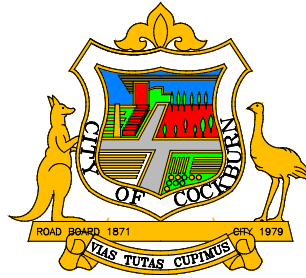


CITY OF COCKBURN



SPECIAL COUNCIL MEETING

AGENDA PAPER

FOR

THURSDAY, 23 JUNE 2016

CITY OF COCKBURN

SUMMARY OF AGENDA TO BE PRESENTED TO THE SPECIAL COUNCIL MEETING TO BE HELD ON THURSDAY, 23 JUNE 2016 AT 6:00 PM

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CITY OF COCKBURN**AGENDA TO BE PRESENTED TO THE SPECIAL COUNCIL
MEETING TO BE HELD ON
THURSDAY, 23 JUNE 2016 AT 6:00 PM**

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

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

- 4. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTERESTS AND CONFLICT OF INTEREST (by Presiding Member)**
- 5. APOLOGIES & LEAVE OF ABSENCE**
- 6. PUBLIC QUESTION TIME**
- 7. DECLARATION BY COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS CONTAINED IN THE BUSINESS**
- 8 (SCM 23/06/2016) - PURPOSE OF MEETING**

The purpose of the meeting is to adopt:

- (1) 2016/17 Differential Rates, 2016/17 Municipal Budget and Schedule of Fees and Charges for the period 1 July 2016 to 30 June 2017; and
- (2) 2016/17 Annual Business Plan.

9. COUNCIL MATTERS

**9.1 (SCM 23/06/2016) - ANNUAL BUSINESS PLAN 2016/170 (021/002)
(M TOBIN) (ATTACH)**

RECOMMENDATION

That Council adopt the proposed Annual Business Plan 2016/17, as attached to the Agenda.

COUNCIL DECISION

Background

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

The Annual Business Plan is submitted to show more information about the first year of activities referred to in the Corporate Business Plan. The budget for 2016/17 is based on the activity described in the Annual Business Plan and is the subject of a separate report.

Submission

N/A

Report

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

In the Annual Business Plan, there are two significant areas of business change for the City. Firstly, the City assumes responsibility for management of the Port Coogee Marina on 24 July 2016. This includes all marina infrastructure including pens, jetties, fuel facilities, a marina services building, breakwaters, sea walls and the general waterway. Marina management is a completely new business for the City but is supported with a comprehensive business plan and new

revenue streams which will support its ongoing development. Secondly, early 2017 the City will see the opening of Cockburn ARC, our regional leisure facility at Cockburn Central West. This will correspond with the closure of the South Lake Leisure Centre as staff and some equipment are transferred to the new facility.

This year the Annual Business Plan shows the new organisational structure approved by Council last year. This means that there are new Business and Service Units and some Business Units have been renamed to reflect their main focus.

The Annual Business Plan 2016/17 also includes a summary of income and expenditure information. Budgets, Key Performance Indicators and targets are included in tables for each Business or Service Unit.

Strategic Plan/Policy Implications

City Growth - Plan for population growth of our City and maintaining our strong financial position

Moving Around - Facilitate safe, efficient, connected and sustainable movement around the City

Community, Lifestyle and Security - Provide safe, attractive, healthy programs and infrastructure for a diverse range of activity and people

Economic, Social and Environmental Responsibility - Enable a sustainable future economically, socially and environmentally including business activity, job opportunities and sustainable use of resources

Leading & Listening - Continue being accountable to our community and engaging with you through multiple effective communication channels.

Budget/Financial Implications

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

Legal Implications

N/A

Community Consultation

External community consultation is not required for this Plan as it is largely an internal business document to guide Business and Service Units toward achieving the strategic objectives listed in the Strategic

Community Plan. However, key internal stakeholders have been consulted and have provided significant input to this Plan.

Risk Management Implications

If Council does not endorse the Annual Business Plan 2016/17 prior to 30 June 2016 it may reduce the capacity of the administration to deliver Council's objectives over a full financial year.

Attachment(s)

Annual Business Plan 2016/17.

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

9.2 (SCM 23/06/2016) - ADOPTION OF 2016/17 DIFFERENTIAL RATES, 2016/17 MUNICIPAL BUDGET AND 2016/17 SCHEDULE OF FEES AND CHARGES (071/006; 075/011; 097/009) (S DOWNING/N MAURICIO) (ATTACH)

RECOMMENDATION

That Council adopt:

(1) Part A – Municipal Fund Budget 2016/17

Pursuant to the provisions of section 6.2 of the Local Government Act 1995 and Part 3 of the Local Government (Financial Management) Regulations 1996, the Municipal Fund Budget as attached to the Agenda, for the City of Cockburn for the 2016/17 financial year which includes the following:

- Statement of Comprehensive Income by Nature and Type showing a net result for that year of \$41,404,152.
- Statement of Comprehensive Income by Program showing a net result for that year of \$41,404,152.
- Statement of Cash Flows
- Rate Setting Statement showing an amount required to be raised from rates of \$96,000,000.
- Notes to and Forming Part of the Budget
- Budget Program Schedules

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

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

General Rates

• Commercial Caravan Park	9.500¢ in the \$
• Improved Commercial & Industrial	7.550¢ in the \$
• Improved Commercial & Industrial (Large)	8.058¢ in the \$
• Improved Residential	7.286¢ in the \$
• Rural Vacant Land	0.391¢ in the \$
• Rural General Improved	0.253¢ in the \$
• Specified Area Port Coogee Special Maintenance	1.200¢ in the \$
• Specified Area Cockburn Coast Special Maintenance	1.200¢ in the \$
• Specified Area Port Coogee Waterways	1.200¢ in the \$
• Vacant Commercial & Industrial	9.391¢ in the \$
• Vacant Residential	9.391¢ in the \$

Minimum Payment Rates

• Commercial Caravan Park	\$744
• Improved Commercial & Industrial	\$744
• Improved Commercial & Industrial (Large)	\$744
• Improved Residential	\$1,287
• Rural Vacant Land	\$906
• Rural General Improved	\$906
• Vacant Commercial & Industrial	\$744
• Vacant Residential	\$744

2. Pursuant to section 6.47 of the Local Government Act grant a rates concession to Improved Residential single dwelling properties of 2.699¢ in the \$ applied to GRV value over and above \$20,690.
3. Pursuant to section 6.37 of the Local Government Act establish the Port Coogee Waterways Specified Area Rate (SAR) the maintenance of the waterways surrounding Port Coogee marina and associated infrastructure.
4. Pursuant to section 6.45 of the Local Government Act 1995 and regulation 64(2) of the Local Government (Financial Management) Regulations 1996, set the following due dates for the payment in full or by instalments:
- | | |
|--|------------------|
| • Full payment and 1 st instalment due date | 2 September 2016 |
| • 2 nd instalment due date | 4 November 2016 |
| • 3 rd quarterly instalment due date | 6 January 2017 |
| • 4 th and final instalment due date | 10 March 2017 |
5. Pursuant to section 6.45 of the Local Government Act 1995 and regulation 67 of the Local Government (Financial Management) Regulations 1996, impose an

instalment administration charge where the owner has elected to pay rates (and service charges) through an instalment option of \$5 for each instalment after the initial instalment is paid.

6. Pursuant to section 6.51(1) and subject to section 6.45(4)(e) of the Local Government Act 1995 and Regulation 68 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 3.5% for rates (and service charges) and costs of proceedings to recover such charges that remains unpaid after becoming due and payable.
7. Pursuant to section 6.51(1) and subject to section 6.51(4) of the Local Government Act 1995 and Regulation 70 of the Local Government (Financial Management) Regulations 1996, impose an interest rate of 7% for rates (and service charges) and costs of proceedings to recover such charges that remains unpaid after becoming due and payable.

(3) Part D – Fees and Charges for 2016/17

Pursuant to section 6.16 of the Local Government Act 1995, the Fees and Charges to be included inclusive of the 2016/17 budget as attached to the Agenda.

(4) Part E – Statutory and Other Fees for 2016/17

1. Pursuant to section 245A(8) of the Local Government (Miscellaneous Provisions) Act 1960 impose a swimming pool inspection fee of \$36.60 (GST is not applicable).
2. Pursuant to section 67 of the Waste Avoidance and Resources Recovery Act 2007, impose the following charges for the removal and deposit of domestic waste:
 - (a) All Non-Residential Improved Premises (including recycling)
 - 240ltr bin per weekly collection - \$458 p.a.
 - 240ltr bin per weekly collection (rate exempt properties) - \$510 p.a.
3. Pursuant to section 6.38(1) of the Local Government Act and Regulations 54(c) of the Local Government (Financial Management Regulations 1996) impose the following service charges for the provision of underground electricity (UGP):
 - (a) Rateable property/dwelling \$3,050, with the

following discounts:

- \$500 where a property already has a connection between the property boundary and the meter box.
- A 50% rebate for registered pensioners as provided by the State Revenue Department.
- A \$257.45 or equivalent rebate for registered Seniors as provided by State Revenue Department.
- A 50% discount where properties have HV power lines in front of their property remaining after the completion of work for underground electricity.
- The service charge applicable for non-standard commercial properties to be provided by Western Power.
- Owners in the existing UGP project areas have the right to pay upfront or receive an account equal to one fifth of the above fee payable annually.

4. Creation of two new reserves:

- (a) Port Coogee Waterways (Waterways Environmental Management Plan (WEMP)) Reserve No.2 – Provide funding for the maintenance of the waterways surrounding Port Coogee marina and associated infrastructure. This is funded from the cash backed depreciation charge taken by Council on the gifted assets of the marina and surrounding waterways and infrastructure assets.
- (b) Port Coogee Waterways Specified Area Rate (SAR) Reserve - Provide funding for the maintenance of the waterways surrounding Port Coogee marina and associated infrastructure. This is funded from the specified area rate levied on land directly adjacent to the waterways.

5. Rename the *Workers Compensation Reserve* to *Insurance Reserve* and broaden its purpose to smoothing out any significant variations in annual premiums associated with the LGIS self-insurance scheme.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

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

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

The Annual Business Plan is submitted to show more information about the first year of activities referred to in the Corporate Business Plan. The budget for 2016/17 is based on the activity described in the Annual Business Plan and is the subject of a separate report.

Submission

The City received one submission in response to the advertising of differential rates. The submission was received from the Banjup Residents Group. The submission and response is attached to the Agenda (Attachments 5 & 6).

Report

Municipal Budget 2016/17

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

Highlights of the 2016/17 - Municipal Budget:

- Rates increase for all properties of 3.00% apart from caravan parks and commercial and industrial properties (large).
- The credit card surcharge of 0.50% will be abolished in 2016/17 saving ratepayers approximately \$6.00 for the average ratepayer. As well the interest fee for paying by instalments will also fall by \$2 for the average ratepayer.
- Building of domestic housing and the commercial/industrial sector is estimated to grow by 2.5%.
- The City will continue weekly recycling, six tip passes and four verge collections (two general waste and two greenwaste) for residential properties.

- The City to roll out the third bin (Greenwaste) for all residential properties larger than 400 square metres over the next four years. For 2016/17, the City will implement the third bin in Hamilton Hill and Leeming.
- Co-Safe service to continue the rollout of the CCTV construction implementation strategy.
- Presentation of a municipal budget with a closing municipal fund position of \$299,049.
- Increase in operating revenue of 7.4% over the 2015/16 amended budget.
- Operating cost increase of only 5.1% over prior 2015/16 amended budget and before depreciation, a cash cost increase of 6.6%
- The surplus between operating revenue and expenditure funds reserve transfers arising from operating income such as interest income on cash reserves, waste collection and disposal capital payments, Naval Base Shacks and CCTV capital construction.
- Salaries budget to increase by 2.0%.
- \$78.3m to be spent on community capital assets which include roads, drainage, parks and community infrastructure
- Cockburn ARC at Cockburn Central West will be handed over to the City around March 2017 and be open to the public in April/May 2017 depending on fit out and commissioning.
- The new Visko Park bowling club building and greens will commence in 2016/17 with a cost of \$9m and a spend of \$7.2m in this financial year and remaining balance in 2017/18.
- Funding has been provided for a range of Revitalisation Strategies, Hamilton Hill \$0.9m, Spearwood \$4.0m, Coolbellup \$0.5m and the Lakes \$0.8m.
- Funding has been provided for a number of master plans, Coogee Beach \$0.5m and North foreshore \$0.5m..
- Major Road projects, including \$8.0m for duplication of Berrigan Drive from the Freeway to Jandakot Airport. Upgrade of Rockingham Road Spearwood from Phoenix Road to Spearwood Avenue costing \$4.0m.
- Completion of Adventure Playground at Bibra Lake including a new public toilet facility and upgrading the existing toilet facility. This is in addition to the funding provided for the upgrade to Progress Drive and reconstruction of the major car park next to Adventure World.
- Continuing repayment of the loan for ESL Facility (10 years repaid by DFES, formerly FESA). 2016/17 sees the City commence repayment of the \$25m loan borrowed from the WATC at \$2.5m per annum plus interest.
- Grants & Donations budget of \$1.31m
- Funds for Summer of Events of \$0.7m
- Construction will continue on the re-development of the Councils' Depot located in Wellard Street, Bibra Lake. An amount of \$9.0m has been provided for this project in 2015/16 and the unspent balance will be carried forward.

- Parks construction program totalling \$6.4m covering new parks development plus a range of other projects covering greening plans, shade sail implementation and playground renewals

Income

The 2016/17 operating income for the City will be \$135.91m an increase of 7.4% on the 2015/16 amended budget. The sources of income are displayed in the table below. The two main sources of income for the Council are Rates 70.6% and Fees and Charges 17.9% of the operating income respectively.

Table 1 – Operating revenue for 2016/17 and 2015/16

All Figures in \$M	2015/16 Amended Budget	2016/17 Budget	Increase 16/17 Budget on 15/16 Budget	% of Overall Income of 15/16 Budget
Rates	\$89.03	\$96.00	7.8%	70.6%
Service Charges	\$0.27	\$0.33	22.2%	0.2%
Fees and Charges	\$22.06	\$24.36	10.4%	17.9%
Contributions	\$1.07	\$0.45	-57.9%	0.3%
Operating Grants	\$7.51	\$9.35	24.5%	6.9%
Interest Income	\$5.57	\$4.77	-17.9%	3.6%
Other	\$1.01	\$0.63	-37.6%	0.5%
Total Revenue	\$126.53	\$135.91	7.4%	100.0%

Rates Income

Rates for 2016/17 are recommended to increase by 3.0% in the City of Cockburn apart from caravan parks and large commercial industrial rates. In arriving at the recommended rates increase, a comprehensive review of the financial performance of the services and facilities provided by the City was undertaken. The objective of the review was to ensure that increased expenditure budgets were properly justified and warranted, with any growth in employee numbers strictly tied to growth in essential service delivery (e.g. waste collection, new Cockburn ARC facility). Non rating income including Council fees and charges was also assessed to ensure the City is optimising cost recovery opportunities.

The City will ensure that no residential ratepayer will receive an increase greater than 3.0% by way of the concession (discount) scheme introduced in 2015/16. This outcome has been audited by leading accounting firm Deloitte and a copy of their report is attached to the agenda. The concession is needed due to the excessive inflationary impact on high GRV properties from incorporating waste and security charges into the general rates in 2015/16. The incorporation of these charges into rates ensured that registered

pensioners received a rebate on the total rates levied to them by Council. This benefit continues to apply in 2016/17 even though the State Government has implemented a rebate cap of \$750 per pensioner property as against an unlimited amount in prior years. The City has approximately 5,700 pensioners who will receive up to an extra \$264 rebate off their annual rates assessment this year.

Overall, the average residential improved ratepayer will pay an extra 90 cents per week after concession and for those on the minimum payment rate the increase will be 71¢ per week

The following table shows are the proposed rates (in the dollar) for 2016/17

Table 2 – Proposed differential rates for 2016/17

Rating Class	Recommended Rate - Cents in the Dollar	Comment
Commercial & Industrial – Improved	7.550	Increase by 3.0%
Residential Improved	7.286	Increase by 3.0% after the concession.
Commercial & Industrial -Improved Large	8.058	Not subject to an increase for 2016/17
Caravan Parks	9.500	Plan to increase rate in \$ over 10 years to yield the equivalent of 80% of the residential minimum payment. Pension rebates will apply once target rate has been reached.
Commercial & Industrial – Vacant	9.391	Increase by 3.0%
Residential – Vacant	9.391	Increase by 3.0%

The City applied to have a number of properties converted from Unimproved Value (UV) to Gross Rental Value (GRV) for valuation and rating purposes. The Minister for Local Government accepted the City's application and has converted 56 properties as a result. The City now has only 330 UV properties and continues to consult with landowners about the efficacy of the UV valuation method for their property.

There is no recommended rate increase for improved large commercial and industrial properties. The City is seeking to have this rate equalised with the standard commercial and industrial properties. This is envisaged to take another three years. This process has been undertaken in consultation with the DLGC.

Caravan Parks in Cockburn have predominantly become permanent home sites. The aim of the rating strategy is to ensure that if this continues, the residents make a contribution similar to other ratepayers. The aim is to steadily increase the contribution from the approximate 40% of the minimum to 80% of the minimum payment rate charge over the next ten years. The City aims to also facilitate pension

rebates once the minimum contribution reaches \$643.50 (in 2016/17 terms). They currently pay \$514.80.

Rates levied on ratepayers form a significant portion of the City's operating income. This year, that portion accounts for 70.6%.

Cockburn home owners paid the lowest household rates in 2015/16. The Table below from 2015/16 supports the supposition that Cockburn residential improved ratepayers continues to pay low rates when compared with neighbouring Councils (incorporating rates and waste):

Table 3 – Comparison of average rates for 2015/16

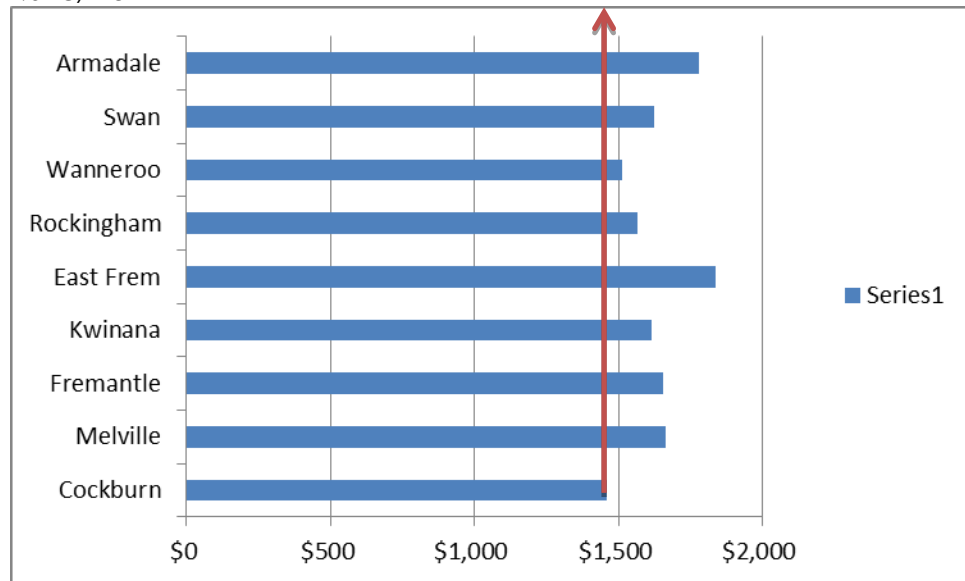
Council	Residential Average Rates	Minimum Rates Payment	Residential Average Rates excluding impact of Min Payment
Cockburn	\$1,458	\$1,250	\$1,552
Melville	\$1,663	\$1,264	\$1,769
Fremantle	\$1,655	\$1,222	\$1,864
Kwinana	\$1,615	\$1,356	\$1,667
East Fremantle	\$1,837	\$1,000	\$1,914
Rockingham	\$1,564	\$1,429	\$1,709
Wanneroo	\$1,510	\$1,261	\$1,588
Swan	\$1,622	\$1,217	\$1,668
Armadale	\$1,777	\$1,422	\$2,002

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

A number of Councils point to their lower rate in the dollar to indicate that they have lower rates than Cockburn but don't quote that their average GRV is significantly higher than Cockburn's. The following tables graphically illustrate that:

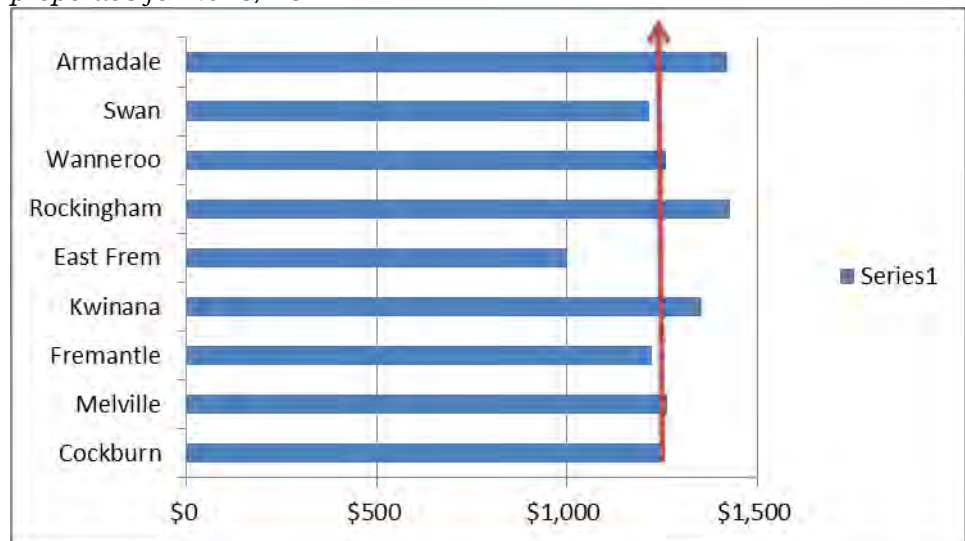
Cockburn's average residential improved rate is the lowest amongst neighbouring councils and even when compared to other growth Councils:

Graph 1 – Comparison of average rates for residential improved properties for 2015/16



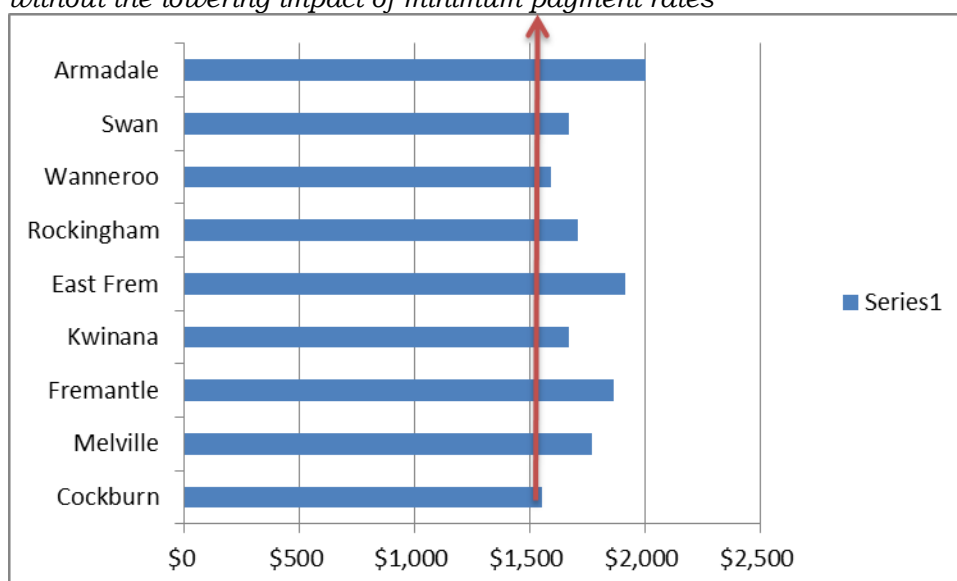
Cockburn's minimum payment rate for residential properties is also at the lowest levels except for the Town of East Fremantle, where they only have 282 properties on the lowest minimum payment:

Graph 2 – Comparison of minimum payment rates for residential improved properties for 2015/16



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

Graph 3 – Comparison of average rates for residential properties for 2015/16 without the lowering impact of minimum payment rates



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

Below is a comprehensive table of all metropolitan councils and their proposed rate increases (as indicated at the time of preparing this report). The average increase is 3.6% with the median increase at 3% in line with the increase proposed by Cockburn.

Table 4 - Council increase in residential rates for 2016/17

Council	Proposed Residential Increase
Armadale	3.0%
Bassendean	3.0%
Bayswater	3.0%
Belmont	5.0%
Cambridge	N/A
Canning	N/A
Claremont	3.0%
Cockburn	3.0%
Cottesloe	4.0%
East Fremantle	4.0%
Fremantle	3.0%
Gosnells	3.0%
Joondalup	2.7%
Kalamunda	3.0%
Kwinana	3.0%

Council	Proposed Residential Increase
Melville	2.5%
Mosman Park	4.0%
Mundaring	6.0%
Nedlands	4.5%
Peppermint Grove	2.5%
Perth	1.6%
Rockingham	4.0%
Stirling	4.0%
South Perth	3.5%
Subiaco	8.7%*
Swan	3.3%
Victoria Park	6.0%
Vincent	4.5%
Wanneroo	3.95%
Average	3.65%
Median	3.0%

*The increase for Subiaco includes an extra 6.2% which is a reflection of the loss of significant income to the City of Perth as part of the State Government's City of Perth Act. This is the reason why Perth has such a low rate increase. The average excludes Subiaco as it will be too large a distortion.

Overall growth of new properties/improvement to existing properties/vacant land has been budgeted at 2.5%. This translates to approximately 1,000 new dwellings. The City is also expecting a 2.8% growth in the commercial and industrial rates category in the Phoenix and Cockburn Commercial Parks, Jandakot City, Cockburn Central and the AMC precinct. The City has budgeted to receive commensurate interim rates as part of the 2016/17 budget.

Pool Inspection Fee

The fee will increase slightly to \$36.50 from \$36.00 per property with a swimming pool. This is in order to ensure that City will be able to inspect every swimming pool in the municipality once every four years to comply with the relevant statutory requirement.

Port Coogee Special Maintenance Specified Area Rate

This rate will fall from 1.400¢ to 1.200c in the dollar of GRV value. These monies are being reserved so as to ensure that the parks and public areas (including custom street lighting) are maintained in accordance with the higher standards agreed to between the City and the Developer. The additional costs being borne by the developer initially and the landowners ultimately. The income from this item is included in the total rates to be raised by the budget. There are

sufficient funds to cater for the growth of this expenditure for the next five years at this set rate.

The City will continue taking over public open space in the Port Coogee area in 2016/17 which will trigger the City drawing on funds in the Reserve to supplement the additional maintenance work noted above.

Port Coogee Waterways Specified Area Rate

This is a new Specified Area Rate for properties that connect with the waterways. The rate will be used to fund maintenance of the waterways and associated infrastructure assets. There are approximately 54 properties impacted by this rate.

All Port Coogee properties will receive only one specified area rate either the Port Coogee Special Maintenance Area rate or the Port Coogee Waterways Specified Area Rate. A map is attached to the Agenda.

Cockburn Coast Specified Area Rate

This rate will fall from 1.400¢ to 1.200c in the dollar of GRV value for residential improved only. These monies are being reserved so as to ensure that the parks and public areas (including custom street lighting) are maintained in accordance with the higher standards agreed to between the City and the Developer. The additional costs being borne by the developer initially and the landowners ultimately. The income from this item is included in the total rates to be raised by the budget.

The City will see the first of the land holdings sub-divided into residential improved lots in 2016/17. A map of the area is attached to the Agenda.

Emergency Services Levy

Although not imposed by the City, the levy is collected by the City under direct instruction from the State Government and passed onto the Department of Fire and Emergency Services DFES (formerly the Fire and Emergency Services Authority). The increase for City of Cockburn ratepayers is 4.2%. This will be approximately \$60 for the average residential improved property. The City collects over \$14m from this levy on behalf of DFES.

Fees and Charges

The City has budgeted to receive \$24.36m in Fees and Charges in 2016/17. Although this category of income covers 170 services provided by City, there are five fee types that combine to make up \$14.33m or 59% of the total fees and charges. The fees consist of

Waste fees (tipping, sale of recycled metals and materials and sale of gas) related to the Henderson Waste and Recovery Park, waste collection for commercial/industrial properties, fees associated with the Planning and Building (Statutory) approvals and finally, the lease revenue from property owned by the City.

The Gate Fee for the Henderson Landfill facility will not increase at 1 July 2016 as a result of intense competition in the market place. As a result of the State Government increasing the Landfill Levy from \$55 to \$60 per tonne from 1 July, the City will be forced to absorb this impost in order to retain market share. The cost of this impost is \$375,000.

Statutory fees collected for Planning and Building will remain similar to 2015/16.

Rental income will be over \$2.5m which includes income from a number of Council owned properties including Cockburn Health and Community Centre, Coogee Beach café, Coogee Beach Caravan Park, Naval Base Shacks, Youth Centre commercial leases and a range of halls.

The final income items are fees for the South Lake Leisure Centre which has been budgeted to operate till the opening of the Cockburn ARC in late 2016/17. A budget has also been established for income from Cockburn ARC.

All other fees will rise in a range from CPI to % in order to cover the cost of the service/s provided by the City.

Service Charges

This income is for the repayment of the Underground Power projects completed in Hamilton Hill.

Operating Grants and Subsidies

This income source is provided by the State and Federal Governments. The income is generally recurrent and rises by CPI or a similar agreed factor. For the 2016/17 Budget, the Federal Government has frozen the level of the Financial Assistance Grant (General and Untied Road grant) at 2013/14 base with no indexation for population growth until 2018/19. FAG grants appear higher in 2016/17 as a result of the Commonwealth part paying the 2015/16 grant in 2014/15.

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

Table 5 – Operating grants for 2016/17

Grant	Amount \$
Child Care and Children (Federal Government)	\$1.90m
Financial Assistance (Untied from Federal Government)	\$2.20m
Financial Assistance (Roads from Federal Government)	\$1.50m
Aged Services - HACC	\$1.99m
Aged Services – HACP	\$0.44m
Youth Services (2 programs)	\$0.47m
Family Services (4 programs)	\$0.44m
DFES Operational Grant	\$0.23m
Recreation Services	\$0.18m
Total Grants	\$9.09m

Interest Income

Income generated by this item is divided into three parts, municipal fund interest, financial reserves interest and sundry interest income derived from outstanding rates and instalments (including an interest payment for deferred pensioner rates from the State Revenue Office). The term deposit interest rate has been set at 2.75% but may change should the RBA lower further the cash rate below 1.75%. This lower outlook for rates has caused the City to reduce the overall interest income budget from \$5.57m to \$4.77m.

- Municipal Interest \$2.24m
- Reserves Interest \$1.86m
- Instalment Interest \$0.44m
- Penalty Interest \$0.24m
- Deferred Pension rates interest \$0.03m

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

Expenditure

Budgeted growth of operating expenditure for 2016/17 is 5.1%. The following comparative table indicates the growth of operating expenditure over the financial years 2015/16 to 2016/17.

Table 6 – Operating expenditure 2016/17 and 2015/16

All figures \$M	2015/16 Amended Budget \$	2016/17 Budget \$	Increase 16/17 Budget on 15/16 Budget \$	% of Overall Cost of 16/17 Budget \$
Payroll	47.92	48.87	2.0%	37.4%
Materials	38.34	41.37	6.1%	31.2%
Utilities	4.57	4.68	2.6%	3.6%
Interest Expense	0.07	0.93	n/a	0.7%
Insurance	2.13	2.24	5.1%	1.7%
Other Expenses	6.82	7.33	12.7%	5.9%
Depreciation	27.53	27.54	n/a	21.1%
Internal Recharging	(3.02)	(2.22)	-26.4%	-1.6%
Total Expenditure	124.64	130.74	5.1%	100%

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

Payroll

The City has budgeted for a 2.0% increase in salaries. This will also provide for a number of new staff, in line with Council's adopted Workforce Plan for Cockburn ARC. There has been an offsetting reduction in the staff numbers within roads construction.

Table 7 uses one particular ratio of residents to staff numbers, which demonstrates the efficiency of council staffing to service their respective community. For both 2014 and 2015 Cockburn was the second most efficient after the City of Rockingham out of the comparative Councils.

Table 7 – Comparison on number of residents to staff 2015 and 2014

	2015 Ratio: Residents to Staff	2015 FTE Staff	2015 Population	2014 Ratio: Resident to Staff	2014 FTE Staff	2014 Population
Cockburn	246	431	105,998	233	438	101,973
Melville	225	476	107,239	221	481	106,336
Fremantle	79	392	30,883	79	384	30,321
Kwinana	160	237	37,834	157	223	35,000
Rockingham	257	484	124,245	260	462	120,275
Armadale	238	345	82,267	227	330	75,000
Wanneroo	220	853	188,000	212	848	179,813
Swan	207	629	130,013	203	610	124,042

Source: Staff 2014/15 annual reports. Population ABS Regional population statistics

Materials and Contract

Aside from employee and related costs, materials and contracts is the City's largest recurrent operating expenditure item. The following items form over 50% of the expenditure for 2016/17. Waste collection \$8.79m, SMRC loan repayment \$1.65m, parks & playgrounds \$1.48m, street maintenance \$1.56m, care giver payments 1.04m, Co-Safe \$2.1m, equipment leases \$0.66m, valuations for rates \$0.55m, legal fees \$0.42m, carnival of events \$0.7m, sportsgrounds \$0.6m, services \$2.13m.

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

Insurance

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

Overall, insurance premiums are expected to increase by 5% to \$2.24m from \$2.13m in 2016/17. Workers compensation premium will increase in line with the overall rise in council payroll and public liability will be similar to 2015/16. Property insurance will increase by 5% due to a firmer market and the impact of Cockburn ARC (for part of the year from practical completion in March 2017 (as per contract with Brookfield Multiplex).

In addition, the City has an active program of regular revaluation of assets so as to ensure the City's buildings are not under-insured.

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

Utilities

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

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

The balance of electricity will be expended on buildings and associated infrastructure. A number of the Council's facilities are subject to a two year fixed price contract and the balance subject to increases announced in the State Government budget of 3%. No significant cost increases are expected other than for consumption especially for the new Cockburn ARC facility.

Other utilities are expected to increase by 4% apart from telecoms which has no increase.

Other Expenses

This item of expenditure covers a range of sundry expenses such as the State Government's Landfill Levy of \$3.8m, which has risen from \$55 per tonne to \$60 per tonne from 1 July 2016, fuel \$0.85m, grants and donations of \$1.31m, operating contribution to the SMRC of \$0.336m and levy payments to parents of \$0.5m (fully funded from the Federal Government).

Depreciation

The City has estimated \$27.54m of depreciation for 2016/17, which is on par with the amount for 2015/16. The City effectively cash backs its depreciation, as demonstrated by the \$5.17m positive operating result in the Statement of Comprehensive Income. By being fiscally responsible and cash backing the depreciation, the City is able to use the cash generated by this item to refurbish current assets in addition to construct new assets. Council has been briefed on a plan to spend up to 80% of the cash produced from depreciation to refurbish assets. This plan will take five to seven years to move from the current 65% of depreciation cash expended on the capital refurbishment program. This plan has been designed so as to provide a greater life for existing City assets.

Interest Expense

The City will be required to pay interest in 2016/17 for two loans covering Cockburn ARC plus the Emergency Services Facility. The former loan interest expense will be covered by developer contributions. The latter loan will be funded by DFES. The total cost for this year is \$0.93m.

The Council had intentionally intended to borrow in 2014/15 for the construction of the Cockburn ARC at CCW but due to delays in finalising the building contract no borrowings have been required until 2015/16.

Council has since borrowed \$25m in line with the Long Term Financial Plan for the Cockburn ARC project, with the loan drawn down in June 2016 and to be repaid over ten years using DCP13 contributions.

Port Coogee Marina

As from 24 July 2016, the City will assume control over the assets and operations of the Port Coogee Marina and associated facilities including boardwalk, seawalls, jetties and fuel dispensing facility. The current marina caters for 150 boats with plans for another 150 boat pens, subject to the Council approving the \$3m cost of construction and the demand from the boat market. The current 150 pens are leased in short, medium and long term periods.

Table 8A – Port Coogee Marina Business Plan Financials 2016/17 & 2017/18

City of Cockburn – Port Catherine Non-Marina Costs	2016/17 \$	2017/18 \$
Municipal Fund	50,784	49,189
Other Income	282,934	284,529
Total Income	333,718	333,718
Recruitment Expenses		
(a) Marina Pens	0	0
(b) Marina External (inc. Fishing Jetty)	33,618	33,618
(c) Marina Services Building	0	0
(d) Marina Groundwater Interception Device	35,350	35,350
Non-Recurrent OP Expenses	128,500	128,500
Depreciation	136,250	136,250
Total Expenditure	333,718	333,718

Table 8B – Port Coogee Marina Business Plan Financials 2016/17 & 17/8

City of Cockburn – Port Catherine Marina	2016/17 \$	2017/18 \$
Marina Pen Fees – Current Occupancy	896,750	919,169
Marina Services Building Lease	46,750	47,919
Other Income	14,000	14,000
Total Income	957,500	981,088
General Expenses (Inc salaries)	377,109	381,104
Recurrent Expenses		
(a) Marina Pens	59,670	59,670
(b) Marina External (inc. Fishing Jetty)	33,618	51,720
(c) Marina Services Building	54,690	54,690
(d) Marina Groundwater Interception Device	0	0
Non-Recurrent OP Expenses	71,750	71,750
Depreciation	348,000	348,000
Total Expenditure	944,837	966,934
Operating Surplus – Part Occupancy	\$12,663	\$14,153

Cockburn ARC

The Centre is scheduled to open around April 2017. The facility will have cost \$109m and is a joint collaboration between the City and the Fremantle Football Club. The Centre will also include space dedicated to Curtin University. The City commissioned Warren Green Consulting to prepare a Business Operations and Management Plan for the Centre and this is available on the City website at: www.cockburn.wa.gov.au/rpaec/businessplan. The City will self-manage the Centre and will not privatise the operations of the centre other than the café

The South Lakes Leisure Centre (SLLC) will be decommissioned in 2016/17. The budget contains an amount of \$200,000 to decommission the facility. At the same time, the City is discussing the gifting of the decommissioned facility to the Education Department of WA. As a result of the potential gifting of the asset, the City will need to write-off the remaining value of the asset of approximately \$3.3m. This write-off will be reflected in the Financial Statements for 2016/17 subject to determination by Council and confirmation by Council's external auditors for which Council Officers are in discussions about the correct treatment.

The following table highlights the financial impact of the centre. The costs do not contain the depreciation charge for the centre.

Table 9 – Cockburn ARC Business Plan Financials 2017 to 2020

	Year 1	Year 2	Year 3	Year 4
Income				
Administration & Customer Service	0.45	0.48	0.52	0.54
Aquatics	3.07	3.35	3.64	3.75
Operations	0.03	0.02	0.02	0.02
Sales & Marketing	2.32	2.87	3.12	3.33
Sport, Health & Wellness	1.17	1.44	1.68	1.92
Total Income	7.03	8.16	8.97	9.56
Expenditure				
Administration & Customer Service	1.61	1.59	1.67	1.72
Aquatics	0.76	0.99	1.06	1.13
Operations	3.62	3.80	3.99	4.16
Sales & Marketing	0.52	0.48	0.50	0.51
Sport, Health & Wellness	1.13	1.23	1.28	1.32
Total Expenditure	7.64	8.09	8.50	8.84
Operating Surplus/Deficit	(0.61)	0.07	0.47	0.72

Capital Income and Developer Contributions

The City has budgeted to receive the following Capital Income & Grants plus Developer Contributions for 2016/17.

Table 10 – Capital income for 2016/17

Road project grants	\$3.40m
Sale of Plant	\$1.26m
Visko Park	\$3.60m
Men's Shed (Lottery West)	\$0.48m
Grants (Cockburn ARC)	\$13.5m
FFC (Cockburn ARC Capital Reimbursement)	\$4.58m
Developer contributions – DCP	\$6.74m
Non-government contributions – road & building projects	\$0.47m

Cash received from motor vehicle and truck/plant (\$1.181m) will go to the replacement of those pieces of equipment with the Plant Replacement Reserve funding the balance of the acquisition price.

Capital Expenditure

The following chart indicates where the City will commit its capital expenditure totalling \$84.82m for 2016/17:

Table 11 – Capital expenditure for 2016/17

Class	\$
Roads	\$10.86m
Footpaths	\$1.00m
Drains	\$1.15m
IT/IS/ICT	\$0.48m
Parks/Environment	\$5.54m
Parks (Other)	\$0.95m
Facilities	\$58.65m
Fleet (Plant and Equipment)	\$5.79m
Artwork	\$0.15m
HWRP	\$0.22m
Furniture	\$0.03m
Total	\$84.82m

New Projects

Below is a shortened list of new projects and the capital allocated to them: For a comprehensive list of projects please refer to the attached budget – New Capital Projects 2016/17:

Table 12 – Specific capital projects for 2016/17

New Capital Projects for 2016/17	Allocated Funds \$
Roads – Rockingham Road (Spearwood Ave to Phoenix Rd)	4.0m
Roads – Lyons & Gibbs signalisation & traffic management	2.00m
Roads – Verde Drive (Biscayne to Solomon)	0.80m
Roads – Traffic Management	0.84m
Completion Cockburn ARC	48.00m
Cockburn Bowling & community centre Visko Park (balance in 17/18)	7.20m
Men's shed	0.61m
Improvements to civic and community buildings	1.50m
Plant and Equipment – Replacement	5.02m
Plant and Equipment – New	0.70m

New Capital Projects for 2016/17	Allocated Funds \$
Revitalisation Strategy – Hamilton Hill	0.90m
Revitalisation Strategy – Coolbellup	0.50m
Revitalisation Strategy – The Lakes	0.80m
Coogee Beach Master Plan	0.50m
North Foreshore (North Coogee)	0.50m
Drainage Works	1.18m
Resurfacing of Roads	0.74m
Footpath (new and rehabilitation)	1.03m

An estimated \$7.5m in brought forward municipal funding from 2015/16 has been budgeted to cover unfinished capital works and projects. A detailed listing will be provided to a future Council meeting, usually October once 2015/16 annual financial statements have been audited.

Borrowings

The City is not scheduled to borrow funds in 2016/17.

In addition the City will continue repaying the principal for its existing two loans. Total repayments will be \$2.6m to cover the Emergency Services Centre and Cockburn ARC facilities.

Reserves

The City has a pro-active Ten Year Long Term Financial Plan which includes funding its financial reserves. The City places great importance in planning for the future and ensuring it has sufficient funds to complete major projects now and into the future. In this budget, Council will transfer into its financial reserves \$33.6m plus an estimated \$10.5m of brought forward funds (\$7.5m for carried forward projects and \$3.0m from estimated budget savings for 2015/16). However, it will draw down \$52.6m to fund a series of major capital projects, such as the Cockburn ARC at CCW and the new Cockburn Bowling Club at Visko Park.

At the same time the City is still reserving funds received from the Development Contribution Plan (a levy on all new dwelling for community infrastructure), rent from the Naval Base Shacks Leases and Coogee Beach Caravan Park (to fund capital works). It is anticipated that the City will receive \$5.0m in 2016/17 from developer contributions for community infrastructure in addition to funds for roads and other “hard” infrastructure.

The City will create two new reserves to facilitate the transfer of management and maintenance obligations for the Port Coogee marina and waterways. One will hold the \$2.1m contribution to be received from the developer upon transfer of the assets and the other will be for managing the proceeds from the specified area rate to be established

to fund ongoing maintenance of the waterways and associated infrastructure assets.

The Workers Compensation Reserve is being broadened to an Insurance Reserve to reflect the current management of the LGIS self-insurance scheme, which includes workers compensation, public liability and property insurance.

Rate Setting Statement

The Rate Setting Statement is a unique financial statement applicable to WA Local Governments. The purpose of the statement is to determine the amount of rates to be collected from property owners after the inclusion of operating income (excluding rates), Operating expenditure, capital income and expenditure, reserve transfers (to and from reserves) plus loan repayments and new borrowings. The statement also adds back the cash generated by depreciation. The deficit after inclusion of the above is to be raised from rates as provided for in the Local Government Act. The rates to be raised in 2016/17 total \$96.0m. Rates only include general rates and not service charges, specified area rates, interest from instalments and penalty interest or instalment fees.

Cashflow Statement

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

1. Net operating cashflows are \$32.72m
2. Net investment cashflows are (\$48.59m)
3. Net Financing Cash is (\$2.59m)
4. Overall cashflow is (\$18.46m)

The City will commence the year with \$133,351,966 in cash, including that held in Reserves/Restricted Funds. After Items 1 to 3 above, the City will finish the year with a closing cash position of \$114,885,061.

Integrated Planning Framework

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

Long Term Financial Plan

Council adopted a new Long Term Financial Plan for the period 2016/17 to 2025/26, a period of ten years. The LTFP will be reviewed each financial year in line with the adopted budget so as to ensure financial relevance. Based on the draft budget contained in the attached papers the former LTFP and analysis is provided below of the variations to the LTFP (the comparison is based on the 2012/13-2021/22 LTFP).

Table 13 – Comparison of LTFP and Budget for 2016/17

	2016/17 (former LTFP)	2016/17 Municipal Budget	Comment
Operating Revenue	\$142.038m	\$135.91m	Lower fees and charges for HWRP
Operating Expenditure	\$129.27m	\$130.74m	Lower interest expense & LFL but higher power, depn costs
Capital Income	\$7.22m	\$34.98m	Grants for ARC, Visko, Roads, DCP contributions
Capital Expenditure	\$66.36m	\$84.82m	Final capex on ARC & revitalisation strategies

Asset Management Plan

Council adopted Asset Management Plans for six areas of Council's assets, namely Roads, Building, Drains, Parks, Footpaths and Fleet. Each Plan forecasts expenditure to be spent on maintaining/renewing council assets in the above categories with a planned amount to be spent as per the criteria. The 2016/17 draft budget meets the expenditure requirements outlined in the asset management plans apart from roads AMP. The Roads AMP is being reviewed as to depreciation rates and their impact on future expenditure requirements. A further two plans are to be prepared to cover the Cockburn ARC facility and the Port Coogee Marina and associated infrastructure assets surrounding the marina.

For definitional purposes renewing of assets is specifically the subject of the Asset Management Plans whereas upgrading is a mixture of renewing the asset but has been coupled with additional improvements.

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

Workforce Plan

Council adopted the Workforce Plan in June 2016. The 2016/17 budget reflects new appointments as outlined in the Plan.

Closing Municipal Position

The 2016/17 Municipal Budget closing position is \$299,049. This is after all operating and capital income and expenditure items plus reserve transfers are brought to account.

Opening Municipal Position

A report will be brought to Council in October 2016 once the Auditors have completed their annual examination of the financial statements to confirm the closing municipal fund position for 2015/16. In the interim, an estimate of \$10.5m has been used for the 2016/17 opening position comprising \$7.5m of municipal funding for carried forward projects and \$3.0m of budget savings from 2015/16 which is allocated to reserves.

Change to the advertised Differential Rates

There are no changes being proposed to the advertised differential rates. The Council will continue the Residential Improved concession introduced in 2015/16.

Table 14 – Differential rates, advertised and recommended

Category	Rate Category	Advertised		Recommended	
		Rate in \$	Min Rate	Rate in \$	Min Rate
GRV	Residential Improved	7.286c	\$1,287	7.286c	\$1,287
GRV	Residential Vacant Land	9.391c	\$744	9.391c	\$744
GRV	Commercial & Industrial Improved	7.550c	\$744	7.550c	\$744
GRV	Commercial & Industrial Vacant Land	9.391c	\$744	9.391c	\$744
GRV	Large Commercial & Industrial Improved	8.058c	\$744	8.058c	\$744
UV	Rural General Improved	0.253c	\$906	0.253c	\$906
UV	Rural Vacant Land	0.391c	\$906	0.391c	\$906
GRV	Commercial Caravan Park	9.500c	\$744	9.500c	\$744
GRV	Specified Area Rate - Port Coogee Special Maintenance	1.200c	N/A	1.200c	N/A
GRV	Specified Area Rate – Port Coogee Waterways	1.200c	N/A	1.200c	N/A
GRV	Specified Area Rate - Cockburn Coast	1.200c	N/A	1.200c	N/A

Strategic Plan/Policy Implications

City Growth - Plan for population growth of our City and maintaining our strong financial position

Moving Around - Facilitate safe, efficient, connected and sustainable movement around the City

Community, Lifestyle and Security - Provide safe, attractive, healthy programs and infrastructure for a diverse range of activity and people

Economic, Social and Environmental Responsibility - Enable a sustainable future economically, socially and environmentally including business activity, job opportunities and sustainable use of resources

Leading & Listening - Continue being accountable to our community and engaging with you through multiple effective communication channels.

Budget/Financial Implications

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

Legal Implications

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

Community Consultation

Section 6.36 of the Local Government Act 1995 requires the Council to advertise the differential rates proposed in the budget attachments. The Council advertised the differential rates in the West Australian newspaper on Saturday, 21 May 2016 and the Cockburn Gazette on Tuesday, 24 May 2016. The Objects and Reasons document accompanied by the Deloitte report to support the differential rates was placed at the City's Libraries, on Council's website, on Council's social media tools, emailed to all the City's community groups. Comments were invited from interested parties with a closing date for submissions on Monday 13 June 2016.

Risk Management Implications

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

Attachment(s)

1. 2016/17 Municipal Budget and associated schedules, including the 2016/17 Schedule of Fees and Charges.
2. Map of the Specified Area Rate – Cockburn Coast

3. Map of the Specified Area Rate – Port Coogee Waterways
4. Deloitte Independent Assurance Report – 2016/17 City of Cockburn Rate Setting Model.
5. Banjup Residents Group (BRG) submission in response to advertising Objects & Reasons – Differential Rates.
6. City's response to BRG submission.

Advice to Proponent(s)/Submissioners

N/A

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

Nil.

10. (SCM 23/06/2016) - RESOLUTION OF COMPLIANCE (SECTION 3.18(3), LOCAL GOVERNMENT ACT 1995)

RECOMMENDATION

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

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

COUNCIL DECISION

11. CLOSURE OF MEETING

City of Cockburn
ANNUAL BUSINESS PLAN
2016/17



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PLAN OVERVIEW

The Annual Business Plan 2016/17 is the first year of our new ten year Strategic Community Plan 2016 – 2026 and four year Corporate Business Plan 2016/17 – 2019/20. In the Annual Business Plan, we see two significant areas of business change for the City.

Firstly, the City assumes responsibility for management of the Port Coogee Marina on 24 July 2016. This includes the mooring pens, jetties, boardwalks, fuel facilities, marina services building, breakwaters, sea walls and the general waterway. Marina management is a completely new business for the City but is supported with a comprehensive business plan and new revenue streams which will support the ongoing development of this important community facility.

Secondly, early 2017 the City will see the opening of Cockburn ARC, our regional leisure facility at Cockburn Central West. This will correspond with the closure of the South Lake Leisure Centre as staff and some equipment are transferred to the new facility. Cockburn ARC will be much larger offering an eight lane 25 metre indoor heated pool, a 50 metre outdoor heated pool, specialties pools - hot water, learn to swim and interactive water facilities including two world class water slides, hot and cold spas, sauna and steam room. Multiple change facilities will cater to families, schools/groups and people with a disability. We've planned a six court multi-sport indoor sports stadium, fully equipped gym and separate studios for fitness, mind and body and cycling. There will be a retail outlet, child care, dedicated birthday party room, indoor play centre, meeting / function rooms and a café.

In this financial year we will also continue to see other major infrastructure projects such as the duplication of the bridge at Russell Road and the completion of the Aubin Grove train station. The City has been successful by joining with the City of Armadale to lobby and secure a pledge for funding for the duplication of Armadale Road between Anstey and Tapper Roads. We will continue our campaign to secure funding for to link Armadale Road with North Lake Road via a bridge and freeway interchange at Cockburn Central.

Following extensive community consultation and review of our community and business perceptions surveys a new Strategic Community Plan 2016 – 2026 was developed. All of the above projects form part of broader objectives contained in our new plan. We also consolidated our previous seven strategic themes to five and consolidated objectives. The new themes, as well as some of the major projects and activities for this financial year are highlighted below.

City Growth. The Revitalisation Strategies for Phoenix Central; Hamilton Hill; Coolbellup and The Lakes have been allocated significant funding to ensure that local infrastructure is upgraded and the public areas such as streetscapes are improved. There is also a significant allocation of funds toward improving the drainage structure throughout the City so that it caters for revitalisation and new development.

Moving Around Whilst road traffic congestion is noted and improvements are being made to road infrastructure, our community indicated a very clear desire for a long term focus on alternative forms of transport, particularly cycling. Cycling still represents a very small proportion of the method people take to travel to work but is growing extremely fast, whilst use of a car to travel to work is reducing. The City will advocate for improvements to public transport as well as reviewing and integrating the Footpath Plan and Trails Master Plan. New footpaths will continue to be built and existing paths refurbished. This will be particularly important given a recent State government decision to allow people of all ages

to cycle on footpaths. Over the next ten years we are also investing in the Bicycle Network. For freight, the City will continue to advocate for a better solution to regional freight movement.

Community, Lifestyle and Security. Capital investment in community infrastructure is very high this year with the building of Cockburn ARC at Cockburn Central and investment in transport infrastructure. Early in 2016/17 we will see the new Community, Sport & Recreation Facilities Strategic Plan 2016 – 2019 finalised and this will provide guidance to the City on community priorities for future community infrastructure. High quality, accessible programs and services to cater for a diverse range of activity continue to be provided through operating funds. The City's *Long Term Financial Plan* is updated annually to cater for the requirement for new investment and ongoing services.

Economic, Social and Environmental Responsibility. This theme now incorporates economic, social and environmental aspects as the City integrates its approach to sustainability. Objectives in this area range from creating opportunities for community, business and industry to establish and thrive; to improving water efficiency, energy efficiency and waste management. This year, the City will commence the implementation of a third household bin for the re-use of garden organics (GO). We will also continue the roll out of recycling bins to all parks; develop and implement an Urban Forestry Strategy; and through a social procurement objective, support indigenous, disability and local enterprises.

Leading and Listening. The City continues to receive very high results in its Customer Satisfaction surveys and is the industry leader in some areas. This year we have committed to be a Foundation Council in WA for the implementation of the Local Government Operational and Management Effectiveness Assessment (Benchmarking) Program. This will enable us to compare with scores of other local governments to ensure we continue to provide value for money and can constantly improve our performance. Our recent community consultation also informed us that people like the use of social media for communication with and from us. Our website is being redeveloped to improve its accessibility and we continue to work on our communications strategy.

The following pages of the Business Plan provide an overview of the financial position of the Annual budget; with income sources explained and a breakdown of expenditure. This data is provided at a Business Units (BU) level and is further broken down to subsidiary levels, as per the City's approved organisational structure.

Stephen Cain
Chief Executive Officer

INCOME

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

Operating Income

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

The proposed rate increase in FY 16/17 is 3.0% for residential and commercial/industrial properties apart from commercial/industrial (Large) and caravan parks. Total Rate income is \$96.00M (70.6% of operating income), which is a higher percentage of funding source from the previous FY due to a reduction of other income, principally revenue from the landfill.

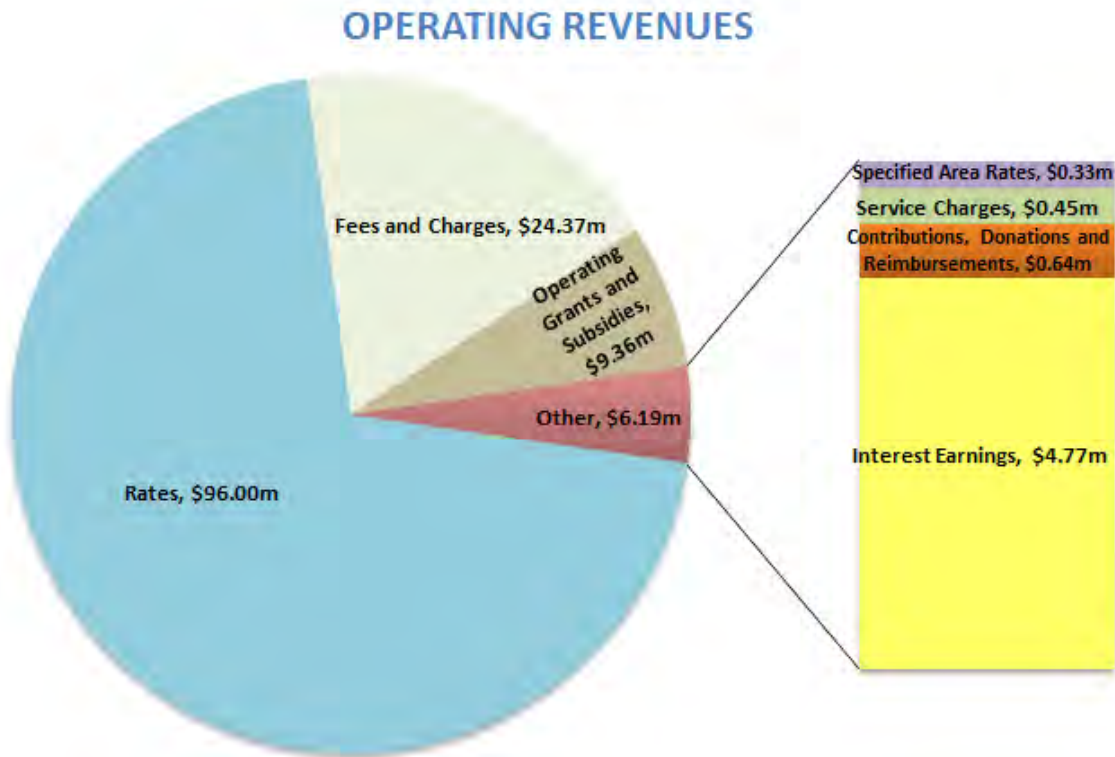
Fees and charges, derived from the City's economic activities and services, will represent \$24.37M (17.9%) of operating income. The State Government has a statutory role in setting many of these charges, as yet some of the fee changes are still to be disclosed. This revenue category also includes fees for landfill operations, which has reduced considerably from prior years due to lower volumes coming to the landfill.

Federal and State funding subsidies are provided for some of our social service operations. Total Federal funding for this year is approximately \$6.17M, slightly more than FY15/16, and State Government funding is \$3.18M, which is marginally less than last year's allocation. While the relative allocations have changed, in total the combined funding provides 6.9% of the City's income, slightly lower than that received in recent financial years.

Interest income from investments and outstanding rates has decreased from the previous year, down by \$0.61M due to lower interest rates. Contributions and reimbursements are in line with the previous year, but these income sources are minor.

Operating Income

Source	\$M	%
Rates	96	70.63
Specified Area Rates	0.33	0.24
Fees and Charges	24.37	17.93
Federal Government Subsidies	6.17	4.54
State Government Subsidies	3.18	2.34
Interest Earnings	4.77	3.51
Service Charges	0.45	0.33
Contributions/Reimbursements	0.64	0.47
Total Operating Income	135.91	



Capital Works Funding

The primary source of capital funding is derived from the City's Reserve Funds. The allocation of Reserve funds for capital works in FY 16/17 of \$42.74M is significant, mainly due to a \$29.92M allocation for the Cockburn ARC (aquatic and recreation centre) at Cockburn Central West.

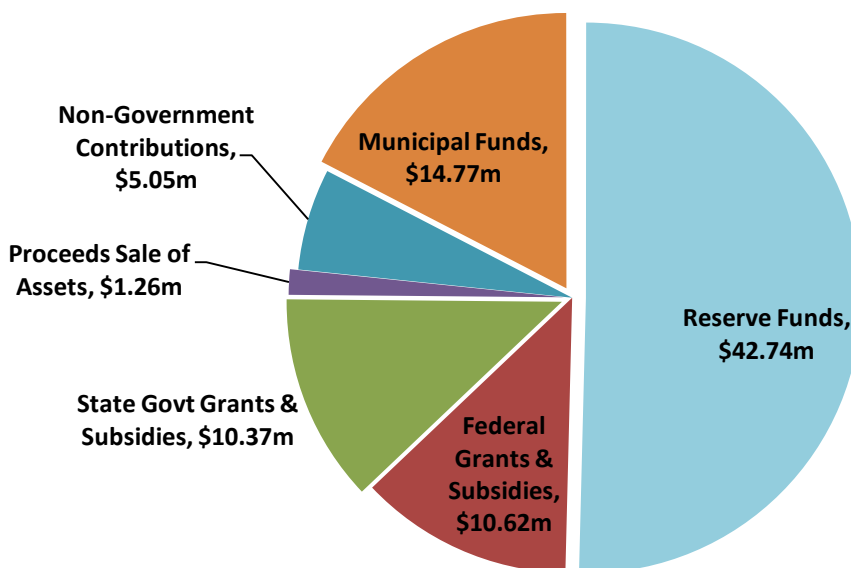
Federal and State Government capital allocation this year is \$25.97M, which is much higher than last year and also due to the Cockburn ARC project. A further \$1.2M will come in from asset sales with \$14.77M of municipal funds making up the balance of the capital works funding.

The chart below indicates these relative sources of funds:

Capital Works Funding

Source	\$M	%
Reserve Funds	42.74	50.39
Municipal Funds	14.77	17.41
Federal Government Grants & Subsidies	10.62	12.52
State Government Grants & Subsidies	10.37	12.23
Non-government Contributions	5.05	5.95
Proceeds Sale of Assets	1.26	1.49
Total Capital Income	84.82	

CAPITAL FUNDING SOURCES (Internal & External)



Other Capital Income

The City also levies developers to provide for asset construction, as a result of their development activities. These levies are held in trust (Reserves) and drawn upon as required. The City will draw down on these funds in accordance with the guidelines established to do so. The City anticipates receiving a total of \$6.74M from developer contributions in FY 16/17.

During FY16/17, the City is taking over the management of the waterways at Port Coogee including the marina. In accordance with the transfer facilitation agreement, the City will receive approximately \$2.1M of capital income towards future asset maintenance obligations.

EXPENDITURE

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

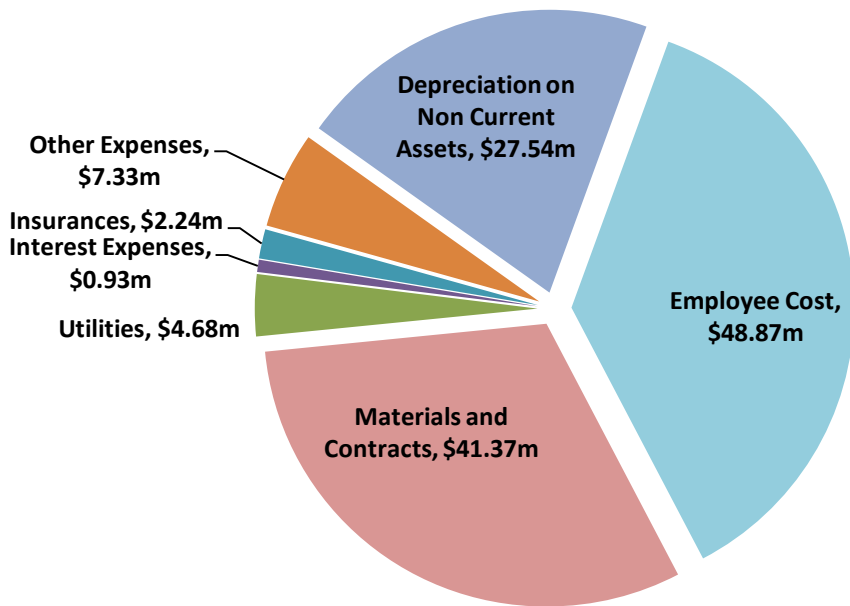
DIVISION	OPERATING EXPENDITURE	CAPITAL EXPENDITURE
Executive Services	\$12.18M	\$48.00M
Planning and Development	\$10.02M	\$0.00M
Finance and Corporate Services	\$1.13M	\$0.43M
Engineering and Works	\$71.50M	\$35.89M
Governance and Community Services	\$35.91M	\$0.51M
Total Expenditure	\$130.74	\$84.82M

The major capital expenditure item listed under Executive Services is the Cockburn ARC (Aquatic and Recreation Centre) at Cockburn Central West. This is being developed with the Fremantle (Dockers) Football Club, which is funding its own share of the development. It will also have a range of commercial space that will return income to the City.

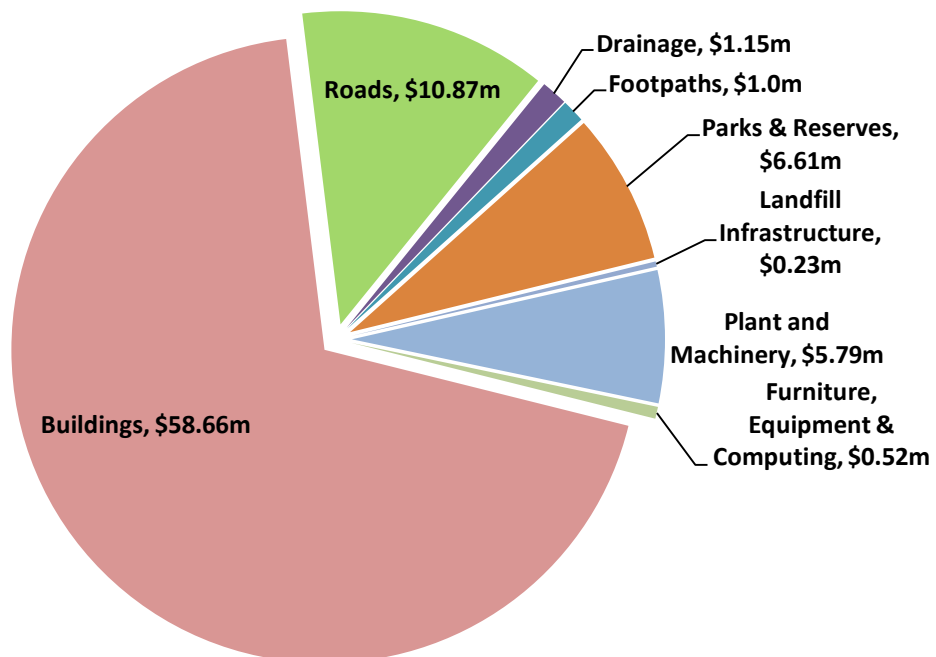
The City recharges its corporate overhead expenditure incurred in the Finance and Corporate Services and Executive Services areas. The cost allocations include this expenditure in both the primary and re-charge areas. The specific allocation of overheads is detailed in each of the Service Unit budgets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

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

OPERATING EXPENSES



CAPITAL EXPENDITURE



EXECUTIVE SERVICES DIVISION

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

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

Budget and Key Performance Indicators

Activity		% of Statutory Requirements Met	Satisfaction with Decision Making	FTE Count FY15/16 FY16/17
FY 15/16		99.5%	86%	15
FY 16/17 Target		99.5%	86%	15.4
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	5,206,999	7,863,209	51%	
Internal Recharging	3,760,650	4,321,485	15%	
Net Expenditure	8,967,649	12,184,694	36%	
Operating Income	(97,341,212)	(105,043,874)	8%	
Net Position	(88,373,563)	(92,859,180)	5%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Advocate for a better solution to regional freight movement
- Advocate for improvements to public transport
- Advocate for improvements to communications infrastructure (NBN)
- Implement the LGMA PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program
- Develop and implement a new Key Performance Indicator (KPI) Reporting Framework to improve internal measurement of our business performance
- Develop and implement a New Harbour Campaign
- Continue regional collaboration on coastal issues through leadership of the Cockburn Sound Coastal Alliance
- Continue to address emerging issues and technologies in waste management

Other Business Activities / Initiatives for 2016/17

- Oversee commencement of new major business areas; ie. Port Coogee Marina and Cockburn ARC operations
- Provide guidance to the SMRC on the restructure of their operations and assist this entity to reduce its overheads

Executive Support

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

Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	996,587	499,086	-50%
Internal Recharging	(529,573)	(458,786)	-13%
Net Expenditure	467,015	40,300	-91%
Operating Income	0	0	0%
Net Position	467,015	40,300	-91%

Business Activities / Initiatives for 2016/17

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

Strategy and Civic Support

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

- Civic Support

Budget and Key Performance Indicators

Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	0	1,197,428	0%
Internal Recharging	0	(684,928)	0%
Net Expenditure	0	512,500	0%
Operating Income	0	0	0%
Net Position	0	512,500	0%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

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

Other Business Activities / Initiatives for 2016/17

- Launch, promote and implement the Strategic Community Plan 2016-2026
- Develop a bi-annual progress report to the community on the Strategic Community Plan
- Working with the Finance and Corporate Services Division, ensure the Local Government Operational and Management Effectiveness Self-Assessment Program for WA Councils is implemented
- As part of a working group, develop a new suite of Key Performance Indicators to internally measure Business and Services Unit Performance and aggregate results for various levels of reporting
- Ensure any strategies developed or reviewed are consistent with the corporate suite of plans and are presented to Council within the context of the Strategic Community Plan
- Schedule, organise and oversee a calendar of civic and ceremonial events
- Implement the changes to Citizenship ceremonies including job roles and scheduling

PLANNING AND DEVELOPMENT DIVISION

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

- *Statutory Planning*
- *Strategic Planning including Land Administration*
- *Building Planning*
- *Environmental Health*



Artists Impression – South Fremantle Power Station Precinct

Statutory Planning

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

Budget and Key Performance Indicators

Activity	Planning Applications Received	Approvals Issues	Average Processing Time	FTE Count FY15/16 FY16/17
FY 15/16	1010	951	48.5	17.00
FY 16/17 Target	1000	950	42	17.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,461,266	1,479,763	1%	
Internal Recharging	606,930	598,165	-1%	
Net Expenditure	2,068,197	2,077,928	0%	
Operating Income	(1,739,015)	(1,587,000)	-9%	
Net Position	329,182	490,928	49%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

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

Other Business Activities / Initiatives for 2016/17

- Design Review Panel Implementation - Assembly and commencement of the City's Design Review Panel including recruitment of the panel and commencement of meetings (3rd quarter)
- Electronic Plan Assessment - Introduction of the 'Trapeze' electronic planning application assessment software to deliver a paperless assessment process
- Proactive Planning Compliance - Commence proactive planning compliance action in strategic locations
- Standard Conditions Review – review of the City's standard conditions for development approvals

Strategic Planning

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

- Land Administration

Budget and Key Performance Indicators

Activity		Structure Plans	Scheme Amendments	FTE Count FY15/16 FY16/17
FY 15/16		10	5	11.00
FY 16/17 Target		10	5	11.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,477,426	1,542,587	4%	
Internal Recharging	627,978	711,108	13%	
Net Expenditure	2,105,404	2,253,695	7%	
Operating Income	(235,447)	(296,392)	26%	
Net Position	1,869,957	1,957,303	5%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Finalise a model to report on achievements within each Revitalisation Strategy and ensure clear transition to the operational Business Units of the City to achieve implementation
- Finalise the Lakes Revitalisation Strategy and ensure clear transition to the operational Business Units of the City to achieve implementation
- Prepare the new Local Planning Strategy and Scheme for the District
- Finalise and implement the Phoenix Activity Centre Plan in conjunction with relevant Business Units
- Implement the Cockburn Central Activity Centre Plan in conjunction with relevant Business Units

Other Business Activities / Initiatives for 2016/17

- Develop the Banjup North (Treeby) District Structure Plan to support future urbanisation within this precinct
- Develop the Cockburn Central East Structure Plan, based upon the guiding framework provided within the Activity Centre Plan
- Develop the Phoenix Activity Centre Plan, inclusive of Design Guidelines and the Rockingham Road upgrade concept
- Develop and implement the good design guide to provide information for developers particularly within the City's revitalisation areas on how to undertake development which is compatible with setting and helps to enhance the valued aspects of local character
- Continue to advance structure planning for Development Area 2 (Wattleup) within the Latitude 32 Redevelopment Area
- Participation of cartographic capabilities to shape a potential 3D mapping environment for strategic areas within the City
- Preparation of new developer contribution planning pertaining to the future urban development associated with the Banjup North precinct

Land Administration

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

Budget and Key Performance Indicators

Activity	PAW Closure Investigations	Land Purchases	Land Sales	FTE Count FY15/16 FY16/17
FY 15/16	2	4	\$2.3M	3.00
FY 16/17 Target	2	4	\$1.5M	3.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	330,824	329,931	0%	
Internal Recharging	554,380	488,332	-12%	
Net Expenditure	885,204	818,262	-8%	
Operating Income	(2,021,729)	(2,421,174)	20%	
Net Position	(1,136,525)	(1,602,911)	41%	

Business Activities / Initiatives for 2016/17

- Review and update the Land Management Strategy inclusive of the Naval Base Reserve Management Plan
- Land Management Strategy 2011-2016. Continue the implementation of the City's current strategy, as the basis for the strategic guidance to how the City's land portfolio is appropriately utilised. Key projects will be:
 - Lot 23 Russell Road, Hammond Park
 - Beeliar Drive Neighbourhood Centre
 - Subdivision and land sale of Lot 915 Goldsmith Street, Spearwood
 - Subdivision and land sale of the City's landholding at 39 Cervantes Loop, Yangebup
- Begin planning development of the City's major landholding within South Lake at Lot 1 Berrigan Drive
- Continue to ensure use and development at Naval Base Shacks takes place in accordance with the adopted Management Plan
- Implement the Operational Strategy for the City's community and recreational services leasing function
- Achieve the effective lease agreement for the City's new integrated sports facility at Visko Park
- Achieve the effective lease agreement for the new affordable aged person development at Coolbellup

Building Services

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

Budget and Key Performance Indicators

Activity	Permit	Value \$m	Average Processing Time (Certified & Uncertified)	FTE Count FY15/16 FY16/17
FY 15/16	2900	650	10/16	17.00
FY 16/17 Target	2900	650	10/16	17.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,650,796	1,654,436	0%	
Internal Recharging	644,914	615,196	-5%	
Net Expenditure	2,295,710	2,269,632	-1%	
Operating Income	(1,607,963)	(1,605,408)	0%	
Net Position	687,747	664,224	-3%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

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

Other Business Activities / Initiatives for 2016/17

- Residential Building Activity. It is anticipated the residential building activity in 2016/17 will be about the same as in 2015/16. The estimated construction value of the residential type works in 2016/17 will be in order of \$450 million or about 70% of the construction value of all anticipated building works
- Commercial/Industrial Sector Projects. The estimated construction value of approved commercial industrial type works in 2016 -17 will be in the order or \$200 million or 30% of the anticipated construction value of all works
- Building Permits. The number of Building Permits estimated to be issued in 2016/17 is 2900. The construction value estimated for all permits will be about \$650 million
- Building Act. The Building Services has generally met the statutory approval timeframes under the Act since implementation in April 2012 and will continue to do so in 2016/17
- Building Commission. The City will continue with the Building Commission on developing a new reporting format that will be used by industry and will deliver a single report on building activity that can be used by multiple government agencies. The new report is required due to the more complex nature of work processes, since the implementation of the Building Act 2011
- Building Services IT/IS Processes. Ongoing work continues to review the current capabilities and processes in order to improve reporting and control Building Act processes
- eSubmit. The Councils Online portal hosted by WALGA was closed on 30 June 2015. The City has commenced hosting its own online building application lodgment system. It is anticipated the system will be further improved in 2016/17 to encourage greater numbers of applications to be lodged online
- Building Compliance. The Building Service is currently dealing with 629 active building compliance matters. The City by the end of 2016/17 estimates a further 350 matters to be dealt with. The City is currently implementing a strategy to address and resolve outstanding building compliance matters

Environmental Health

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

Budget and Key Performance Indicators

Activity	Premises Inspected	Fines \$k	Complaints Resolved in 30 days	FTE Count FY15/16 FY16/17
FY 15/16	850	25,000	80%	13.13
FY 16/17 Target	850	25,000	80%	13.13
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	2,113,969	1,817,354	-14%	
Internal Recharging	574,998	593,820	3%	
Net Expenditure	2,688,967	2,411,174	-10%	
Operating Income	(247,500)	(260,500)	5%	
Net Position	2,441,467	2,150,674	-12%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Implement the Public Health Plan 2013 -18

Business Activities / Initiatives for 2016/17

- Prepare for the introduction of the new WA Public Health Act
- Implement the Mosquito Management Plan with a focus upon actions to minimise Ross River Virus cases due to predicted high insect numbers from La Nina weather pattern.
- Implement the Public Health Plan in preparation for plan review and renewal in 2018
- Continue with Co-Health Promotion initiatives with a focus upon families
- Deliver the new and improved Foodsafe food hygiene training package to a number of high and medium risk food premises
- Maintain compliance checks of industrial and commercial premises to verify environmental compliance is being adhered to

FINANCE AND CORPORATE DIVISION

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

- Financial Services
- Human Resources
- Information Services

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Implement the Local Government Operational and Management Effectiveness Assessment (Benchmarking) Program



Financial Services

This Business Unit has three Service Units:

- Accounting Services
- Rates and Revenue Services
- Procurement Services

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	5,559,118	6,336,165	14%
Internal Recharging	(4,838,227)	(5,738,526)	19%
Net Expenditure	720,891	597,640	-17%
Operating Income	(757,050)	(690,050)	-9%
Net Position	(36,159)	(92,410)	156%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Implement the Local Government Operational and Management Effectiveness Assessment (Benchmarking) Program - collate and provide the necessary financial data and statistics
- Develop and implement a new internal Key Performance Indicator (KPI) Reporting Framework to improve internal measurement of our business performance
 - Completion of KPI Review report including recommended KPI reporting framework
 - Source appropriate system tools to implement KPI reporting framework
 - Configure the KPI mechanism together with data collection and deliver monthly KPI reporting

Accounting Services

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

Budget and Key Performance Indicators

Activity	Financial statements after month end	No. users trained for finance systems	Accounts paid on time	FTE Count FY15/16 FY16/17
FY 15/16	3	80	87%	11.00
FY 16/17 Target	3	100	90%	11.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	3,505,873	3,686,107	5%	
Internal Recharging	(3,421,611)	(3,727,567)	9%	
Net Expenditure	84,262	(41,460)	-149%	
Operating Income	(150,950)	(50,950)	-66%	
Net Position	(66,688)	(92,410)	39%	

Business Activities / Initiatives for 2016/17

- Job Costing (Paperless) Timesheets. Review and implement for Roads and Facilities teams.
- Long Term Financial Plan (LTFP). Improve the integration between the LTFP and annual budget processes, including better consultation and engagement with business areas
- Grant Funding Management. Review grant funding management and monitoring processes and develop a framework for better control and reporting
- Monthly Financial Reporting. Review and redesign the existing monthly Service Unit financial reporting
- Enterprise Budgeting System. Review annual budgeting models and finalisation processing

Rates and Revenue Services

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

Budget and Key Performance Indicators

Activity	Rate notices issued	Payments received electronically	Outstanding rates collected	FTE Count FY15/16 FY16/17
FY 15/16	44,127	92%	99%	12.00
FY 16/17 Target	47,000	95%	99%	12.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,401,240	1,982,626	41%	
Internal Recharging	(785,140)	(1,343,526)	71%	
Net Expenditure	616,100	639,100	4%	
Operating Income	(606,100)	(639,100)	5%	
Net Position	10,000	(0)	-100%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Utilise emerging technology within the payments industry to streamline revenue collection and enhance customer convenience
 - Establish an integrated payment gateway to enable data transfer with the City's systems
 - Expand the use of online and other electronic payment methods throughout the City

Other Business Activities / Initiatives for 2016/17

- IBIS Rate Modelling. SQL upgrade and reporting upgrade
- Debtors Management. Realignment of debtor accounts into more logical groupings to facilitate improved debt management and resourcing practices
- Direct (Paperless) Refunds Processing. Configure and establish procedures for the processing of all types of bond refunds

Procurement Services

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

Budget and Key Performance Indicators

Activity	No. competitive engagements	Purchase requisition issue time (days)	Contract qualifications currency (%)	FTE Count FY15/16 FY16/17
FY 15/16	60	1.1	92%	7.00
FY 16/17 Target	71	1	95%	7.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	652,005	667,432	2%	
Internal Recharging	(631,476)	(667,432)	6%	
Net Expenditure	20,529	(0)	-100%	
Operating Income	0	0	0%	
Net Position	20,529	(0)	-100%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Enable social procurement objectives with a focus on supporting indigenous, disability and local enterprises;
 - Target high value expenditure activity incorporating elements of social procurement
 - Procurement documentation embraces and enables social procurement
- Engage, enhance and execute the strategic procurement framework to optimise Value for Money (cost, quality, and sustainability) across the City's procurement expenditure;
 - Bi-annual supplier reviews with potential account rationalisation
 - Product / service category assessments with the associated category plans

Other Business Activities / Initiatives for 2016/17

- eProcurement System – Implement and roll out a sourcing and evaluation system with associated end user training
- Contractor Performance – Develop awareness and capability to manage and monitor contractor performance against the City's contract obligations
- Procurement Education – Develop and rollout an internal online Procurement Induction (LMS) program to ensure new and existing personnel are appropriately aware of their procurement responsibilities

Human Resources

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

Budget and Key Performance Indicators

Activity	Total Positions (FTE)*	Lost Time Injury Frequency Rate (LTIFR)**	Staff Turnover	FTE Count FY15/16 FY16/17
FY 15/16	482	9.18	15.65%	13.66
FY 16/17 Target	542**	8	15%	13.66
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	2,725,444	2,834,444	4%	
Internal Recharging	(2,210,655)	(2,380,444)	8%	
Net Expenditure	514,789	454,000	-12%	
Operating Income	(286,000)	(292,000)	2%	
Net Position	228,789	162,000	-29%	

* From 1 July 2015, information on Full Time Equivalent (FTE) staff has been provided from the Human Resources Payroll module of Technology One. Early in 2015, significant work was undertaken to map the Organisational Structure and seven digit Position Numbers were introduced. This was to ensure that numbers of positions, based on the Organisational Structure, are recorded rather than previously when the FTE was drawn from employee records. The position based reporting is more accurate as it includes any positions which are temporarily vacant and includes data correct at 30 June 2016. This means there may be minor discrepancies between the information provided last year and the Annual Business Plan 2016/17. Additional to the FTE shown in Service Unit Tables in this document are the 15 FTE Business Unit Managers

** This includes potentially 55 new positions for Cockburn ARC plus positions for Port Coogee Marina (2) and Waste Collection of the third bin (2) and Waste Collection growth (1).

*** LTIFR - This is the number of injuries per 1,000,000 hours worked

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Implement the Local Government Operational and Management Effectiveness Assessment (Benchmarking) Program - collate and provide the necessary human resources data and statistics
- Implement the Workforce Plan 2017 – 2022
- Transfer all employee records from paper to electronic data storage

Other Business Activities / Initiatives for 2016/17

- Develop flow charts for key HR activities
- Develop the City's Employee Value Proposition (EVP) strategy
- Review reclassification process
- Improve end to end process for entering employees onto Tech 1
- Expand the Wellness Program
- Review full recruitment life cycle
- Identify an option for a training room within the Administration Building
- Implement the Safety and Health Plan
- Improve safety visual reminders
- Review and improve hazard reporting process
- Improve safety communication strategy
- Introduce monthly safety themes

Information Services

This Business Unit has four Service Units:

- Information and Communications Technology
- Records Services
- GIS Services
- Business Systems

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	4,838,643	5,080,492	5%
Internal Recharging	(4,625,538)	(5,006,992)	8%
Net Expenditure	213,105	73,500	-66%
Operating Income	(1,500)	(1,500)	0%
Net Position	211,605	72,000	-66%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Review and update the Information Services Strategic Plan 2016 – 2020
- Develop a Business Intelligence tool for enhanced data analysis and decision making

Other Business Activities / Initiatives for 2016/17

- Implement a default font for all the City (Style Guide) (Corporate Communications)
- Scope redesign of the Elected Members' Portal
- Choose and implement a new Agendas & Minutes System (Governance)
- Support the development of the Cockburn ARC Website (Cockburn ARC)
- Support the City's Digital Strategy (Corporate Communications)
- Implement the new City of Cockburn website including the Instant Chat component (Corporate Communications)
- Scope a Smart & Connected Cities Initiative
- Scope a mobile and accessible messaging service for the City (MS Office365)
- Assist with the development of a Project Governance Framework (Strategy & Civic Support)
- Continue enhancements to and audit the Customer Request System
- Scope and develop an approach to moving to Cloud based infrastructure
- Provide assistance for deployment of a new online Payment Gateway (Finance, Rates & Revenue Services)
- Deliver an Online Building and Planning Applications Lodgement Service (Statutory Planning and Building Services)
- Provide IS Services to Port Coogee Marina (Engineering Services)
- Provide IS services to the new Operations Centre (Engineering Services)
- Provide IS services to Cockburn ARC (Leisure Services)
- Assist with the transition from paper to electronic employee records management (Human Resources)
- Review the Security Access Inventory (Security Plan for IS)
- Scope live CCTV integration (Various BUs/SUs)

Information and Communications Technology

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

Budget and Key Performance Indicators

Activity		No. of PCs	Capital Expenditure	FTE Count FY15/16 FY16/17
FY 15/16		450	\$140,000	7.00
FY 16/17 Target		465	\$159,000	7.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	2,578,075	2,762,195	7%	
Internal Recharging	(2,425,889)	(2,720,195)	12%	
Net Expenditure	152,186	42,000	-72%	
Operating Income	0	0	0%	
Net Position	152,186	42,000	-72%	

Business Activities / Initiatives for 2016/17

- Provide ICT Services to Port Coogee Marina. (Engineering Services)
- Provide ICT services to the new Operations Centre (Engineering Services)
- Provide ICT services to Cockburn ARC (Leisure Services)
- Scope a centralised SMS Service (Corporate Communications & Community Safety & Security Services)
- Support Electronic Plan Assessment using 'Trapeze Desktop' software (Statutory Planning)
- Assist the CCTV Rollout Program - ICT integration works (Recreation & Community Safety (Rangers))
- Assist with the Ranger mobilisation via tablet/smartphone technology (Recreation & Community Safety (Rangers))
- Scope the provision of CCTV via the City's public Wi-Fi system (Recreation & Community Safety (Rangers))
- Develop a position and approach to provision of Public Wi-Fi (in conjunction with Corporate Communications)
- Scope and connect the LAN at the Material Recovery Facility (Waste Management (Waste Recovery Park))

Records Services

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

Budget and Key Performance Indicators

Activity		Total physical records boxes stored off site	% Files Held Electronically	FTE Count FY15/16 FY16/17
FY 15/16		4735	95.95%	7.00
FY 16/17 Target		5078	97%	7.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	752,941	792,224	5%	
Internal Recharging	(738,522)	(792,224)	7%	
Net Expenditure	14,419	0	-100%	
Operating Income	0	0	0%	
Net Position	14,419	0	-100%	

Business Activities / Initiatives for 2016/17

- Scope and develop a Corporate Knowledge Management Plan for the City (Executive)
- Upgrade to ECM v403 ahead of full review of the City's EDRMS (IS, Executive)
- Support Human Resources with the transfer of all employee records from paper to digital
- Review and update the Record Keeping Plan
- Review the Records Disaster Recovery Plan
- Transfer archives from temporary arrangements to the Grace off site storage facility
- Continue the integration of Technology One Contract Management System and ECM, including the Customer Request System
- Implement document management (ECM) into the Library Service

Geographical Information Services (GIS)

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

Budget and Key Performance Indicators

Activity		No. of Module sessions (Internal)	No. of Intramaps Views (External)	FTE Count FY15/16 FY16/17
FY 15/16		186,789	47,111	4.00
FY 16/17 Target		190,000	48,000	4.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	589,357	614,914	4%	
Internal Recharging	(587,857)	(583,414)	-1%	
Net Expenditure	1,500	31,500	2000%	
Operating Income	(1,500)	(1,500)	0%	
Net Position	(0)	30,000	-59999920%	

Business Activities / Initiatives for 2016/17

- Continue to develop a 3D Mapping Solution (Strategic Planning)
- Develop a Cadastre Automation Service (Strategic Planning)
- Scope Irrigation Channel Control (Parks & Environment)
- Scope the Dive Trail Map (Parks & Environment)
- Assist with the Urban Forest Strategy (Parks & Environment)
- Scope the mapping of the Port Coogee Third Pipe System (Parks & Environment)
- Scope the Cockburn Central West Public Art/Wayfinding System (Parks & Environment)
- Review and update the Weather Station; Vegetation and Revegetation Mapping; Weed Mapping; Bird/Bat location mapping (Parks & Environment); and Dieback mapping (Parks & Environment)
- Scope Fire Scar mapping (Parks & Environment)
- Assist in the scoping of WAM Mobility (Parks & Environment)
- Scope and support the "Pay As You Throw" strategy including RFID Chips in bins, reader in trucks (Waste Management – Waste Collection)
- Develop a Trucks Mobility Project (Waste Management – Waste Collection)
- Scope digital mapping of the Footpath and Trails Network (Engineering Services)
- Review the Tree Management mapping system (Parks & Environment)
- Develop a 'Dial Before You Dig' Service (Various BUs/SUs)
- Continue to develop use of Embedded Maps (using Google Maps) (Various BUs/SUs)
- Develop Aerial Change Detection Service (Various BUs/SUs)
- Review Intramaps Security
- Update GIS information regarding locations of Childcare, Seniors & Family Services (Community Development)
- Develop all GIS modules for Disability Access and Inclusion requirements

Business Systems

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

Budget and Key Performance Indicators

Activity	No of supported Technology One Packages	No of non-Technology One applications supported	FTE Count FY15/16 FY16/17
FY 15/16	85	13	9.00
FY 16/17 Target	88	13	9.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	918,271	911,159	-1%
Internal Recharging	(873,270)	(911,159)	4%
Net Expenditure	45,000	(0)	-100%
Operating Income	0	0	0%
Net Position	45,000	(0)	-100%

Business Activities / Initiatives for 2016/17

- Implement the LGMA Local Government Operational and Management Effectiveness Assessment (Benchmarking) Program through supporting the software implementation and data collection
- Improve the Online Building and Planning Applications Lodgement Service (with Statutory Planning and Building Services)
- Scope the review of the Traffic Management System for improved traffic management (Engineering)
- Upgrade to Digital Asset Management System (DAMS) – graphical inventory (Corporate Communications)
- Scope the review of all templates within TechOne (Corporate Communications)
- Develop a central register / map of all relevant art, heritage and culture providers within the City (Corporate Communications)
- Assist with the Ranger mobilisation via tablet/smartphone technology (Recreation & Community Safety (Rangers))
- Continue to develop an Online booking system for reserves and community facilities (Recreation Services and Cockburn ARC)
- Monitor the implementation of the Clearweigh Weighbridge System (Waste Management – Waste Recovery Park)
- Scope a system to facilitate a Procurement Framework (Procurement Services)
- Develop a system to facilitate a KPI Framework (Finance)
- Develop and deliver an Online Bookings System for Youth Centre & Senior's Centre – (Community Development)
- Support the upgrade of the Harmony Childcare System (Community Development)
- Scope the Enterprise Cash Receipting Service (Finance)
- Develop a software application monitoring system (IS)

ENGINEERING AND WORKS DIVISION

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

- *Engineering Services*
- *Infrastructure*
- *Parks and Environment*
- *Waste*

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Revitalisation Project Implementation - Phoenix Central
- Revitalisation Project Implementation - Hamilton Hill
- Revitalisation Project Implementation - Coolbellup



Engineering Services

This Business Unit has three Service Units:

- Road Construction
- Road Design
- Road Planning and Development

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	23,321,526	22,664,221	-3%
Internal Recharging	(84,745)	940,336	-1210%
Net Expenditure	23,236,781	23,604,556	2%
Operating Income	(293,695)	(318,120)	8%
Net Position	22,943,086	23,286,436	1%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Complete the planned Drainage and Sumps Work
- Undertake Road Projects 2017 – 2026 (includes new, resurfacing and traffic management)
- Complete new and refurbished footpaths in accordance with the schedule
- In conjunction with Environmental Management, review and integrate the Footpath Plan and Trails Master Plan
- Review current parking approaches and create the City wide Parking Strategy
- Apply for areas to be included in funding for underground power
- Regional Adventure Playground (part of Bibra Lake Management Plan)

Other Business Activities / Initiatives for 2016/17

- Review and update the road and footpath maintenance plan to improve the current level of service
- Work with the Department of Energy and Western Power on the recommended Round 6 Underground Power Projects
- Work with the PTA to investigate the opportunities for better bus connectivity and improve bus efficiency through the City
- Review of Freight Network and Functional Road Hierarchy and develop guidelines for the development of transport networks in industrial zones
- Continuing in improving the safety of the road and roadside environment and raise road safety awareness within the community
- Develop public information campaigns and education resources about traffic congestion, road safety and alternative transport mode choices to reduce the dependency on making trips by private car
- Continuing in reviewing and implementing Long Term Asset Management Plans

Road Construction

To construct and maintain roads, drains and associated infrastructure in accordance with adopted designs

Budget and Key Performance Indicators

Activity	Km of Road Resurfacing	New Paths & Cycleways (m2)	Community Satisfaction with Roads	FTE Count FY15/16 FY16/17
FY 15/16	8.5	9500	85%	40.00
FY 16/17 Target	7	9500	85%	40.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	22,251,097	21,582,922	-3%	
Internal Recharging	167,323	1,125,750	573%	
Net Expenditure	22,418,420	22,708,671	1%	
Operating Income	(32,495)	(38,120)	17%	
Net Position	22,385,925	22,670,551	1%	

Business Activities / Initiatives for 2016/17

Minor Capital Program.

The City's road construction service will deliver the following capital works program:

- \$8.0M on new road projects general road improvement
- \$1.6M on road resurfacing
- \$0.85M on traffic management projects
- \$1.2M on drainage projects
- \$0.98M on footpath and rehabilitation existing footpath

Major Capital Program.

The following projects from the City's Road development program will be delivered:

- Verde Drive. Construction of road from the Verde Drive roundabout to Solomon Road intersection
- Rockingham Road. Road reconstruction from Phoenix Rd to Spearwood Ave
- Gibbs Road and Lyon Road. Reconstruction of intersection and traffic signal installation
- Berrigan Drive / Jandakot Road /Pilatus Street. Construction of road vicinity Jandakot Airport

Road Design

To provide design services for roads, paths, drains, development assessment and traffic management treatments that are under the responsibility of Council in accordance with Australian Standards and industry

Budget and Key Performance Indicators

Activity		Projects Designed In-House	Design Cost as % of Road Program	FTE Count FY15/16 FY16/17
FY 15/16		90%	8%	5.00
FY 16/17 Target		90%	7.5%	5.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	549,868	515,405	-6%	
Internal Recharging	(488,668)	(455,405)	-7%	
Net Expenditure	61,200	60,000	-2%	
Operating Income	(61,200)	(60,000)	-2%	
Net Position	0	(0)	-400%	

Business Activities / Initiatives for 2016/17

- Road Projects Design including detailed plan for Rockingham Rd, Jandakot Rd, Verde Dr, Hammond Rd (second carriageway Branch Cr to Bartram Rd) and various traffic, storm water and drainage sumps project
- Engineering survey, investigation and design on the Customer request on drainage and traffic issues
- Black-spots and unsafe road sections within the road network will be investigated and a detailed proposal for external funding completed
- Parking Strategy (On and Off Street). This will be developed to give the strategic direction for the provision and management of parking in Cockburn
- Assist Strategic Planning - Continue in reviving and providing the technical comments on proposed civil work for new subdivision developments
- Management of contract work on the Berrigan Dr Project

Road Planning and Development

To ensure development occurs in accordance with all relevant Australian Standards and Council's development conditions and specifications

Budget and Key Performance Indicators

Activity		Design Turnaround (days)	Development Infrastructure Approved	FTE Count FY15/16 FY16/17
FY 15/16		20	20	5.00
FY 16/17 Target		15	15	5.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	520,560	565,894	9%	
Internal Recharging	236,601	269,991	14%	
Net Expenditure	757,161	835,886	10%	
Operating Income	(200,000)	(220,000)	10%	
Net Position	557,161	615,886	11%	

Business Activities / Initiatives for 2016/17

- Engineering Aspects - Continue in managing in planning and completion of infrastructure projects in subdivision developments
- Assist Strategic Planning - Continue in reviewing and providing the technical comments on proposed civil work for new subdivision developments
- Design and Subdivision Guidelines and Engineering Policy - Continue updating to ensure standards are met and guidance provided to be completed
- Review and update of the Engineering assessment and construction control process for new subdivision developments

Infrastructure

From July 2016 this Business Unit will have four Service Units:

- Asset Services
- Facilities & Plant
- Project Management & Development
- Marina and Coastal Services

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	16,490,782	16,220,621	-2%
Internal Recharging	(13,570,710)	(12,375,362)	-9%
Net Expenditure	2,920,072	3,845,259	32%
Operating Income	(207,197)	(1,072,099)	417%
Net Position	2,712,875	2,773,160	2%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Review and update the Asset Management Strategy 2008 in conjunction with Finance to ensure asset management principles are agreed across the organisation
- Marina Management. Coordinate the City's take up and ongoing management of the Port Coogee Marina and related Port Coogee projects and operational activities.
- Plan and implement initiatives to reduce building and facility and plant non-renewable energy consumption and GHG emissions
- Develop and implement the City's Coastal Management & Adaptation Plan (in conjunction with Strategic Planning & Recreation Services)
- Deliver the Operations Centre Upgrade Phases 1 & 2
- In liaison with Community, Recreation & Human Services, plan and deliver new and refurbished buildings and facilities
- Continue regional collaboration on coastal issues with adjacent Councils, state government agencies and the community via the Cockburn Sound Coastal Alliance

Other Business Activities / Initiatives for 2016/17

- Oversee the development and implementation of the Community Infrastructure Plan, Coastal Management Strategy and the delivery of Major and Minor Capital Works programs for construction, refurbishment and maintenance of the City's various civic and community buildings and facilities. This includes the new Council depot operations building and animal pound and various renewable energy and energy conservation projects
- Assist with the delivery of the Visko Park and the Cockburn Arc projects;
- Contribute to the development and implementation of the Long Term Financial Plan and individual Asset Management Plans
- Ongoing contribution to and where appropriate implementation of the various strategic planning, infrastructure and community initiatives under consideration by the City

Asset Services

To ensure that Council's assets meet and provide the required levels of service in the most cost effective method through an optimal balance of creation, preservation, enhancement and disposal

Budget and Key Performance Indicators

Activity		Total Asset Value	Average Asset Depreciation Life to Date (%)	FTE Count FY15/16 FY16/17
FY 15/16		\$958M	28%	4.00
FY 16/17 Target		\$1.212B	28%	4.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	778,079	466,438	-40%	
Internal Recharging	(437,479)	(466,438)	7%	
Net Expenditure	340,600	(0)	-100%	
Operating Income	0	0	0%	
Net Position	340,600	(0)	-100%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Create an Asset Management Plan for Marine and coastal assets

Other Business Activities / Initiatives for 2016/17

- Expanded roll out of the Technology One Works Management Mobility application to Road Services & Facilities Services
- Development of New Asset Management Strategy for 2017-2022
- Implementation of the Facilities Asset Register & Work Management system in Technology One
- Involvement in the review and potential implementation of Technology One's Program & Portfolio Management solution to support project delivery across the City
- Annual reporting of the City's Asset Management sustainability performance on ratios for asset consumption, asset sustainability and asset renewal funding, and assessments of the City's asset management performance against the National Assessment Framework (supported by the Department of Local Government and Communities)
- Development of Asset Registers and Maintenance Management systems for the Marina and Cockburn ARC

Facilities and Plant

To manage, maintain and deliver Council owned buildings, structure and plant services to provide for the requirement of the staff and community

Budget and Key Performance Indicators

Activity	Value of Facilities Managed	Fleet Replacement	New Fleet Purchases	FTE Count FY15/16 FY16/17
FY 15/16	\$147M	\$5.46M	\$425K	14.50
FY 16/17 Target	\$263M	\$5.02M	\$725K	14.50
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	14,826,720	13,526,647	-9%	
Internal Recharging	(12,925,190)	(11,724,527)	-9%	
Net Expenditure	1,901,530	1,802,120	-5%	
Operating Income	(207,197)	(3,297)	-98%	
Net Position	1,694,333	1,798,823	6%	

Business Activities / Initiatives for 2016/17

- Minor Capital Works Program. Implementation of the capital works program for rehabilitation and improvements to Councils buildings and facilities, including:
 - Civic and Community Buildings air-conditioning system replacements, floor covering renewals and signing upgrades
 - Cockburn Integrated Health & Community Centre fitout upgrade
 - Upgrade the Coleville Crescent Carpark lighting with LED lights
 - CCTV installations servicing Coogee Beach, Port Coogee Marina, Bibra Lake adventure playground and the new Cockburn ARC facility
 - Disability access audit and improvement works
 - Port Coogee jetty walkway installation
 - South Lake Leisure Centre decommissioning
 - Various other refurbishments to the City's civic and community facilities to restore buildings to as new condition and meet level of service expectations, enhanced disability access, water consumption reduction, energy use reduction and asbestos risk mitigation.
- Facilities Operational Budget and Program. Development and implementation of the program to ensure the City's community and civic buildings and facilities are well maintained, safe, clean and functional
- Major and Minor Plant Acquisition Program. Purchasing of new and replacement plant and light fleet needed for the City's operations including sixty replacement light vehicles and heavy plant items and purchase into the fleet of an additional waste collection truck
- Plant Maintenance Operations. Management and delivery of plant servicing and repair operations utilising the workshop, field mechanics (including at the Henderson Waste Recovery site) and external service providers to ensure the City's major plant, fleet and minor plant and equipment continue to meet operational requirements in a cost effective and productive manner

Project Management & Development

To provide a consistent framework and methodology for the development and implementation of all major projects within the City

Budget and Key Performance Indicators

Activity		Major Building Projects to Commence	Value New Building Being Commenced	FTE Count FY15/16 FY16/17
FY 15/16		3	\$10.2M	3.00
FY 16/17 Target		1	\$12.0M	3.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	347,150	462,419	33%	
Internal Recharging	330,792	312,038	-6%	
Net Expenditure	677,942	774,458	14%	
Operating Income	0	0	0%	
Net Position	677,942	774,458	14%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- In liaison with Community, Recreation & Human Services, plan and deliver new and refurbished buildings and facilities

Business Activities / Initiatives for 2016/17

Manage and/or assist in the development and delivery of the following projects in the coming year:

- New Operations Centre building and depot upgrade – construction of a new two story operations administration building and new animal pound and sewerage connection works plus commencing the upgrade of the fuel facilities, workshop, field operations staff facility and vehicle parking areas
- Bibra Lake Reserve – Construction of a new northern toilet block with sewer extension to service the new Adventure Playground area and assisting Parks & Environment B/U with various Adventure Playground provisions including additional car parking areas, bbq facilities etc
- Visko Park development providing a new home for the Cockburn Bowling & Recreation Club plus playing areas for other a number of other clubs – works in 2016/17 being the finalization of the design and initiation of the site, building and playing area construction works
- Atwell Club Rooms extension finalisation, this providing additional function room, kitchen, changeroom and toilet and storage areas and relocation of the practice nets
- Cockburn Community Men's Shed – to be constructed in Buckley Street, Cockburn Central., this purpose built part Lotteries West funded facility provides work areas a range of activities including timber and metalwork and a meeting space for the Community Men's Group and other potential users
- Project Management Methodology. Working with the other Business Units and Consultants, provide a key role in enhancing the City's systems and processes for project development, delivery and reporting

Marina and Coastal Services

To manage the Port Coogee marina facility including business development, penholder liaison and daily service operations plus plan and deliver on coastal infrastructure and management initiatives.

Budget and Key Performance Indicators

Activity		Marina Pen Numbers Available and % Occupancy	Value of Coastal Engineering Project Funding	FTE Count FY15/16 FY16/17
FY 15/16		N/A	\$311k	Nil
FY 16/17 Target		150 / 85%	\$242k	2.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	0	1,193,404	0%	
Internal Recharging	0	75,277	0%	
Net Expenditure	0	1,268,681	0%	
Operating Income	0	(1,068,802)	0%	
Net Position	0	199,879	0%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Develop and implement the City's Coastal Management and Adaptation Plan (in conjunction with Strategic Planning and Recreation Services)

Business Activities / Initiatives for 2016/17

- Take up of the 150 pen Port Coogee Marina in July 2016 with ensuing marina infrastructure, service provision, environmental, waterway other and mooring penholder/ licensee management activities and responsibilities
- Planning for the future Port Coogee marina expansion to approximately 300 mooring pen berths
- Leading and/or assisting in the development and implementation of the Coastal Management Plans, Coastal Adaptation Plans, coastal monitoring activities and specific coastal related capital works projects including protection works and structures along the City of Cockburn's coastline
- Liaison with the other members of the Cockburn Sound Coastal Alliance and the various other stakeholders including the community, leading where needed in the planning, instigation, coordination and delivery of its coastal vulnerability and adaptation planning and delivery initiatives

Parks and Environment

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

- Parks Services
- Environment Services

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	15,385,398	15,466,131	1%
Internal Recharging	2,287,852	2,363,500	3%
Net Expenditure	17,673,250	17,829,631	1%
Operating Income	(13,900)	(1,900)	-86%
Net Position	17,659,350	17,827,731	1%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Implement a Street tree Master Plan
- Review and implement the Sustainability Strategy 2013 – 2017
- Continue to implement the Bibra Lake Management Plan 2016 – 2026
- Continue to implement the North Coogee Foreshore Management Plan
- Coogee Beach Master Plan – incorporate the Coogee Beach Landscape master plan and continue implementation
- Develop and implement an Urban Forestry Strategy
- Implement Manning Park Master Plan
- Review and implement a Cash in Lieu Plan 2017-2019 for Public Open Space

Parks Services

The design, construction and operational maintenance of Public Open Space and Streetscapes to provide functional and attractive locations for recreational activities by the Community

Budget and Key Performance Indicators

Activity	Hectares of POS Managed	Groundwater Management (kLG Allocation)	Groundwater Management (kLG Water Used)	Community Satisfaction with Parks	FTE Count FY15/16 FY16/17
FY 15/16	703	2,806,450	2,435,000	94%	64.00
FY 16/17 Target	723	2,881,450	2,585,000 (est)	94%	64.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17		Variance %	
Gross Expenditure	12,511,582	12,552,010		0%	
Internal Recharging	1,879,309	1,982,623		5%	
Net Expenditure	14,390,891	14,534,633		1%	
Operating Income	(12,000)	0		-100%	
Net Position	14,378,891	14,534,633		1%	

Business Activities / Initiatives for 2016/17

- Park Infrastructure. Management and maintenance of all park infrastructure, currently valued at \$65m
- Irrigation Operating Strategy. Perform monthly meter readings on groundwater usage, monitor groundwater quality, water scheduling and submit annual report to Department of Water
- Street Tree Management. Maintain and manage 38,000 street trees in the City's road reserves and annual pruning of 5100 street trees to meet Western Power regulations
- Road Reserve Maintenance. Manage the delivery of approx. 500km of road reserve mowing
- Streetscape Maintenance. Maintain 65ha of landscaped streetscapes
- Playground Renewals. Smart Park, Tozer Park, Vela-Luka Park, Watson Reserve, Garbin Reserve
- Irrigations Renewals. Bakers Square, Owgan Park, Pipeline Par
- Bore Pump Renewals. Ongoing bore pump replacement program citywide
- Streetscape Major Roads. Improvements to streetscapes
- Hamilton Hill Revitalisation Strategy. Enhancements to Dixon Park, Hobbs Park, Isted Reserve and Wheeler Park. Upgrade to Simms Rd streetscape
- Phoenix Revitalisation Strategy. Ongoing improvements to MacFaull Park
- South Lakes Revitalisation Strategy. Design and development Apra Court Public Open Space (POS), North Lake Road and improvements to Bloodwood Park
- Coolbellup Revitalisation Strategy. Development of Doherty Reserve and Jarvis Park
- Coogee Beach Landscape Master Plan. Development of area around Coogee Café
- North Coogee Foreshore Management Plan. Upgrades to CY O'Connor (North) Reserve
- Bibra Lake Regional Playground. Finish construction of playground and associated infrastructure
- Playground Shade Sail Strategy. New shade sails at Brandwood Reserve, Cheshunt Park, Dubove Reserve, Evelyn Massey, Peregrine Park and Tempest Park
- Public Open Space. Review landscape submissions, assess public open space allocations and provide guidance to developers on open space design
- Water Conservation Plan. Implementation of an irrigation central control system
- Manning Park Master Plan. Design and implementation
- Undeveloped POS. Design and development of Ravello Reserve and completion of Systema Park improvements

Environment Services

Prepares plans, develops policies and strategies, undertakes studies and provides advice on environmental matters and ensures the protection and management of areas of environmental importance

Budget and Key Performance Indicators

	Hectares of Bushland in City	Hectares of Bushland Managed	Community Satisfaction with Conservation and Environmental Management	FTE Count FY15/16 FY16/17
FY 15/16	1124.1	1002.8	81%	13.00
FY 16/17 Target	1133.6	1017.6	81%	13.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	2,435,445	2,426,486	0%	
Internal Recharging	785,250	868,512	11%	
Net Expenditure	3,220,695	3,294,998	2%	
Operating Income	(11,900)	(1,900)	-84%	
Net Position	3,208,795	3,293,098	3%	

Business Activities / Initiatives for 2016/17

- Weed Mapping. Ongoing mapping of weeds within bushland to monitor existing management programs
- Vegetation Conditioning. Ongoing vegetation condition rating programs to monitor the effectiveness of current management schedules
- Midge Management. Management implementation of the Integrated Midge Control Strategy
- Waterwise Program. Continue to implement projects to reduce water use and improve water quality
- Sustainability Action Plan. Review, update and monitor
- Sustainability and Landowner Biodiversity Grants Scheme. Continue to promote and enhance these grant scheme to local residents
- Native Plant Subsidy Scheme / Habitat for Homes. Subsidy program to encourage landowners to install native plants, habitat boxes and bird baths
- Western Stairs and Western Lookout at Manning Park. Complete construction of western stairs and upgrade western lookout
- Yangebup Lake Nutrient Stripping Trial (Stage 2). Solar energy pumps to pump water through vegetated swales
- Finalisation of Limestone Fire Access Tracks:
 - Levi Reserve
 - Rose Shanks
- Revegetation. Revegetation of a minimum of 2.5 hectares of degraded bushland at selected reserves including Bibra Lake and Yangebup Lake
- Environmental Education Programs. Delivery of programs to schools and community groups throughout the City
- Capital Works Program. Continue to deliver capital works programs that enhance the environmental experience for the community
- Port Coogee Maritime Trail. Create a terrestrial and marine (Snorkel and Dive) heritage trail

Waste

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

- Waste Disposal
- Waste Collection

Composite Budget	Adjusted Budget 14/15	Proposed Budget 15/16	Variance %
Gross Expenditure	21,260,223	22,971,381	8%
Internal Recharging	4,038,194	4,283,164	6%
Net Expenditure	25,298,417	27,254,545	8%
Operating Income	(29,428,023)	(13,181,768)	-55%
Net Position	(4,129,606)	14,072,777	-441%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Extend the implementation of a third household bin for the re-use of garden organics (GO)
- Ensure greater recovery from bulk verge hard waste collections
- Ensure the City and its contractors utilise recycled inert road base material, where practical, for all path and road construction work
- Roll out Public Place Recycling Bin enclosures to all parks

Other Business Activities / Initiatives for 2016/17

- Employ a full time Waste Education Officer to recognise the strategic importance of waste management at the City
- Implementation of new weighbridge software to enable scanning of Trailer Passes
- Review of Strategic Waste Management and Education Strategy (2013 - 2023)

Waste Disposal

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

Budget and Key Performance Indicators

Activity	Tonnes of Waste into HRRP	% of Waste Recovery at HRRP	% of MSW Processed at RRRC	FTE Count FY15/16 FY16/17
FY 15/16	73,500	11%	98.3%	27.00
FY 16/17 Target	73,500	12%	97.3%	27.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	7,754,418	8,427,629	9%	
Internal Recharging	(1,712,526)	(1,889,794)	10%	
Net Expenditure	6,041,892	6,537,834	8%	
Operating Income	(7,662,407)	(7,232,593)	-6%	
Net Position	(1,620,515)	(694,759)	-57%	

Business Activities / Initiatives for 2016/17

- Implement the recommendations from the new Leachate Management Strategy
- Implement the recommendations from the new Post Closure Management Plan
- Implement the recommendations from the new Landfill Gas Management Plan
- Implement the recommendations from the new HWRP Financial Model
- Install and operate a polystyrene melt machine
- Provide Drainage to the HWRP Exit Road
- Extend the Greenwaste hardstand area

Waste Collection

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

Budget and Key Performance Indicators

Activity	No. of Waste Collections	RRRC Equity Share	Satisfaction with Waste Collection	FTE Count FY15/16 FY16/17
FY 15/16	43,407	42.2%	95%	26.00
FY 16/17 Target	44,607	44.7%	97%	29.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	12,936,694	13,236,980	2%	
Internal Recharging	6,145,753	6,145,008	0%	
Net Expenditure	19,082,447	19,381,988	2%	
Operating Income	(2,350,222)	(2,675,000)	14%	
Net Position	16,732,225	16,706,988	0%	

Business Activities / Initiatives for 2016/17

- Purchase a mid-range, rear loading, waste truck (15m³) to service difficult locations
- Employ 3 additional waste collection drivers to recognise the rapid growth, particularly in the south east of the City
- Budget for the transfer of the Illegal Dumping Team (formally under Roads SU) into Waste Collection services.



GOVERNANCE AND COMMUNITY SERVICES DIVISION

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

- *Recreation & Community Safety*
- *Corporate Communications*
- *Community Development & Services*
- *Library Services*

Governance functions are directly within the remit of the Director Governance and Community Services and he is assisted by one officer, the Governance and Risk Coordinator.

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Implement the Risk Management and Safety Systems Software (RMSS)
- Implement the Compliance Management System (Gifts, Returns & Delegations)



Recreation & Community Safety

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

- Leisure Centre
- Recreation Services
- Ranger & Community Safety

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	10,643,485	11,952,921	12%
Internal Recharging	5,474,711	4,759,164	-13%
Net Expenditure	16,118,196	16,712,085	4%
Operating Income	(4,799,191)	(5,648,025)	18%
Net Position	11,319,005	11,064,060	-2%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Complete the construction of the new Cockburn ARC Recreation Facility.
- Establish all necessary operation requirements including staffing for an anticipated opening of the facility to the public by early/mid-2017.
- Establish an agreement with the Education Department on the closure of the South Lake Leisure Centre.

Business Activities / Initiatives for 2016/17

- Establish a transition plan for the closure of South Lake Leisure Centre to Cockburn ARC

Leisure Centre

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

Budget and Key Performance Indicators – South Lake Leisure Centre

Activity	SLLC Entrances	SLLC Gymnasium Membership	* Short Year – Centre closing in March. Foundation memberships for new Centre will be over & above this figure	FTE Count FY15/16 FY16/17
FY 15/16	458,000	980		13.89
	340,000	1,000		
FY 16/17 Target				13.89
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	3,513,875	2,593,039	-26%	
Internal Recharging	472,700	210,330	-56%	
Net Expenditure	3,986,575	2,803,369	-30%	
Operating Income	(3,062,212)	(2,263,494)	-26%	
Net Position	924,363	539,875	-42%	

Budget and Key Performance Indicators – Cockburn ARC

Activity	TBA	TBA	TBA	FTE Count FY15/16 FY16/17
FY 15/16				2
FY 16/17 Target				68*
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
	\$	\$	%	
Gross Expenditure	N/A	1,653,627	0%	
Internal Recharging	N/A	257,250	0%	
Net Expenditure	N/A	1,910,877	0%	
Operating Income	N/A	(1,830,777)	0%	
Net Position	N/A	80,100	0%	

* Includes existing positions at SLLC. Total subject to change.

Business Activities / Initiatives for 2016/17

- Maintain facilities at appropriate standard, despite impending closure
- Continue to develop online member portal to include Swim School & Program enrolments, as well as Facility Bookings
- Coordinate the permanent closure of South Lake Leisure Centre and hand over to the Education Department in agreed condition
- Transition/move staff and relevant equipment to new Cockburn ARC facility
- Commissioning and opening of new Cockburn ARC facility around April 2017

Recreation Services

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

Budget and Key Performance Indicators

	Champion Clubs Participating Clubs	Sport and Recreation Funding Applications	Bibra Lake Fun Run Participants	FTE Count FY15/16 FY16/17
FY 15/16	64	23	750	5.00
FY 16/17 Target	70	23	800	5.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	764,468	796,002	4%	
Internal Recharging	4,071,041	3,440,933	-15%	
Net Expenditure	4,835,508	4,236,936	-12%	
Operating Income	(706,310)	(749,810)	6%	
Net Position	4,129,198	3,487,126	-16%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Finalise and implement the Community, Sport & Recreation Facilities Strategic Plan 2016 – 2019
- Develop and implement the Coastal Activities Guide
- Develop Western Ward Suburbs Sports and Recreation Needs and Feasibility Study

Other Business Activities / Initiatives for 2016/17

- Hold the Bibra Lake Fun Run
- Review and re-brand sport and recreation funding programs
- Create new event for the presentation of Junior Sports Travel Assistance Program Awards
- Implement online community facilities bookings system
- Continue the provision of the Champion Clubs program to ensure sport and recreation clubs long term sustainability
- Assist in the start-up and development of a new soccer club in Aubin Grove
- Develop a management model for the new Visko Park Bowling and Recreation Club
- Continue the Club Development Program
- Manage the Kidsport Grant Program

Ranger and Community Safety

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

Budget and Key Performance Indicators

	Ranger Services Tasks Attended	Security Patrol Response Times	Satisfaction with Security	FTE Count FY15/16 FY16/17
FY 15/16	11,900 (by Apr 30, 2016)	90%	80%	18.00
FY 16/17 Target	12,000	90%	80%	18.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	4,580,172	5,031,271	10%	
Internal Recharging	1,260,309	1,168,386	-7%	
Net Expenditure	5,840,481	6,199,656	6%	
Operating Income	(796,817)	(570,092)	-28%	
Net Position	5,043,664	5,629,564	12%	

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Review and develop the City's Community Crime Prevention and CCTV Strategy Plan for 2016-2021. The plan incorporates set crime prevention and community safety strategies and initiatives including CCTV
- Continue to implement CCTV infrastructure to key identified sites. Maintain and refurbish existing CCTV sites. Seek external funding where possible
- CCTV installation at Cockburn ARC, Coogee Beach and Regional Playground (FY 16/17) and other areas to be determined

Other Business Activities / Initiatives for 2016/17

- Continue to initiate and facilitate fuel load assessments and mitigation works requirements as identified in the City's Bush Fire Management Plan 2014-2017
- Investigate future developments of further dog off leash enclosed dog parks within the City
- Undertake a full review of all current dog exercise areas and restricted dog areas within the City to ensure relevance to community needs
- With key internal departments, work towards transitioning from the current accommodation of the Rangers and Community Safety Services section to new accommodation at the Depot's new Administration building, expected to be completed around April – May 2017 which includes the CCTV transition requirements
- In consultation with the City's Business Systems, work towards continued further development of Ranger mobility options pending budget allocations
- Development and implementation of a new bushfire mitigation rating software system in consultation with the Department of Fire and Emergency Services (DFES) and the Office of Bushfire Risk Management (OBRM)

Grants & Research

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

Budget and Key Performance Indicators

Activity		Grants & Donations Committee Meetings	Funding Opportunities Advertised	FTE Count FY15/16 FY16/17
FY 15/16		N/A	N/A	1.20
FY 16/17 Target		3	10	1.20
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,658,204	1,767,214	7%	
Internal Recharging	(458,204)	(467,214)	2%	
Net Expenditure	1,200,000	1,300,000	8%	
Operating Income	0	0	0%	
Net Position	1,200,000	1,300,000	8%	

Business Activities / Initiatives for 2016/17

- Cockburn Community Fund and GAD Committee. Review of Grants, Donations and Sponsorship Policies, Guidelines and Application Forms
- Online Applications. Implement an online application system for the City's Grants, Donations and Sponsorship Program and provide training to potential applicants
- External Grant Applications, Reporting and Acquittals - Monitor availability of new grant opportunities for City services and facilities, and assist City staff with applications, reporting and acquittal requirements
- Award Nominations. Monitor availability of awards and prepare nominations
- Research - Participatory Budgeting models of grant funding

Corporate Communications

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

- *Marketing and Media*
- *Customer Service*
- *Events and Culture*

Composite Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	3,227,370	3,370,361	4%
Internal Recharging	(978,372)	(737,302)	-25%
Net Expenditure	2,248,998	2,633,059	17%
Operating Income	(13,400)	(13,400)	0%
Net Position	2,235,598	2,619,659	17%

Customer Service

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

Budget and Key Performance Indicators

Activity	% of Incoming calls dealt with by Contact Centre	Satisfaction with Level of Customer Service (Organisation)*	Satisfaction with Level of Customer Service (Customer Service)**	FTE Count FY15/16 FY16/17
FY 15/16	72%	85%	98%***	8.00
FY 16/17 Target	75%	85%	98%	8.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	803,395	857,347	7%	
Internal Recharging	(729,295)	(785,247)	8%	
Net Expenditure	74,100	72,100	-3%	
Operating Income	(600)	(600)	0%	
Net Position	73,500	71,500	-3%	

* Community Perceptions Survey

**Customer Satisfaction Survey

*** Contact Centre and Front Counter combined

Business Activities / Initiatives for 2016/17

- Ongoing implementation of the Customer Service Charter
- Undertake annual Customer Satisfaction Surveys for the organisation
- Plan for move of contact centre
- Review processes, procedures and training to ensure that email and mobile phone number are updated or captured for ratepayers. Consider non ratepayers
- Work with HR to deliver organisational customer service and customer request training

Events & Culture

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

Budget and Key Performance Indicators

Activity	Percentage of people satisfied with festivals, events and cultural activities*	Percentage of people satisfied with how local history & heritage are preserved and promoted	FTE Count FY15/16 FY16/17
FY 15/16	83%	50%	3.68
FY 16/17 Target	84%	51%	3.68
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %
Gross Expenditure	1,193,768	1,244,665	4%
Internal Recharging	475,979	905,293	90%
Net Expenditure	1,669,747	2,149,959	29%
Operating Income	(6,300)	(6,300)	0%
Net Position	1,663,447	2,143,659	29%

*Community Perceptions Survey

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Finalise and implement the Culture, Art, Heritage and Event Strategy 2016. Consider including a multicultural approach in a future version. Refer to the Local Government Inventory and Heritage List

Other Business Activities / Initiatives for 2016/17

- Define KPIs that measure benefit and value delivered from investment in culture
- Review Public Art position statement
- Determine ways to use City events to increase awareness, understanding and respect for different cultures past and present in Cockburn
- Develop and maintain a central register of relevant art, culture and heritage providers within the City
- Identify art, culture and heritage funding and communicate to stakeholders
- Review the City's cultural grant program
- Grow the City's art collection (external and internal) ensuring that the collection is relevant and economically viable with internal works being managed, maintained and stored appropriately
- Develop or facilitate community pop-up events and smaller niche events in line with trends and community needs
- Continue to re-define and increase the number of sustainable suppliers at events
- Review internal processes, plans and policies to ensure art, culture and local heritage is considered and incorporated in to strategic planning (not just from "Planning")

Community Development & Services

This Business Unit has three Service Units:

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

Composite Budget	Adjusted Budget 14/15	Proposed Budget 15/16	Variance %
Gross Expenditure	7,919,940	7,664,370	-3%
Internal Recharging	2,773,786	2,780,916	0%
Net Expenditure	10,693,726	10,445,286	-2%
Operating Income	(6,370,523)	(6,240,453)	-2%
Net Position	4,323,203	4,204,832	-3%

Actions to be undertaken 2016/17 as identified in the City's Corporate Business Plan

- Finalise and implement the Community Development Strategic Plan
- Finalise and implement the Age Friendly Strategic Plan 2009
- Finalise and implement the Child and Families Strategic Plan
- Review and implement the Reconciliation Action Plan
- Review and implement the Youth Services Strategic Plan 2011 – 2016
- Implement the Grant and Fee Funded Human Services Strategic Plan (2013-2018)
- Implement the Disability Access and Inclusion Plan (2012-2017)

Other Business Activities / Initiatives for 2016/17

- The Community Development & Services Business Unit includes a range of municipally funded and grant funded services, programs, community development activities and events. Social, community development, and recreation programs which are culturally appropriate, inclusive and accessible to the community are provided in conjunction with human services which are targeted to those most in need in our community
- Age Friendly Development. Progress the Age Friendly Development in Coolbellup once the land is under the City's control
- Cockburn and Kwinana Early Years Project. Support the collective impact early years project which aims to improve outcomes for children aged 0 to 8 years
- Community Men's Shed. Commence the detailed Design and Construction of the purpose built Community Men's Shed in Cockburn Central
- Aboriginal Cultural and Visitors Centre. Commence capacity building and early planning in readiness for the Aboriginal Cultural and Visitors Centre
- Cockburn Bowling & Recreation Facility. Complete detailed design and commence construction of the facility at Visko Park Yangebup
- Youth Diversion Services Assist to develop and submit a consortium tender for metropolitan wide Youth Diversion Services in partnership with not for profit organisations.
- Community Engagement - Improve community engagement activities by the City through the new Community Engagement position and investigate participatory budgeting models

Seniors Services

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

Budget and Key Performance Indicators

Activity		Senior Centre Memberships	Satisfaction with Seniors Services	FTE Count FY15/16 FY16/17
FY 15/16		1150	76%	4.00
FY 16/17 Target		1150	80%	4.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	564,423	613,870	9%	
Internal Recharging	317,171	320,948	1%	
Net Expenditure	881,593	934,818	6%	
Operating Income	(208,700)	(241,700)	16%	
Net Position	672,893	693,118	3%	

Business Activities / Initiatives for 2016/17

- Cockburn Seniors Centre. The Centre model provides programs, events outings and meals that are based on an active ageing model which enhances the mind, body and soul. The Seniors Centre experiences approximately 22,000 visits each year
- Seniors Centre Meals. Provides a subsidised two course meal three days per week and a light meal 2 days per week. The centre provides approximately 7,500 meals to older members of the community every year
- Seniors Centre Outings. Provides over 102 social outings per year to a broad range of locations
- Cockburn Seniors Centre Programs. Provides a range of active ageing group programs that enhance the mind, body and soul
- The Seniors Centre Events. Provides a range of centre based special events with over 5000 people attending them per annum
- Seniors Centre Expo. The Healthy Lifestyle Expo for 55+ held at the Seniors centre in 2015 was a success. The City of Cockburn will again be hosting the 2017 expo in conjunction with the cities of Melville and Fremantle
- Reconciliation Programs. The centre will develop a range of programs to strengthen relationships with the Aboriginal community in accordance with the Reconciliation Action Plan 2013-16
- Community and Men's Shed. Seniors Services will continue to support the development of the Interim and purpose built Community and Men's Shed
- Arts Programming. The centre opened a new purpose built arts room in early 2016. This will provide an opportunity to enhance the ranges of arts activities on offer at the centre

Child Care

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

Budget and Key Performance Indicators

Activity		Total Number of Children accessing FDC per/week	Number of Family Day Care Providers	FTE Count FY15/16 FY16/17
FY 15/16		600	67	5.74
FY 16/17 Target		650	80	5.74
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	2,168,032	2,442,162	13%	
Internal Recharging	54,097	55,020	2%	
Net Expenditure	2,222,129	2,497,182	12%	
Operating Income	(2,199,590)	(2,476,650)	13%	
Net Position	22,539	20,532	-9%	

Business Activities / Initiatives for 2016/17

- Family Day Care. From July 2015 the Commonwealth discontinued metropolitan Family Day Care Service Operational Grants thereby changing Family Day Care to a User-Pays, Commonwealth legislated childcare system. Strategies going forward are to continue with the recruitment of high quality Family Day care Educators in and around Cockburn to ensure the level of quality care currently accessed by families is maintained
- In-Home Childcare. Grant and fee funding is used to employ quality and experienced staff to support Educators to provide childcare in the child's own home. Strategies going forward are to increase the number of high quality In Home Care Educators available to families in need. This in turn will increase the number of families accessing the service
- Financial Management of Commonwealth Childcare Subsidies. Staff are required to undertake fortnightly Commonwealth Child Care Management data assessment, upload it to the system and download payment information for over 100 Family Day Care and In Home Childcare Educators
- Childcare Location Visits. National Standards legislation requires a minimum of quarterly support and monitoring contact visits for up to 60 Family Day Care (FDC) Educators. This requirement is more than met to ensure ongoing quality provision of early childhood education and care. Current Quality Improvement Plan for the Service and FDC Educators is a higher level of awareness and understanding when completing risk management plans for excursions
- Childcare Hours. The two services provide over 350,000 hours of childcare per annum for over 800 children
- Legislative Requirements. Family Day Care legislation requires extensive selection, monitoring and ongoing training and support of educators and staff to ensure compliance and quality childcare. In Home Child Care operates in compliance of National Standards which requires ongoing monitoring, training and support of educators

Aged and Disabled Services (Cockburn Community Care)

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

Budget and Key Performance Indicators

Activity		Satisfaction with Cockburn Community Care Services	HACC Hours of Service Delivered vs Contract	FTE Count FY15/16 FY16/17
FY 15/16		100%	70%	27.76
FY 16/17 Target		95%	75%	27.09
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	2,182,488	2,415,909	11%	
Internal Recharging	348,134	330,204	-5%	
Net Expenditure	2,530,622	2,746,113	9%	
Operating Income	(2,439,076)	(2,682,880)	10%	
Net Position	91,546	63,233	-31%	

Business Activities / Initiatives for 2016/17

- From February 2017 Home Care Packages will be tied to clients rather than Service Providers providing an opportunity to pick up Level 3 and Level 4 packages, grow the business, and improve financial viability
- The Consumer Directed Care Model allows for Cockburn Community Care to provide brokered services for other Home Care Package providers (and private clients) providing an important option for residents and improving financial viability of the service
- Home and Community Care (HACC) services are undergoing radical reform. Service modeling needs to keep pace with changes and promotion will become increasingly important for maintaining market share. Growth funding opportunities will be taken whenever possible
- Cockburn Community Care provides individually funded services for people with disability funded in the Cockburn/Kwinana WA NDIS trial (since July 2015). The trial has been extended for a year. The trial sites will be integrated into the national roll out of NDIS under a model negotiated by the WA and Federal governments
- Cockburn Community Care will continue involvement in HACC funded Garrgatup project dedicated to improving connection with the Aboriginal and Torres Strait Islander Community
- Cockburn Community Care has funds set aside for 10 year refurbishment. Physical access will be improved, Dementia Friendly spaces will be created, Social Club service capacity will be increased and general amenity improved

Family and Community Development

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

Budget and Key Performance Indicators

Activity	Local Business Supporting Community Activities & Volunteers	Engaged Community Development E-News Subscribers	No of Family Support Contacts	FTE Count FY15/16 FY16/17
FY 15/16	100	670	3000	11.00
FY 16/17 Target	100	683	2750	11.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,589,795	1,479,864	-7%	
Internal Recharging	652,875	613,228	-6%	
Net Expenditure	2,242,670	2,093,092	-7%	
Operating Income	(654,414)	(512,141)	-22%	
Net Position	1,588,256	1,580,951	0%	

Business Activities / Initiatives for 2016/17

- Support Services: Provision of grant funded Family Support, Financial Counselling, and Early Years Parenting services to prioritise those most in need, providing home visits with families with young children, individual counselling, and a range of groups
- Community Development: Initiatives include: Cockburn Community Group News; Cockburn Community Business Steering Committee developing networking/ partnership opportunities; 'On-the-Job' Program provides planning/project management and sustainability support for organisations; Bi-monthly Forums for Resident groups and Parents Associations; and Volunteer Recognition Events. New Community Engagement Officer will improve organisational Community Engagement
- Community Events. Provision of specialized community events including Celebrate Ability, Hello Baby, NAIDOC Week, Reconciliation Week, Family Dance events. Events will be reviewed to consider innovation. 4000 people attend events per annum
- Community Reference Groups and Services Networks. Coordinate the City's Children's, Disability, Community Development, and Aboriginal Reference Groups, and support the Family Support, and Purely Early Years Networks
- Children's Development & Services. Provide Atwell 3 year old Play Club for parents and children, and Froggy's Fun on the Green outdoor Play Program. A third session for Froggy's will be considered. Provide Skatepark clinics for 8-13 year olds. Implement the new Children and Families Strategic Plan. Support the Early Years Project
- Community and School Liaison. Provide regular information and contact with over 26 primary schools, 8 high schools, 5 child health clinics, 2 toy libraries, 17 playgroups and 11 pre-Kindy and Kindy programs
- Aboriginal Community Development. Strengthen connections and liaison with the Aboriginal community, as well as deliver events and support new projects in consultation with the Aboriginal Reference Group. Staff Aboriginal Cultural Competency Training will continue, and be offered to community groups. Review the Reconciliation Action Plan
- Disability Access and Inclusion. Provide community consultation, liaison, and internal communication on disability related matters. Provides staff training and community Information sessions. Continued implementation of the Disability Access and Inclusion Plan. The Bibra Lake Changing Places facility will be constructed and some parks are being fenced at the request of community members with a disability.

Youth Services

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

Budget and Key Performance Indicators

Activity	Service Contacts with Young People	Youth Outrage Program Places Occupied	Satisfaction with Youth Services	FTE Count FY15/16 FY16/17
FY 15/16	20,000	85%	70%	8.00
FY 16/17 Target	20,000	85%	70%	8.00
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	1,474,030	1,176,186	-20%	
Internal Recharging	1,161,422	1,112,279	-4%	
Net Expenditure	2,635,452	2,288,465	-13%	
Operating Income	(885,846)	(524,053)	-41%	
Net Position	1,749,606	1,764,412	1%	

Business Activities / Initiatives for 2016/17

- Youth Services. This service area has over 20,000 contacts with young people each year through the Cockburn Youth Centre, Youth Development, Youth Outreach Services, Bliss-co mobile outdoor recreation service, Youth Outrage holiday program, skate park competitions, events and art programs
- Events. Youth Services coordinates a range of events including the FROSH Youth Festival and Youth Centre events such as the Big Night In with over 10,000 young people attending. Youth Services also provide a support role for the Cockburn RSL ANZAC Youth Parade, Coogee Beach festival and Naidoc celebrations
- Cockburn Youth Centre. This facility is open 6 days per week 51 weeks per year. It provides a one stop shop model for those most in need combined with a wide range of educational and recreation programs. The Youth Centre provides, after school and school holiday programs, a free supervised hang out space, and centre based events. The Youth Centre also partners with the Challenger Institute to provide accredited training course during school hours
- Youth Development. Youth development coordinates the Youth Advisory Collective, the Youth Outrage School Holiday program, the Bliss-co mobile youth recreation service, local skate park competitions and art projects. In the upcoming year youth capacity building and leadership, closer partnering with local high schools on community projects, increased work with young people from culturally and linguistically diverse communities as well as topical information provision for parents
- Youth Outreach. Employs staff through grant funding to provide individual counselling and group work to young people who are considered 'at risk' and their families
- Youth Advisory Collective. Continued support of the YAC by the Youth Development Officer
- Skate Parks. Facilitate Skate competitions twice per year at all 3 skate parks. Assist with development of the concept plan to upgrade the existing skate facility in Bibra Lake.
- Youth Diversion. Submit a Consortium Tender to continue the provision of Youth Diversion services within the broader metropolitan region
- Youth Services Strategic Plan- commence consultation and review of the Strategy

Library Services

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

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

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

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

Budget and Key Performance Indicators

Activity	Visits	Registered Borrowers	Satisfaction with Libraries	FTE Count FY15/16 FY16/17
FY 15/16	370,500	33,940	89%	31.44
FY 16/17 Target	390,000	34,500	90%	31.44
Budget	Adjusted Budget 15/16	Proposed Budget 16/17	Variance %	
Gross Expenditure	3,492,452	3,519,283	1%	
Internal Recharging	1,497,735	1,580,322	6%	
Net Expenditure	4,990,187	5,099,605	2%	
Operating Income	(57,790)	(55,146)	-5%	
Net Position	4,932,397	5,044,459	2%	

Business Activities / Initiatives for 2016/17

- Regional Library Reform. Work with the South West Librarian's Group to develop a feasibility study towards a strategic partnership for South West Metropolitan Libraries.
- WA Public Library Service Reform - Continue to participate in the 'Vision for Public Libraries in 2025' process
- Spearwood Library Rejuvenation Project. To develop and implement a plan of rejuvenation of Spearwood Library to bring it up to the contemporary standard of other libraries within Cockburn
- Integrated Library System. Upgrade to Spydus Integrated Library System to version 10.
- Learning English Through Storytime (LETS) – Develop and implement a LETS program for CaLD families at Success Library
- Digital Collections Training Program. Develop and implement a staff training program for library electronic resources (ongoing)
- Cockburn Local History Website. Depending on budget approval implement first stage of the local history digitisation
- Implement SelfService Public Scanning and Faxing for Spearwood and Success Libraries
- Stackmap. Installation of mapping software that is linked to the library catalogue and a floor map of the building enabling clients to click on a "Find It" button to locate their item in the collection
- Partnerships for Sustainable Service Delivery. Continue to develop the partnerships with external providers and other council service units to facilitate the introduction of the Success model of program delivery to Coolbellup and Spearwood libraries

Mission Statement

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

Values

Our five values influence service provision and staff behavior.

They are:

Customer Service

Accountability

Sustainability

Safety

Excellence

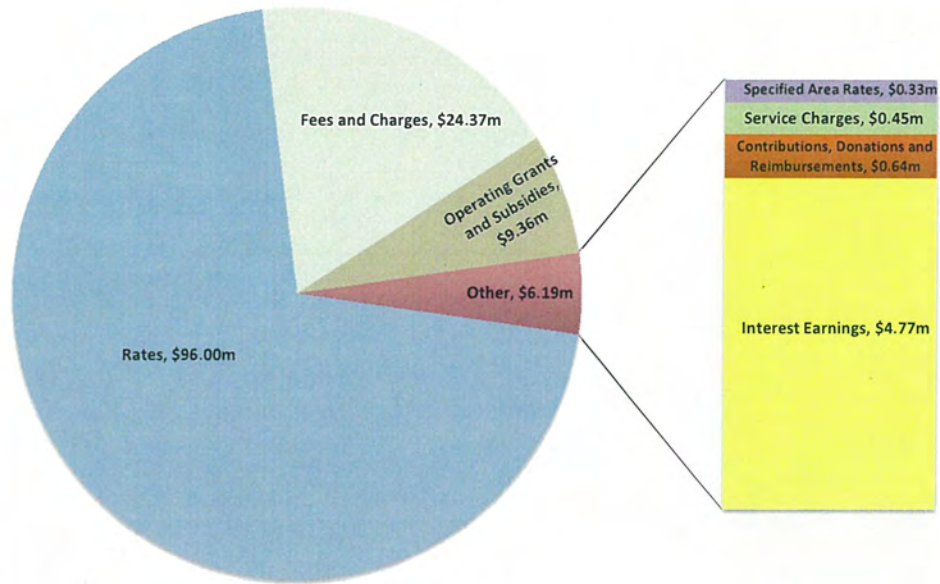
9 Coleville Crescent, Spearwood WA 6163
P 08 9411 3401 F 08 9411 3333
cockburn.wa.gov.au



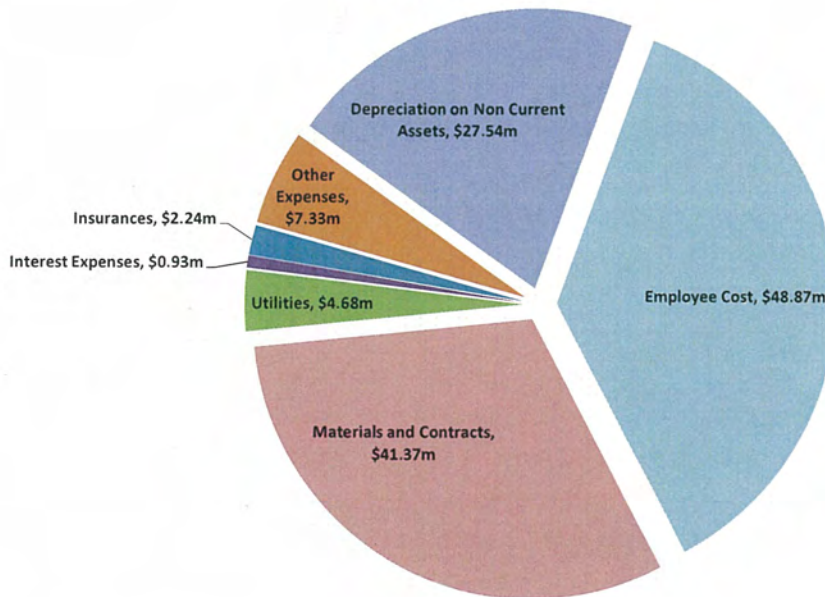
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alternative formats on request.

BUDGET AT A GLANCE

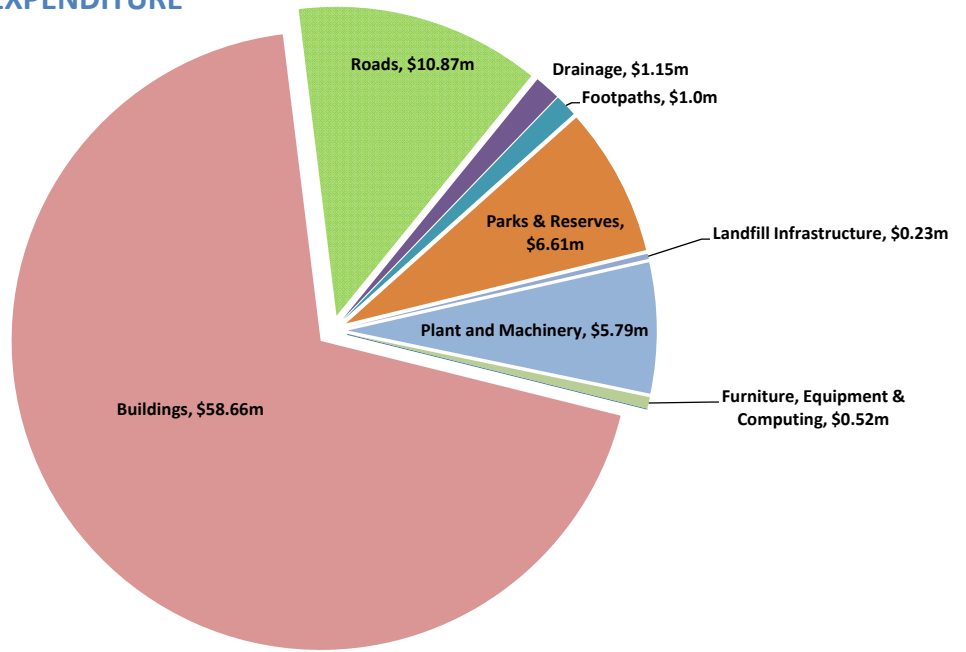
OPERATING REVENUES



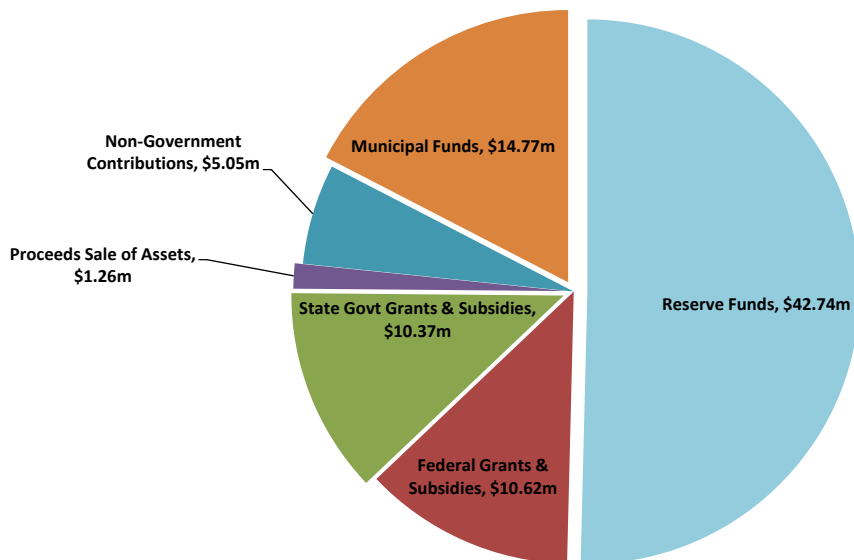
OPERATING EXPENSES



CAPITAL EXPENDITURE



CAPITAL FUNDING SOURCES (Internal & External)



2016/17

SOURCE & APPLICATION OF FUNDS

	2016/17
Application of Funds	\$
Operating Expenditure	130,744,453
Less: Depreciation	(27,544,746)
Cash used for Operating Expenses	103,199,707
Loan Repayments	2,593,138
Capital Expenditure	
Land	0
Buildings	58,655,520
Infrastructure Assets - Roads	10,865,703
Infrastructure Assets - Drainage	1,151,475
Infrastructure Assets - Footpaths	1,003,360
Infrastructure Assets - Parks & Reserves	6,612,000
Landfill Infrastructure	225,000
Plant and Machinery	5,791,000
Furniture, Equipment & Computing	518,608
Cash used for Asset Acquisitions	84,822,666
Total Cash Expenditure	190,615,511
Transfer to Reserves	44,411,004
Total Budgeted Cash Commitments	235,026,515
Funding Sources	
Rates	96,000,000
Specified Area Rates	330,000
Fees and Charges	24,368,500
Service Charges	450,000
Operating Grants, Subsidies and Contributions	9,996,314
Proceeds from Sale of Assets	1,264,650
Capital Grant and Contributions	34,967,106
Interest Earnings	4,772,036
Transfer from Reserves	52,676,958
Loan Borrowings	0
Funding Sources Total	224,825,564
Movement in Net Current Assets (adjusted for Restricted Assets)	
Opening Funds (as per Rate Setting Statement)	10,500,000
Closing Funds (as per Rate Setting Statement)	299,049
Net Movement in Current Assets	10,200,951
Total Funding for Cash Commitments	235,026,515

RATE SETTING STATEMENT
Adopted Budget for the Year Ending 30 June 2017

Notes	Budget 2016/17 \$	Budget 2015/16 \$	Actual Apr 16 \$
Operating Revenue			
Specified Area Rates	330,000	274,438	340,484
Fees & Charges	24,368,500	25,132,053	19,063,271
Service Charges	450,000	1,037,370	1,063,527
Operating Grants & Subsidies	9,357,649	9,098,273	6,756,415
Contributions, Donations, Reimb	638,665	592,253	1,143,491
Interest Earnings	4,772,036	5,385,532	4,880,035
Profit/Loss on Sale of Assets	14,650	8,171,209	52,448
Total Operating Revenue	39,931,500	49,691,129	33,299,671
Operating Expenditure			
Employee Cost	(48,872,391)	(47,543,019)	(36,919,421)
Materials and Contracts	(41,369,671)	(36,109,194)	(28,416,657)
Utilities	(4,684,525)	(4,622,148)	(3,672,377)
Interest Expenses	(930,000)	(73,336)	(46,686)
Insurances	(2,244,048)	(2,134,448)	(2,132,185)
Other Expenses	(7,328,893)	(8,933,563)	(5,038,155)
Depreciation on Non Current Assets	(27,544,746)	(27,681,784)	(21,520,356)
Less: Indirect Charges to Capital	2,229,821	3,024,460	1,671,609
Total Operating Expenditure	(130,744,453)	(124,073,032)	(96,074,228)
Change in Net Assets Resulting from Operations before Rates			
	(90,812,954)	(74,381,903)	(62,774,557)
Add Back: non-cash expenses and income			
Profit/(Loss) on Assets Disposals	14,650	8,171,209	52,448
Depreciation on Assets	(27,544,746)	(27,681,784)	(21,520,356)
	(63,282,858)	(54,871,328)	(41,306,650)
Less Loan Repayments	4,038	(1,423,320)	(705,302)
	(63,278,820)	(56,294,648)	(42,622,318)
Less Capital Expenses			
Purchase of Land and Buildings	(58,655,520)	(63,968,000)	(36,979,614)
Purchase of Infrastructure Assets	(19,857,538)	(13,135,576)	(9,587,401)
Purchase of Plant and Machinery	(5,791,000)	(4,568,000)	(2,405,581)
Purchase of Furniture and Equipment	(33,808)	(6,000)	(6,105)
Purchase of Computer Equipement	(484,800)	(503,800)	(288,207)
Transfer to Reserves	(44,411,004)	(63,087,125)	(25,337,666)
	(192,512,489)	(201,563,149)	(117,226,893)
Add Funding from			
Contributions/Grants for the development of Assets	34,967,106	26,705,947	16,319,674
Proceeds on Sale of Assets	1,264,650	16,051,000	3,136,984
Reserves	52,676,958	31,635,188	28,329,473
Proceeds from New Loans	(2,597,176)	25,000,000	-
(Increase)/Decrease in Bonds & Deposits Held	-	-	860,527
	(106,200,951)	(102,171,014)	(68,580,233)
Add: Opening Funds	10,500,000	18,041,761	18,183,018
Less: Closing Funds	299,049	4,901,761	33,550,850
Amount Required to be Raised from Rates	(96,000,000)	(89,031,014)	(83,948,065)

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

Statement of Comprehensive Income

BY NATURE OR TYPE

Adopted Budget for the Year Ending 30 June 2017

	Notes	Budget 2016/17 \$	Budget 2015/16 \$	Actual Apr-16 \$
OPERATING REVENUES				
Rates		96,000,000	89,031,014	88,988,112
Specified Area Rates		330,000	274,438	340,484
Fees and Charges		24,368,500	25,132,053	19,063,271
Service Charges		450,000	1,037,370	1,063,527
Operating Grants and Subsidies		9,357,649	9,098,273	6,756,415
Contributions, Donations and Reimbursements		638,665	592,253	1,143,491
Interest Earnings		4,772,036	5,385,532	4,880,035
Other revenue and Income		-	-	-
Total Operating Revenues		135,916,850	130,550,933	122,235,334
OPERATING EXPENSES				
Employee Cost		(48,872,391)	(47,543,019)	(36,919,421)
Materials and Contracts		(41,369,671)	(36,109,194)	(28,416,657)
Utilities		(4,684,525)	(4,622,148)	(3,672,377)
Interest Expenses		(930,000)	(73,336)	(46,686)
Insurances		(2,244,048)	(2,134,448)	(2,132,185)
Other Expenses		(7,328,893)	(8,933,563)	(5,038,155)
Depreciation on Non Current Assets		(27,544,746)	(27,681,784)	(21,520,356)
Less: Indirect Charges to Capital		2,229,821	3,024,460	1,671,609
Total Operating Expenses		(130,744,453)	(124,073,032)	(96,074,228)
Change in Net Assets Resulting from Operating Activities		5,172,396	6,477,902	26,161,107
NON-OPERATING ACTIVITIES				
Capital Grants & Subsidies		21,075,184	12,964,025	9,080,241
Non-Govt Capital Contributions		13,891,922	13,741,922	7,239,434
Profit/(Loss) on Sale of Assets		14,650	8,171,209	52,448
Payments for Crown Land under Roads		-	-	(610,366)
Total Non-Operating Activities		34,981,756	34,877,156	15,761,756
Net Result		40,154,152	41,355,058	41,922,863
Other Comprehensive Income		-	-	-
TOTAL COMPREHENSIVE INCOME		40,154,152	41,355,058	41,922,863

Statement of Comprehensive Income

BY PROGRAM

Adopted Budget for the Year Ending 30 June 2017

	Budget 2016/17	Budget 2015/16	Actual Apr-16
Notes	\$	\$	\$
OPERATING REVENUES			
General Purpose Funding	105,671,974	99,716,849	96,762,204
Governance	131,550	125,550	203,130
Law Order & Public Safety	803,944	799,091	833,406
Health	260,500	225,500	303,206
Education & Welfare	6,417,260	6,230,253	6,125,540
Community Amenities	11,717,236	15,050,847	10,094,670
Recreation & Culture	5,018,140	3,948,928	3,468,187
Transport	315,000	285,200	528,164
Economic Services	2,325,503	2,338,578	1,948,139
Other Property & Services	3,255,743	1,830,137	1,968,689
Total Operating Revenue	135,916,850	130,550,933	122,235,334
OPERATING EXPENSES			
General Purpose Funding	(1,604,505)	(723,675)	(638,045)
Governance	(13,482,457)	(11,063,513)	(7,276,549)
Law Order & Public Safety	(6,460,903)	(5,455,161)	(4,855,188)
Health	(2,467,674)	(2,384,409)	(2,006,357)
Education & Welfare	(13,139,599)	(13,086,595)	(10,586,954)
Community Amenities	(33,633,570)	(34,066,623)	(24,468,906)
Recreation & Culture	(28,660,527)	(27,381,070)	(21,669,132)
Transport	(26,618,306)	(25,927,976)	(20,874,191)
Economic Services	(2,567,198)	(2,635,548)	(1,983,668)
Other Property & Services	(2,109,714)	(1,348,463)	(1,715,239)
Total Operating Expenditure	(130,744,453)	(124,073,032)	(96,074,228)
Change in Net Assets Resulting from Operating Activities			
	5,172,396	6,477,902	26,161,107
NON-OPERATING REVENUES			
Grants/Contributions/Gifted Assets			
General Purpose Funding	85,557	85,557	44,160
Governance	18,079,999	18,050,000	7,396,452
Community Amenities	-	-	425,457
Recreation & Culture	4,154,220	400,000	105,261
Transport	3,805,408	1,363,468	1,781,890
Other Property & Services	8,841,922	6,806,922	6,566,453
	34,967,106	26,705,947	16,319,674
Profit/(loss) on Disposal of Assets			
Education & Welfare	12,000	30,000	42,300
Recreation & Culture	-	-	(90,767)
Transport	32,150	(206,540)	109,335
Other Property & Services	(29,500)	8,347,750	(8,420)
	14,650	8,171,209	52,448
NON-OPERATING EXPENSES			
Underground Power Costs	-	-	(610,366)
Net Result	40,154,152	41,355,058	41,922,863
Other Comprehensive Income	-	-	-
TOTAL COMPREHENSIVE INCOME	40,154,152	41,355,058	41,922,863

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

STATEMENT of Cash Flows
Adopted Budget for the year ending 30 June 2017

	Notes	Budget 2016/17 \$	Budget 2015/16 \$	Actual Apr 16 \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee Cost		(48,872,391)	(46,947,039)	(36,192,814)
Materials and Contracts		(47,639,850)	(40,084,733)	(39,561,205)
Utilities		(4,684,525)	(4,622,148)	(3,672,377)
Interest Paid		(930,000)	(73,336)	(46,686)
Insurances		(2,244,048)	(2,134,448)	(2,132,185)
Depreciation		-	-	-
Net Book Value of Assets Sold		-	-	-
Other Expenses		(7,328,893)	(8,933,563)	(5,038,155)
		(111,699,707)	(102,795,268)	(86,643,422)
Receipts				
Rates & Specified Area Rates		96,330,000	89,305,452	88,708,088
Fees and Charges		27,368,500	29,121,953	18,971,528
Service Charges		450,000	1,037,370	1,063,527
Contributions, Donations and Reimbursements		638,665	592,253	1,143,491
Grants & Subsidies - Operating		9,857,649	9,598,273	7,256,415
Interest Received		4,772,036	5,385,532	4,318,521
GST Refunded by ATO		5,000,000	2,500,000	5,671,061
Other Revenue/Income		-	10,100	-
		144,416,850	137,550,933	127,132,631
NET CASH FLOWS FROM OPERATING ACTIVITIES	8a	32,717,142	34,755,666	40,489,210
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from Sale on Non Current Assets	3d	1,264,650	16,051,000	3,136,984
Grants/Contributions for Asset Development		34,967,106	26,705,947	16,319,674
Purchase Furniture and Equipment		(33,808)	(6,000)	(6,105)
Purchase Computer Equipment		(484,800)	(503,800)	(288,207)
Purchase Infrastructure Assets		(19,857,538)	(13,135,576)	(9,587,401)
Purchase Plant and Equipment		(5,791,000)	(4,568,000)	(2,405,581)
Purchase of Land		-	(1,350,000)	(359,614)
Purchase of Buildings		(58,655,520)	(62,618,000)	(36,620,000)
Work in Progress		-	-	-
Net Movement in Investments		-	-	408,548
NET CASH FLOWS FROM INVESTING		(48,590,910)	(39,424,429)	(29,401,702)
CASH FLOWS FROM FINANCING ACTIVITIES				
Increase/Decrease in Bonds Held		-	-	860,527
Proceeds from New Borrowings		(2,593,138)	23,576,680	(705,302)
NET CASH FLOWS FROM FINANCING ACTIVITIES		(2,593,138)	23,576,680	155,225
NET INCREASE/DECREASE IN CASH HELD		(18,466,906)	18,907,917	11,242,733
CASH AT BEGINNING OF REPORTING PERIOD		133,351,966	101,348,197	129,018,060
CASH and CASH EQUIVALENTS AT END OF REPORTING PERIOD	8b	114,885,061	120,256,114	140,260,794

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

Statement of Financial Position
Adopted Budget for the Year Ending 30 June 2017

	Notes	Budget 2016/17 \$	Budget 2015/16 \$	Actual Apr-16 \$
CURRENT ASSETS				
Cash and Cash Equivalents		114,885,061	120,256,114	140,260,794
Trade & Other Receivables		7,098,800	4,070,000	7,778,263
Inventories		13,700	80,000	1,436
Total Current Assets		<u>121,997,561</u>	<u>124,406,114</u>	<u>148,040,492</u>
CURRENT LIABILITIES				
Interest Bearing Liabilities		2,597,175	-	718,018
Trade & Other Payables		2,225,000	5,935,000	2,985,501
Provisions		2,000,000	5,595,980	5,018,196
Total Current Liabilities		<u>6,822,175</u>	<u>11,530,980</u>	<u>8,721,715</u>
NET CURRENT ASSETS		<u>115,175,386</u>	<u>112,875,134</u>	<u>139,318,777</u>
NON CURRENT ASSETS				
Investments		13,250,807	26,262,041	13,240,542
Other Receivables		630,000	580,000	632,550
Property, Plant, & Infrastructure		1,065,842,920	989,437,111	1,011,190,265
Total Non Current Assets		<u>1,079,723,727</u>	<u>1,016,279,152</u>	<u>1,025,063,356</u>
NON CURRENT LIABILITIES				
Interest Bearing Liabilities		20,552,860	25,743,174	743,174
Other Payables		6,329,512	-	7,063,682
Provisions		6,544,855	(2,180,000)	10,726,960
Total Non Current Liabilities		<u>33,427,227</u>	<u>23,563,174</u>	<u>18,533,815</u>
NET ASSETS		<u>1,161,471,886</u>	<u>1,105,591,113</u>	<u>1,145,848,317</u>
EQUITY				
Accumulated Surplus		477,417,907	578,585,968	473,524,449
Reserves - Cash/Investment Backed		115,812,070	117,056,895	104,081,960
Asset Revaluation Surplus		568,241,909	409,948,250	568,241,909
TOTAL EQUITY		<u>1,161,471,886</u>	<u>1,105,591,113</u>	<u>1,145,848,317</u>

STATEMENT of changes in equity
Adopted Budget for the Year Ending 30 June 2017

	Notes	Budget 2016/17 \$	Budget 2015/16 \$	Actual Apr-16 \$
RESERVES CASH BACKED				
Balance at beginning of year		124,078,024	85,604,958	107,073,767
Transfer from accumulated surplus		44,411,004	63,087,125	25,337,666
Transfer to accumulated surplus		(52,676,958)	(31,635,188)	(28,329,473)
Balance at end of reporting period		<u>115,812,070</u>	<u>117,056,895</u>	<u>104,081,960</u>
RESERVES OTHER				
Asset Revaluation Reserve				
Balance at beginning of year		568,241,909	409,948,250	568,241,909
Balance at end of reporting period		<u>568,241,909</u>	<u>409,948,250</u>	<u>568,241,909</u>
TOTAL RESERVES		<u>684,053,979</u>	<u>527,005,145</u>	<u>672,323,869</u>
ACCUMULATED SURPLUS				
Balance at beginning of year		428,997,800	568,682,847	428,609,779
Change in net results		40,154,152	41,355,058	41,922,863
Transfer from reserves		52,676,958	31,635,188	28,329,473
Transfer to reserves		(44,411,004)	(63,087,125)	(25,337,666)
Balance at end of reporting period		<u>477,417,907</u>	<u>578,585,968</u>	<u>473,524,449</u>
TOTAL EQUITY		<u>1,161,471,886</u>	<u>1,105,591,113</u>	<u>1,145,848,317</u>

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

NOTES to and forming part of the Budget 2016/17

NOTE 1. SIGNIFICANT ACCOUNTING POLICIES

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

(a) **Basis of Accounting**

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

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

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

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

(c) **2015/16 Actual Balances**

Balances shown in this budget as 'Estimated Actual 2015/16, are those available at the time of budget preparation and are subject to final adjustments.

(d) **Rounding Off Figures**

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

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

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

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

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

(f) **Goods and Services Tax**

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

(g) **Cash and Cash Equivalents**

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

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

(h) **Trade and Other Receivables**

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

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

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

(i) **Inventories**

General

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

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

Land Held for Resale

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

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

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

(j) **Fixed Assets**

Initial Recognition

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

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

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

Revaluation

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

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

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

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

and

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

Council has completed the process of adopting Fair Value for all asset categories ahead from the Regulation requirements.

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

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

Land Under Control

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

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

Land Under Roads

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

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

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

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

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

(k) Depreciation of Non-Current Assets

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

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

Depreciation is recognised, as follows:

Property, Plant and Equipment

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

Infrastructure Assets

Infrastructure – Footpaths	20-50 years
Infrastructure – Drainage	30-100 years
Infrastructure – Roads: Surface	15-25 years
Infrastructure – Roads: Base	50-80 years
Infrastructure – Roads: Sub-Base	80-100 years
Infrastructure – Roads: Kerbing	20-50 years
Infrastructure – Bridges	30-50 years
Infrastructure – Parks Equipment & Furnishings	10-30 years
Bus Shelters	15-40 Years

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

Council classifies its investments in the following categories:

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

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

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

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

(ii) Loans and receivables

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

(iii) Held-to-maturity investments

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

(iv) Available-for-sale financial assets

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

Recognition and derecognition

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

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

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

Subsequent measurement

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

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

Impairment

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

(m) Estimation of Fair Value

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

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

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

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

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

(n) Impairment

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

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

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

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

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

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

(o) Trade and Other Payables

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

(p) Employee Benefits

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

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

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

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

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

(q) Interest-bearing Loans and Borrowings

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

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

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

Borrowing Costs

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

(r) **Provisions**

Provisions are recognised when:

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

Provisions are not recognised for future operating losses.

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

(s) **Superannuation**

The Council is a member of the Western Australian Local Government Superannuation Plan (LGSP) and contributes 9% on behalf of employees for the Superannuation Guarantee Charge, plus matching contributions of up to 4% where employees also contribute. LGSP is a defined contribution plan.

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

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

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

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave and annual leave, the liability is classified as current even if not expected to be settled within the next 12 months.

Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non-current based on Council's intentions to release for sale.

(u) **Leases**

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

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

(v) **Comparative Figures**

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

NOTES to and forming part of the Budget 2016/17

NOTE 2. STATEMENT OF OBJECTIVE

MISSION STATEMENT

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

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

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

General Purpose Funding

The collection of general-purpose revenue including rates and penalties, general-purpose grants and interest on investments. This provides the funding for much of the City's programs/activities.

Governance

The administration and operation of facilities and services to the elected members of Council. Also includes other corporate type costs that are not related to the specific service areas covered under the other programs.

Law, Order And Public Safety

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

Health

The provision of community health services including the regulation and monitoring of food premises, pollution and noise complaints, pest control and managing contaminated sites.

Education and Welfare

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

Community Amenities

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

Recreation and Culture

The provision and operation of community halls and recreation centres, parks and ovals, beach reserves and swimming areas and library facilities. The development and provision of arts and cultural events.

Transport

All activities relating to road, drainage and footpath construction and maintenance. The creation and maintenance of streetscapes. Provision of and operating the council works depot.

Economic Services

Activities associated with the control of building activity within the city and the provision of facilities and services that encourage tourism.

Other Property and Services

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

NOTES to and forming part of the Budget 2016/17

3a. Change in Net Assets

	Budget 2016/17	Budget 2015/16	Actual Apr 16
The change in net assets resulting from Operations was arrived at after charging/crediting the following items:	\$	\$	\$
AFTER CHARGING			
Depreciation			
By ASSET CLASS			
Buildings	5,175,945	5,382,841	4,079,639
Plant and Equipment	3,034,473	2,949,690	2,305,428
Furniture and Equipment	442,092	175,809	306,502
Infrastructure - Roads	11,029,308	11,181,984	8,645,829
Infrastructure - Drainage	2,622,888	2,524,212	2,081,657
Infrastructure - Footpaths	1,214,664	1,201,320	964,015
Infrastructure - Parks Equipment	2,834,244	3,019,512	2,249,401
Infrastructure - Landfill	1,191,132	1,246,416	887,884
	27,544,746	27,681,784	21,520,356
By PROGRAM			
Governance	616,460	40,516	39,282
Law Order & Public Safety	412,975	180,580	295,914
Health	8,556	4,526	3,771
Education & Welfare	33,372	17,001	14,220
Community Amenities	1,216,190	1,280,199	913,474
Recreation & Culture	3,761,952	4,241,901	3,180,296
Transport	14,873,388	14,910,831	11,694,279
Economic Services	47,139	58,013	48,134
Other Property & Services	6,574,714	6,948,217	5,330,986
	27,544,746	27,681,784	21,520,356
Interest on Borrowings	930,000	73,336	46,686
Profit/(Loss) on Sale of Assets			
Proceeds from Disposal of Non Current Assets	1,264,650	16,051,000	3,136,984
Carrying Amount of Non Current Assets	1,250,000	7,879,791	3,084,536
	14,650	8,171,209	52,448
AFTER CREDITING			
Interest Earnings			
Interest received on Reserve Funds	1,858,196	2,059,692	2,045,052
Interest received on Other Funds	2,913,840	3,325,840	2,834,984
	4,772,036	5,385,532	4,880,035

NOTES to and forming part of the Budget 2016/17

3b. Acquisition of Assets

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

BY PROGRAM

	Budget 2016/17	Budget 2015/16	Actual Apr 16
<u>Governance</u>			
Computers	429,000	470,000	256,510
Plant & Machinery	286,000	185,000	140,308
Buildings	1,685,000	1,318,000	748,176
<u>Law Order & Public Safety</u>			
Computers	-	-	9,967
Plant & Machinery	197,000	166,000	-
<u>Health</u>			
Plant & Machinery	-	138,000	105,916
<u>Education & Welfare</u>			
Furniture & Equipment	20,808	-	-
Plant & Machinery	212,000	416,000	207,499
<u>Community Amenities</u>			
Plant & Machinery	1,742,000	55,000	496,633
Buildings	-	50,000	-
Footpaths	227,000	-	-
Landfill Infrastructure	225,000	194,000	213,980
Parks Hard Infrastructure	345,000	305,000	547,723
Parks Soft Infrastructure	-	205,000	71,332
Roads Infrastructure	-	30,000	1,225
<u>Recreation & Culture</u>			
Computers	33,800	33,800	6,050
Furniture & Equipment	13,000	6,000	6,105
Plant & Machinery	29,000	60,000	61,962
Buildings	56,970,520	61,235,000	35,834,601
Parks Hard Infrastructure	5,317,000	2,763,000	2,449,219
Parks Soft Infrastructure	950,000	936,875	240,276
<u>Transport</u>			
Plant & Machinery	2,985,000	3,234,000	1,134,179
Drainage	1,151,475	1,155,000	630,930
Footpaths	776,360	1,053,000	793,944
Roads Infrastructure	10,865,703	6,493,701	4,638,771
<u>Economic Services</u>			
Plant & Machinery	-	87,000	85,314
Buildings	-	15,000	24,268
<u>Other Property & Services</u>			
Computers	22,000	-	15,680
Freehold Land	-	1,350,000	359,614
Plant & Machinery	340,000	227,000	173,771
Buildings	-	-	12,955
Total	84,822,666	82,181,376	49,266,908

BY ASSET CLASS

Computers	484,800	503,800	288,207
Freehold Land	-	1,350,000	359,614
Furniture & Equipment	33,808	6,000	6,105
Plant & Machinery	5,791,000	4,568,000	2,405,581
Buildings	58,655,520	62,618,000	36,620,000
Drainage	1,151,475	1,155,000	630,930
Footpaths	1,003,360	1,053,000	793,944
Landfill Infrastructure	225,000	194,000	213,980
Parks Hard Infrastructure	5,662,000	3,068,000	2,996,943
Parks Soft Infrastructure	950,000	1,141,875	311,609
Roads Infrastructure	10,865,703	6,523,701	4,639,996
Total	84,822,666	82,181,376	49,266,908

NOTES to and forming part of the Budget 2016/17

3c. Analysis of Asset Spending

	Renewal / Rehabilitation \$	Upgrade / Improvements \$	New Infrastructure \$	Total Spending \$
Infrastructure				
Council Owned Buildings	1,719,200	700,000	56,236,320	58,655,520
Landfill Site	0	0	225,000	225,000
Parks Hard Infrastructure	1,117,000	145,000	4,400,000	5,662,000
Parks Soft Infrastructure	200,000	0	750,000	950,000
Roads	1,863,453	8,422,250	580,000	10,865,703
Footpaths	236,195	234,165	533,000	1,003,360
Drainage	0	1,101,475	50,000	1,151,475
Total Infrastructure Spending	5,135,848	10,602,890	62,774,320	78,513,058
Other Assets				
Freehold Land				0
Plant & Machinery	5,019,000	0	772,000	5,791,000
Computing Equipment	0	30,000	454,800	484,800
Furniture & Equipment	13,000	0	20,808	33,808
Total Asset Spending	10,167,848	10,632,890	64,021,928	84,822,666

NOTES to and forming part of the Budget 2016/17

3d. Disposal of Assets

	NET BOOK VALUE			SALE PRICE			PROFIT/(LOSS)		
	Budget 2016/17	Budget 2015/16	Actual Apr 16	Budget 2016/17	Budget 2015/16	Actual Apr 16	Budget 2016/17	Budget 2015/16	Actual Apr 16
BY FUNCTION	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	-	-	-	-	-	-	-	-	-
Law, Order and Public Safety	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	-	-	-	-	-
Education and Welfare	-	-	-	12,000	30,000	42,300	12,000	30,000	42,300
Community Amenities	-	-	-	-	-	-	-	-	-
Recreation and Culture	-	-	90,767	-	-	-	-	-	(90,767)
Transport	800,000	884,540	145,104	832,150	678,000	254,439	32,150	(206,540)	109,335
Economic Services	-	-	-	-	-	-	-	-	-
Other Property and Services	450,000	6,995,250	2,848,665	420,500	15,343,000	2,840,245	(29,500)	8,347,750	(8,420)
Total	1,250,000	7,879,791	3,084,536	1,264,650	16,051,000	3,136,984	14,650	8,171,209	52,448
BY ASSET CLASSIFICATION									
Land		6,452,062	2,466,838	-	14,890,000	2,436,364	-	8,437,938	(30,474)
Buildings			90,767	-	-	-	-	-	(90,767)
Furniture and Equipment				-	-	-	-	-	-
Computers				-	-	-	-	-	-
Plant and Equipment	1,250,000	1,427,729	526,932	1,264,650	1,161,000	700,621	14,650	(266,729)	173,689
Total	1,250,000	7,879,791	3,084,536	1,264,650	16,051,000	3,136,984	14,650	8,171,209	52,448

4. Long-Term Borrowings

	Budget 2016/17	Budget 2015/16	Actual Apr 16
NON-CURRENT	\$	\$	\$
Secured by Floating Charge:			
Debenture	20,552,860	25,743,174	743,174
	<u>20,552,860</u>	<u>25,743,174</u>	<u>743,174</u>

NOTES to and forming part of the Budget 2016/17

5. Reserves

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
CASH BACKED RESERVES			
Staff Payments & Entitlements			
Opening Balance	2,133,594	1,988,978	2,049,042
Transfer from Accumulated Surplus - Interest	45,068	154,552	41,114
Transfer from Accumulated Surplus	119,822	110,000	-
Transfer to Accumulated Surplus	(162,000)	(180,000)	(62,867)
	2,136,484	2,073,530	2,027,289

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

Plant & Vehicle Replacement

Opening Balance	6,527,521	4,214,532	7,416,121
Transfer from Accumulated Surplus - Interest	105,975	77,520	137,356
Transfer from Accumulated Surplus	2,949,690	2,800,000	2,657
Transfer to Accumulated Surplus	(2,967,350)	(2,797,000)	(1,464,902)
	6,615,836	4,295,052	6,091,232

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

Information Technology

Opening Balance	259,123	178,840	279,795
Transfer from Accumulated Surplus - Interest	8,082	36,514	5,707
Transfer from Accumulated Surplus	100,000	100,000	-
Transfer to Accumulated Surplus	(50,000)	(100,000)	-
	317,205	215,354	285,502

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

Major Building Refurbishment

Opening Balance	9,706,691	5,524,551	5,452,406
Transfer from Accumulated Surplus - Interest	133,850	25,439	106,127
Transfer from Accumulated Surplus	1,500,000	4,928,686	-
Transfer to Accumulated Surplus	-	-	(609,043)
	11,340,541	10,478,676	4,949,490

This Reserve Fund was set up to provide funds for future major refurbishment requirements for Council buildings as they become necessary. The identified target balance for this Reserve is 10% of the insured value of buildings (\$22.0M). Annual transfers will be made to this Reserve (as able to be accommodated within any end of year surplus) in order to reach this target.

Waste & Recycling

Opening Balance	23,007,894	17,940,198	21,330,958
Transfer from Accumulated Surplus - Interest	348,847	614,391	432,851
Transfer from Accumulated Surplus	1,949,433	2,703,369	-
Transfer to Accumulated Surplus	(9,325,000)	(324,000)	(222,913)
	15,981,173	20,933,958	21,540,895

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

Land Development and Investment Fund Reserve

Opening Balance	14,799,330	5,738,759	5,605,100
Transfer from Accumulated Surplus - Interest	251,777	278,221	136,201
Transfer from Accumulated Surplus	240,095	15,125,432	2,819,562
Transfer to Accumulated Surplus	(5,060,000)	(10,350,000)	(340,714)
	10,231,202	10,792,412	8,220,150

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

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
Roads & Drainage Infrastructure			
Opening Balance	2,593,975	1,758,452	3,207,854
Transfer from Accumulated Surplus - Interest	64,880	99,653	65,230
Transfer from Accumulated Surplus	4,250,000	-	-
Transfer to Accumulated Surplus	(3,500,000)	-	(11,485)
	3,408,855	1,858,105	3,261,599

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

Naval Base Shacks

Opening Balance	969,751	772,223	828,752
Transfer from Accumulated Surplus - Interest	22,969	16,109	16,664
Transfer from Accumulated Surplus	158,696	158,497	-
Transfer to Accumulated Surplus	-	(17,875)	(16,176)
	1,151,416	928,954	829,240

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

Community Infrastructure

Opening Balance	11,229,765	9,775,774	6,211,520
Transfer from Accumulated Surplus - Interest	109,782	198,992	126,632
Transfer from Accumulated Surplus	1,304,636	5,300,000	-
Transfer to Accumulated Surplus	(4,520,000)	-	(49,627)
	8,124,183	15,274,766	6,288,525

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

Insurance Reserve

Opening Balance	504,509	387,255	389,322
Transfer from Accumulated Surplus - Interest	8,090	15,187	7,942
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	512,599	402,442	397,264

For smoothing out any significant variations in annual premiums associated with the LGIS self-insurance scheme

Greenhouse Action Fund

Opening Balance	478,171	627,838	636,855
Transfer from Accumulated Surplus - Interest	10,330	13,617	12,037
Transfer from Accumulated Surplus	1,450,000	200,000	-
Transfer to Accumulated Surplus	(195,000)	(80,000)	(100,616)
	1,743,501	761,455	548,276

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

Development Contribution Plans

Opening Balance	8,255,151	6,140,836	6,525,157
Transfer from Accumulated Surplus - Interest	104,795	104,795	144,978
Transfer from Accumulated Surplus	1,741,922	1,741,922	1,458,708
Transfer to Accumulated Surplus	(149,590)	(116,723)	(612,745)
	9,952,278	7,870,830	7,516,098

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

Aged and Disabled Asset Replacement Reserve

Opening Balance	172,895	298,869	430,493
Transfer from Accumulated Surplus - Interest	8,628	10,728	6,822
Transfer from Accumulated Surplus	-	60,317	50,264
Transfer to Accumulated Surplus	(17,000)	(165,000)	(172,023)
	164,523	204,914	315,556

This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
Welfare Projects Employee Entitlements			
Opening Balance	454,366	429,960	432,255
Transfer from Accumulated Surplus - Interest	10,933	10,719	8,647
Transfer from Accumulated Surplus	13,000	-	49,037
Transfer to Accumulated Surplus	-	-	(36,499)
	478,299	440,679	453,440

This is a Reserve Fund that applies to grant funded welfare services. It is fully funded from the operating grants received by the service and thus has no effect on the Municipal Fund.

Contaminated Sites			
Opening Balance	2,089,461	2,512,485	2,488,919
Transfer from Accumulated Surplus - Interest	47,780	50,542	50,027
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(100,000)	(100,000)	(222,638)
	2,037,241	2,463,027	2,316,308

This Reserve is required to cover any costs associated with clean-up & remediation works at contaminated sites within the district as enforced by the Contaminated Sites Act.

Municipal Elections			
Opening Balance	14,027	50,738	51,009
Transfer from Accumulated Surplus - Interest	2,681	13,018	(398)
Transfer from Accumulated Surplus	120,000	150,000	-
Transfer to Accumulated Surplus	-	(200,000)	(165,905)
	136,708	13,756	(115,294)

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

Welfare Redundancies Reserve			
Opening Balance	39,839	146	39,839
Transfer from Accumulated Surplus - Interest	797	-	813
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	40,636	146	40,652

This Reserve was created for the purpose of covering potential future redundancy costs for Government funded services, as the funding agreement does not allow for these costs.

Port Coogee Special Maintenance - SAR			
Opening Balance	1,325,909	906,531	1,224,733
Transfer from Accumulated Surplus - Interest	26,794	22,623	23,040
Transfer from Accumulated Surplus	274,000	274,438	-
Transfer to Accumulated Surplus	(308,509)	(132,305)	(190,885)
	1,318,194	1,071,287	1,056,888

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

Port Coogee Waterways WEMP Reserve No. 1			
Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	40,372	-	-
Transfer from Accumulated Surplus	2,100,000	-	-
Transfer to Accumulated Surplus	(253,192)	-	-
	1,887,180	-	-

This Reserve was established this year to manage the funds paid by the developer of the Port Coogee marina development in accordance with the Waterways Environmental Management Plan (WEMP). The funds will be used to maintain and manage the marina when it comes under the City's control.

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
Public Open Space (POS) Cash in Lieu Trust			
Opening Balance	5,256,925	5,675,824	5,485,916
Transfer from Accumulated Surplus - Interest	108,937	130,194	110,813
Transfer from Accumulated Surplus	-	-	325,457
Transfer to Accumulated Surplus	-	(527,000)	(221,409)
	5,365,862	5,279,018	5,700,777

This Reserve was established in 2009/10 for holding Council's public open space cash in lieu trust funds.

Community Surveillance Levy Reserve			
Opening Balance	1,229,695	518,798	1,481,926
Transfer from Accumulated Surplus - Interest	22,594	29,127	30,081
Transfer from Accumulated Surplus	200,000	-	-
Transfer to Accumulated Surplus	(334,000)	(220,000)	(113,803)
	1,118,289	327,925	1,398,203

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

Community Infrastructure – Development Contributions Reserve			
Opening Balance	8,567,662	15,494,450	16,479,668
Transfer from Accumulated Surplus - Interest	220,238	140,052	223,550
Transfer from Accumulated Surplus	5,000,000	5,000,000	5,056,845
Transfer to Accumulated Surplus	(40,473)	(6,783,463)	(12,693,358)
	13,747,427	13,851,039	9,066,705

This reserve has been established to account for the funds generated from the proposed Community Infrastructure Developer Contributions Scheme. Subject to ministerial approval, funds could commence flowing during 2011/12.

Waste Collection Levy Surplus			
Opening Balance	1,566,660	52,610	1,055,070
Transfer from Accumulated Surplus - Interest	63,366	1,511	22,706
Transfer from Accumulated Surplus	1,638,621	1,090,079	-
Transfer to Accumulated Surplus	(1,010,000)	(580,000)	(150,566)
	2,258,647	564,200	927,210

This Reserve is used to manage any surplus' generated from the annual waste collection levy versus the service costs.

Naval Base Leaseholder Dwelling Removal			
Opening Balance	456,167	340,773	397,285
Transfer from Accumulated Surplus - Interest	10,217	4,189	8,104
Transfer from Accumulated Surplus	54,693	54,693	-
Transfer to Accumulated Surplus	-	-	-
	521,077	399,655	405,389

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

Underground Power - SAR			
Opening Balance	208,864	769,646	550,927
Transfer from Accumulated Surplus - Interest	-	-	11,238
Transfer from Accumulated Surplus	-	1,030,000	-
Transfer to Accumulated Surplus	-	(1,372,063)	-
	208,864	427,583	562,165

This Reserve was being established to account for and manage the funds raised through the service charges for the undergrounding of power in East Coolbellup. The funds are completely restricted to this purpose.

Environmental Offset			
Opening Balance	284,550	283,039	284,550
Transfer from Accumulated Surplus - Interest	7,691	-	5,804
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	292,241	283,039	290,355

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

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
Bibra Lake Management Plan Reserve			
Opening Balance	532,426	1,114,362	1,070,427
Transfer from Accumulated Surplus - Interest	10,648	11,999	21,302
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	(350,000)	(600,000)	(73,022)
	193,074	526,361	1,018,706

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

Restricted Grants & Contributions Reserve			
Opening Balance	2,077,647	2,108,490	5,569,838
Transfer from Accumulated Surplus - Interest	-	-	(4)
Transfer from Accumulated Surplus	-	-	9,076
Transfer to Accumulated Surplus	(5,102)	(39,759)	(3,470,747)
	2,072,545	2,068,732	2,108,164

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

NEW - CIHF Building Maintenance Reserve			
Opening Balance	3,189,423	-	2,189,423
Transfer from Accumulated Surplus - Interest	-	-	48,227
Transfer from Accumulated Surplus	1,400,000	1,000,000	832,414
Transfer to Accumulated Surplus	(250,000)	-	-
	4,339,423	1,000,000	3,070,065

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

Cockburn Central West Recreation Facility Reserve			
Opening Balance	15,647,202	-	7,908,607
Transfer from Accumulated Surplus - Interest	53,000	-	241,440
Transfer from Accumulated Surplus	8,300,000	8,700,000	12,688,595
Transfer to Accumulated Surplus	(24,000,000)	(6,950,000)	(6,861,735)
	202	1,750,000	13,976,906

Purpose of the reserve is to manage funds for the development of the Cockburn Central West Recreation Facility. \$8.0m has been diverted from the Community Infrastructure Reserve into this new reserve.

Carry Forward Projects Reserve			
Opening Balance	498,831	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	7,500,000	10,500,000	-
Transfer to Accumulated Surplus	-	-	(465,794)
	7,998,831	10,500,000	(465,794)

This reserve is to manage funds for on-going projects which are carried forward to the following financial year.

NEW - Port Coogee Marina Assets Replacement SAR Reserve			
Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	8,685	-	-
Transfer from Accumulated Surplus	188,590	-	-
Transfer to Accumulated Surplus	(79,742)	-	-
	117,533	-	-

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

NEW - Port Coogee WEMP Reserve No. 2			
Opening Balance	-	-	-
Transfer from Accumulated Surplus - Interest	-	-	-
Transfer from Accumulated Surplus	-	-	-
Transfer to Accumulated Surplus	-	-	-
	-	-	-

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

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
SUMMARY CASH BACKED RESERVES			
Opening Balance	124,078,025	85,604,958	107,073,767
Transfer from Accumulated Surplus - Interest	1,857,806	2,059,692	2,045,052
Transfer from Accumulated Surplus	42,553,198	61,027,433	23,292,615
Transfer to Accumulated Surplus	(52,676,958)	(31,635,188)	(28,329,473)
Transfer to Accumulated Surplus-Impairment			
TOTAL CASH BACKED RESERVES	115,812,070	117,056,895	104,081,960
RESERVES OTHER			
Asset Revaluation Reserve			
Opening Balance	568,241,909	409,948,250	568,241,909
Revaluation net increments made during the year	-	-	-
TOTAL RESERVES OTHER	568,241,909	409,948,250	568,241,909
TOTAL RESERVES	684,053,979	527,005,145	672,323,870

NOTES to and forming part of the Budget 2016/17

6. Fees and Charges

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
General Purpose Funding			
Administration Fees	280,000	250,000	255,559
Rate Search Fees	70,000	70,000	70,410
Admin Fee - FESA	88,000	85,000	88,120
Other Fees & Charges	100,100	100,100	124,483
	538,100	505,100	538,572
Governance			
Administration Service Charges	-	-	470
Advertising Cockburn Soundings	-	-	-
Other Fees & Charges	14,000	14,000	14,423
	14,000	14,000	14,893
Law, Order and Public Safety			
Dog & Cat Registration Fees	100,000	100,000	246,897
Licences	12,911	12,911	3,401
Impounding Fees	45,000	45,000	30,330
Fines, Infringements & Penalties	324,145	324,145	145,306
Security Patrol Levy	-	-	-
Other Fees & Charges	36,440	36,440	82,646
	518,496	518,496	508,580
Health			
Administration, Application & Inspection Fees	42,000	32,000	17,964
Administration Fees & Licences	171,000	168,000	217,145
Fines & Penalties	15,000	15,000	36,053
Sundry Sales	-	-	-
Lease / Rental Income	-	-	-
Other Fees & Charges	500	500	911
	228,500	215,500	272,073
Education and Welfare			
Client Fees	207,504	220,273	199,404
Lease / Rental Income	68,395	67,435	50,489
Other Fees & Charges	1,009,498	1,009,915	960,023
	1,285,397	1,297,623	1,209,916
Community Amenities			
Planning Fees & Charges	1,584,100	1,731,600	1,220,780
Rubbish Removal Charges	2,675,000	2,350,222	2,535,209
Rubbish Tipping Fees	6,632,593	9,991,546	5,746,435
Other Fees & Charges	823,143	973,064	575,058
	11,714,836	15,046,432	10,077,482
Recreation and Culture			
Client Fees	-	-	-
Hall Hires	265,750	277,250	229,375
Reserve Hires	206,500	157,800	200,257
Leasehold Rentals	173,741	50,720	41,515
Recreation Centre Charges	3,630,133	3,016,711	2,482,924
Other Fees & Charges	427,462	99,786	90,114
	4,703,587	3,602,267	3,044,185
Transport			
Reinstatements Revenue	-	-	-
Supervision Fees	220,000	200,000	226,134
Other Fees & Charges	60,000	61,200	75,622
	280,000	261,200	301,756
Economic Services			
Building Licences	1,264,500	1,267,500	968,732
Caravan Park Leases / Licences	240,095	235,432	213,281
Assessment & Application Fees	3,000	3,000	2,555
Swimming Pool Inspection Fees	252,908	244,463	237,484
Fines & Penalties	21,000	21,000	26,026
Other Fees & Charges	542,000	565,183	498,595
	2,323,503	2,336,578	1,946,674
Other Property and Services			
Private Works Revenue	-	3,757	3,691
Lease / Rental Income	-	-	-
Other Fees & Charges	2,762,081	1,331,100	1,145,449
	2,762,081	1,334,857	1,149,140
TOTAL	24,368,500	25,132,053	19,063,271

NOTES to and forming part of the Budget 2016/17

7. Other Expenses

	Budget 2016/17	Budget 2015/16	Actual Apr 16
	\$	\$	\$
Councillor's Remuneration			
The following fees, expenses and allowances are budgeted for councillors and the mayor:			
Meeting Fees	329,318	335,806	270,209
Members Vehicle Allowances	10,000	20,000	3,772
Mayoral/Deputy Mayoral Allowances	111,080	113,268	91,198
Communication Expenses	45,000	45,000	41,005
	495,398	514,074	406,184

8. Notes to Statement of Cash Flows

	Budget 2016/17	Budget 2015/16	Actual Apr-16
	\$	\$	\$
8a			
Reconciliation of Net Cash Used in Operating Activities to Change in Net			
Change in net assets	40,154,152	41,355,058	36,442,999
Add (Less) non-cash items:			
Depreciation	27,544,746	27,681,784	23,601,368
(Profit)/Loss on Sale of Assets	(14,650)	(8,171,209)	(53,948)
Amounts set aside to provisions	-	595,980	727,531
Less: Grants/Contributions for Asset Development	(34,967,106)	(26,705,947)	(19,293,583)
Change in Assets and Liabilities:			
[Increase]/Decrease in Rates Debtors & Deferred Rates	-	-	178,884
(Increase)/Decrease in Sundry Debtors	-	-	2,021,248
(Increase)/Decrease in Stock on Hand	-	-	6,747
Increase/(Decrease) in Creditors & Accruals	-	-	(3,434,582)
(Increase)/Decrease in Rubbish Debtors	-	-	103,183
Increase/(Decrease) on Income Received in Advance	-	-	-
(Increase)/Decrease in Prepayments	-	-	189,362
NET CASH USED IN OPERATING ACTIVITIES	32,717,142	34,755,666	40,489,210

8b

Reconciliation of Cash

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

Cash at Bank	1,000,000	21,495,061	685,024
Term Deposits	113,885,061	98,761,053	131,163,496
	114,885,061	120,256,114	131,848,521

NOTES to and forming part of the Budget 2016/17

	Budget 2016/17
	\$
9a. Determination of Opening Funds	
Net Current Assets	133,646,329
Less: Reserve funds	(124,078,024)
Deposits & Bonds Liability	(6,329,512)
Add back: Reserve funds held in Non Current Investments	4,668,070
Interest Bearing Liability - Current	2,593,137
Opening Funds in Rate Setting Statement	10,500,000
Opening Funds Comprised Of:	
Budgeted Surplus (brought forward)	10,500,000
	10,500,000
9b. Determination of Closing Funds	
Net Current Assets	115,175,386
Less: Reserve funds	(115,812,070)
Deposits & Bonds Liability	(6,329,512)
Add back: Reserve funds held in Non Current Investments	4,668,070
Interest Bearing Liability - Current	2,597,175
Closing Funds in Rate Setting Statement	299,049

NOTES to and forming part of the Budget 2016/17

10. Information on Borrowings

Debenture Repayments										
Particulars/Purpose	New Loans	Principal 1 July 2016	Interest Rate	Maturity Date	Principal Repayments		Principal		Interest Repayments	
					2016/17 Budget	2015/16 Actual	2016/17 Budget	2015/16 Actual	2016/17 Budget	2015/16 Actual
					\$	\$	\$	\$	\$	\$
Recreation & Culture										
To assist fund the Cockburn Central West development	25,000,000	25,000,000	2.96%	29 June 2026	2,500,000	0	22,500,000	0	721,500	0
Law Order & Public Safety										
To assist fund the Emergency Services Head Quarters in Cockburn Central (FESA Funded)		743,174	4.29%	4 June 2023	93,138	45,107	650,036	788,281	30,894	34,764
(Interest amounts do not include the Government Guarantee charge)										
Total	25,000,000	25,743,174			2,593,138	45,107	23,150,036	788,281	752,394	34,764

NOTES to and forming part of the Budget 2016/17

NOTE 11. RATES INFORMATION

OVERALL OBJECTIVE

The overall objective of the proposed rates and charges in the 2016/17 Budget is to provide for the net funding requirement of the Council's Operational and Capital Program, being \$96M. These are based on an overall increase of 3.00% in the rates for all improved and vacant properties, both for those rated under the Gross Rental Value (GRV) method (apart from two caravan parks and large commercial/industrial properties) and those under the Unimproved Value (UV) method.

For non-minimum rated single Residential Improved properties, the impact of such an increase for an average residential improved property will be \$47 per annum or 90¢ per week (after concession). For those on the minimum rate, the impact will be an increase of \$37 per annum or 71¢ per week.

The table below demonstrates the reasons:

All Dollars are \$M	Prospective Budget 2016/17
Operating Revenue	39.93
(Less) Operating Expenditure	-130.75
(Less) Capital Expenditure	-84.82
Plus Capital Grants & Contributions	34.97
Plus Proceeds from Asset Sales	1.26
Plus/(Less) Net Financial Reserve transfers	8.52
Plus/(Less) Net Loans	-2.59
Plus Operating adjustment for Depreciation	27.54
(Less) Operating adjustment for Profit & Loss	-0.01
Plus Surplus Brought Forward Estimate	10.50
(Less) Surplus Carried Forward	-0.55
Rate Setting Statement Deficit from Rates	96.00

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

DIFFERENTIAL GENERAL RATING

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

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

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

PROPOSED RATES & MINIMUM CHARGES FOR 2016/17

Proposed rates in the dollar and minimum rates for each rating category are shown below for the 2016/17 financial year with 2015/16 comparisons:

Rate Category	Rate in \$	Min. Payment	Rate in \$	Min. Payment
	2016/17		2015/16	
General Rates				
Residential Improved (GRV)	7.286c	\$1,287	7.074c	\$1,250
Residential Vacant Land (GRV)	9.391c	\$744	9.117c	\$722
Commercial & Industrial Improved (GRV)	7.550c	\$744	7.330c	\$722
Commercial & Industrial Vacant Land (GRV)	9.391c	\$744	9.177c	\$722
Large Commercial & Industrial Improved (GRV)	8.058c	\$744	8.058c	\$710
Rural General Improved (UV)	0.253c	\$906	0.246c	\$880
Rural Vacant Land (UV)	0.391c	\$906	0.380c	\$880
Commercial Caravan Park (GRV)	9.500c	\$744	8.163c	\$722
Specified Area Rates				
Specified Area Rate - Port Coogee Special Maintenance (GRV)	1.20c		1.40c	
Specified Area Rate - Port Coogee Waterways (GRV)	1.20c	N/A	1.40c	N/A
Specified Area Rate – Cockburn Coast Special Maintenance (GRV)	1.20c		1.40c	

DIFFERENTIAL RATE CATEGORIES

RESIDENTIAL IMPROVED (GRV)

Characteristics

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

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

Proposed reasons and objects

The object of this proposed rate is to apply a base differential general rate to land zoned and used for residential purposes and to act as the City's benchmark differential rate by which all other GRV rated properties are assessed.

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

The proposed rate in the dollar of GRV value for this category is 7.286 cents with a minimum rates amount of \$1,287. This will apply to 39,173 or 86.16% of the City's rateable properties. This rate in the dollar is all-inclusive, incorporating standard waste and security service charges (charged separately up to 2014/15). The incorporation of these charges into the standard rate has allowed the majority of the City's pensioners to claim a larger rebate through the State Government's Pensioner Rebate Scheme. This move has ensured the City's pensioners are on an equal footing to their counterparts in the neighbouring cities of Fremantle and Melville. Even with the rebate cap imposed by the State Government, of \$750, the majority of the pensioners are better off by incorporating the service charges into the rate in the dollar.

In addition, those properties whose GRV is greater than \$20,690 will be eligible for a rates concession. The concession amount is calculated by using a rate in the dollar of 2.699 cents, applied to that portion of GRV over the \$20,690 threshold. Then, only concession amounts that are greater than \$5 will be actually given (i.e. above the materiality threshold).

The purpose for this concession is to limit the year on year rates increase for all single improved residential dwellings to no more than 3.00%. The concession is necessary due to the previous incorporation of 'flat' waste and security service charges into the general rates charge. As general rates increase proportionately with GRV, the concession effectively standardises that portion of rates attributable to waste and security service charges.

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

objective. A copy of the Auditor's report is attached.

RESIDENTIAL VACANT LAND (GRV)

Characteristics

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

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

Proposed reasons and objects

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

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

The proposed rate in the dollar of GRV value for this category is 9.391 cents with a minimum rates amount of \$744. This will apply to 3,043 or 6.69% of the City's rateable properties.

COMMERCIAL & INDUSTRIAL IMPROVED (GRV)

Characteristics

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

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

Proposed reasons and objects

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

The reason for this rate is the need to offset the higher level of costs incurred by the City in servicing properties in this category including transport infrastructure. The proposed rate in the dollar of GRV value for this category is 7.550 cents with a minimum rates amount of \$744. This will apply to 2,636 or 5.80% of the City's rateable properties.

COMMERCIAL & INDUSTRIAL VACANT LAND (GRV)

Characteristics

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

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

Proposed reasons and objects

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

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

The proposed rate in the dollar of GRV value for this category is 9.391cents with a minimum rates amount of \$744. This will apply to 225 or 0.49% of the City's rateable properties.

LARGE COMMERCIAL & INDUSTRIAL IMPROVED (GRV)

Characteristics

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

- Any land zoned, held or used for commercial or industrial purposes and having improvements erected on it; and
- The commercial or industrial use is considered to be large scale.

Characteristics of large scale uses include high value improvements upon the land, high volumes of traffic or heavy truck movements to and from the business premises and high employee numbers. A property's GRV is also an indicator of the size and scale of the commercial or industrial use.

Proposed reasons and objects

The object of this differential rate category is to apply a differential rate to Large Commercial and Industrial properties in order to raise additional revenue to offset higher costs associated with servicing properties in this category.

The reason for this rate has been the need to offset the higher level of construction and increased maintenance costs of transport infrastructure (roads and associated infrastructure) and higher levels of services associated with properties in this category as a result of significant vehicular impacts.

The proposed rate in the dollar of GRV value for this category will be frozen at the 2015/16 level, which is 8.058 cents with a minimum rates amount of \$744. This will apply to 54 or 0.12% of the City's rateable properties. The ongoing application of this strategy in future years will effectively reduce and ultimately

eliminate the gap in differential rates between standard and large commercial/industrial properties.

RURAL GENERAL IMPROVED (UV)

Characteristics

This differential rate category imposes a differential general rate on land valued on an unimproved value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

- Any land zoned, or held or used for rural general or rural general urban farm land purposes and having relevant buildings erected on it including those being used for commercial or industrial purposes.

Proposed reasons and objects

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

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

The proposed rate in the dollar of UV value for this category is 0.253 cents with a minimum rates amount of \$906. This will apply to 276 or 0.61% of the City's rateable properties.

RURAL VACANT LAND (UV)

Characteristics

This differential rate category imposes a differential general rate on land valued on an unimproved value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

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

Proposed reasons and objects

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

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

The proposed rate in the dollar of UV value for this category is 0.391 cents with a minimum rates amount of \$906. This will apply to 54 or 0.12% of the City's rateable properties.

COMMERCIAL CARAVAN PARK (GRV)

Characteristics

This differential rate category imposes a differential general rate on land valued on a gross rental value basis, which is zoned under the Town Planning Scheme No.3 for the purpose of:

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

Proposed reasons and objects

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

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

The proposed rate in the dollar of GRV value for this category is 9.5 cents with a minimum rates amount of \$744. This will apply to only two of the City's rateable properties.

SPECIFIED AREA RATE – PORT COOGEE SPECIAL MAINTENANCE (GRV)

This rate is for the provision of a special maintenance service in the Port Coogee area (see attached map). This service is provided at a level higher than the City provides to the other parts of its district. The City adopts a standard cost for parks, roads and other services provided as part of the rates paid by ratepayers. Where the city inherits areas requiring a more intense management program, the City will provide that special service at the marginal cost. It is considered that the ratepayers and residents of the area benefit from the additional works and have better access to the facilities affected. The additional cost is to be met by this SAR on all landholders in the Port Coogee area. The new rate in the dollar is 1.20¢ of GRV value.

SPECIFIED AREA RATE – PORT COOGEE WATERWAYS (GRV)

This rate is for the maintenance of the waterways and associated infrastructure in the Port Coogee marina area (see attached map). It is considered that the ratepayers alongside or next to the waterways will directly benefit from the upkeep of these waterways. Those ratepayers paying this SAR will not have to pay the SAR – Port Coogee Special Maintenance. The new rate in the dollar is 1.20 cents of GRV value.

SPECIFIED AREA RATE – COCKBURN COAST (GRV)

This rate is for the provision of a special maintenance service in the Cockburn Coast area (see attached map). This service is provided at a level higher than the City provides to the other parts of its district. The City adopts a standard cost for parks, roads and other services provided as part of the rates paid by ratepayers. Where the city inherits areas requiring a more intense management program, the City will provide that special service at the marginal cost. It is considered that the ratepayers and residents of the area benefit from the additional works and have better access to the facilities affected. The additional cost is to be met by this SAR on all residential landholders in the Cockburn Coast area. The new rate in the dollar is 1.20¢ of GRV value.

OTHER CHARGES

The Waste Management Service Charge for commercial, industrial and UV properties is \$458. Exempt Property Rubbish Services is \$510.

The Swimming Pool Levy for 2016/17 will increase to \$36.50 (from \$36.00) per swimming pool. This levy works on a full cost recovery basis and all funds raised by this levy will go to the inspection of 6,929 swimming pools in the municipality as required by legislation.

OTHER CHARGES – UNDERGROUND POWER

The City implemented a five year underground power charge scheme for part of Hamilton Hill and 2016/17 will be the final year of this scheme. Affected dwellings pay \$610 pa or \$510 pa where a green dome is located at the front of the property. A rebate will apply to the charge where a property owner qualifies under the existing pensioner/seniors rebate scheme. When a property is sold in the affected area, the vendor will be required to pay the remaining balance as a charge against the property at settlement, like all other rates and charges.

PAYMENT OPTIONS

Payment options will again include either payment in full within 35 days of issue or payment over four instalments. The due dates for the payment in full or by instalments are:

- Full payment and 1st instalment due date....2 September 2016
- 2nd instalment due date.....4 November 2016
- 3rd quarterly instalment due date..... 6 January 2017
- 4th and final instalment due date.....10 March 2017

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

The administration charge is made to cover the additional costs involved in

administering the instalment scheme and interest is charged to cover the cost of the lost investment opportunity due to the extended period over which payment is received.

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

The City will discontinue the credit card merchant fee surcharge in 2016/17. This previously recovered merchant fee was charged by the City's bank at an equivalent rate. However, the merchant fee rate charged to the City has steadily fallen in past years and is now able to be comfortably absorbed within the budget. This measure intends to make it more affordable and convenient for ratepayers to pay their rates on time and avoid interest and penalty costs.

Notes to and forming part of the budget 2016/2017

Notes 12 STATEMENT OF RATING INFORMATION FOR YEAR ENDED 2017

GRV	NON-MINIMUM				MINIMUM				RATES CONCESSION		TOTAL			
	Qty	Rateable Value \$	Rate in \$	Yield \$	Qty	Rateable Value \$	Amount \$	Yield \$	Qty	Amount \$	Qty	Rateable Value \$	Yield \$	% of Ratebase
(ImpCom) Improved Commercial	497	37,669,558	0.07550	2,844,052	98	494,180	744	72,912			595	38,163,738	2,916,964	3.12%
(ImpComCvnP) Improved Commercial - Caravan Park	2	1,778,244	0.09500	168,933	0	0	1,281	0			2	1,778,244	168,933	0.18%
(ImpComLrge) Improved Commercial - Large	14	59,788,838	0.08058	4,817,785	0	0	744	0			14	59,788,838	4,817,785	5.15%
(ImpInd) Improved Industrial	1,946	158,673,752	0.07550	11,979,868	112	937,853	744	83,328			2,058	159,611,605	12,063,196	12.89%
(ImpIndLrge) Improved Industrial - Large	39	63,468,692	0.08058	5,114,307	0	0	744	0			39	63,468,692	5,114,307	5.46%
(ImpJktMaj) Improved Jandakot City - Airport Major	1	25,416,000	0.08058	2,048,021	0	0	0	0			1	25,416,000	2,048,021	2.19%
(ImpJktStd) Improved Jandakot City - Airport Standard	1	15,391,137	0.07550	1,162,031	0	0	0	0			1	15,391,137	1,162,031	1.24%
(ImpRes) Improved Residential	27,678	629,131,940	0.07286	45,838,553	11,878	184,403,768	1,287	15,286,986	16,011	-1,564,953	39,556	813,535,708	59,560,586	63.62%
(VacCom) Vacant Commercial	41	4,935,037	0.09391	463,449	13	43,600	744	9,672			54	4,978,637	473,121	0.51%
(VacInd) Vacant Industrial	161	11,260,320	0.09391	1,057,457	1	2,300	744	744			162	11,262,620	1,058,201	1.13%
(VacRes) Vacant Residential	1,421	25,252,210	0.09391	2,371,435	1,380	8,249,504	744	1,026,720			2,801	33,501,714	3,398,155	3.63%
Total GRV	31,801	1,032,765,728		77,865,891	13,482	194,131,205		16,480,362	16,011	-1,564,953	45,283	1,226,896,933	92,781,300	99.10%
UV														
(RuralVacL) Rural Vacant Land	53	72,134,000	0.00391	282,044	2	184,000	906	1,812			55	72,318,000	283,856	0.30%
(RurGen) Rural General	265	215,332,100	0.00253	544,790	11	1,445,474	906	9,966			276	216,777,574	554,756	0.59%
Total UV	318	287,466,100		826,834	13	1,629,474		11,778	0	0	331	289,095,574	838,612	0.90%
N/A														
Total N/A	0	0		0	0	0		0			0	0	0	0.00%
TOTAL RATES LEVIED	32,119	1,320,231,828		78,692,725	13,495	195,760,679		16,492,140	16,011	-1,564,953	45,614	1,515,992,507	93,619,912	
Part Year Rating - GRV & UV														2,380,088
TOTAL GENERAL RATES														96,000,000
Specified Are Rates (Note 13)	900	27,500,000	0	330,000										330,000
RATING RELATED CHARGES														
Rates Interest - Instalments (3.5% p.a.)														440,000
Rates Interest - Penalty (7% p.a.)														245,000
Rates Interest - Deferred Pensioners														28,840
Administration Charge (\$5/instalment)														280,000
TOTAL RATING RELATED CHARGES														993,840

NOTES to and forming part of the Budget 2016/17

13. Specified Area Rate

Port Coogee Special Area Maintenance

	Rate in	Rateable Value (GRV)	2016/17 Budgeted Revenue	2016/17 Budget Applied to Costs	2015/16 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Port Coogee Maintenance	0.012	22,833,333	274,000	175,919	190,885

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

Port Coogee Waterways

	Rate in	Rateable Value (GRV)	2016/17 Budgeted Revenue	2016/17 Budget Applied to Costs	2015/16 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Port Coogee Waterways	0.012	4,666,667	56,000	56,000	0

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

Cockburn Coast Special Maintenance

	Rate in	Rateable Value (GRV)	2016/17 Budgeted Revenue	2016/17 Budget Applied to Costs	2015/16 Cost Est Actuals
	\$	\$	\$	\$	\$
Specified Area Rate - Cockburn Coast Maintenance	0.012	0	0	0	0

This Specified Area Rate provides funding to ensure that the parks and public areas (including custom street lighting) within the Cockburn Coast Development are maintained in accordance with the higher standards agreed to between the City and the Developer. Transfers to or from the Reserve Fund will occur based on the amount raised and the expenditure within each year. No budget has been set for collections in 2016/17, although some may become payable during the year.

14. Prescribed Service Charges

Underground Power Service Charges - Hamilton Hill

	Amount of Charge	2016/17 Budgeted Revenue	2016/17 Budget Applied to Costs	2016/17 Cost Est Actuals
	\$	\$	\$	\$
Infrastructure and Connection Fees	610.00	450,000	450,000	450,000

An underground power scheme will continue for Hamilton Hill in 2016/17. This involves an annual service charge of \$510 for infrastructure costs and \$100 for the connection fee. These charges apply over a five year period and this is the final year of the scheme.

City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
<u>FINANCE & CORPORATE SERVICES</u>				
FINANCE				
<u>Property, Rating & Revenue Services</u>				
• Rate Account Search	C	No	30.00	30.00
• Rates Instalment Fee (per instalment)	C	No	5.00	5.00
• Administration Fee Special Payment Arrangements	C	No	20.00	20.00
• Rate Notice Reprint per notice up to max \$100 per property	C	No	20.00	20.00
• Transaction Information Search/Rates Certificate	C	No	20.00	20.00
• Processing Fee - refund of rates paid in error	C	No	20.00	20.00
• Merchant Credit/Debit Card Surcharge Fee (The fee or charge has the same GST treatment as the fee or charge to which it relates)	C	Yes/No	0.50%	0.00%
• Dishonoured Cheque Processing Fee	C	No	35.00	35.00
• BCITF Admin. Fee	S	No	8.25	8.25
• BRB Admin. Fee	S	No	5.50	5.50
• Direct Debit Admin Fee (The fee or charge has the same GST treatment as the fee or charge to which it relates)	C	Yes/No	20.00	20.00
• Direct Debit Default Fee	C	No	15.00	15.00
• Rates Settlement Statement Reprint/Resend Fee	C	No	20.00	20.00
<u>FREEDOM OF INFORMATION (FOI) FEES</u>				
Application Fee	S	No	30.00	30.00
<u>Charges</u>				
Charge for time dealing with application (per hour, or pro-rata for a part of an hour)	S	No	30.00	30.00
Charge for access time supervised by staff (per hour, or pro-rata for a part of an hour)	S	No	30.00	30.00
Charges for photocopying				
• per hour, or pro-rata for a part of an hour of staff time	S	No	30.00	30.00
• per copy	S	No	0.20	0.20
Charge for time taken by staff transcribing information from a tape or other device (per hour, or pro-rata for part of an hour)	S	No	30.00	30.00
Charge for duplicating a tape, film or computer information	S	No	Actual Cost	Actual Cost
<u>Advance Deposit</u>				
• Advance deposit which may be required by agency under Section 18(1) of the Act, as a percentage of the estimated charges which will be payable in excess of the application fee.	S	No	25%	25%
• Further advance deposit which may be required on agency under Section 18(40) of the Act, expressed as a percentage of the estimated charges will be payable in excess of the application fee.	S	No	75%	75%
<u>COMMUNITY SERVICES</u>				
ADMINISTRATION				
Sale of Publications				
Agenda Subscription (per copy)	C	Yes	13.99	13.99
ANIMAL CONTROL				

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Kennel Licences (p.a.)	S	No	15.00 (per dog)	15.00 (per dog)
Impounding Livestock (any age or type)				
Ranger	S	No	-	-
Impounding	S	No	60.00	60.00
Sustenance (per day of part thereof)	S	No	20.00	20.00
Impounded after the hours of 7pm - 7am	S	No	90.00	90.00
Impounding Signs	S	No	30.00	30.00
Impounding Dogs				
• Impounding Dog	S	No	80.00	80.00
• Sustenance (per day or part thereof)	S	No	20.00	20.00
Impounding Cats				
• Impounding Cat (from 1 Nov 2013)	S	No	35.00	35.00
• Sustenance (per day or part thereof) - from 1 Nov 2013	S	No	10.00	10.00
• Euthanasia (Where this fee is purely for the service of euthanising an animal at the request of the owner, the fee is taxable. If this fee is a fee for voluntarily surrendering an animal to council's impound, where the animal may be euthanised if not adopted out, the fee will be exempt as an impounding fee)				
• Cats (from 1 Nov 2013)	S	Yes/No	40.00	40.00
• Dogs	S	Yes/No	90.00	90.00
• Pups	S	Yes/No	25.00	25.00
• Pension Cardholders	S	Yes/No	45.00	45.00
• Dangerous Dog - Inspection of property	S	No	50.00	55.00
• Sale of Dog - (add \$60 microchipping costs if the dog is not microchipped yet)	S	Yes	40.00	40.00
• Sale of Cat - from 1 Nov 2013 (Will be conducted by Cat Haven under MOU)- otherwise the following cost applies in addition to registration, sterilisation, microchipping costs	S	Yes	20.00	20.00
OTHER LAW, ORDER & PUBLIC SAFETY				
Impounding Fees Vehicles				
• Towing Fee	C	No	110.00	120.00
• Holding fee (per day)	C	No	20.00	25.00
• Impounded Trolley	C	No	25.00	25.00
FIRE PREVENTION				
Administration Fee				
• Administration Fee	C	No	30.00	35.00
Fire Break Inspection Fee for repeat offenders:				
• 2nd visit	C	No	70.00	70.00
• 3rd visit	C	No	100.00	100.00
Title Search and 4th visit	C	No	110.00	110.00
SECURITY				

City of Cockburn
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2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Security Levy	C	No	65.00	70.00
FAMILY SERVICES				
Atwell Playclub (fees reviewed every Calendar year) - July to Dec 2016	S	Yes	103.00	105.00
Atwell Playclub (fees reviewed every Calendar year) Jan to June 2017	S	Yes	105.00	108.00
COCKBURN FAMILY DAY CARE				
The Family Day Care (FDC) Service required Policy establishes a Fee Statement Guideline within which Service Registered FDC Educators set their Fee Schedule (or provide written justification for approval outside these guidelines). The fees listed below are the Fees charged by Council for coordinating, supporting and resourcing the FDC Service.				
FDC Service Educator Levy	S	No	FDC Service Educator Levy= 90 cents per child per hour plus \$6 per week per educator. Educator may add this Levy to their Fee Schedule in part or in full. Educator fees must be Service Approved. NO CAPPING	FDC Service Educator Levy= 90 cents per child per booked hours of care plus \$5 per week per Educator. Educators may add this Levy to their Fee Schedule in part or in full. Educator Fees must be Service Approved. No Capping.
FDC Service Family Levy	S	No	FDC Service Family Levy - \$10 per week per child booked in care regardless of the enrolment contract.	FDC Service Family Levy - \$10 per week per child booked in care regardless of the enrolment contract.
FDC Service Educator Application Fee - GST Applicable	S	Yes	220.00	275.00
Transport Fee	S	No	\$10 per round trip to and from Play Session for Educator and children in care	\$10 per round trip to and from Play Session for Educator and children in care
Training Fee per Program	S	No	\$20 - Child Protection On Line Training organised through FDC Service	Included in the Application Fee of \$250.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
<i>The above Service Fees are fees charged by Council to either the FDC Educator or the parent who is enrolled in the FDC Service. All other fees are negotiated and agreed between the FDC Service and the Educator as per Commonwealth requirements</i>				
HOME & COMMUNITY CARE PROGRAM				
HACC Fees are prescribed by the WA Dept of Health. Fees are means tested to two levels. Most clients pay the level 1 fee. The level 2 fee is full unit cost recovery per service but the weekly total is capped. The total level 1 fee for multiple services is capped at \$64.00 pw in and the total level 2 fee is capped at \$154.00 pw. There has been no indication of an increase in 2015/2016 but higher fees have been entered "to max" to allow a buffer for prescribed increases if necessary. Private clients are charged at a unit cost calculated to cover costs on top of the block funding. It is generally less than the "full unit cost" and never more.				
Sundry Income				
• Centre-Based Day Care Level 2 or Private (max fee per day)	S	No	154.00	154.00
• Centre-Based Day Car level 1 fee per day to max	S	No	9.00	9.00
Centre-Based Day Care Transport Level 2 or Private	S	No	30.00	30.00
Centre-Based Day Care Transport (level 1 fee per trip)	S	No	3.00	3.00
• Kwobarup Level 2 or Private (max fee per day)	S	No	154.00	154.00
• Kwobarup (level 1 fee per day)	S	No	9.00	9.00
• Kwobarup transport Level 2 or Private (max fee per trip)	S	No	30.00	30.00
• Kwobarup transport (level 1 fee per trip)	S	No	3.00	3.00
• Respite Care Level 2 or Private max per hour	S	No	60.00	60.00
• Respite Care (fee level 1 per hour)	S	No	9.00	9.00
• Domestic Assistance Level 2 or Private max per hour	S	No	60.00	60.00
• Domestic Assistance level 1	S	No	9.00	9.00
• Home Maintenance Level 2 or Private max per hour	S	No	60.00	62.00
• Home Maintenance (fee per hour level 1)	S	No	9.00	9.00
• Meals for Centre Based Respite (to maximum)	S	No	12.00	12.00
Transport 0-10km level 2 or private max (0 - 30km)	S	No	40.00	40.00
Transport 0-10km level 1 (0-30km)	S	No	7.00	7.00
Transport 11-30km level 2 or private max (0-30km)	S	No	40.00	40.00
Transport 11-30km level 1 (0-30 km)	S	No	10.00	10.00
Transport 31-60km level 2 or private max per trip	S	No	45.00	45.00
Transport 31-60km level 1 per trip	S	No	12.00	12.00
Transport 61km or more level 2 or private max per trip	S	No	50.00	50.00
Transport 61km or more level 1 per trip	S	No	17.00	17.00
Social Support Outing per occasion level 2 or private max	S	No	60.00	60.00
Social Support Outing per occasion level 1	S	No	9.00	9.00
• Personal Care (per hour) level 2 or private max	S	No	62.00	62.00
• Personal Care (per hour) level 1	S	No	9.00	9.00
Home Care Packages.				

City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
<p>As of 1/7/2014 clients will be asked to pay a basic daily fee and possibly an income-tested care fee for their Home Care Package. The fees are legislated and rates increase twice a year 20 March and 20 September in line with the changes to the Aged Pension. This applies to each client receiving a Home Care Package even if they are a couple. Depending on the clients income they may be asked to contribute more to the cost of their care. There are annual and lifetime limits/caps to how much the client will have to pay in income-tested care fees. These are \$10,291.41 per annum and \$61,754.55 Lifetime. Once the client has reached this cap the Australian Government will pay the clients share of the fees to be paid. If the client believes they will face financial hardship in paying the costs for the Home Care Package and income-tested care they can ask to be considered for financial hardship assistance. If they apply for financial hardship assistance the value of the clients assets will be taken into account as part of the application process. The client will never be denied care that they need because they cannot afford to pay. Clients can also purchase extra services to "top-up" their package. These are charged on a cost recovery basis.</p>				
Basic Fee per week (to maximum of 17.5% of single pension)	S	No	72.36	72.36
Weekly maximum income tested fee	S	No		197.91
Extra services per hour (to max) weekday business hours	S	No	60.00	62.00
Hourly fee for individual services (to max) Saturday business hours	S	No	-	69.00
Hourly fee for individual services (to max) Sunday business hours	S	No	-	79.00
Hourly fee for individual services (to max) Public Holiday and out of business hours	S	No	-	154.00
NDIS My Way				
NDIS My Way fees are quoted individually depending on need and generally capped within a pricing framework.	S	No	-	-
Hourly fee for individual services (to max)	S	No	-	59.00
Hourly fee for shared services	S	No	-	19.00
Private services and Brokered Services				
Private and brokered services are priced at cost recovery including an administration element	S	No	-	-
Hourly fee for individual services (to max) Weekday business hours	S	No	-	62.00
Hourly fee for individual services (to max) Saturday business hours	S	No	-	69.00
Hourly fee for individual services (to max) Sunday business hours	S	No	-	79.00
Hourly fee for individual services (to max) Public Holiday and out of business hours	S	No	-	154.00
IN HOME CARE PROGRAM				
IHC Service Educator Levy	S	No	-	-
			Service Educator Levy \$10 per week charged on a fortnightly basis on receipt of at least 1 child's Time Sheet for the CCMS process	Service Educator Levy \$15 per week, charged on a fortnightly basis on receipt of at least 1 child's attendace sheet for the CCMS process.

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• IHC Service Family Levy	S	No	Service Family Levy -\$10 per week plus 50 cents per child per booked hour of care. Capped at \$30 1st child, \$40 per family for 2 or more chn in care.	Service Family Levy \$10 per week per child plus 60 cents per child per booked hours of care. Family Levy CAP of \$50 per week.
IHC Service Educator Application Fee - GST Applicable	S	Yes	110.00	143.00
Training Fee per Program	S	No	\$20 - Child Protection On Line Training organised through IHC Service	Child Protection training fee within the Service Application Fee
COMMUNITY BUS HIRE				
<u>Bonds</u>				
• Promo 33 Seater	S	No	200.00	200.00
• Hi Ace 12 seater	S	No	150.00	150.00
• Hi Ace (Seniors) 10 seater plus wheelchair access	S	No	150.00	150.00
<u>Hire Charges:</u>				
• Half day (6 hrs or less) - Promo 33 Seater	S	Yes	70.00	75.00
• Half day (6 hrs or less) - Hi Ace 12 seater	S	Yes	35.00	40.00
• Half day (6 hrs or less) - Hi Ace 10 seater plus wheelchair access	S	Yes	35.00	40.00
• Full day - Promo 33 Seater	S	Yes	140.00	150.00
• Full day - Hi Ace 12 seater	S	Yes	70.00	80.00
• Full day - Hi Ace 10 seater plus wheelchair access	S	Yes	70.00	80.00
Teen Vacation Programs				
• Activity, cost recovery to a maximum	S	Yes	30.00	32.00
Cockburn Youth Centre				
Main Hall - off peak time, per hour (8 am – 4 pm)	S	Yes	45.65	46.60
Main Hall - peak time, per hour (4 pm – 9 pm)	S	Yes	54.90	56.00
BOND	S	No	1,000.00	1,000.00
Activity/Creche, per hour (8 am – 4 pm)	S	Yes	25.70	26.20
Activity/Creche, per hour (4 pm – 9 pm)	S	Yes	34.30	35.00
BOND	S	No	500.00	500.00
Computer/Training Room, per hour (8 am – 4 pm)	S	Yes	27.25	27.80
Computer/Training Room, per hour (4 pm – 9 pm)	S	Yes	35.20	35.90
BOND	S	No	500.00	500.00
Blender Activity Room available for hire outside normal operating hours including all equipment, per hour	S	Yes	51.50	52.50
Minor Equipment Hire per item	S	Yes	3.75	3.80

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Kitchen all hours, per hour	S	Yes	20.50	21.00
BOND	S	No	50.00	50.00
Music Room, per 5 hour block (rate for bands & group rehearsal only)	S	Yes	28.60	29.20
BOND	S	No	100.00	100.00
Foyer/Exhibition Space				
Fee per day (+ \$50 bond)	S	Yes	57.20	58.30
Fee per week (+ \$50 bond)	S	Yes	228.80	233.40
<i>All of the above less 20% for community groups," Out of hours and weekend groups may attract additional costs for staff attendance"</i>				
Program Fees				
(maximum fee charged)	S	Yes	30.00	30.00
Holiday Activity Fees				
(maximum fee charged)	S	Yes	30.00	30.00
Event Entry Fees				
(maximum fee charged)	S	Yes	32.15	32.15
<i>Fees will be waived by the Coordinator for young people who are assessed as "at risk" by one of the City's Youth Workers</i>				
Seniors Centre - NEW				
Membership (Annually)	S	Yes	45.00	46.00
Casual Attendance (Daily)	S	Yes	4.00	4.00
Commercial Room Main Hall Hire (Hourly)	S	Yes	31.00	32.00
Dining Room	S	Yes	25.00	25.50
Activity Room	S	Yes	22.00	22.50
Art Room	S	Yes	22.50	22.50
Lounge	S	Yes	12.50	12.75
Community Group Main Hall Hire (Hourly)	S	Yes	25.00	25.50
Dining Room	S	Yes	17.70	18.00
Activity Room	S	Yes	12.50	12.75
Art Room	S	Yes	12.75	12.75
Lounge	S	Yes	7.50	7.75
Rent for Hairdresser/Podiatrist (daily)	S	Yes	35.00	35.00
Rent for Hairdresser/Podiatrist (half daily)	S	Yes	17.50	17.50
Meals 2 Courses	S	Yes	9.50	9.50
Meals 3 Courses Special events with tea and coffee (to maximum)	S	Yes	30.00	30.00
Main meal only including Take Away (to maximum)	S	Yes	6.75	6.75
Lemon, Lime Bitters	S	Yes	3.00	3.00
Can/ stubbie of light or mid strength beer	S	Yes	4.00	4.00
Can/ stubbie of full strength beer	S	Yes	5.00	5.00
Soft drink	S	Yes	1.50	1.50
Glass of wine	S	Yes	5.00	5.00
Cakes and desserts (max)	S	Yes	6.00	6.00
Tea, coffee, milo with packet of biscuits	S	Yes	0.60	0.60
Endless tea Coffee, Milo	S	Yes	1.00	1.00
Round of Sandwiches (max)	S	Yes	6.00	6.00
Activity (Cost recovery to maximum)	S	Yes	12.00	12.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Outing (Cost recovery to daily maximum)	S	Yes	150.00	150.00
Centre Transport (per trip) per person	S	Yes	3.00	3.00
Centre Transport (per trip) per couple	S	Yes	4.00	4.00
Bus Fare for Outing Less than 40km round trip (per outing every passenger)	S	Yes	6.50	6.50
Bus Fare for Outing greater than 40km round trip (per outing every passenger)	S	Yes	12.00	12.00
HOURLY HALL HIRE CHARGES				
Small Room - Commercial Rate p/h	C	Yes	23.00	24.00
Small Rooms - Not for Profit Rate p/h	C	Yes	14.00	15.00
<ul style="list-style-type: none"> • Atwell Activity Area • Atwell Multi-purpose (Rooms 1 or 2) • Bibra Lake Activity Room • Centenary Hall - Supper Room • Harvest Lakes Activity Area • Harvest Lakes Child Activity Room • Harvest Lakes Environmental Room • Memorial Hall • Yangebup Activity Room • Len Packham Meeting Room 				
Medium Room - Commercial Rate p/h	C	Yes	26.00	27.00
Medium Room - Not for Profit Rate p/h	C	Yes	16.00	17.00
<ul style="list-style-type: none"> • Atwell Main hall • Atwell Multi-purpose combined • Banjup Hall • Bibra Lake Hall • East Beeliar Comm. Centre Meeting Room • Harvest Lakes Community Room • Jandakot Hall • South Coogee • Success Community Room 				
Large Room - Commercial Rate p/h	C	Yes	32.00	33.00
Large Room - Not for Profit Rate p/h	C	Yes	19.00	20.00
<ul style="list-style-type: none"> • Coogee Community Hall • East Beeliar Comm. Centre Main Hall • Memorial Hall • Yangebup Community Centre • Len Packham Main Hall • Coolbellup Community Hub - Activity Room 				
HALL HIRE-FUNCTION CHARGES (Bookings of 5 or more hours on Fri/Sat/Sun)				
Small Halls (0-50 people)	C	Yes	210.00	215.00
<ul style="list-style-type: none"> • Atwell Activity Area • Atwell Activity Room 1 and 2 				

City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• Bibra Lake Activity Room				
• Coolbellup Community Hub - Public Meeting Room				
• Harvest Lakes Activity Area				
• Harvest Lakes Child Activity Room				
• Harvest Lakes Environmental Room				
• Memorial Hall				
• Yangebup Activity Room				
• Len Packham Meeting Room				
Medium Halls (50-150 people)	C	Yes	385.00	390.00
• Aubin Grove Community Room				
• Atwell Main Hall				
• Atwell Multipurpose Room 1 & 2 combined				
• Banjup Hall				
• Bibra Lake Hall				
• East Beeliar Comm. Centre Meeting Room				
• Harvest Lakes Community Room				
• Jandakot Hall				
• South Coogee				
• Success Community Room				
Large Halls (150+ people)	C	Yes	550.00	560.00
• Coogee Community Hall				
• East Beeliar Comm. Centre Main Hall				
• Memorial Hall				
• Yangebup Community Centre				
• Len Pakham Main Hall				
Success Function Room Hire	C	Yes	650.00	660.00
Theatre Group/Exhibition Hire (per week)				
Community/Amateur				
Main Hall	C	Yes	500.00	500.00
Lesser Hall	C	Yes	350.00	350.00
Professional Hire				
Main Hall	C	Yes	750.00	750.00
Lesser Hall	C	Yes	550.00	550.00
Key Charge (New)				
- Additional Abby key	C	Yes	50.00	50.00
- Additional Swipe card	C	Yes	25.00	25.00
Security Call Out Fee (New)				
- Casual hirer	C	Yes	80.00	80.00
- Regular hirer	C	Yes	50.00	50.00
TENNIS COURTS				
All Tennis Courts				
• Tennis Courts with lights (per hour)	C	Yes	15.00	15.00
RESERVE HIRE				
• Active Reserve Hire per day (Sports Only)	C	Yes	90.00	90.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
•Active Reserve Hire per hour (Sports Only)	C	Yes	25.00	25.00
•Active Reserve Hire with Lights per hour (Sports Only)	C	Yes	27.00	27.00
•Changeroom Hire per hour	C	Yes	30.00	30.00
•Toilet Block Hire per hour	C	Yes	20.00	20.00
•Passive Reserve Hire	C	Yes	-	-
•Reserve Hire - Weddings	C	Yes	50.00	50.00
•Reserve Power Charge per day	C	Yes	100.00	100.00
SCHOOL CARNIVAL (NEW)				
•Full Day Reserve Hire (Over 5hrs)	C	Yes	55.00	55.00
•Half Day Reserve Hire	C	Yes	35.00	35.00
•Toilet/Changerooms - Full Day	C	Yes	30.00	30.00
•Toilet/Changerooms - Half Day	C	Yes	15.00	15.00
•Changeroom Hire per hour	C	Yes	25.00	25.00
• Toilet Block Hire	C	Yes	15.00	15.00
Reserve Power (if power required a call out fee of \$50.00 is charged)	C	Yes	50.00	50.00
SPORTS GROUND SEASONAL HIRE				
<u>Seasonal Hire (per player per season)</u>				
Juniors Fees (per player)				
Grass Fees	C	Yes	4.00	4.00
Changerooms/Toilets	C	Yes	4.50	4.50
Clubrooms /Canteen	C	Yes	4.50	4.50
Seniors Fees (per player)				
Grass Fees (Training and Match)	C	Yes	48.00	48.00
Grass Fees (Training)	C	Yes	28.00	28.00
Grass Fees (Match)	C	Yes	26.00	26.00
Hard Court Fees (Training and Match)	C	Yes	35.00	35.00
Hard Court Fees (Training)	C	Yes	21.00	21.00
Hard Court fees (Match)	C	Yes	19.00	19.00
Changerooms/Toilets	C	Yes	6.00	6.00
Clubrooms/Canteen	C	Yes	6.00	6.00
(All fees for seasonal hire are attributed to the appropriate ground Account No.)				
Sports Lighting Charge - 23 cents per unit (As per meter reading)				
Recreation Traders License				
1 session (up to 5 hrs)	C	Yes	20.00	20.00
Monthly License Fee (3 sessions per week)	C	Yes	216.00	216.00
Half yearly license	C	Yes	750.00	750.00
Yearly License Fee	C	Yes	1,500.00	1,500.00
Application Fee	C	Yes	150.00	150.00
Events Application				
Application Fee - Private/Commercial Events	C	No	150.00	150.00
Facility/Park Clean per hour	C	Yes	50.00	50.00
Bin Hire for events - Cost/Bin	C	Yes	10.00	10.00
Event Reserve Hire	C	Yes	150.00	150.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Cockburn Integrated Health Clinic Room Hire				
Community Rooms 1 & 2	C	Yes	50.00	50.00
Conference Room	C	Yes	100.00	100.00
Community Markets				
Commercial - per stallholder	C	Yes		5.00
SOUTH LAKE LEISURE CENTRE				
Creche/Studio 2	C	Yes	24.00	25.00
Youth Room Day	C	Yes	33.00	34.00
Youth Room Evening (after 5 pm)	C	Yes	33.00	34.00
Room Hire				
<u>Recreation Room</u> (per hour)				
• Day (until 5 pm)	C	Yes	33.00	34.00
• Evening (after 5 pm)	C	Yes	38.00	39.00
• Bond	C	No	300.00	300.00
<u>Sports Stadium</u> (per hour)				
• Day	C	Yes	43.00	45.00
• Evening (after 5 pm)	C	Yes	46.50	48.00
• Bond	C	No	620.00	650.00
Equipment Hire per item (tables, chairs(10), sporting equipment)	C	Yes	5.00	5.50
Swimming Lessons				
• Adult Swimming Lessons (up-front)	C	Yes	198.00	206.00
• Pre-School Swimming Lesson (up front)	C	No	151.00	157.00
• School age (up front)	C	No	151.00	157.00
• Parent/Child Lessons	C	Yes	151.00	157.00
• Individual Lesson - 15 minute (up front)	C	Yes	250.00	260.00
• Casual Lesson	C	Yes	38.00	40.00
Fitness				
• Casual Gymnasium and Swim	C	Yes	20.00	21.00
• Casual Aerobic/Aquarobic	C	Yes	13.50	14.00
• Over 50	C	Yes	8.50	8.80
• Club 50 Voucher x 10	C	Yes	76.50	79.20
• Aerobic/Aquarobics Voucher x 10	C	Yes	121.50	126.00
• 1 Option x 3 months	C	Yes	265.00	275.00
• 1 Option x 12 months	C	Yes	680.00	700.00
• 1 Option Direct Debit	C	Yes	62.00	64.00
• 2 Options x 3 months	C	Yes	295.00	305.00
• 2 Options x 12 months	C	Yes	770.00	795.00
• 2 Options Direct Debit	C	Yes	67.00	69.00
• 3 Options x 3 months	C	Yes	325.00	335.00
• 3 Options x 12 months	C	Yes	840.00	865.00
• 3 Options Direct Debit	C	Yes	72.00	74.00
• 4 Options x 3 months	C	Yes	355.00	365.00
• 4 Options x 12 months	C	Yes	900.00	930.00

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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• 4 Options Direct Debit	C	Yes	77.00	79.00
• Off peak 3 months (Gym & Aquatics only)	C	Yes	225.00	230.00
• Off peak 12 months (Gym & Aquatics only)	C	Yes	600.00	620.00
• Off peak Direct Debit (Gym & Aquatics only)	C	Yes	55.00	57.00
• Joining Fee (Varies/membership options)	C	Yes	Varies	Varies
• Direct Debit Cancellation Fee	C	Yes	150.00	155.00
• Membership Suspension Fee	C	Yes	16.00	16.00
Aquatics				
• Adult Entry	C	Yes	6.00	6.20
• Adult Combined	C	Yes	9.90	10.20
• Student Entry	C	Yes	5.00	5.20
• Student Combined	C	Yes	7.90	8.20
• Pensioner Entry	C	Yes	5.00	5.20
• Spectator Entry	C	Yes	2.40	2.50
• School Entry	C	Yes	3.60	3.80
Vacation				
• One Child	C	Yes	68.00	71.00
• Two Children	C	Yes	111.00	116.00
• Three Children	C	Yes	155.00	162.00
• Four Children	C	Yes	199.00	208.00
• Five Children	C	Yes	243.00	255.00
• Six Children	C	Yes	287.00	300.00
• Adult Vouchers x 10	C	Yes	54.00	55.80
• Adult Vouchers x 20	C	Yes	108.00	111.60
• Adult Vouchers x 50	C	Yes	270.00	279.00
• Student Vouchers x 10	C	Yes	45.00	46.80
• Student Vouchers x 20	C	Yes	90.00	93.60
• Student Vouchers x 50	C	Yes	225.00	234.00
• Pensioner Vouchers x 10	C	Yes	45.00	46.80
• Pensioner Vouchers x 20	C	Yes	90.00	93.60
• Pensioner Vouchers x 50	C	Yes	225.00	234.00
• Spa/Sauna/Steam	C	Yes	11.00	11.30
• Pensioner – Spa/Sauna/Steam	C	Yes	9.40	9.70
• Lane Hire	C	Yes	20.00	21.00
• Dolphin 60	C	Yes	232.00	240.00
• Dolphin 200	C	Yes	672.00	693.00
• Family Swim (2 adults and 2 children)	C	Yes	18.50	19.00
Creche				
• 1 st child (1.5 hours)	C	No	4.40	4.60
• Additional child (1.5 hours)	C	No	3.40	3.50
• 1 st child (2.5 hours)	C	No	6.60	6.80
• Additional child (2.5 hours)	C	No	5.60	5.80
• 1 st child Voucher x 10 (1.5 hours)	C	No	39.60	41.40
• 1 st child Voucher x 10 (2.5 hours)	C	No	59.40	61.20
• 0.5 hour upgrade	C	No	1.30	1.40

Childcare facilities are for South Lake Leisure Centre patrons only.

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
<u>Hours:</u>				
Monday to Friday - 8.45 am to 1.00 pm				
Programs				
• Senior Team Registration (AM)	C	Yes	98.00	100.00
• Senior Team Registration (PM)	C	Yes	115.00	120.00
• Weekly Team Fees (AM)	C	Yes	55.00	57.00
• Weekly Team Fees (PM)	C	Yes	66.00	68.00
• Weekly Team Fees (Soccer)	C	Yes	58.00	60.00
• Weekly Team Fees (Hockey)	C	Yes	58.00	60.00
• Junior Team Registration (per player)	C	Yes	16.00	16.00
• Junior Team Competition	C	Yes	47.00	48.00
• Adult Courses/Term (excl. Yoga/Pilates & Craft Classes)	C	Yes	130.00	134.00
• Junior Courses/Term (excluding Ballet and Art)	C	Yes	94.00	97.00
LIBRARY SERVICE ADMINISTRATION				
Overdue Book Fine	C	No	5.00	5.00
Lost and damaged items are charged for at replacement cost				
Sundry Minor Revenue				
• Replacement plastic readers' ticket	C	No	2.00	3.00
• Readers' tickets lost through theft or misadventure, eg. house fire, flood	C	N/A	-	-
<u>Basic Facsimile Charges</u>				
• Metropolitan Area – up to 100kms.				
* 1st page	C	Yes	1.00	1.00
* Subsequent	C	Yes	0.60	0.60
• Rest of Australia, NZ & PG				
* 1st page	C	Yes	3.00	3.00
* Subsequent	C	Yes	1.00	1.00
• Rest of the World				
* 1st page	C	Yes	7.00	7.00
* Subsequent	C	Yes	1.50	1.50
Earbuds for public access computers				
USB Sticks for public access computers	C	Yes	2.00	3.00
Library Bags	C	Yes	-	2.00
SPEARWOOD LIBRARY				
<u>Printing & Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
<u>Document Laminating</u>				
• A4	C	Yes	2.00	2.00
• A3	C	Yes	4.00	4.00
• Business Card	C	Yes	0.50	0.50
COOLBELLUP LIBRARY				
<u>Printing & Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
<u>Document Laminating</u>				
• A4	C	Yes	2.00	2.00
• A3	C	Yes	4.00	4.00
• Business Card	C	Yes	0.50	0.50
SUCCESS LIBRARY				
<u>Printing & Photocopying</u>				
• A4 and A3 monochrome	C	Yes	0.20	0.20
• A4 and A3 colour	C	Yes	1.00	1.00
• A4 computer print (monochrome)	C	Yes	0.20	0.20
• A4 computer print (colour)	C	Yes	1.00	1.00
• A4	C	Yes	2.00	2.00
• Business Card	C	Yes	0.50	0.50
 <u>PLANNING & DEVELOPMENT</u>				
LICENCE/REGISTRATION FEES				
Transfer of Licence Fee	S	No	41.00	41.00
Application for consent to establish an Offensive Trade	S	No	277.00	277.00
Offensive Trade Licence				
• Slaughterhouses (per year)	S	No	298.00	298.00
• Piggeries	S	No	298.00	298.00
• Artificial Manure Depots	S	No	211.00	211.00
• Bone Mills	S	No	171.00	171.00
• Places for Storing, Drying or Preserving Bones	S	No	171.00	171.00
• Fat Melting, Fat Extracting or Tallow Melting Establishment				
* Butcher Shops and similar	S	No	171.00	171.00
* Larger Establishments	S	No	298.00	298.00
• Blood Drying	S	No	171.00	171.00
• Gut Scrapping, preparation of sausage skins	S	No	171.00	171.00
• Fellmongeries	S	No	171.00	171.00
• Manure Works	S	No	211.00	211.00
• Fish Curing Establishment	S	No	211.00	211.00
• Laundries, Dry Cleaning Establishments	S	No	147.00	147.00
• Bone Merchant Premises	S	No	171.00	171.00
• Flock Factories	S	No	171.00	171.00
• Knackeries	S	No	298.00	298.00
• Poultry Processing Establishments	S	No	298.00	298.00
• Poultry Farming	S	No	298.00	298.00
• Rabbit Farming	S	No	298.00	298.00
• Any other Offensive Trade not specified	S	No	298.00	298.00
• Fish processing establishments in which whole fish is cleaned and prepared	S	No	298.00	298.00
• Shellfish and Crustacean Processing	S	No	298.00	298.00
 CARAVAN PARKS (Sch 3)				

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• Licence/Renewal	S	No	200.00	200.00
• Long stay sites	S	No	6.00	6.00
• Short stay sites and sites in transit camps	S	No	6.00	6.00
• Camp site	S	No	3.00	3.00
• Overflow site (per site)	S	No	1.50	1.50
• Renewal after expiry	S	No	20.00	20.00
• Temporary Licence - pro-rata amount of the fee payable for the period of time for which the licence is to be in force (per minute)	S	No	100.00	100.00
• Transfer of Licence	S	No	100.00	100.00
ONSITE WASTE WATER DISPOSAL				
• Septic Tank Application Fee	S	No	116.00	118.00
• Issuing a permit to use an apparatus	S	No	116.00	118.00
HAWKER AND STALLHOLDERS AND TRADERS LICENSES				
Licence Fee (Initial & Renewal. This fee is not applicable to Food Operators)	C	No	76.00	78.00
Additional charge for weekend and public holidays only - per year	C	No	542.00	551.00
Additional charge for other than the weekend operators:				
• Per day	C	No	20.00	21.00
• Per week	C	No	98.00	100.00
• Per month	C	No	229.00	233.00
• Per year	C	No	2,089.00	2,121.00
LODGING HOUSES				
• Initial application	C	No	473.00	481.00
• Annual registration	C	No	165.00	168.00
KEEPING OF ANIMALS				
Registration of miniature horse and miniature pig (one-off application)	C	No	113.00	115.00
Approval to keep more than 50 poultry in a rural area	C	No	113.00	115.00
Annual registration of a cattery	C	No	113.00	115.00
Annual registration to keep more than 20 pigeons	C	No	113.00	115.00
• Approval to keep a beehive in a residential or Special Rural Zone	C	No	113.00	115.00
• Approval to keep more than 2 beehives on a non-residential lot	C	No	113.00	115.00
Stable Registration				
• Min. charge	C	No	137.00	140.00
• Min. per stall	C	No	16.50	17.00
ADMINISTRATION FEES				
Provision of Section 39 Certificate (Liquor Act), Section 55 Certificate (Gaming Act) or Written Report to Settlement Agent				
• No inspection required	C	No	86.00	88.00
• Inspection required				
• Min. charge	C	No	175.00	178.00
• Hourly rate > 1 hour	C	No	86.00	88.00
Approval of Dust Management Plan, Noise Management Plan (other than Reg 18 approval) or similar				
Min Charge				

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• Min. charge	C	No	175.00	178.00
• Hourly rate > 2 hours	C	No	86.00	88.00
Completion of a Historical File Search for Contaminated Sites Survey; Property Search or similar Min Charge				
• Min. charge	C	No	175.00	178.00
• Hourly rate > 2 hours	C	No	86.00	88.00
Other Inspections, monitoring or reporting by EHO's on request (subject to approval by MHS)				
• Min. charge (being for 2 hours per officer)	C	No	175.00	178.00
• Hourly rate > 2 hours	C	No	86.00	88.00
Expedited Approval/Service Fee				
• Minimum (or 25% of normal fee whichever is the greater)	C	No	175.00	178.00
FOOD PREMISES FEES AND CHARGES				
Food ACT 2008				
- Notification Fee	C	No	56.00	57.00
Annual Risk Assessment/Inspection Fee				
- Primary Classification				
- High Risk	C	Yes	461.00	468.00
- Medium Risk	C	Yes	461.00	468.00
- Low Risk	C	Yes	230.00	234.00
- Additional Classification				
- High Risk	C	Yes	230.00	234.00
- Medium Risk	C	Yes	230.00	234.00
- Low Risk	C	Yes	114.00	116.00
Application fee construction and establishment of food premises (includes a one off notification fee)				
• High, Medium Risk	C	No	500.00	508.00
• Low Risk	C	No	266.00	270.00
• Very Low Risk	C	No	56.00	57.00
Application Fee - Amended or Refurbished Food Premises				
• Minor	C	No	175.00	178.00
• Major	C	No	339.00	345.00
SAFE FOOD HANDLER TRAINING SESSIONS				
Safe Food Handler Training Sessions.				
Scheduled session per person (work in food premises in the City)	C	Yes	14.00	15.00
Scheduled session per person (do not work in food premises in the City)	C	Yes	78.00	80.00
. Training session on request outside of business hours (within the City) additional to per person fee	C	Yes	200.00	203.00
. Training session on request (business not within the City) additional to per person fee	C	Yes	722.00	733.00
Overtime surcharge (for outside of the City)	C	Yes	129.00	131.00
PUBLIC BUILDINGS				
Application for approval to construct, extend or alter a public building				
• Maximum	S	No	881.00	895.00
• Minimum (non-community and charitable)	C	No	175.00	178.00

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• Minimum (community and charitable)	C	No	86.00	88.00
• Hourly rate	C	No	86.00	88.00
NOISE				
• Fee for approval of Noise Management Plan for out of hours construction work (Reg. 13)	S	No	175.00	178.00
• Application fee for approval of a non-complying event (Reg.18). The fee is set under Reg 18 at \$500.00.	S	No	515.00	523.00
Noise Monitoring Fee:	C			
• Minimum Charge 2 hours	C	No	175.00	178.00
• Hours in excess of the minimum charge of 2 hours shall be charge at a flat rate per hour	C	No	86.00	88.00
NEW FEE & CHARGE (Annual Registration of Aquatic Facility -fees for sampling and inspections				
Aquatic Facility - annual inspection and water sampling fee	S	Yes		300.00
For each additional aquatic facility requiring to be sampled separately per annum	S	Yes		100.00
Food stall per event day + \$5.00 for each additional day (same event)				
Weekly market/event -per annum	S	Yes		20.00
Fortnightly market/event - per annum	S	Yes		240.00
TOWN PLANNING				
Developments Applications (including applications for which discretions under the R codes is required) where the estimated cost of development is :				
• (a) <\$50,000	S	No	147.00	147.00
• (b) >\$50,000 - \$500,000	S	No	0.32% of estimated development cost	0.32% of estimated development cost
• (c) >\$500,000 - \$2.5M	S	No	\$1,700+0.257% for every \$1 in excess of \$500,000	\$1,700+0.257% for every \$1 in excess of \$500,000
• (d) >\$2.5M - \$5M	S	No	\$7,161+0.206% for every \$1 in excess of \$2.5 million	\$7,161+0.206% for every \$1 in excess of \$2.5 million
• (e) >\$5M - \$21.5M	S	No	\$12,633+0.123% for every \$1 in excess of \$5 million	\$12,633+0.123% for every \$1 in excess of \$5 million
• (f) More than \$21.5M	S	No	\$34,196	34,196.00
If the development has commenced or been carried out, an additional amount, by way of penalty, that is twice the amount of the maximum fee payable for the determination of the application under paragraph (a), (b), (c), (d), (e) or (f) applies.	S			
• Renewal and Modifications to Development Approvals	S	No	50% of applicable Development Application fee	50% of applicable Development Application fee
Change of Use	S	No	295.00	295.00
Extractive Industry	S	No	739.00	739.00
If the development has commenced or been carried out, the following additional fee amount by way of penalty applies.	S	No	1,478.00	1,478.00

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Home Occupations-Initial fee	S	No	222.00	222.00
<i>If the home occupation has commenced, the following additional fee amount by way of penalty applies.</i>	S	No	444.00	444.00
Home Occupations-Renewal fee	S	No	73.00	73.00
<i>If the approval to be renewed has expired, the following additional fee amount by way of penalty applies</i>	S	No	219.00	219.00
Application for change of use or for alteration or extension or change of a non conforming use	S	No	295.00	295.00
<i>If the change of use or the alteration or extension or change of non conforming use has commenced, the following additional fee amount by way of penalty applies</i>	S	No	590.00	590.00
Advertising of development application				
0-9 Letters	C	No	220.00	220.00
10-50 Letters	C	No	330.00	330.00
51-500 Letters	C	No	550.00	550.00
501+ Letters	C	No	1,110.00	1,110.00
Built Strata Fees				
• Not more than 5 lots	C	No	\$65.00 per lot + base rate \$656.00	\$65.00 per lot + base rate \$656.00
• More than 5 lots but not more than 100 lots	C	No	\$43.50 per lot for lot no. 6 to 100 + base rate \$981.00	\$43.50 per lot for lot no. 6 to 100 + base rate \$981.00
• More than 100 lots	C	No	5,113.50	5,113.50
Subdivision clearances				
• Not more than 5 lots	C	No	73.00	73.00
• More than 5 lots but not more than 195 lots	C	No	\$73.00 per lot for first 5 lots & \$35.00 per lot thereafter	\$73.00 per lot for first 5 lots & \$35.00 per lot thereafter
• More than 195 lots	C	No	7,393.00	7,393.00
Section 40 Liquor Licencing Certificate	C	No	200.00	200.00
Zoning Certificates/Statements	S	No	73.00	73.00
Written Planning Advice that a proposal complies with the R codes, TPS no. 3, and/or council policies, and does not require Planning approval	S	No	73.00	73.00
Written Planning Advice where the advice sought is less specific and warrants more detailed response. (Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.	S	Yes	(Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.	(Refer to WAPC Schedule of Fees part 2). Minimum fees of \$66 applies.
Detailed Area Plan				
Detailed Area Plan	C	No	1,500.00	1,500.00
Modification to Detailed Area Plan	C	No	750.00	750.00
Reports				
• Scheme Text	C	Yes	50.00	50.00
• Other (per page)	C	Yes	0.35	0.35
Maps (per sheet)				
• A3	C	Yes	15.00	15.00
• A2	C	Yes	20.00	20.00
• A1	C	Yes	30.00	30.00
• A0	C	Yes	60.00	60.00
Scheme Amendments/Structure Plans				
• Basic Amendment	S	Yes		

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• Standard Amendment	S	Yes	Fees calculated in accordance with the Planning and Development Regulations 2009. As per Regulation 48(5), the City of Cockburn decides on the following hourly rates - (a) for the person in charge of planning at the local government, \$88.00 per hour; (b) for a senior planner or manager, \$66.00 per hour; (c) for a planning officer, environmental health officer or other officer with qualifications relevant to the request, \$36.86 per hour; (d) for a secretary or administrative officer, \$30.20 per hour.	Fees calculated in accordance with the Planning and Development Regulations 2009. As per Regulation 48(5), the City of Cockburn decides on the following hourly rates - (a) for the person in charge of planning at the local government, \$88.00 per hour; (b) for a senior planner or manager, \$66.00 per hour; (c) for a planning officer, environmental health officer or other officer with qualifications relevant to the request, \$36.86 per hour; (d) for a secretary or administrative officer, \$30.20 per hour.
• Complex Amendment	S	Yes		
(Excludes sign and advertising costs.)				
<u>Information Research</u>				
• Planning enquiries-Reply to Property Settlement Questionnaire [2]	S	No	73.00	73.00
Rural Street Numbering Signs	S	Yes	30.00	30.00
<u>Pedestrian Access Way and Road Closure</u>				
• Administration Fee	C	No	750.00	750.00
+ advertising fee (additional \$500 to \$750 per application, to be invoiced separately)				
<u>Licence Agreement for the management of illuminated street signs (per sign), per annum</u>	C	Yes	1,521.00	1,544.00
<u>Land Administration and Related Legal Agreements Administration Fee</u>				
	S	Yes	-	750 (this will attract minimum 11% interest on any deferred payment)
Park Naming Application Fee (plus Advertising Cost)	S	Yes	-	200.00
Road Naming Application Fee (plus Advertising Cost)	S	Yes	-	200.00
NAVAL BASE CARAVAN PARK				
• Lease Fee	C	No	2,150	2,182.25
• Rubbish Fee	C	No	-	-
• FESA Levy Fee	S	No	-	-
• Security Levy Fee	C	No	-	-

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• Shack Removal Levy	C	No	313.33	318.03
Total Lease	C	No	2,463	2,500.28
• Naval Base Lease Changeover Application Fee	C	No	-	\$0 (please note this will be considered as part of the City renewing its 5 year lease which will happen next financial year. So \$0 this year)
Payment Plan Administration Fee	C	Yes	20.00	20.00
Penalty Interest for overdue payments	C	No	In accordance with Rates penalty interest amounts	In accordance with Rates penalty interest amounts
BUILDING PERMITS				
Uncertified Building Permits Application - Class 1 & 10 Buildings s. 16 (l)	S	No	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$95.	0.32% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96.
Certified Building Permits Application - Class 1 & 10 Buildings s. 16 (l)	S	No	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$95	0.19% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96
Certified Building Permit Application Class 2 to 9 building or incidental structure – s.16 (l)	S	No	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$95	0.09% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96
Application to extend the time during which a Building Permit has effect, (s. 32 (3) (f))	S	No	95.00	96.00
OCCUPANCY PERMITS - CLASS 2 -9 BUILDINGS				
Application for an Occupancy Permit for a completed Class 2-9 Building (s.46)	S	No	95.00	96.00
Application for a temporary Occupancy Permit for a incomplete building – Class 2 – 9 (s.47)	S	No	95.00	96.00
Application for modification of Occupancy Permit for additional use of a building on a temporary basis – Class 2 - 9 Building (s.48).	S	No	95.00	96.00
Application for replacement Occupancy Permit for permanent change of building's use - Class 2-9 Building (s.49)	S	No	95.00	96.00
Application for Occupancy Permit for a building in respect of which unauthorised work has been done (s.51 (2))	S	No	95.00	96.00
Application to replace an Occupancy Permit for an existing building, Class 2 - 9 Buildings (s. 52 (1))	S	No	95.00	96.00

City of Cockburn
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	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Application to extend the time during which as Occupancy Permit has affect (s.65 (3)(a)) Class 2 - 9 Buildings	S	No	95.00	96.00
BUILDING APPROVAL CERTIFICATES - CLASS 1 & 10 BUILDINGS				
Application for a Building Approval Certificate for a building in respect of which <u>unauthorised work has been done</u> (s.51 (3)) - Class 1 & 10 Buildings	S	No	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$95	0.38% of the estimated value of the building work as determined by the relevant permit authority, but not less than \$96
Application for a Building Approval Certificate for an existing building where unauthorised work <u>has not been done</u> , Class 1 & 10 Buildings – (s. 52 (2))	S		95.00	96.00
Application to extend the time during which a Building Approval Certificate has effect (s. 65(3)(a))	S	No	95.00	96.00
STRATA TITLES				
Application for an Occupancy Permit - Strata (Class 2 - 9 Buildings) or plan of strata re-subdivision (s.50(1) and (2))	S	No	\$10.50 for each strata unit covered by the application, but not less than \$104.65	\$10.60 for each strata unit covered by the application, but not less than \$105.80
Building Approval Certificate – Strata, (<u>Class 1 & 10 Buildings</u>) for registration of strata scheme, or plan of strata re-subdivision (s.50(1) and (2))	S	No	\$10.50 for each strata unit covered by the application, but not less than \$104.65	\$10.60 for each strata unit covered by the application, but not less than \$105.80
DEMOLITION PERMITS				
Demolition Permit Application for the issue of permit for demolition work of Class 1 & 10 Buildings (S 16(1)).	S	No	95	96.00
Demolition Permit Application for the issue of permit for demolition work of Class 2 & 9 Buildings (S 16(1)).	S	No	\$95 for each storey of the building	\$96 for each storey of the building
Application to extend the time during which a Demolition Permit has effect, (s. 32 (3) (f)).	S	No	95	96.00
LEVIES				
<u>Building Construction Industry Training Levy, Work Value > \$20, 000</u>	S	No	0.2% of value of work	0.2% of value of work
<u>Building Services Levy - Authorised Works</u>				
Building Permit - Value \$45000 or less	S	No	61.65	61.65
Building Permit - Value > \$45000	S	No	0.137% of value of work	0.137% of value of work
Demolition Permit - Value \$45, 000 or less	S	No	61.65	61.65
Demolition Permit - Value > \$45000	S	No	0.137% of value of work	0.137% of value of work
Occupancy Permit - Authorised Works	S	No	61.65	61.65
Building Approval Certificate - Authorised Works	S	No	61.65	61.65
<u>Building Services Levy - Unauthorised Works</u>				
Occupancy Permit - Unauthorised - Value \$45, 000 or less	S	No	123.30	123.30
Occupancy Permit - Unauthorised - Value > \$45, 000	S	No	0.274% of value of work	0.274% of value of work
Building Approval Certificate for Unauthorised Work \$45, 000 or less	S	No	81.00	81.00
Building Approval Certificate for Unauthorised Work > \$45, 000	S	No	0.18% of value of work	0.18% of value of work
Local Government approval of battery powered smoke alarms - Building Regulation 61 (3) (b)	S	No	174.50	176.30

**City of Cockburn
FEES & CHARGES
2016/2017**

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Application to vary Building Standard-Building Regulations Sch. 2 Div. 3 it. 1	S	No	2,100.00	2,123.00
<u>ADDITIONAL COUNCIL SERVICES</u>				
Request to provide certificate of Design Compliance - Class 1 & 10 Buildings within/outside the City of Cockburn, based on construction cost.	C	Yes	0.19% of estimated construction value but not less than \$200.	0.19% of estimated construction value but not less than \$200.
Request to provide certificate of Design Compliance - Class 2 to 9 Buildings within/outside the City of Cockburn, based on construction cost.	C	Yes	Up to \$150, 000 in value - \$270	Up to \$150, 000 in value - \$270
	C	Yes	\$150, 001 to \$500, 000 - \$270 + 0.15% in excess of \$500, 000 in value.	\$150, 001 to \$500, 000 - \$270 + 0.15% in excess of \$500, 000 in value.
	C	Yes	\$500, 001 to - \$1, 000, 000 - \$795 + 0.12% in excess of \$500, 000 in value.	\$500, 001 to - \$1, 000, 000 - \$795 + 0.12% in excess of \$500, 000 in value.
	C	Yes	\$1, 000, 001 and above - \$1395 + 0.1% in excess of \$1, 000, 000 in value.	\$1, 000, 001 and above - \$1395 + 0.1% in excess of \$1, 000, 000 in value.
REQUEST TO PROVIDE CERTIFICATE OF CONSTRUCTION COMPLIANCE	C	Yes	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.
REQUEST TO PROVIDE CERTIFICATE OF BUILDING COMPLIANCE	C	Yes	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.	Min Fee \$220 (one inspection + advice letter) + hourly rate for any additional inspections and all other attendance.
REQUEST FOR ADDITIONAL PROFESSIONAL BUILDING SURVEYING SERVICES/ADVICE				
Level 1 Building Surveyor - per hour	C	Yes	126.00	126.00
Level 2 Building Surveyor - per hour	C	Yes	109.00	109.00
Assistant Building Surveyor - per hour	C	Yes	92.00	92.00
REQUEST FOR PROFESSIONAL ADVICE				
Request for professional advice from the Health, Planning or Engineering Services - per hou	C	Yes	126.00	126.00
SIGNS				
• For Sale /Leasing sign exceeding 0.5 square metres	S	No	55.00	55.00
• Development signs	S	No	100.00	100.00
• Display Home Signs	S	No	100.00	100.00
• Horizontal Sign	S	No	35.00	35.00

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• A hoarding - per annum	S	No	70.00	70.00
• Pylon Sign or Tower Sign	S	No	35.00	35.00
• Illuminated Sign	S	No	35.00	35.00
* On a roof \$5 per sq.m. per 0.1 sq.m. min.	S	No	50.00	50.00
* Under verandah	S	No	35.00	35.00
• A sign other than a pylon sign or an illuminated sign	S	No	55.00	55.00
Rural Producer's sign	S	No	35.00	35.00
Sign Panel	S	No	35.00	35.00
<u>PLAN COPIES PER BUILDING PERMIT</u>				
Can be obtained on a per property or per Building Licence basis (Residential). The search fee is non-refundable, and shall be tendered prior to a search for plans being carried out.				
• <u>Per Property - Residential</u>				
Generally includes all Building Licences, Floor Plans, and Elevations. Structural Engineer's Plans if available and requested may be provided.	C	No	82.00	82.00
OR				
• <u>Per Building Permit – Residential:</u>				
Generally includes Building Licence, Site Plan, Floor Plan, and Elevations. Structural Engineer's Plans if available and requested may be provided. Search fee allows for a maximum of up to 5 x A3 or smaller sheets or 2 x A1 sheets to be copied.	C	No	32.00	32.00
Additional sheets if required shall be charged at				
• A3 or smaller	C	No	1.50	1.50
• A1 or smaller	C	No	4.50	4.50
• <u>Per Building Permit - Commercial/Industrial</u>				
Generally includes Site Plan, Floor Plan and Elevations. Structural Engineer's plans if available and requested may be provided. Search fee allows for a maximum of up to 13 x A3 or smaller sheets or 5 x A1 sheets to be copied. The fee is a non-refundable	C	No	50.00	50.00
Plans will be provided on a negotiated basis in each instance but shall cost not less than \$38 (GST incl.)				
Additional Sheets if required shall be charged at				
• A3 or smaller	C	No	1.50	1.50
• A1 or smaller	C	No	4.50	4.50
<u>Private Swimming Pool Inspection</u>				
Fee is applicable generally to inspections in addition to those required under legislation every four years (ie. Property sale/settlement inspection)	C	No	70.00	70.00
• Mandatory Swimming Pool Inspection Fees per annum	C	No	36.00	36.50
• Building Summary-written confirmation of Building Licenses issued for a property	C	No	44.00	44.00
<u>ENGINEERING & WORKS</u>				
<u>WASTE COLLECTION</u>				
Waste management service charge -industrial/commercial/uv properties	C	No	450.00	458.00
Rubbish Collection Levy - Exempt Properties	C	No	500.00	510.00
Purchase a set of 240 Litre bins "one off" charge	C	No	-	100.00
Service Charge-2nd MSW MGB	C	No	311.00	315.00
Service Charge-2nd REC MGB	C	No	100.00	100.00

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
MSW MGB 6mth Hire	C	No	140.00	170.00
Recycling MGB 6mth Hire	C	No	50.00	60.00
Service Charge - Bins removed from & returned to an unmanaged bin store	C	No	528.00	535.00
Service Charge - Bins removed from & returned to a unit within a development	C	No	895.00	910.00
Service Charge - Litter bin service from non-COC land	C	No	490.00	500.00
Service Charge - Additional MSW Bin Service /Week	C	No	330.00	335.00
Service Charge - Additional Recycle Bin Service /Week	C	No	130.00	130.00
Service Charge - One-off event hire MSW Bin	C	Yes	36.00	38.00
Service Charge - One-off event hire Recycle Bin	C	Yes	16.00	16.00
Additional Collection of MSW for property with insufficient bin store per trip	C	Yes	-	175.00
Additional Collection of recyclables for property with insufficient bin store per trip	C	Yes	-	175.00
COMMERCIAL USERS BIN HIRE RATES				
Additional 660 Litre MSW Bin Annual Service Cost	C	No	646.00	660.00
Additional 660 Litre Recycling Bin Annual Service Cost	C	No	278.00	250.00
Purchase a set of 660 Litre bins "one off" Charge.	C	No		460.00
WASTE DISPOSAL				
Gate Entry Fees				
• Per car boot not exceeding 1.0 cu.m.				
	C	Yes	40.00	40.00
• COC Trailer Pass (Residents only), per pass				
	C	Yes	55.00	55.00
• 2nd COC Trailer Pass (Residents only), 6 passes				
	C	Yes	330.00	330.00
• Per car, utility or trailer not exceeding 1.0 cu.m.				
	C	Yes	55.00	55.00
• Per trailer, 1.0 cu.m. - 2.5 cu.m.				
	C	Yes	110.00	110.00
• Per trailer exceeding 2.5 cu.m.				
	C	Yes	155.00	155.00
• Putrescible solid waste				
Min. Load	C	Yes	55.00	55.00
Per Tonne MSW	C	Yes	155.00	155.00
Per Tonne C&I	C	Yes	155.00	155.00
Per Tonne C&D	C	Yes	155.00	155.00
• Clean Fill				
Min. Load	C	Yes	-	60.00
Per Tonne (Maximum 100 tonne per day)	C	Yes	-	60.00
• Inert Waste (Off Liner)				
Min. Load	C	Yes	55.00	55.00

City of Cockburn
FEES & CHARGES
2016/2017

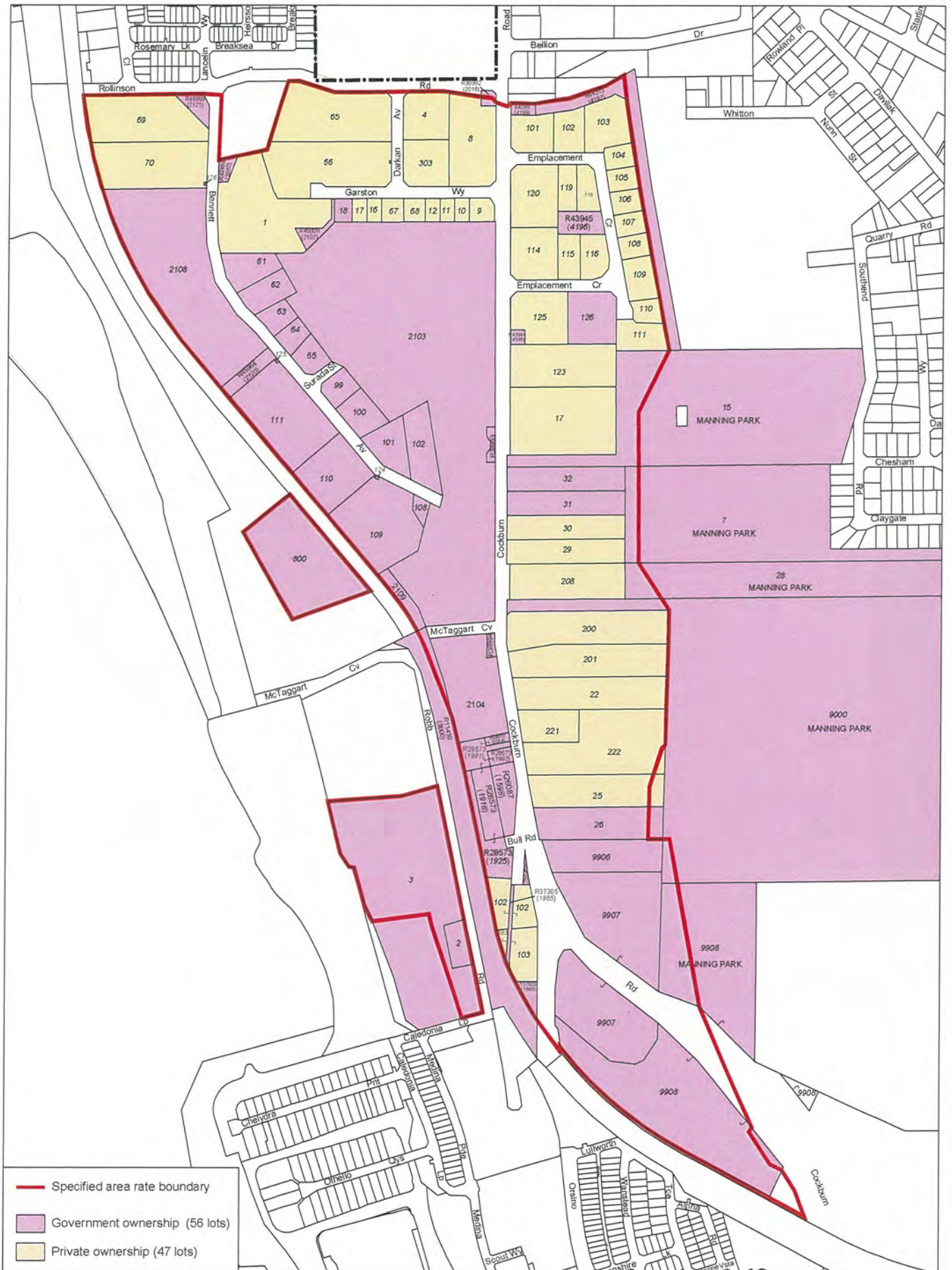
	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
Per Tonne	C	Yes	85.00	85.00
• Environmentally Sensitive (i.e. asbestos) 1 cu.m.				
* Residential Burial Fee-1 Trailer Pass plus \$9.00 per sheet	C	Yes	8.00	8.00
* Non Residential Burial Fee- 1 Cubic Meter Charge plus \$10.00 per sheet	C	Yes	9.00	9.00
*Contaminated Soil Class 3	C	Yes	200.00	200.00
*Contaminated Soil Class 2	C	Yes	190.00	190.00
• When weighbridge is not in use for putrescible and non-putrescible solid waste:				
* In non-compact truck (per wheel)	C	Yes	80.00	80.00
* In compact truck (per wheel)	C	Yes	120.00	120.00
• Rates for the disposal of environmentally sensitive or extraordinary, Class III or large volumes of waste				
Timber Packaging Uncontaminated, Untreated, Unpainted and No Composite Wood Product	C	Yes	80.00	80.00
Timber Packaging Contaminated	C	Yes	155.00	155.00
Mattresses	C	Yes		5.00
Power Poles	C	Yes	155.00	155.00
Tyres-Passenger off rims (Max 4 per driver) cost per tyre	C	Yes	8.00	8.00
Tyres-Light Truck off rims (Max 4 per driver) cost per tyre	C	Yes	14.00	14.00
Washdown Bay Facility	C	Yes	30.00	30.00
Burial Fee/Special Handling Minimum Charge per hour	C	Yes	200.00	200.00
Burial Fee -commercial tonnage rate applies. Min Rate \$50 for Commercial.	C	Yes	250.00	250.00
Burial-Emergency outside business hrs. plus tonnage rate	C	Yes	500.00	500.00
Greenwaste Uncontaminated per tonne	C	Yes	60.00	85.00
Gwaste O/size or Contaminated/tonne	C	Yes	155.00	155.00
Non Compliance/Special Handling Fee Maximum (in addition to tonnage rate)	C	Yes	1,000.00	1,000.00
Load Weighing for Information Only	C	Yes	20.00	20.00
DESIGN SERVICES				
Direction Signs				
• Application Fee	C	No	45.00	45.00
• Manufacture cost for one sign	C	Yes	143.66	143.66
• Installation cost				
* One sign	C	Yes	110.00	130.00
* Two signs	C	Yes	165.00	185.00
Vehicle Traffic Data Collection				
<u>Notes:</u>				

City of Cockburn
FEES & CHARGES
2016/2017

	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
1. the service is not generally provided to the public unless agreed by Design Manager the charge is per traffic counter used not per location.	C	Yes	306.60	306.60
<u>Information Research</u>				
• Search for traffic data, drawings and stormwater drainage information. TRAFFIC COUNT DATA - TAXABLE; EVERYTHING ELSE - EXEMPT.	C	Y/N	25.55	Miscellaneous Engineering Assessment Fees to cover the actual costs and expenses incurred by the City in providing services
<u>Photocopy drawings/maps (on paper)</u>				
A4	C	No	0.31	0.31
A3	C	No	0.41	0.41
A1	C	No	5.62	5.62
Plan printing from computer (per sheet)	C	No	28.11	28.11
Port Coogee Marina Pen				
<u>Annual Licence Fee for C'Over Licences</u>				
• 8m	C	Yes		1,574.00
• 10m	C	Yes		2,149.00
• 12m (4.4m width)	C	Yes		2,738.00
* 15m (5m width)	C	Yes		3,700.00
• 16m	C	Yes		4,055.00
• 20m	C	Yes		5,473.00
<u>Annual Licence Fee New Licences</u>				
• 8m	C	Yes		4,400.00
• 10m	C	Yes		5,500.00
• 12m (4.4m width)	C	Yes		7,200.00
• 12m (6.5m width)	C	Yes		10,636.00
* 15m (5m width)	C	Yes		9,375.00
* 15m (7.5m width)	C	Yes		14,064.00
• 16m	C	Yes		10,240.00
• 20m	C	Yes		13,500.00
<u>Monthly New Licence Fee (Terms less than 12 Mths)</u>				
• 8m	C	Yes		605.00
• 10m	C	Yes		688.00
• 12m (4.4m width)	C	Yes		803.00
• 12m (6.5m width)	C	Yes		1,210.00
* 15m (5m width)	C	Yes		1,034.00
* 15m (7.5m width)	C	Yes		1,540.00
• 16m	C	Yes		1,375.00
• 20m	C	Yes		1,760.00
<u>Daily New Licence Fee (Periods up to 2 weeks only)</u>				
• 8m	C	Yes		44.00
• 10m	C	Yes		46.00
• 12m (4.4m width)	C	Yes		55.00

City of Cockburn
FEES & CHARGES
2016/2017

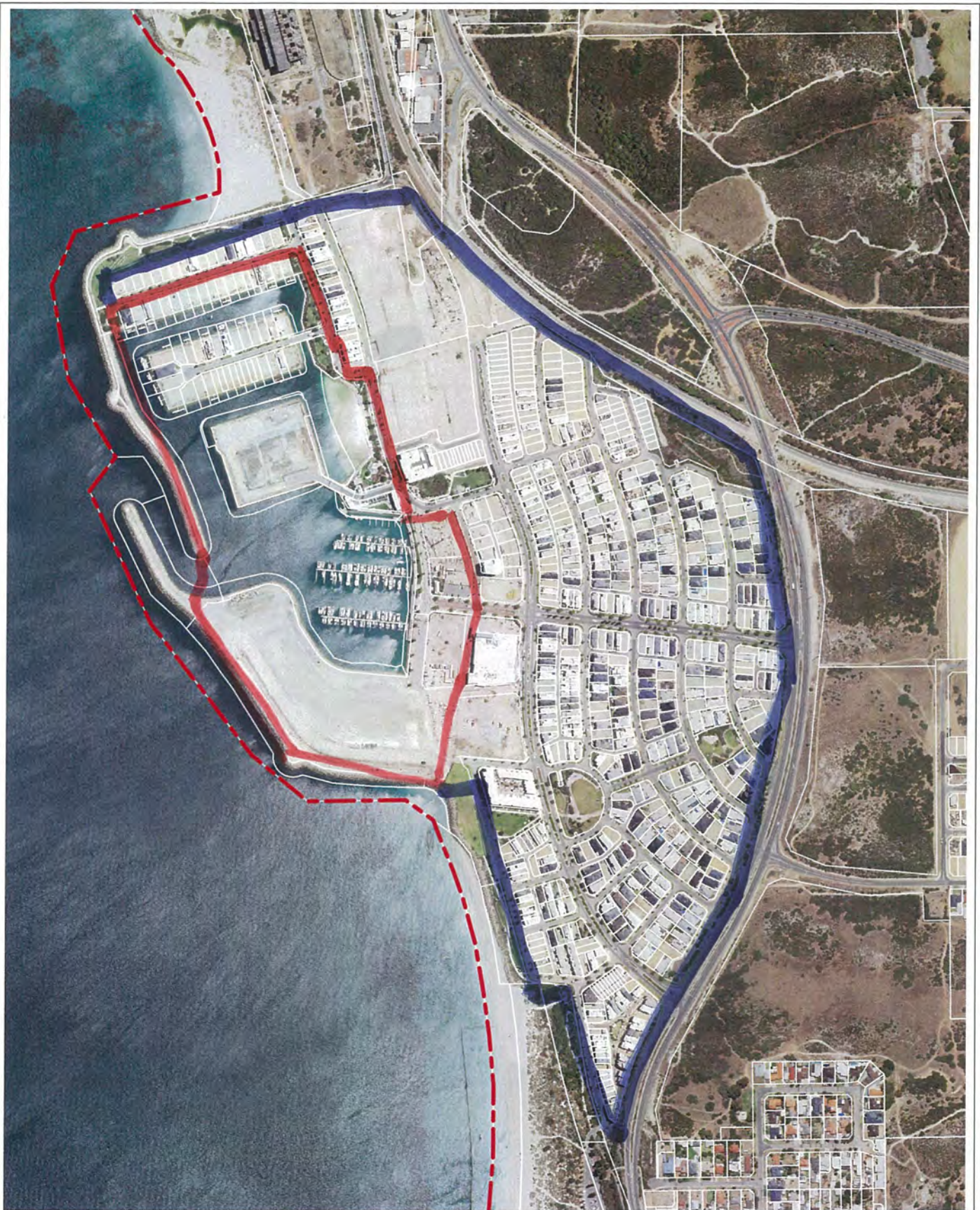
	Authority to set Fee (S - Statute) (C - Council)	GST Applicable	2015/16 Incl GST (if applicable) \$	2016/17 Incl GST (if applicable) \$
• 12m (6.5m width)	C	Yes		82.50
* 15m (5m width)	C	Yes		71.50
* 15m (7.5m width)	C	Yes		104.50
• 16m	C	Yes		93.50
• 20m	C	Yes		121.00
<u>Daily Per Person Overnight Stay Rate</u>				
• 8m	C	Yes		16.50
• 10m	C	Yes		16.50
• 12m (4.4m width)	C	Yes		16.50
• 12m (6.5m width)	C	Yes		16.50
* 15m (5m width)	C	Yes		16.50
* 15m (7.5m width)	C	Yes		16.50
• 16m	C	Yes		16.50
• 20m	C	Yes		16.50
Bond Deposit (Refundable)	C	No		500.00



- Specified area rate boundary
- Government ownership (56 lots)
- Private ownership (47 lots)



COCKBURN COAST SPECIFIED AREA RATES



City of Cockburn
GLS Services Department

**Port Coogee Waterways
Specified Area Rate (Red) and
Port Coogee Special
Maintenance Reserve (Blue)**

PRINTED ON:
15/06/2016

SCALE = 1:8227

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NORTH

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

13 May 2016

Dear Nelson

Independent Assurance Report – City of Cockburn 2016-17 rate setting model

We have been engaged by the City of Cockburn (**the City**) to undertake a reasonable assurance engagement in relation to the City's 2016-17 rate setting model, with a focus on the City's objectives of applying a maximum equivalent rates increase for residential improved properties and of continuing to provide a benefit to pensioners from the City's rates incorporation strategy¹.

The City's responsibilities in relation to the preparation of its 2016-17 rate setting model

The City is responsible for:

- Establishing and maintaining an effective control structure in relation to its 2016-17 rate setting model
- Ensuring that its 2016-17 rating model methodology and parameters used result in single dwelling residential improved properties incurring a maximum increase of 3.00% from the 2015-16 rates levied² for the equivalent Gross Rental Value (**GRV**)
- Ensuring that its rates incorporation strategy continues to provide a financial benefit to pensioners, despite the \$750 pensioner rebate cap applied by the State Government
- Providing us with complete, accurate and valid information in relation to the 2016-17 rate setting model and related data extracts.

Independence and quality control

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

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

¹ The City's strategy, first implemented in 2015/16, to incorporate compulsory waste service (**waste**) and CoSafe security (**CoSafe**) charges into the general rate in the dollar for residential improved properties

² After allowing for the calculated concession

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Our responsibility

Our responsibility is to express an opinion on the City's achievement of the objectives of its rate setting model in applying a maximum equivalent rates increase for residential improved properties and continuing to provide a benefit to pensioners from the City's rates incorporation strategy, based on the procedures we have performed and the evidence we have obtained.

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

- The City's 2016-17 rating model methodology and parameters used result in single dwelling residential improved properties incurring a maximum increase of 3.00% from the 2015-16 rates levied for the equivalent GRV
- The incorporation strategy continues to provide a financial benefit to pensioners, despite the \$750 pensioner rebate cap applied by the State Government.

Our engagement provides reasonable assurance as defined in ASAE 3000.

A reasonable assurance engagement in accordance with ASAE 3000 involves performing procedures to obtain evidence about the outcomes of the City's 2016-17 rates setting model. The nature, timing and extent of procedures selected depend on the assurance practitioner's professional judgement, including the assessment of the risks of material misstatement in the outcomes of the City's 2016-17 rate setting model. In making those risk assessments we considered internal control over the preparation of the City's 2016-17 rate setting model relevant to the engagement.

Procedures performed

Our procedures included:

- Understanding the objectives of the City's 2016-17 rate modelling process through discussion with the Manager Financial Services and Strategic Financial Systems Manager, and walkthrough of the rate modelling process, supporting concession model and other supporting references
- For each key step in the City's rate modelling process, determining whether the required action had been appropriately performed and evidenced
- Identifying and assessing scenarios where there is a risk of the concession model resulting in one or more single dwelling residential improved properties incurring an increase of more than 3.00% from the 2015-16 rates levied for the equivalent GRV
- Testing the validity and accuracy of calculations and supporting formulae within the concession model against the objectives of the City's 2016-17 rate modelling process
- In relation to the City's calculations of the benefit provided to pensioners from the incorporation strategy:
 - Tracing key inputs to source references
 - Testing the accuracy of calculations and supporting formulae.

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

Limitation of use

This report has been prepared solely for the City in accordance with our Terms of Reference document dated 5 May 2016, for the purpose of expressing an opinion on the City's achievement of the objectives of its rates setting in applying a maximum equivalent rates increase for residential improved properties and continuing to provide a benefit to pensioners from the City's rates incorporation strategy.

We understand that this report will be presented at the City's 18 May 2016 Rating Workshop, which is attended by the City's Elected Members. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the City, or for any purpose other than that for which it was prepared.

Inherent limitations

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

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

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

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

Conclusion

In our opinion, based on the procedures performed, in all material respects:

- The City's 2016-17 rating model methodology and parameters used result in single dwelling residential improved properties incurring a maximum increase of 3.00% from the 2015-16 rates levied for the equivalent Gross Rental Value
- The incorporation strategy continues to provide a financial benefit to 5,592 of the 5,654 pensioner properties included in the City's 2016-17 rating model, despite the \$750 pensioner rebate cap applied by the State Government.

Yours sincerely



Adam Stock
Partner, Risk Advisory
Deloitte Touche Tohmatsu

BANJUP RESIDENTS GROUP

Submission to Cockburn Council Improving Rates Levied in 2016/17

13 June 2016

Cockburn's rates rise not consistent with current realities

Unemployment in WA

6%

Wages up

1.6%

CPI up

1.3%

Age pension up

1.3%

Cockburn rates up

3%



**Double the
ability to pay**

In WA, everyone is belt tightening

- Job losses
- Pay cuts
- Reduced working weeks
- Businesses cutting costs by 20%
- Retailers cutting prices
 - Everything is '*On Sale*'
- But Cockburn is acting as if 'business as usual'

Cockburn's Business, Financial and Workforce plans do not envisage efficiencies

- Businesses seeking 10% - 20% price cuts from suppliers
- Costs in businesses being driven down
- WA government has hiring freeze

BUT

- Cockburn's long term plans make **NO** mention of seeking efficiencies
- Instead, they advertise 3% cost increases built into budgets
 - Creates supplier expectations
- Staffing forecast is always for more FTEs

Cockburn needs to demonstrate it is driving down costs

- What materials and services can be sourced cheaper?
- What discretionary services can be scaled back?
- Can we do things differently for the same result?
- Are we making best use of our staff resources?
 - What business processes can be streamlined?
 - Can our IT systems make them more efficient?

Re-engineer Cockburn's business processes now
Publish your progress regularly

Show ratepayers that Cockburn is a good cost manager

- Don't just compare yourselves to the cartel of other councils
- Set a target to take **2%** out of operating costs each year
 - Not an ambitious target !!
 - Not including depreciation
- Save **\$34 million** over 5 years
- Make your Long Term Financial Plan look like this:

		16/17	17/18	18/19	19/20	20/21
Opex less depcn		103	110	113	117	122
less	2%	101	105	107	108	110

Return efficiency dividend to ratepayers

- Reduce rate rises to **1%** each year
- Save ratepayers **\$30 million** over 5 years
- Growth in properties will provide **\$50 million** extra anyway

Show solidarity with ratepayers

- Share their pain, make savings, share the gain
- Don't put all the burden on your ratepayers
- Many ratepayers on limited incomes
 - Every extra dollar Cockburn takes is a dollar less for them
 - Cynical to say 'it is only a dollar'
- Don't raise rates just because you can

Set an example to other local governments

Show empathy with ratepayers

Banjup and Jandakot residents urge Cockburn to constrain rate rises to 1% annually

Banjup Residents Group welcomes an opportunity to discuss the modelling data that supports our figures.

RESPONSE TO THE BANJUP RESIDENTS GROUP SUBMISSION

No.	Submission	Comment
1.	Statistics	<ul style="list-style-type: none"> • Inflation for Perth did fall in the March quarter to 0.7% but this is expected to rebound to within the RBA target range of 2% to 3% • Unemployment for Perth was 5.8% for the March 16 quarter • Wage price index for 2015/16 was 3.25% and is to fall to 2.0% in 2016/17 • Public sector wage index was 3.30% in 2015/16 and is expected to remain the same in 2016/17
2.	Job losses/pay cuts/reduced working weeks/businesses cutting costs by 20%/retailers cutting prices	<ul style="list-style-type: none"> • There have been job losses in the mining sector and associated commodity based industries. These industries enjoyed significant income and cost increases through the mining boom and now that the boom has ended, they have trimmed their costs accordingly. • Retailers have been cutting their prices in the lead up to the end of financial year so as to clear stock as retailers do each year. • None of the major contractors or suppliers to the City has reduced its cost of goods or services by 20%. The recent 'basket of goods' increase to State Government charges averaged 5.82% for the City. • The continuing freeze on Federal Government Financial Assistance Grants (which goes for 4 years) has also reduced the City's grant income by 0.8% • However, with lower inflationary pressure cost increases are expected to be less, which has been factored into the City's budget. • There has not been a widespread practice of reduced working weeks.
3.	Business seeking price cuts from suppliers/costs been driven down/WA Government has a hiring freeze	<p>The Council has been seeking reduced pricing:</p> <ul style="list-style-type: none"> • Roads tenders – The last two road tenders has seen Council save \$2.5m • Electricity – Council has renegotiated lower prices from suppliers for contestable sites saving \$150k pa for next two years • Credit card surcharging has been removed from the payment of rates and other Council fees and charges for 2016/17 • State Government has ended its hiring freeze on state government

No.	Submission	Comment
		<p>budget day.</p> <ul style="list-style-type: none"> • The City practiced staff hiring restraint during the LG reform period, leading to increased productivity and efficiency from existing staff resources. • Technology is used to have a paperless accounts payable process. Greater use of EFT and other online technologies is improving other accounting activities. • Self-checkout, RFID and other technological improvements in libraries has capped staff increases and driven efficiency. • Mobile technology has improved the effectiveness of rangers, pool inspectors and for park services. Continued use of this technology will drive efficiencies in other business units. • Staffing increases proposed for the new FY are to meet specific requirements such as Cockburn ARC or the acquisition of assets such as the Port Coogee Marina. Other staff increases are to meet service expansion such as more waste truck drivers or staff to service more public open space (parks and bushland) as developers hand it over to the City.
4	Materials/services to be sourced cheaper/discretionary services scaled back/do more with less/best use of staff resources.	<ul style="list-style-type: none"> • The City looks to ensure that all services are sourced for the cheapest possible price based on value for money. Almost 80% of the City's expenditure is tendered or subject to quotation as per Local Government Act/Regulations/Policy. • Discretionary services are always reviewed each year as part of the budget process. • As can be seen in the budget report, the City efficiently uses its staff resources when compared with other Councils in the South West Group and the Outer Metro Growth Council Group. The City has one of the lowest residents to staff ratios and uses less dollars of rates/income collected to deliver services to the community. • The City is also about to commence benchmarking with other councils in Australia/NZ to ensure that it operates as efficiently as possible and delivers value for money.

No.	Submission	Comment
5.	Comparisons/Target to cut 2% of operating costs	<ul style="list-style-type: none"> • Council benchmarks itself against a range of councils in both the South West Group and Outer Metro Growth Councils. As noted above, the City will then benchmark with other Councils in Australia and NZ. Benchmarking with the private sector is not feasible (many of the services provided by local governments are neither provided by the private sector nor by the State Government Sector). • Cutting 2% of operating costs net of depreciation would mean cutting \$34m over five years, which is \$2m in 2016/17 and \$12m in 2020/21. Approximately 45% of the City's net operating costs are linked to external income such as grants, statutory expenditure (power/gas/water/state & federal taxes/waste collection/disposal costs; a 2% reduction targeting the remaining 55% of net operating costs would require a 3.8% cost reduction target). • The City is continuing its efforts to achieve savings. The recommended restructure of the SMRC is intended to reduce the cost of processing waste.
6.	A rate increase of 1% for the next five years	<ul style="list-style-type: none"> • A 1% rates increase will reduce rates income by \$31m over the next five years. • This proposal is similar to rate capping in NSW, which will lead to under expenditure of asset management and increase the back log of maintenance on community assets such as roads/parks/buildings. This is what has happened in NSW, which now has the lowest level of asset reinvestment of all local governments across Australia. This form of rate capping is not effective. It may be popular in the short term, but can't be reversed in the long-term without substantial rates increases such as experienced at the City of Rockingham. • Growth of new properties will provide \$12.5m in new rates income over the next five years .
7.	Share the pain	<ul style="list-style-type: none"> • Cockburn is a growing community. Residents and communities want services now. Cockburn has exercised restraint in rate increases when compared with other local governments and other levels of government. All rates raised are invested back into the community.

