and landscape areas on sporting ovals, passive parks and community facilities

---

Managed and maintained the public open space, streetscapes and beach environment at Port Coogee

---

Managed and maintained park infrastructure valued at \$65M

---

Managed and maintained 215 playgrounds

---

Assessed and actioned 4,246 customer requests

---

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 Drive and Cockburn Road

---

Maintained over 650km of road verges

---

Completed annual sports oval carrying capacity report

---

Annual turf analysis and soil assessments

---

Contributed to the University of WA Turf research project.

---

#### Street Tree Management

##### » *Achievements*

Developed and implemented a Street Tree Master Plan

---

Completed 1,896 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 218 bore locations every month to inform individual water budgets for each park

---

Maintained 10 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.

---

## Parks Development

Designs and constructs a wide range of park infrastructure and facilitates the renewal of equipment that has reached the end of its useful life.

### Achievements

Constructed and/or renewed four playgrounds including Ramsay Park, Santich Park (two) and McTaggart Reserve

Replaced irrigation systems at CY O'Connor Reserve, Glen Mia Park, Ronsard Reserve and Murdoch Chase Parklands

Installed seven water meters to bore head works

Installed exercise equipment at nine locations including Atwell Oval, Harmony Park, Hopbush Park, Bloodwood Park, Radiata Park, Wheeler Park, Botany Park, Baker Square and the Seniors Centre in Spearwood

Provided 418 street trees

Improved streetscapes on Beeliar Drive (Kwinana Freeway/Midgegooroo Drive), the Bibra Drive and North Lake Road roundabout and medians and Spearwood Avenue (Friendship Way)

Developed Systema Park



Above and right: The City maintains over 581 hectares of turf and landscape areas on sporting ovals, passive parks and community facilities





### Shade Sail Strategy

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

#### » *Achievements*

Installed shade sails at:

Meller Park  
Santich Park  
Watson Oval  
Horse Hire Park  
Chorus Park  
Kurrajong Park.

---

### Revitalisation Strategies

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

#### Phoenix Revitalisation Strategy

##### » *Achievements*

Improvements to MacFaul Park including a picnic shelter and BBQ.

---

#### Coolbellup Revitalisation Strategy

##### » *Achievements*

Landscape works along Coolbellup Avenue, including additional street tree planting and landscaping at Cordelia Avenue roundabout

---

Completed street tree plantings in Doherty Road, Antigonus Road and Archidamus street

---

Installed a bore and irrigation system at Perdita Park.

---

#### Hamilton Hill Revitalisation Strategy

##### » *Achievements*

Baker Square – installed a picnic shelter, seating, exercise equipment and garden bed for the planting of native shrubs by the Hamilton Hill Community group

---

Streetscape refurbishments to Clontarf Road and Forrest Road median

---

Street tree planting in Frederick and Redmond Roads

---

Upgraded the entry statement at the intersection of Cockburn and Rockingham Roads

---

### Bibra Lake Management Plan

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

#### » *Achievements*

Bibra Lake Regional Playground construction is 50% complete with the official opening in November 2016.

---

### Coogee Beach Master Plan

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

#### » *Achievements*

Completed the widening of Poore Grove and upgrades to the Cockburn Road intersection

---

A clearing permit was submitted to the Department of Environment Regulation for the extension of the existing car park at the Surf Life Saving Club

---

Completed revegetation works adjacent to Poore Grove.

---

### Cash In-Lieu Strategy

The Strategy provides a coordinated approach to the expenditure of funds held within the City's public open space (POS) reserve accounts in accordance with the Planning and Development Act (2005). The funds can only be allocated to specified infrastructure that will ensure improved functionality and usability of a particular park.

#### » *Achievements*

##### Atwell POS

Installed exercise equipment at Atwell Oval and Harmony Park

Installed a shade sail at Kurrajong Park

Extended the Atwell Clubrooms

---

##### Aubin Grove POS

Installed exercise equipment at Radiata Park

---

##### Hamilton Hill POS

Installed exercise equipment at Wheeler Park

---

##### Jandakot POS

Installed seats and a picnic shelter at Prinsep Park

---

### Munster POS

Installed a picnic shelter and seating at Lake Coogee Reserve

---

### South Lake POS

Installed exercise equipment at Hopbush Park and Bloodwood Reserve

Installed park lighting at Broadwater Reserve.

---



Above: Cockburn coast

Right: Exercise equipment has been installed at various parks throughout the City including at Cockburn Seniors Centre



### ENVIRONMENT SERVICE UNIT

---

Incorporates the combined disciplines of natural area management, environmental education, climate change and sustainability, providing excellent customer service and maintaining and continuously improving environmental values and sustainable outcomes for the City.

#### Natural Area Management

Seeks to improve and protect the environmental values of nature reserves by undertaking rehabilitation and intensive maintenance programs. Manages over 1,100 hectares of natural areas.

##### » *Achievements*

Planted 34,351 plants to revegetate 1.29 hectares of degraded land, and 55.55 hectares of infill planting at existing revegetation sites

---

Continued the feral animal control program at a variety of reserves throughout the City

---

Developed a solar powered nutrient stripping basin at Yangebup Lake to pump nutrient-rich water from the lake into a living stream for treatment

---

Undertook dieback mapping at Rose Shanks Reserve and Bibra Lake

---

Undertook Veldt grass control in numerous 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 412 hectares of reserves including Yangebup Lake, Lake Coogee and Denis De Young Reserve.

---

### Capital Works Projects

Completed the construction of a 192 step stairway from the southern car park at Manning Park to the eastern lookout which has spectacular views towards the Darling Scarp and Cockburn Sound

---

Completed the upgrade of two lookouts at Manning Park

---

Continued the installation of limestone firebreaks at Manning Park, Lot 800 Gwilliam Drive, Yangebup Lake, Triandra Court and Levi Reserve

---

Completed the bitumen dual use path loop at Banksia Eucalypt Woodland, Aubin Grove and installed three seats

---

Constructed two spur trails and installed seating at Little Rush Lake

---

Began work on the installation of the Coogee Maritime Trail.

---

### Grants

#### » *Achievements*

Received \$78,000 from Lotterywest to assist with the establishment of the Coogee Maritime Trail

---

Supported 20 landowners within the City of Cockburn through the Landowner Biodiversity Grant Scheme. \$35,000 was made available to maintain and protect remnant bushland and wetlands within rural residential properties.

---

### Community Events

#### » *Achievements*

Held nine community and 20 school planting events

---

Held the annual World Environment Day Schools Festival which provided a day of environmental education for seven participating primary schools. A number of activities took place to connect students with the local, regional and international environment. The project was a partnership between the Cockburn Wetlands Education Centre, Native ARC and the Bibra Lake Scouts

---

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.

---



## Renewable Energy / Greenhouse

### » *Achievements*

Made progress towards meeting emissions reduction targets

---

Supported the Zero Fleet Emissions Program

---

Assisted with the implementation of the Solar Photovoltaic Implementation Plan (ongoing)

---

Offered free advisory visits for 35 households, community and childcare centres as part of the Energy Audit Program

---

## Sustainability

### » *Achievements*

Adopted the 2016-17 Sustainability Action Plan

---

Awarded 11 'A Better Tomorrow' sustainability grants to groups to implement sustainability projects and events within the City of Cockburn

---

Held a Good Business workshop

---

Conducted two guided indigenous walks at Rose Shanks Reserve and Yangebup Lake

---

Supported Sustainable House Day

---

Hosted a seven-week Living Smart Course and Field Trip

---

Conducted a Nesting Box workshop

---

Supported the Solar Power Basics workshop

---

Ran a Home Open event: 'The House that Chris Built' with Chris Ferreira

---

Conducted a Road Map to Prosperity Workshop – a workshop for women who want to more effectively manage their money

---

Conducted a tour of the Native Arc Animal Rehabilitation Centre (ARC)

---

Conducted a Bird Watching and ID Workshop at the Wetlands Education Centre

---

Conducted a Gardening Design Master Class to enhance people's skills in sustainable garden design

---

Conducted a Grow Your Own Bush Tucker workshop.

---

## Water Campaign

### » *Achievements*

Gained Waterwise Council re-accreditation

---

Began work on the Waterwise Water Action Plan

---

Commenced investigation into the development of a Waterwise verge subsidy scheme

---

Progressed towards meeting water management targets to help reduce water consumption and improve water quality in Cockburn

---

Delivered on-ground activities to improve water quality in Yangebup Lake and Bibra Lake

---

Continued a partnership with the Cockburn Wetlands Education Centre.

---

## Environment and Waste Education

### » *Achievements*

Conducted three school tours of the Henderson Waste Recovery Park

---

Delivered over 34 subsidised worm farms and two worm farm workshops, 20 compost bins and 36 bokashi bins as part of the Resident Worm Farm/ Compost Subsidy Scheme

---

Supported five schools to attend the Waste and Recycling Tours at the Regional Resource Recovery Centre in Canning Vale

---

Conducted 30 environmental and waste education excursions at local schools

---

Delivered 30 events for the Get Wild About Wetlands Holiday Program, with over 450 children attending

---

Delivered eight Native ARC Holiday Program Events with over 100 participants

---

Delivered four Cockatoo Kids Club Program events with over 70 participants and 45 new memberships

---

Delivered Turtle Watch Program workshops and school activity sessions

---

Delivered the annual Native Plant Subsidy Scheme with over 4,000 plants sold at a discounted rate

---

Enabled 60 students to participate in the Adopt-a-Beach School Program (Coastcare/UN Sandwatch) partnership with South Coogee Primary School and Coastcare. This involved in-class learning, on-ground action and links with a school in Kiribati, (an island in the Central Pacific) and a marine debris survey with the Tangaroa Blue Foundation

---

Awarded six Environmental Education Initiatives grants

Supported five community groups to undertake clean-up sites within the City as part of Clean Up Australia Day. Over 200 volunteers participated.

### INFRASTRUCTURE SERVICES BUSINESS UNIT

#### ASSET SERVICES

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

##### » *Achievements*

Completed a mobile computing project for Park Services which will reduce paperwork and enable officers to update customers in the field. This will be rolled out to the Road Services Business Unit

Trialled Intramaps Roam which will provide mobile and real time electronic data capture for the renewal of new and upgraded assets into the City's Asset Management Systems

Began the Earthmine data capture initiative for all roadside furniture and hard infrastructure including street lighting, bus shelters, bus stops, footpath items, school crossings, safety barriers, and speedbumps, parking signs and artwork. The project is 60% complete

Improved the revaluation reports to achieve compliance with the implementation of Fair Value Regulations for the City's infrastructure assets.

#### Project Management and Development Services

Provide a consistent framework and methodology for the development and implementation of all major projects within the City.

##### » *Achievements*

Completed the extension to the Atwell Clubrooms and associated works

Construction commenced on the new operations centre and animal facility

Acquired Water Corporation approval to extend the sewer network to service the depot and new operations centre

Completed the Bibra Lake Reserve pump station and pressure main sewer

A contractor was appointed to construct the Bibra Lake Reserve ablution facility

Completed the Seniors Centre disability parking and bowling club accessible ramp

Completed the Cockburn Community Men's Shed site rehabilitation

A contractor was appointed to construct the Bibra Lake Regional Playground, with improvements to the road frontage complete

Re-roofed and painted the steel structure to the operations vehicle/plant carport

Continued to implement a number of sustainability initiatives associated with energy use reduction and increased renewable energy uptake for the City's buildings and facilities.

## Facilities and Plant Services

Manage the maintenance and repairs of all Council-owned buildings and structures, and maintain and deliver fleet and plant services for staff and the community.

### » Achievements

Refurbished various community sporting buildings including Beeliar and Coogee Community Centres

Constructed a new toilet block in the northern part of Manning Park

Completed upgrades to Jandakot Hall and Wally Hagan Basketball Stadium

Installed solar street lighting at the Naval Base Reserve Holiday Park

Demolished the Jess Thomas Centre

Refurbished Coogee Beach foreshore amenities including portions of the jetty and completed the Coogee Beach foreshore sewerage upgrade project

Upgraded the CCTV system at the City's administration building and Coolbellup Hub

Made improvements to City buildings and facilities, including asbestos removal and accessibility upgrades

Purchased the following:

- Replacement landfill traxcavator, three replacement side loader waste collection trucks and a replacement low profile rear loader for waste services
- All-terrain vehicle for Ranger Services
- Replacement Roads and Parks Services trucks
- Replacement ride-on mowers and deck plates for Parks Services
- 29 new and replacement light vehicles.



Above: Revegetation works

Right: Upgrades to Wally Hagan Stadium





## ENGINEERING BUSINESS UNIT

### ROAD CONSTRUCTION SERVICES

Construct and maintain roads, drains and associated infrastructure.

#### » *Achievements*

Completed 84% of the construction work of a second carriageway for North Lake Road between Hammond Road and Midgegooroo Avenue

95% of construction is complete for the duplication of Beeliar Drive between Durnin Avenue and Stock Road

Completed the upgrades of Progress Drive between Gwilliam Drive and Hope Road

Completed the construction of Cockburn Road and Poore Grove intersection modifications

Completed the reconstruction of Barfield Road

Completed 6.5 kilometres of pavement resurfacing works

Completed new footpaths in Verde Drive (90% complete), Progress Drive (adjacent to Adventure World), Wentworth Parade, Rollinson Road and Albion Street

Completed new drainage works at Beckett Close adjacent to Tony Ales, Yangebup Road and Osprey Drive

Completed sump upgrades at Magnolia Gardens and Leavis Place

Completed 90% of the construction of the Black Spot project for the extension of left turn pockets at the North Lake Road/Berrigan Drive intersection.

### ROAD DESIGN SERVICES

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

#### » *Achievements*

Completed the design of road upgrades to Beeliar Drive, involving duplication between Stock Road and

Spearwood Avenue

Completed the design of Berrigan Drive duplication between Kwinana Freeway and Jandakot Road/Dean Road intersection, including new traffic signals and new road; Pilatus Street from Jandakot Road to Jandakot Airport boundary

Completed 50% of the design of Verde Drive extension from Solomon Road to the roundabout at the shopping complex adjacent to Spotlight

Completed 50% of the design for new traffic signals at the intersection of Gibbs Road and Lyon Road

Completed concept designs for Rockingham Road Revitalisation project

Completed 90% of the design for the Spearwood Avenue Road and Bridge duplication between Barrington Road and Yangebup Road

Completed the design of the Black Spot projects at the intersection of North Lake Road and Berrigan Drive, and Stock Road and Spearwood Avenue (cancelled due to insufficient funding)

Completed concept designs for traffic calming on Liddelow Road

### ROAD PLANNING AND DEVELOPMENT SERVICES

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

#### » *Achievements*

Completed the Banjup Quarry (Calleya Estate) southern precinct development. Civil constructions are currently underway for the northern precinct. As part of northern precinct development works, all external roads surrounding Calleya Estate e.g. Solomon Road, Jandakot Road (duplication works) and Fraser Road will be upgraded

Civil constructions at the Cockburn Coast Development are underway. Stage 1 works and Cockburn Road upgrade works are completed

Civil constructions for the Cockburn Central West development are underway. Stage 1 works are completed. Stage 2 works are underway

Development works are underway for the Vivente development bounded by Rowley Road, Barfield Road and Frankland Avenue. Stage 1 works are completed

Works are underway in the Hammond Park area bounded by Wattleup Road and Hammond Road. Stage 1 works are nearing completion for Hammond Grove estate.

### **TRANSPORT AND TRAFFIC SERVICES**

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

#### **» Achievements**

Travel Smart projects including review of the City bike paths and off road trails as well as educational projects with schools and travel safety plans

149 traffic management plans and 230 traffic and pedestrian analyses based on requests and concerns raised

Funding applications for state and federal black spot and road rehabilitation and improvement programs

Condition and planning review of development and subdivisional applications and approvals



Above: Ongoing road upgrades



Right: Aubin Grove Train Station under construction

## PLANNING AND DEVELOPMENT DIRECTORATE

Responsible for managing statutory and strategic planning for the City and overseeing heritage, urban design and sustainable development. This directorate 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

<b>\$632M</b>	Value of building works approved
<b>498</b>	Number of complaints about loud music
<b>1,056</b>	Food premise inspections
<b>6,924</b>	Number of pools and spas registered
<b>\$563M</b>	Value of development applications received



Left: Fitness classes were run across the City under the banner of its Healthy Lifestyles program

Below: City officers conducted 1,056 inspections of 694 food premises





## 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*

2,926 building permits issued with 97.3% determined within the statutory timeframe

---

Total value of building works - \$632M

---

Fee income \$1.22M

---

Average time to issue all building permits was 13 working days

---

The average issuing time for a building permit in 2015-16 was:

- Certified – 10 working days
- Uncertified – 16 working days

## ELECTRONIC LODGEMENT SYSTEM

These applications are completed, stamped and issued electronically. The City expects this form of lodgement to increase over the coming years. The City will soon implement new software for improved processing of image documents.

### » *Achievements*

Issued 873 online building permit approvals for residential/grouped dwellings (of which 78% were single dwellings).

## OTHER BUILDING SERVICES APPROVALS

- Issued 150 occupancy permits
- Issued 71 demolition permits
- Issued 24 sign licences
- Issued 50 built strata title clearances.

## MANDATORY PRIVATE SWIMMING POOL INSPECTIONS

The total number of registered pools and spas in 2015-16 was 6,924.

### » *Achievements*

1,460 pools were checked for compliance.

Below: 1,460 swimming pools were checked for compliance



### 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 a number of times throughout the year by the State Government. These changes require an ongoing review of business process and information system processes. Building approvals for the previous four years are as follows:

#### Building approvals issued 2012 - 2016

Year Ending	Number of Permits	\$ (M) Value	\$ (M) Fee	Residential	Commercial	Industrial	Other
30/06/12	2,519	476	1.151	919	154	2	1,447
30/06/13	2,914	574	0.987	983	186	17	1,728
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

Customer satisfaction rating (see page 12-13): 88.6%

### ENVIRONMENTAL HEALTH BUSINESS UNIT

Promotes wellbeing in the community to ensure the conduct and operation of 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.

#### HEALTHY LIFESTYLES

In order to maximise resources, the establishment and maintenance of partnerships played a large role in the operation of the Healthy Lifestyle programs this year.

##### » Achievements

About 2,000 people pledged to put a healthy lifestyle checklist magnet on their fridge. Curtin University Health Promotion students conduct an ongoing evaluation of the program with many residents reporting healthy lifestyle changes and even weight loss as a result of this point-of-decision signage

3,000 BMI counters and healthy eating guidelines were distributed at events and through libraries

Over 55,000 hits on the [beactivecockburn.com.au](http://beactivecockburn.com.au)

[healthy lifestyle website](#)

Health promotion staff and a fitness instructor ran 18 weekly family fitness sessions at parks around the City where new exercise equipment had been installed. Flyer distribution attracted people to the classes and to the equipment outside of the fitness sessions

[Cockburn Walk Trail booklet was produced](#)

Heart Foundation Walking (HFW) groups continue to operate around the City. Dianne Black, HFW organiser for the Yangebup Striders won the National Award for best walk organiser in Australia.

Through partnerships with Cockburn Health and Community and Curtin University, the Healthy Eating Activity and Lifestyle (HEAL) program for overweight and obese people was expanded to include maintenance and psychological help. Over 80 people receive an ongoing evaluation that shows weight-loss and improved fitness and flexibility

[Health screening at events](#)

[Installed exercise equipment outside the Seniors Centre.](#)

## Public Health Plan

The City's Public Health Plan provides the blueprint for City officers to implement improved public health outcomes for the community. About 90% of the actions in the Public Health Plan have been completed.

### » *Achievements*

Provided health screening at community events

Installed fitness equipment in a number of parks

## ENVIRONMENTAL HEALTH INITIATIVES

### Food

#### Outcomes

- The City issued infringements to 18 food businesses for cleanliness reasons, repeated non-compliance of food safety standards and pest control. Eight \$1,000 infringements were issued to companies and 10 \$250 infringements to individuals. These infringements, issued under the Health Act 2008, totalled \$10,500
- Two Food Act prosecutions resulted in fines and costs of \$33,987
- Conducted 1,056 inspections of 694 food premises
- Approved 49 new food premises
- Approved 243 temporary food premises
- Provided 14 food safe training sessions for 125 people

## 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 of noise must be designed to minimise noise intrusion, especially at night. The City is implementing a new Planning Policy to address this issue.

A total of 874 noise complaints were received by the City, with 607 received outside normal working hours:

### Noise complaints: Types and times received

Type of Noise complaint	Work hours	Outside work hours
Air conditioning	14	0
Alarms	4	5
Birds	22	1
Construction	61	54
Hotels	1	0
Industrial	4	5
Music	82	416
Power tools	11	22
Swimming pools	8	1
Transport	21	3
Vibration	7	2
Other	32	98
<b>Total</b>	<b>267</b>	<b>607</b>

Five infringements were issued for noise, namely loud construction work, before 7am. A modified penalty of \$250 per offence was issued for three offences and a modified penalty of \$500 per offence was issued to two offenders, because they were second offences.



### 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 applies its moratorium against bulk earthworks during the summer months to minimise dust. One infringement penalty of \$500 was issued for failure to abate dust/sand from a property.

### Mosquito Program

The City received five notifications for Ross River Virus (RRV) from the WA Department of Health for follow-up patient interviews during summer. 12 complaints were received from residents regarding what they perceived as abnormally high numbers of mosquitoes localised in their area. After investigation nine complaints turned out to be midge related issues.

The majority of the City's stormwater infrastructure was completely dry by early December. The following locations were RRV priority treatment areas: Success, Atwell, Aubin Grove, Hammond Park and Beeliar. They were treated three times over summer compared to twice the previous year. In total, 398 sites in 12 suburbs received larvicidal treatments throughout the mosquito breeding season.

### Industrial Premises

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

#### » *Achievements*

**Customer satisfaction rating (see page 13): 89.8%**

100 premises were visited in regard to mechanical, equipment hire and transport/laydown depots. Of these, 10 were non-compliant, with the main offence being the discharge of a Schedule 1 material into storm water soak wells and/or soil onsite or into the City's reserves

Achieved 100% compliance with the cooperation of proprietors

Received 15 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 satisfaction rating (see page 13): 81.3%**

Received 1,110 development applications, a decrease of 2.2% from the previous year

Assessed 1,146 applications, a decrease of 2.6% over the previous year

680 development applications were required to be determined within 60 days and the City determined 82% of those applications within 60 days

Submitted 16 development applications for determination under the Joint Development Assessments Panel, down from 18 last year

The Western Australian Planning Commission conditionally approved 2,738 new lots following City recommendations and conditions of support, a decrease of 10.8% over the previous year

Approved 44 new Local Development Plans for small lot development, an increase from 19 the previous year

Logged and investigated 285 development compliance matters, an increase of 4.4% over the previous year

The estimated construction value of all development applications received over the year fell by 4.7% over the previous year to \$563M

## STRATEGIC PLANNING BUSINESS UNIT

The Strategic Planning business unit comprises the Strategic Planning service unit and Land and Lease Administration service unit. The Strategic Planning service unit prepares structure plans, scheme amendments, formulates strategies and adopts policies which provide guidance and direction for the growth of the City.

### » *Achievements*

Prepared and adopted the City's Lakes Revitalisation Strategy

Prepared and adopted the City's Cockburn Central Activity Centre Structure Plan

Developed and adopted structure plans for the Hammond Park locality, extending to the west side of the future Hammond Road extension

Prepared and adopted the City's Draft Phoenix Activity Centre Structure Plan for advertising

Undertook the City's annual update to the Local Government Inventory

Prepared and achieved adoption of the Local Planning Scheme rationalisation in light of the new 2015 Planning Regulations.

## HOUSING DENSITY

The City has a wide range of residential development opportunities from traditional family sized dwellings through to grouped dwellings and apartment style dwellings.

### » *Achievements*

Continued to provide a good range of housing choice which contributes to housing affordability.

## PLANNING APPROACHES

The City engaged the community in all aspects of its strategic planning process.

### » *Achievements*

Engaged with the community as part of the Lakes Revitalisation Strategy and Activity Centre Structure Plans.

## LAND AND LEASE ADMINISTRATION

The City's Land and Lease Administration division ensures that the City's property interests and land portfolio are appropriately managed to maximise social, economic and environmental outcomes, which underpin the City's governance approach to sustainability.

### » *Achievements*

Customer satisfaction rating (see page 13): 100%

Subdivided and developed land owned by the City

Finalised land sales associated with the new Beeliar Town Centre

Completed the land sale associated with the Phoenix Rise Master Plan, enabling residential development and development of a new park

Progressed four lot residential subdivisions on Goldsmith Road, Spearwood from the value adding associated with a former drainage sump

Implemented the new Leasing and Licensing Policy, Leasing Template and associated Operational Strategy

Provided input to enable the City to take over management of the Port Coogee Marina

Addressed all required land interest implications associated with the Cockburn ARC project as the City's most significant capital project.

# FINANCE AND CORPORATE SERVICES DIRECTORATE

This division 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 division 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

<b>\$129.9M</b>	Operating Revenue
<b>\$77.3M</b>	Capital Expenditure
<b>\$38.1M</b>	Capital Income



Left: Workplace Safety officers Stephen Smith, Samantha Baron with CEO Stephen Cain

Below: 2016 rates brochure



The City of Cockburn prides itself on its financial sustainability while offering an array of services and assets for its community to enjoy.

This document is available in alternative formats upon request



## FINANCIAL SERVICES BUSINESS UNIT

---

### Internal Audit

The City's internal audit activities during the 2015-16 financial year were concentrated on the City's rates setting processes and associated rates modelling. For the first time in 2015-16, Council incorporated waste and security charges into the general rate in the dollar for improved residential property. While providing significant benefit to the City's pensioners, this strategy resulted in disproportionately higher rates increases for properties with high gross rental values (GRV).

An internal audit was utilised to validate and assess the adequacy of the 2015-16 rates modelling, as well as the basis and equity of a proposed rates concession model developed by the City to address the issue for high GRV properties. A follow up internal audit was also carried out to consider the implications for the 2016-17 rate setting process from either continuing with the incorporated general rate in the dollar, or reversing the incorporation of charges. This information was used by Council to inform its policy decision to continue with incorporation.

### External Audit

The City's external auditors completed their interim review into the City's finances in June 2016. This covered a review of the accounting and internal control procedures, as well as selected transaction testing. The audit of the City's annual financial statements was completed in October 2016.

#### » Achievements

The interim audit report presented to the Audit and Strategic Finance Committee in July 2016 contained only three relatively minor audit issues with recommended control improvements. Only one of these was of a financial nature

---

The 2015–16 Annual Financial Statements received an unqualified audit opinion, being the sixth straight year that the audit opinion has been unqualified.

---

### Development of Financial Systems

The Financial Services business unit has resources dedicated towards the strategic development of financial systems and processes. New projects are aimed at improving financial system performance and

the internal control environment, with a strong focus on transitioning to automated and paperless financial business processes.

#### » Achievements

Implemented an automated accounts payable invoice processing solution using optical character recognition technology. This has eliminated manual paper handling and improved validation controls, resulting in reduced resource requirements

---

Completed an integrated financial model within Technology One, used for the preparation of the City's 2016–26 Long Term Financial Plan, including automated financial reporting capability to meet statutory requirements

---

Implemented straight through processing for refunds (rates, debtors, infringements, animals, planning and building), reducing paper handling, eliminating data entry duplication, improving internal controls and increasing timeliness of processing.

---

### Accounting Services

This unit is responsible for establishing and maintaining systems and processes that enable the identification, recording, transacting, interpreting and communication of the City's financial data, financial planning and financial performance. It is also responsible for the delivery of accounting services to meet the City's business, budgeting and statutory needs.

#### » Achievements

Refined the financial model used to book accounting provisions for post closure and rehabilitation costs for the City's landfill operation. The model will also be used to determine cash backing requirements

---

Undertook a feasibility study into migrating the City's Activity Based Costing (ABC) model from Excel into the Technology One enterprise resource planning system. The study concluded that Excel is the best tool for calculating and allocating ABC costs

---

Improved grant funding management and monitoring processes, ensuring better control and more timely reporting and acquittal.

---

### 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 works to ensure organisational compliance with statutory and internal procurement requirements.

#### » *Achievements*

Worked strategically with officers to facilitate key City projects including Cockburn ARC

Worked with the sector to review procurement policy and managed significant change to the procurement landscape brought about by amendments to the Local Government Functions & General regulations

Developed and began the implementation of a three-year program to improve the sustainability of procurement at the City. Social procurement is one early focus area

Achieved a significant reduction in procurement non-compliance and improved the rate of contract utilisation at the City.

### Property, Rating and Revenue Services

Deliver a rates and other property-based charges issuing and collection service. Maintain the central property database for the City and all related statutory obligations. Deliver all revenue services including invoicing and collection, and co-ordinate the Electoral Roll for Council.

#### » *Achievements*

Levied the 2015-16 rates with incorporated waste and security charges for residential improved properties, which required significant system reconfiguration

Applied the rates concession adopted by Council for residential improved property, involving crediting nearly 15,000 properties

Introduced the eRates initiative, allowing registered ratepayers to receive their rates notices by email. A marketing plan resulted in nearly 2,000 ratepayer registrations

Developed and implemented an automated process for the importing of land valuation schedules from Landgate resulting in more efficient, regular and timely processing of interim rate adjustments.

### 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 a Human Resources (HR) Business Partner model. This model moved recruitment responsibilities to a separate position, freeing up HR business partners to add value to their directorates through proactive input into organisational structure, strategic planning, training, advancement and placement of new and current employees

Reviewed the City of Cockburn Workforce Plan 2016-17 to 2021-22

An additional full time HR business partner was appointed and dedicated to workforce planning for the new Cockburn ARC

An additional temporary full time Safety and Injury Management Coordinator was appointed to improve safety culture and reduce incidents in the Engineering division

Implemented the Zero Harm philosophy and the three courages - the courage to report, the courage to intervene and the courage to stop work

Endorsed a Safety Management Plan that establishes goals and promotes a safety culture at the City that strives to exceed legislative requirements

Conducted a CULTYR Employee Scorecard survey that determined 80% of respondents rated the overall workplace as good or excellent. The range of strengths identified include good role clarity, interesting work assignments, engaging team members who care about safety and customer service; there is good support for employees with illness or injuries or for those experiencing issues in their personal or professional lives.

## INFORMATION SERVICES BUSINESS UNIT

Information Services (IS) is the internal 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 enable 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 dual redundant internet links into the organisation with improved firewall, proxy and monitoring tools

Upgraded meeting room audio visual technology

Standardised project management methodology for all IS projects

Enhanced virtualised environment following improvements to server and storage array assignments

Successfully implemented the Port Coogee Marina office systems integration

Improved management of the City's software management systems

Improved risk management system implementation

Implementation of user focus groups for key areas around the City.

### Business Systems

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

#### » Achievements

Supported and upgraded the Core Business Systems (Technology One - CES, Property and Rating and ECM)

Implemented the Firebreak system

Implemented the eProperty system for residents and ratepayers

Implemented the online portal for Links (South Lake Leisure Centre Online)

Enabled automatic generation of zoning statements

Implemented an Active Parks booking system for Recreation Services

Undertook performance monitoring and tracking of database systems

Implemented the new staff intranet.

### 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 IntraMaps version 8 upgrade

Implemented Google Maps Integration with base and embedded maps

Implemented Google Street View integration with IntraMaps

Enabled ECM integration with IntraMaps

Enabled full text searches

Enabled web mapping service layers for mobility

Enabled live dynamic alerts on GIS from the Department of Fire and Emergency Services

Made Australian Business Register data available

Developed a time slider for viewing multiple aerials for dune analysis – coastal studies

Developed planning compliance integration between Technology One and IntraMaps

Enabled integration with Firebreak mobility and IntraMaps

Implemented a mobility solution for Assets pickups with IntraMaps Roam.



### Records Services

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

#### » *Achievements*

Implemented a new Records Management Policy and associated Recordkeeping Guidelines for Elected Members and Employees

---

Developed and implemented an in-house Recordkeeping Awareness Training module for staff utilising the City's online Learning Management System

---

Transferred Building Services archives to the City's offsite storage provider to ensure these records are stored in appropriate conditions

---

Reviewed and updated the ECM training program

---

Managed successful upgrade of the City's records management system (ECM).

---

### Recordkeeping Compliance

#### Efficiency and Effectiveness of the Recordkeeping System

A review of the City of Cockburn's Recordkeeping Plan was completed and submitted to the State Records Office in February 2016.

---

The majority of the City's recordkeeping practices achieved a maturity rating of 3 (effective) when assessed against the minimum compliance requirements outlined in the review report.

---

During the review, it was identified that an amended Recordkeeping Plan is required due to the change in recordkeeping system and associated recordkeeping practices that occurred since the plan was last approved.

---

The amended Recordkeeping Plan will be submitted to the State Records Office by 8 April 2017 for consideration by the State Records Commission.

---

### Recordkeeping Training 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.

---

The RAT course was reviewed and a customised in-house course was developed.

---

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

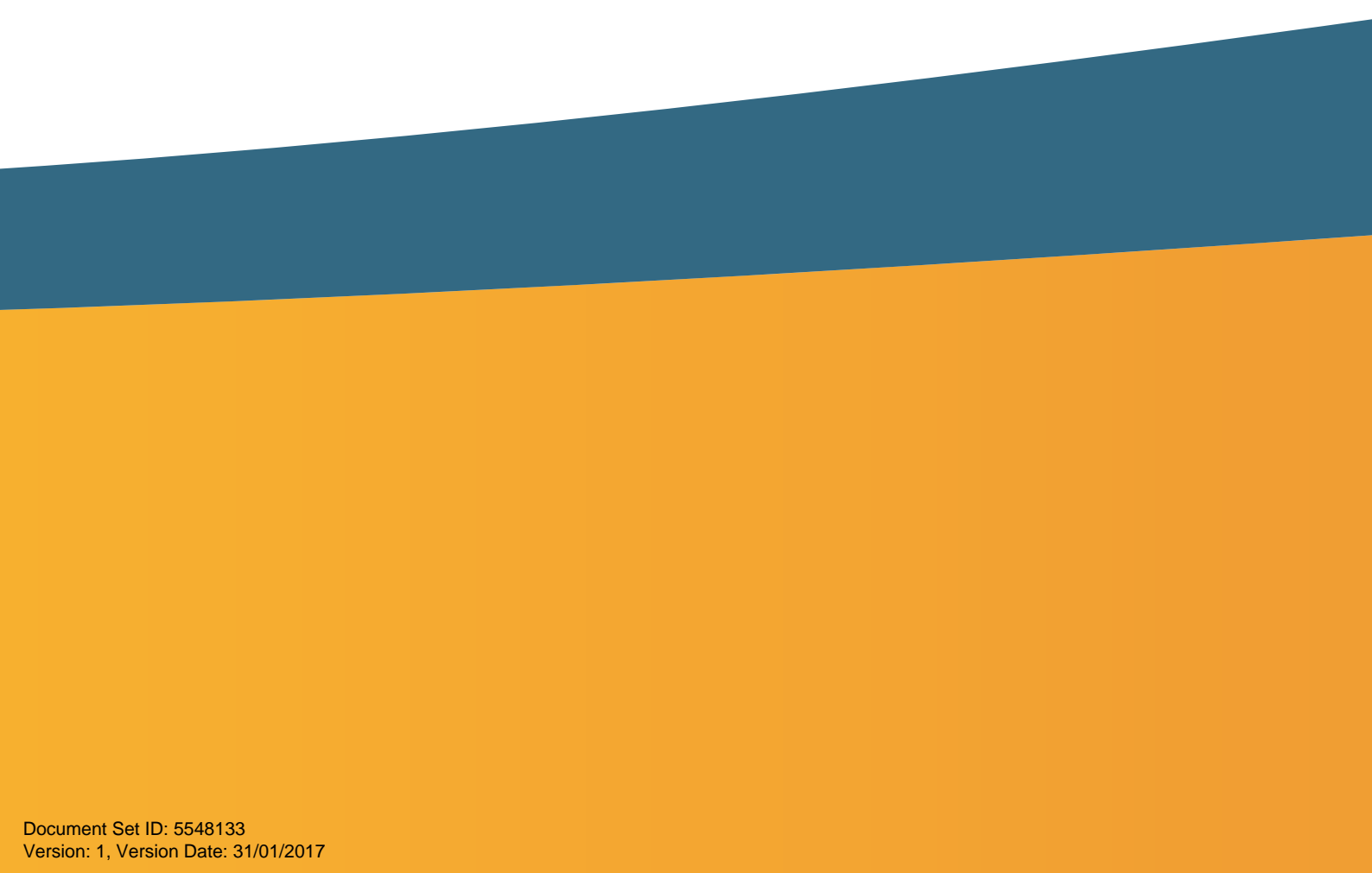
---

A review of the ECM training program was undertaken and the course structure and content was improved.

---

A recordkeeping behavioural competency is also included in the annual performance reviews of all staff.

---



# FINANCIAL REPORT

For the year ended 30 June 2016

67	Report of the independant auditor on the summary financial statements
68	Statement of Comprehensive Income   By Nature or Type
70	Statement of Comprehensive Income   By Program
72	Statement of Financial Position
73	Statement of Changes in Equity
74	Statement of Cash Flows



## Report of the Independent Auditor on the Summary Financial Statements

### To the Ratepayers of City of Cockburn

The accompanying summary financial statements prepared by City of Cockburn, which comprises the Statement of Financial Position at 30 June 2016, and the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, are derived from the audited general purpose financial report of City of Cockburn for the year ended 30 June 2016.

#### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by the Australian Accounting Standards to the extent described in the audited financial report of City of Cockburn. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon.

The financial report and the summary financial statements do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

#### The Audited Financial Report and Our Report Thereon

We expressed an unmodified opinion on that financial report in our report dated 18 November 2016.

#### Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements.

#### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

#### Opinion

In our opinion, the summary financial statements derived from the audited financial report of City of Cockburn for the year ended 30 June 2016 is consistent, in all material respects, with that audited financial report.

MACRI PARTNERS

MACRI PARTNERS  
CERTIFIED PRACTISING ACCOUNTANTS  
SUITE 2, 137 BURSWOOD ROAD  
BURSWOOD WA 6100

PERTH  
DATED THIS 18<sup>TH</sup> DAY OF NOVEMBER 2016.



A MACRI  
PARTNER

## STATEMENT OF COMPREHENSIVE INCOME | BY NATURE OR TYPE

For the year ended 30 June 2016	Actual 2015/16	Budget 2015/16	Actual 2014/15
	\$	\$	\$
<b>OPERATING REVENUE</b>			
Rates	91,311,030	89,031,014	65,044,331
Specified Area Rates	341,727	274,438	312,317
Fees and Charges	22,072,981	25,132,053	40,338,556
Service Charges	1,066,477	1,037,370	4,031,642
Operating Grants and Subsidies	8,057,274	9,098,273	11,843,090
Contributions, Donations and Reimbursements	1,372,307	592,253	1,301,834
Interest Earnings	5,678,901	5,385,532	5,716,510
<b>Total Operating Revenue</b>	<b>129,900,696</b>	<b>130,550,933</b>	<b>128,588,280</b>
<b>OPERATING EXPENDITURE</b>			
Employee Cost	(47,084,154)	(47,543,019)	(45,115,536)
Materials and Contracts	(34,865,658)	(33,084,733)	(33,512,994)
Utilities	(4,363,875)	(4,622,148)	(4,285,795)
Interest Expenses	(85,602)	(73,336)	(123,170)
Insurances	(2,223,550)	(2,134,448)	(1,952,591)
Other Expenses	(7,976,582)	(8,933,563)	(6,383,171)
Depreciation on Non Current Assets	(23,790,540)	(26,435,368)	(23,897,844)
Amortisation on Landfill Infrastructure	(1,064,912)	(1,246,416)	(1,130,001)
<b>Total Operating Expenditure</b>	<b>(121,454,871)</b>	<b>(124,073,032)</b>	<b>(116,401,102)</b>
<b>Increase/(Decrease)</b>	<b>8,445,825</b>	<b>6,477,902</b>	<b>12,187,177</b>

For the year ended 30 June 2016	Actual 2015/16	Budget 2015/16	Actual 2014/15
	\$	\$	\$
<b>NON-OPERATING ACTIVITIES</b>			
Non-Operating Grants, Subsidies and Contributions	23,618,162	19,964,025	10,304,701
Developers Contributions Plans: Cash	9,220,108	6,741,922	8,192,499
Gifted Subdivision Assets	13,128,414	-	13,393,722
Increase/(Decrease) in Equity - Joint Venture	(2,344,579)	-	1,274,680
Increase/(Decrease) in LG House Trust	(16,582)	-	143,108
Land Ceded to the Crown	(610,366)	-	-
Profit on Sale of Assets	364,400	8,437,938	2,317,463
Loss on Sale of Assets	(121,241)	(266,729)	(492,329)
Impairment - Infrastructure Park Landscaping		-	(15,701,497)
<b>Total Non-Operating Activities</b>	<b>43,238,316</b>	<b>34,877,156</b>	<b>19,432,348</b>
<b>NET RESULT</b>	<b>51,684,141</b>	<b>41,355,058</b>	<b>31,619,526</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Changes on revaluation of non-current assets	7,190,450	-	36,652,247
<b>Total Other Comprehensive Income</b>	<b>7,190,450</b>	<b>-</b>	<b>36,652,247</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>58,874,591</b>	<b>41,355,058</b>	<b>68,271,773</b>

## STATEMENT OF COMPREHENSIVE INCOME | BY PROGRAM

For the year ended 30 June 2016	Actual 2015/16	Budget 2015/16	Actual 2014/15
	\$	\$	\$
<b>REVENUES</b>			
<b>Revenue From Ordinary Activities</b>			
General Purpose Funding	100,301,439	99,716,849	77,988,574
Governance	231,074	125,550	211,482
Law Order & Public Safety	962,430	799,091	4,038,394
Health	309,815	225,500	226,309
Education & Welfare	7,049,298	6,230,253	6,934,498
Community Amenities	11,875,672	15,050,847	30,471,588
Recreation & Culture	4,101,359	3,948,928	3,858,299
Transport	522,125	285,200	352,845
Economic Services	2,120,142	2,338,578	2,274,265
Other Property & Services	2,427,343	1,830,137	2,232,026
<b>TOTAL OPERATING REVENUES</b>	<b>129,900,696</b>	<b>130,550,933</b>	<b>128,588,280</b>
<b>EXPENSES</b>			
General Purpose Funding	(1,165,505)	(723,675)	(1,068,489)
Governance	(10,153,011)	(11,063,513)	(9,919,116)
Law Order & Public Safety	(6,004,225)	(5,455,161)	(5,326,612)
Health	(2,454,667)	(2,384,409)	(2,298,026)
Education & Welfare	(13,228,316)	(13,086,595)	(13,030,111)
Community Amenities	(30,160,766)	(34,066,623)	(29,943,002)
Recreation & Culture	(28,531,696)	(27,381,070)	(26,082,512)
Transport	(25,497,265)	(25,927,976)	(24,583,064)
Economic Services	(2,504,795)	(2,635,548)	(2,478,111)
Other Property & Services	(1,754,625)	(1,348,463)	(1,672,060)
<b>TOTAL OPERATING EXPENDITURE</b>	<b>(121,454,871)</b>	<b>(124,073,032)</b>	<b>(116,401,102)</b>
<b>Increase/(Decrease)</b>	<b>8,445,825</b>	<b>6,477,902</b>	<b>12,187,177</b>



For the year ended 30 June 2013	Actual 2015/16	Budget 2015/16	Actual 2014/15
	\$	\$	\$
<b>NON-OPERATING GRANTS/CONTRIBUTIONS</b>			
<b>TOWARDS ASSETS: CASH</b>			
General Purpose Funding	89,267	85,557	85,557
Governance	17,437,563	18,050,000	6,219,799
Law Order & Public Safety	117,897	-	-
Education & Welfare	23,640	-	-
Community Amenities	603,645	-	1,023,748
Recreation & Culture	199,633	400,000	48,677
Transport	5,115,016	1,363,468	2,965,410
Other Property & Services	9,251,608	6,806,922	8,154,009
	<b>32,838,270</b>	<b>26,705,947</b>	<b>18,497,201</b>
Gifted Subdivision Assets	13,128,414	-	13,393,722
Land Ceded to the Crown	(610,366)	-	-
Increase/(Decrease) in Equity - Joint Venture	(2,344,579)	-	1,274,680
Increase/(Decrease) in LG House Trust	(16,582)	-	143,108
<b>PROFIT/(LOSS) ON DISPOSAL OF ASSETS</b>			
Education & Welfare	42,300	30,000	37,722
Recreation & Culture	(90,767)	-	(492,329)
Transport	283,348	(206,540)	125,302
Other Property & Services	8,278	8,347,750	(13,547,057)
	<b>243,160</b>	<b>8,171,209</b>	<b>(13,876,363)</b>
<b>NET RESULT</b>	<b>51,684,141</b>	<b>41,355,058</b>	<b>31,619,526</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Changes on revaluation of non-current assets	7,190,450	-	36,652,247
<b>Total Other Comprehensive Income</b>	<b>7,190,450</b>	<b>-</b>	<b>36,652,247</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>58,874,591</b>	<b>41,355,058</b>	<b>68,271,773</b>

## STATEMENT OF FINANCIAL POSITION

As at 30 June 2016	Actual 2015/16	Actual 2014/15
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	151,554,000	129,018,060
Trade & Other Receivables	13,656,877	5,470,423
Other Assets	715,996	621,686
Inventories	41,102	18,634
<b>Total Current Assets</b>	<b>165,967,975</b>	<b>135,128,804</b>
<b>NON CURRENT ASSETS</b>		
Financial Assets - Non Current	4,819,364	4,649,839
Interests in Joint Ventures	6,093,158	8,437,737
Other Receivables	738,851	632,550
Property, Plant and Equipment	311,375,336	260,695,329
Infrastructure	736,216,337	717,267,463
Rehabilitation Assets	16,517,533	8,565,455
<b>Total Non Current Assets</b>	<b>1,075,760,579</b>	<b>1,000,248,374</b>
<b>TOTAL ASSETS</b>	<b>1,241,728,554</b>	<b>1,135,377,178</b>
<b>CURRENT LIABILITIES</b>		
Trade & Other Payables	23,605,924	8,063,526
Borrowings	2,593,138	1,423,320
Provisions	5,425,888	4,618,800
<b>Total Current Liabilities</b>	<b>31,624,950</b>	<b>14,105,646</b>
<b>NON CURRENT LIABILITIES</b>		
Other Payables	5,761,532	6,203,155
Borrowings	23,150,036	743,174
Provisions	18,391,990	10,399,749
<b>Total Non Current Liabilities</b>	<b>47,303,558</b>	<b>17,346,077</b>
<b>TOTAL LIABILITIES</b>	<b>78,928,508</b>	<b>31,451,723</b>
<b>NET ASSETS</b>	<b>1,162,800,045</b>	<b>1,103,925,454</b>
<b>EQUITY</b>		
Accumulated Surplus	460,767,729	428,609,779
Reserves - Cash/Investment Backed	126,599,957	107,073,767
Revaluation Surplus	575,432,360	568,241,909
<b>TOTAL EQUITY</b>	<b>1,162,800,045</b>	<b>1,103,925,454</b>

## STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2016	Actual 2015/16	Actual 2014/15
	\$	\$
<b>RESERVES CASH/INVESTMENT BACKED</b>		
Balance at beginning of year	107,073,767	85,588,563
Transfer from accumulated surplus	68,342,602	50,541,657
Transfer to accumulated surplus	(48,816,412)	(29,056,453)
<b>Balance at end of reporting period</b>	<b>126,599,957</b>	<b>107,073,767</b>
<b>REVALUATION SURPLUS</b>		
Balance at beginning of year	568,241,909	531,589,662
Revaluation Increments during year	15,359,080	36,652,247
Revaluation Decrements during year	(8,168,629)	-
<b>Balance at end of reporting period</b>	<b>575,432,360</b>	<b>568,241,909</b>
<b>ACCUMULATED SURPLUS</b>		
Balance at beginning of year	428,609,779	418,475,456
Net result	51,684,141	31,619,526
Transfer from reserves	48,816,412	29,056,453
Transfer to reserves	(68,342,602)	(50,541,657)
<b>Balance at end of reporting period</b>	<b>460,767,729</b>	<b>428,609,779</b>
<b>TOTAL EQUITY</b>	<b>1,162,800,045</b>	<b>1,103,925,454</b>

## STATEMENT OF CASH FLOWS

For the year ended 30 June 2016	Actual 2015/16	Budget 2015/16	Actual 2014/15
	\$	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Payments</b>			
Employee Cost	(46,236,902)	(46,947,039)	(44,802,756)
Materials and Contracts	(20,127,926)	(40,084,733)	(34,139,958)
Utilities	(4,363,875)	(4,622,148)	(4,285,795)
Interest Paid	(85,602)	(73,336)	(123,170)
Insurances	(2,223,550)	(2,134,448)	(1,952,591)
Other Expenses	(7,976,582)	(8,933,563)	(6,383,171)
GST on Payments	(10,657,073)	-	-
	<b>(91,671,509)</b>	<b>(102,795,268)</b>	<b>(91,687,442)</b>
<b>Receipts</b>			
Rates & Special Area Rates	90,889,316	89,305,452	64,484,285
Fees and Charges	16,128,057	29,121,953	40,328,331
Service Charges	1,066,477	1,037,370	4,349,053
Contributions, Donations and Reimbursements	1,372,307	592,253	1,301,834
Interest Received	5,438,875	5,385,532	5,566,816
Grants & Subsidies - Operating	8,057,274	9,598,273	11,843,090
Other Revenue/Income	-	10,100	26,637
GST on Receipts	2,973,834	-	-
GST Refunded by ATO	6,786,736	2,500,000	-
	<b>132,712,876</b>	<b>137,550,933</b>	<b>127,900,045</b>
<b>NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>	<b>41,041,367</b>	<b>34,755,666</b>	<b>36,212,603</b>



For the year ended 30 June 2016	Actual 2015/16	Budget 2015/16	Actual 2014/15
	\$	\$	\$
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from Sale on Non Current Assets	3,471,651	16,051,000	4,001,046
Purchase Furniture and Equipment	(6,105)	(6,000)	-
Purchase Computer Equipment	(294,621)	(503,800)	(642,552)
Purchase & Construction of Infrastructure Assets	(13,016,993)	(13,135,576)	(17,043,477)
Purchase Plant and Machinery	(3,537,490)	(4,568,000)	(3,426,802)
Purchase & Development of Land	(428,871)	(1,350,000)	(1,406,416)
Purchase & Construction of Buildings	(60,055,961)	(62,618,000)	(14,035,063)
Capital Grants, Subsidies & Contributions	32,838,270	26,705,947	18,497,201
Land Ceded to the Crown	(610,366)	-	-
<b>NET CASH FLOWS PROVIDED BY/(USED IN) INVESTING ACTIVITIES</b>	<b>(41,640,486)</b>	<b>(39,424,429)</b>	<b>(14,056,063)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Net receipts/(refund) of bonds	(441,622)	-	3,400,863
Loan Principal Repayment	23,576,680	23,576,680	(1,373,356)
<b>NET CASH FLOWS PROVIDED BY/(USED IN) FINANCING ACTIVITIES</b>	<b>23,135,058</b>	<b>23,576,680</b>	<b>2,027,507</b>
Net Increase/(Decrease) In Cash during year	22,535,939	18,907,917	24,184,047
Cash & Cash Equivalents at Beginning of Reporting Period	129,018,060	101,348,197	104,834,013
<b>CASH &amp; CASH EQUIVALENTS AT END OF REPORTING PERIOD</b>	<b>151,554,000</b>	<b>120,256,114</b>	<b>129,018,060</b>

**This page has been left blank intentionally**

**This page has been left blank intentionally**

This page has been left blank intentionally





