

City of Cockburn Strategic Community Plan 2016 to 2026



City of Cockburn Website: www.cockburn.wa.gov.au/



Table of Contents

Transcriber's note	2
Executive Summary	3
Introduction	4
Success	5
Key Achievements 2012 to 2016	5
Awards and Recognition	6
Challenges Ahead	7
Our Values Enable Our Vision	7
Our Vision	7
Our Strategic Objectives	7
City Growth	8
Moving Around	8
Economic, Social and Environmental Responsibility	8
Community, Lifestyle and Security	9
Leading & Listening	9
Measurement	10
Taking a 'Pulse' – Perception Surveys	10
Reference Information	14
Corporate Planning Framework	14
Community Consultation Outcomes	15
Comment on Cockburn	16
Community Workshops	17
Perception Surveys	18
Customer Satisfaction Surveys	20
Community Conversation	20
Key Documents	21
Our City in a Snapshot	22
What We Will Look Like by 2026	24
Risk	25

Transcriber's note

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

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

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

This transcription was made on April 2017 by VisAbility Limited on behalf of City of Cockburn for the sole use of readers with print disabilities.

Executive Summary

The Strategic Community Plan encompasses the period 2016 to 2026.

The plan is reviewed every two years with a formal review, including community consultation, every four years. This plan includes feedback from consultation that occurred in 2015/2016.

The Plan has been prepared in accordance with the Integrated Planning and Reporting Framework and Guidelines issued by the Department of Local Government.

Population forecasts indicate that the City continues to grow at 2.5% to 3.5% per annum and remains a “growth” council. This will result in approximately 40,000 more people calling Cockburn “home” over the life of this plan.

Community aspirations have been listed under the Reference Information section of the document and recognised in the strategic objectives. They are grouped around five key themes:

City Growth	planning for the population growth of our City and maintaining our strong financial position
Moving Around	facilitating safe, efficient, connected and sustainable movement around the City
Community, Lifestyle & Security	providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people
Economic, Social & Environmental Responsibility	enabling a sustainable future economically, socially and environmentally; including business activity, job opportunities and sustainable use of resources
Leading & Listening	being accountable to our community and engaging through multiple effective communication channels

These are further elaborated and priorities reflected in the Corporate Business Plan.

Introduction



The Strategic Community Plan 2016 – 2026 sets the City’s direction and lists our strategic aspirations. It reflects the priorities of our community and builds on our history and the previous plans we have to shape our community. This document contains our major achievements and awards since the last Strategic Community Plan was published four years ago, as well as the challenges we face over the next ten years.

This plan states our strategic vision and the values which enable this vision. It lists our high level objectives under five key themes. We’ve included the framework and model under which we plan and the key outcomes of our community consultation. Other information such as a snapshot of what the City looks like now, how it will change over the next ten years, relevant demographic data and a statement about how we deal with risk are also included.

The City looks forward to working with our community over the next ten years. Thank you to everyone who participated in our community consultation.

Logan K Howlett JP Mayor

A handwritten signature in cursive script that reads "Logan K Howlett". The signature is written in black ink and is positioned below the printed name.

Success

Key Achievements 2012 to 2016

Over the past four years we achieved a lot of what we set out to achieve despite resources having to be allocated to the local government reform program which was cancelled in February 2015. Some of our key achievements during this period were:

Working with the community on the “Hands Off Cockburn” campaign, which sent the state government a clear message on amalgamations

Lobbying and marketing campaigns that resulted in \$145 million commitment of funding for the duplication of Armadale Road; funding for a train station at Aubin Grove (\$75 million) and funding for the duplication of the Russell Road Bridge (\$38 million)

Supporting the “Rethink the Link” community campaign to oppose the Perth Freight Link

Undertaking significant community infrastructure projects totalling more than \$55 million; including the Cockburn Health & Community Facility (including Success Library); Coogee Beach Surf Life Saving Club, and Western Suburbs Skate Park (Market Garden Swamp, Spearwood)

Realising land sales of \$50 million, including former drainage sumps which were reinvested to community infrastructure

Funding for the \$109 million Regional Aquatic & Recreation Facility, with the City attracting \$22.4 million in grant funding from the Federal and State Governments

Major roads upgraded including Spearwood Avenue, Beelias Drive, Berrigan Drive and North Lake Road

Development of the Phoenix Business Park, Port Coogee Marina Village; and Beelias Village Town Centre was facilitated and all areas are now home to thriving local businesses

Underground power installed in areas of Hamilton Hill (East) and Coolbellup (East) after successful bids for part funding under the State Underground Power Program

Demonstrated leadership in the area of sustainability through continued investment in renewable energy, including installation of photovoltaic cells on many City buildings; two Electric Vehicle charging stations; and approval for geothermal at Cockburn ARC.

The City leads the Cockburn Sound Coastal Alliance (CSCA) to work on an integrated and collaborative approach to coastal impacts of climate change

Supported innovative projects with the installation of an Eco-Shark Barrier at Coogee Beach

Ongoing installation of CCTV cameras to increase security as part of our crime prevention strategy

Awards and Recognition

The City was formally recognised in the last four years at state and national level for many of its achievements:

Keep Australia Beautiful 2012 Australian Sustainable Cities Awards, National Award - Overall Winner (National); National Winner (Energy Innovation) and National Winner (Community Action and Partnerships)

Urban Development Institute of Australia (UDIA) National Awards for Excellence - 2012 Australand - National Regional Development Award Port Coogee Winner National Environmental Excellence Award

Public Sector Commission 2012 Western Australia Premier's Awards Finalist, Cockburn Community Fund (Strengthening Families and Communities)

Heritage Council, 2013 Western Australian Heritage Awards Finalist, Outstanding Heritage Practices by a Local Government

Public Health Advocacy Institute WA 2013 Children's Environment and Health, Local Government Awards; Overall Winner - Best in WA and Category Winner - Child care centre design/placement and Category Winner - Smoke free environments and Category Winner - Prevention of disease and Category Winner - Child Health and development

Planning Institute of Australia (WA Division) 2012 and 2013 Awards for Planning Excellence Category Winner - Hard Won Victory.

Challenges Ahead

The City faces some significant external challenges including State Government planning and the funding of infrastructure and services. Internally, the most significant issue is the management of municipal and commercial waste (and the income stream generated by commercial waste). The pace of innovation, cost of new technology and improving the perception of value for money from Council rates is also a challenge for the City. A more detailed discussion of these is included in the Corporate Business Plan 2016/17 to 2019/20.

Our Values Enable Our Vision

We seek to have all employees think and act according to five values. These values influence our workforce culture and assist our staff to deliver quality customer service.

Our Values:

- our values
- sustainability
- safety
- excellence
- customer service
- accountability

Our Vision

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

Our Strategic Objectives

- City Growth
- Moving Around
- Economic, Social and Environmental Responsibility
- Community, Lifestyle and Security
- Leading and Listening

City Growth

planning for the City's population growth whilst maintaining our strong financial position

1. Ensure planning facilitates a desirable living environment and meets growth targets
2. Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types
3. Ensure growing high density living is balanced with the provision of open space and social spaces
4. Ensure a variation in housing density and housing type is available to residents
5. Maintain service levels across all programs and areas

Moving Around

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

1. Reduce traffic congestion, particularly around Cockburn Central and other activity centres
2. Identify gaps and take action to extend the coverage of the cycle way, footpath and trail networks
3. Improve connectivity of transport infrastructure
4. Continue advocacy for a better solution to regional freight movement
5. Improve parking facilities, especially close to public transport links and the city centre
6. Advocate for improvements to public transport, especially bus transport

Economic, Social and Environmental Responsibility

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

1. Create opportunities for community, business and industry to establish and thrive
2. Increase local employment and career opportunities across a range of different employment areas
3. Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health
4. Improve the appearance of streetscapes, especially with trees suitable for shade
5. Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community
6. Further develop adaptation actions including planning; infrastructure and ecological management to reduce adverse outcomes arising from climate change

7. Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups

Community, Lifestyle and Security

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

1. Provide residents with a range of high quality accessible programs and services
2. Provide for community facilities and infrastructure in a planned and sustainable manner
3. Provide safe places and activities for residents and visitors to relax and socialise
4. Create and maintain recreational, social and sports facilities and regional open space
5. Advocate for improvements to information technology infrastructure such as the NBN rollout
6. Foster a greater sense of community identity by developing Cockburn Central as our regional centre whilst ensuring that there are sufficient local facilities throughout our community
7. Apply for areas to be included in funding to replace aging infrastructure under the State Underground Power Program - Major Residential Projects

Leading & Listening

being accountable to our community and engaging through multiple communication channels

1. Deliver sustainable governance through transparent and robust policy and processes
2. Ensure sound long term financial management and deliver value for money
3. Listen to and engage with our residents, business community and ratepayers with greater use of social media
4. Strengthen our regional collaboration to achieve sustainable economic outcomes.
5. Ensure advocacy for funding and promote a unified position on regional strategic projects
6. Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management
7. Attract, engage, develop and retain our employees in accordance with the Workforce and Long Term Financial Plan

Measurement

Taking a 'Pulse' – Perception Surveys

To monitor the community and business priorities, the City conducts annual surveys which reveal higher priorities, secondary priorities and lower priorities. It measures performance and when analysed and graphed, clearly shows where the City must focus its efforts.

In 2015, the survey questions covered 52 subject areas linked to all areas of the Strategic Community Plan, with multiple questions being asked in some subject areas.

Examples of some of the measures from the previous Strategic Community Plan (2012 to 2022) are:

1. **Strategic Theme:** Moving Around

Specific Subject Area: Traffic

Measure: How satisfied are you with the management and control of traffic on local roads?

Satisfaction Rating: 67% (moderate) are satisfied, trending up

Comment: This is the highest priority for residents and thus for the City. There were also several other survey questions around this theme. Following further community consultation, six specific objectives have been identified

2. **Strategic Theme:** Community & Lifestyles

Specific Subject Area: Safety and Security

Measure: How satisfied are you with safety and security?

Satisfaction Rating: 82% (high) are satisfied

Comment: This continues to rate as a priority for residents and the survey asks several different questions around this subject. The new plan contains specific mention of safe places, safe movement and safe programs to ensure a focus on maintaining a safe community

3. **Strategic Theme:** Community & Lifestyles

Specific Subject Area: Streetscapes

Measure: How satisfied are you with streetscapes?

Satisfaction Rating: 83% (high) are satisfied, trending up

Comment: This was noted by residents as being a priority. From 2016 it is included in the Strategic Theme of Economic, Social and Environmental Responsibility. Following further community consultation, a new, specific objective has been identified to “Improve the appearance of streetscapes, especially with trees suitable for shade”

Feedback from our community regarding the draft Strategic Community Plan 2016 – 2026 has also identified residents’ desire for acknowledgement that the City will deliver value for money from Council rates. The measure of this is the survey question “How satisfied are you with Value for money from Council rates?” In the 2015 survey, 75% of residents reported they were satisfied. This is rated as “relatively high” by the research firm. However, the City notes that there was room for improvement in the perceptions of residents in our East Ward as the results were markedly different to those from the West and Central Wards. To ensure there is a continued focus on delivering value for money across all areas of the City, an objective listed under the theme Leading and Listening has been amended to state that the City will “Ensure sound long term financial management and deliver value for money”.

The City intends to continue the perception survey method of measurement and will add new survey questions or topic areas each year as needed.

The full survey results are published to the community on the City's website and links to them are below. An excerpt of these results is also included in the City's Annual Report.

- [Community Perceptions Survey 2015](#)
- [Business Perception Survey 2015](#)

Other Measures

External and Internal Customer Satisfaction Surveys

Each year, the City also measures customer service with a sample size for this survey of well over one thousand people. This identifies which services are doing very well and which need to improve. Areas which need to improve their customer service are then set targets to reach and given support to improve their service delivery.

Key Performance Indicators

The City has internal key performance indicators based on a balanced scorecard approach and has determined that a significant review is warranted. The Corporate Business Plan 2016/17 – 2019/20 identifies a key activity to develop and implement a new Key Performance Indicator Reporting Framework to improve internal measurement of our business performance.

Benchmarking

The City has also committed to be a Foundation Council in WA for the implementation of the Local Government Operational and Management Effectiveness Program. This is essentially a benchmarking program so that the City can measure itself with other Councils and continuously improve its performance.

State of Sustainability Report

The City has been a leader in sustainability and publishes an annual State of Sustainability Report. This measures progress through key areas of focus for the City: Governance, Environment, Society and Economy. This report is imbedded within the City's network of corporate planning documents to form an integrated reporting platform. Whilst a snapshot of this report is reproduced in the City's annual report, the link to the full report is below:

- [State of Sustainability Report](#)

Annual Report

At the end of each financial year, a comprehensive Annual Report is published and this describes our progress from the Annual Business Plan. A progress report is made each six months. The link to the Annual Report for the financial year 2014/15 is:

- **[Business Perceptions](#)**

Corporate Business Plan

The Corporate Business Plan contains more detailed objectives arising from the strategic initiatives; key projects; our business as usual activities; and major resource requirements. From this an Annual Business Plan is derived which details by Service Unit, what is to be achieved each financial year. A mid-year and end of year report is made on activities listed in the Annual Business Plan.

Future Progress Reports

From January 2017, it is intended to publish a biannual summary of progress on the Strategic Community Plan. This will enable community to easily see what projects and activities Council has undertaken that specifically arise from its strategic direction.

The reports listed above are placed on the City's website and made available in alternative formats upon request. For future editions of these reports please refer to our website at:

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

Reference Information

Corporate Planning Framework

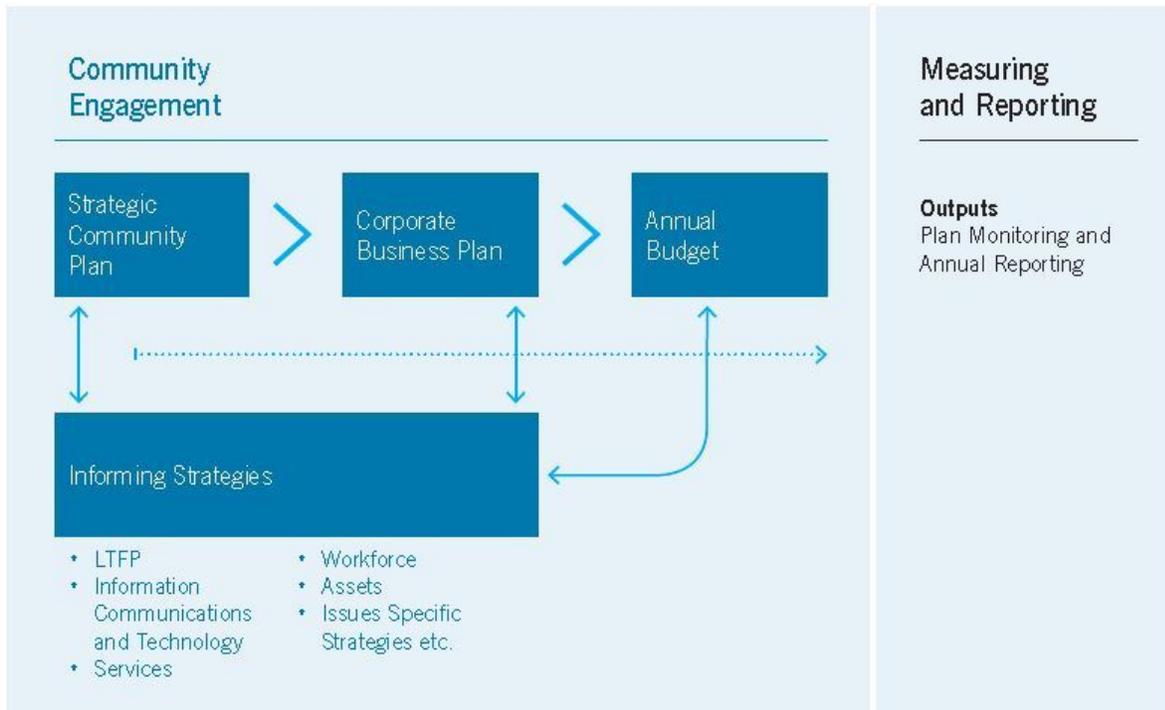
The City is required to use an Integrated Planning Framework developed by the Department of Local Government. The diagram below illustrates the model.

A Long Term Financial Plan (LTFP) is a ten year plan developed alongside the Strategic Community Plan that identifies the resources required to deliver long term objectives. It includes long term financial projections based on our Asset Management Plans; Workforce Plan; Major Project Plans; our Revenue Strategy; and specific, subsidiary strategies.

The Corporate Business Plan is developed on a four yearly cycle and reviewed annually to prioritise projects and services. It links annual operations to the Strategic Community Plan and informs the annual budget process. The annual budget details the revenue and expenditure estimates for activities scheduled for the relevant financial year. The annual perspective is summarised in an Annual Business Plan which provides a broad operational plan on which the City's Business Units base their detailed operational plans.

Elements of Integrated Planning and Reporting Framework

Transcriber's note: Please contact City of Cockburn for more information about the framework.



Community Consultation Outcomes

We strive to engage with our community through:

- Informing
- Consulting
- Actively Participating

Comment on Cockburn

We have gathered a lot of community ideas and comments through our “Comment on Cockburn” online portal and via Facebook. Digital mediums allow us to reach significantly more people than what can be achieved using traditional mediums. During the consultation period there were over 1000 site visits to Comment on Cockburn with people expressing the following aspirations:

- Adequate facilities to accommodate growing high-density living including provision of open space, play grounds with adjoining cafés and a cinema
- Ensure areas are not overdeveloped especially existing large blocks, natural bush areas, wetlands and the coastline/beach areas
- Reduced traffic congestion
- Improved traffic management
- Improved road design and development and making them more cyclist friendly
- Improved cycle ways and footpaths – including connectivity with public transport and support infrastructure. A pedestrian overpass at Cockburn Central was mentioned many times
- Improved public transport, especially buses and to a lesser degree, light rail
- Improved parking at Cockburn Central train station
- Safety and security
- Building a greater sense of community identity
- More trees and green streetscapes
- Environmental conservation
- Increased local employment – job opportunities and support to local business
- More underground power
- Continued consultation
- Continued communication with Council, especially using social media

Community Workshops

We also held face to face “Comment on Cockburn” consultation workshops involving Elected Members, community members, our reference group members and associates, young indigenous people and some of our employees (most of whom live locally). Their aspirations included:

- Balancing growth in the City with preservation of some rural areas
- Better traffic management
- Better connections, especially roads, cycle paths, pedestrian overpasses and footpaths
- Adequate parking
- Reduced road congestion
- Public transport – better connections with trains and buses, possibly CAT, and planning for light rail
- Mapping of existing connections and making this easily accessible, especially cycle ways
- Partnering with Main Roads more effectively for integrated planning
- Recreation and entertainment facilities for youth and children
- Building safety into infrastructure creation
- Improve the general cleanliness of the City, particularly around shopping centres and fast food outlets
- Having Council take the lead in developing the heart of Cockburn and more of a City identity
- Mapping and promoting community, recreational and cultural facilities and services
- Essential communications infrastructure
- Equitable access and inclusion
- Developing an Arts Hub
- Diverse indoor and outdoor cultural spaces
- Quality parks and playgrounds as destination spaces – safe, with good lighting and cafés
- Creating an entertainment precinct
- Promote local business including ‘Buy Local’
- Diversify economic opportunities to support employment opportunities and reduce traffic
- Promote Eco-Tourism, Cultural Tourism and Recreational Tourism through development of infrastructure, services and events. Coogee Beach, nature trails and wetlands were noted
- Promote and preserve the natural beauty

- Advocate to address or ameliorate social needs such as homelessness, vandalism and anti-social behaviour, and the need for affordable housing and services for special needs or marginalised groups
- Continue to support crime prevention, youth services, health, well-being and safety strategies
- Continue to support bushfire mitigation strategies and education about bushfire risk and prevention
- Support social inclusion strategies and provide and promote affordable and accessible community and cultural facilities, services and events that encourage community spirit and community engagement and reduce isolation
- Effective and transparent communication and real community engagement through a range of mediums
- A simple means of understanding the Strategic Community Plan and clear measures to assess progress were raised in several groups
- Continue listening and learning through community consultation, especially true consultation with Reference Groups and listening (and hearing) that respects the values and input of Aboriginal people
- Involving specific interest groups at the planning stages of facilities, especially Cultural, Indigenous and Disability and Access groups
- Fostering direct communication and connections at the grass roots level between organisations and community networks

Perception Surveys

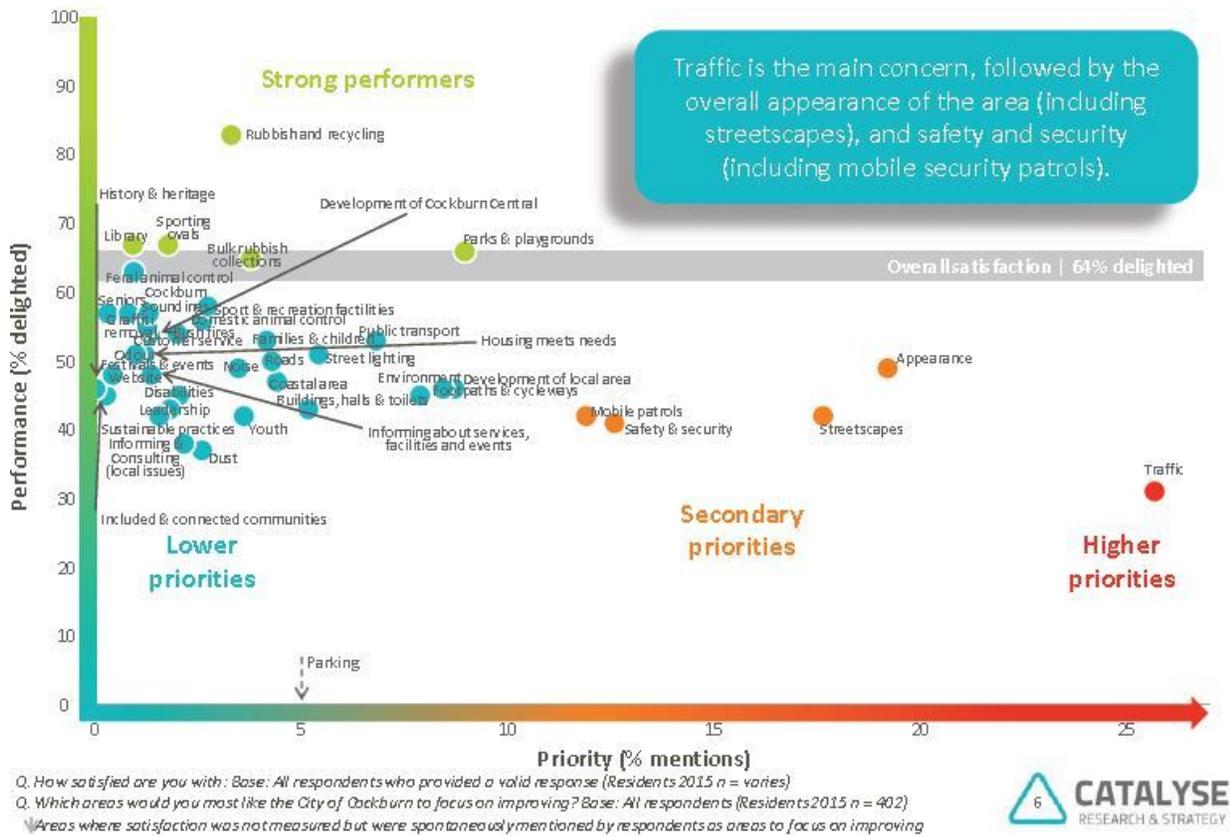
Before undertaking consultation with the community for this plan, we reviewed feedback for our annual Community Perception Survey, the annual Business Perception Survey, recent Customer Satisfaction results and the community engagement carried out across a range of areas.

The results of the last Community Perceptions Survey and Business Perception Survey (both June 2015) are shown below. Our community want us to prioritise:

- Traffic – congestion hotspots, public transport, speeding, parking
- Overall appearance of the area including streetscapes – vegetation, rubbish, jazz it up
- Security including mobile security patrols, anti-social behaviour, hooning, vandalism
- Promoting the area as a desirable place to do business which includes the appearance of shopping centres as well as understanding and supporting local businesses

Community Priorities TM

Transcriber's note: Please contact City of Cockburn for more information about this chart.



Traffic is the main concern, followed by the overall appearance of the area (including streetscapes), and safety and security (including mobile security patrols).

Q. How satisfied are you with: Base: All respondents who provided a valid response (Residents 2015 n = varies)

Q. Which areas would you most like the City of Cockburn to focus on improving? Base: All respondents (Residents 2015 n = 402) Areas where satisfaction was not measured but were spontaneously mentioned by respondents as areas to focus on improving.

Customer Satisfaction Surveys

Community Satisfaction with customer service remained strong in 2015, with all business units receiving KPI scores above 80% (rating 6+ out of 10) and with 14 (of 16) units achieving 90% or higher. There were even four perfect KPI scores (100% rating 6 or more out of 10): Strategic Planning Services, Customer Services, Youth Centre and Seniors Services. There were no decreases in customer satisfaction in any business unit.

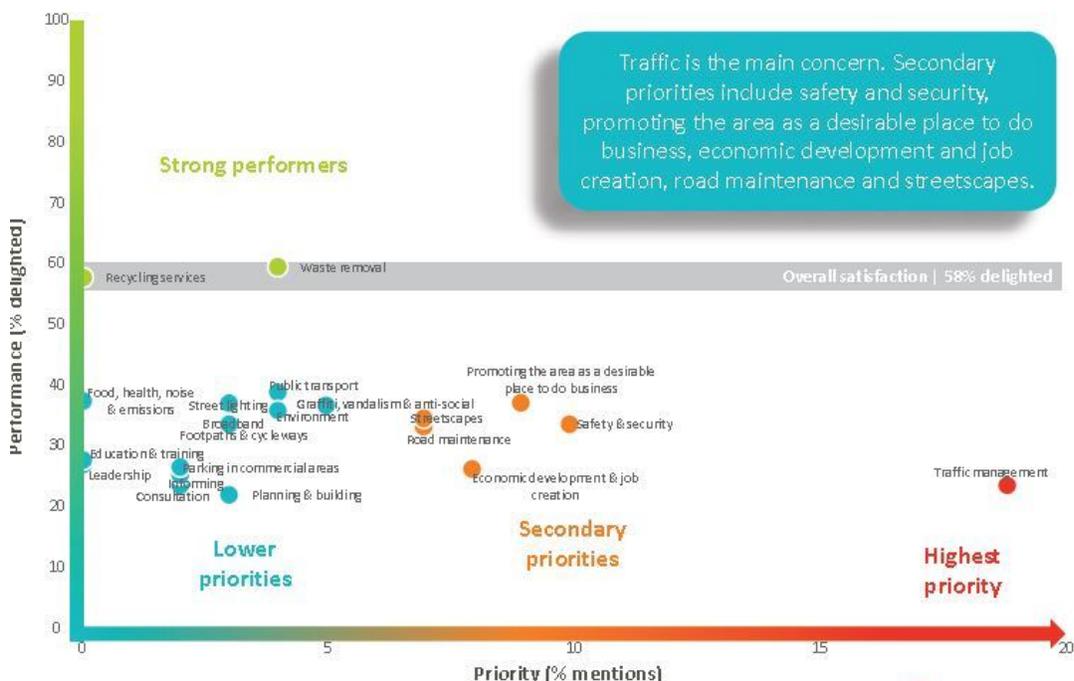
Community Conversation

In workshops we held in 2015 community participants said they wanted a connected, viable, interactive, safe, sustainable, inclusive, vibrant, flourishing, family friendly, accessible, diverse, cohesive community with a homely feel!

The outcomes of our consultation are what we have considered in developing our strategic objectives.

The City has taken into consideration all community feedback in the development of its strategic objectives.

Business Priorities TM



Q. How satisfied are you with: Base: All respondents who provided a valid response (Business 2015 n = varies)
 Q. Which areas would you most like the City of Cockburn to focus on improving? Base: All respondents (Business 2015 n = 101)
 ▼ Areas where satisfaction was not measured but were spontaneously mentioned by respondents as areas to focus on improving



Transcriber's note: Please contact City of Cockburn for more information about this chart.

Traffic is the main concern. Secondary priorities include safety and security, promoting the area as a desirable place to do business, economic development and job creation, road maintenance and streetscapes.

- Question. How satisfied are you with: Base: All respondents who provided a valid response (Business 2015 n = varies)
- Question. Which areas would you most like the City of Cockburn to focus on improving? Base: All respondents (Business 2015 n = 101)
- Areas where satisfaction was not measured but were spontaneously mentioned by respondents as areas to focus on improving.

Key Documents

The following documents were reviewed to inform this plan:

1. Asset Management Plans
 - Road Infrastructure
 - Drainage
 - Buildings
 - Fleet and Plant
 - Parks and Environment
 - Footpaths
2. Revitalisation Strategies
 - Coolbellup
 - Phoenix Central
 - Hamilton Hill
 - The Lakes (at draft stage).
3. Structure Plans
 - Cockburn Central Activity Centre Structure Plan 2015
 - Cockburn Coast District Structure Plan Part 1, 2009 and Part 2, 2012
 - Port Coogee Marina
4. Community, Sport and Recreation Facilities Strategic Plan (at draft stage)
5. Libraries Strategic Plan 2014–2019
6. Age Friendly Strategic Plan 2009

7. Child and Family Strategic Plan 2016–2021
8. Civic Infrastructure Plans
 - Council Administration Building – current and future
 - Operations Centre
 - Port Coogee Marina
 - Waste Recovery Centre
 - Information Services – Public WiFi
9. Other

Other key strategies such as the Public Open Space Strategy; Waste Management and Education Strategic Plan; and Land Management Strategy.

Key documents can be found on the City’s website: [City of Cockburn Website: www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)

Our City in a Snapshot

Based on 2014 to 15 financial year

- Value of Current Assets: \$1.103B
- Population: 106,540
- Number of visits to the city’s website: 572,678
- Value of development applications: \$591m
- Average waist reduction for participants in the heal program: 38mm
- Number of jobs in Cockburn: 46,585

City Of Cockburn compared to **Greater Perth** Based on 2011 Census data

Parents and Homebuilders (out of 30%)

- City Of Cockburn: 23.3%
- Greater Perth: 21.6%

Young People in the Workforce (out of 30%)

- City Of Cockburn: 15.7%
- Greater Perth: 14.7%

Seniors (out of 10%)

- City Of Cockburn: 5.8%
- Greater Perth: 7.0%

Empty Nesters and Retirees (out of 20%)

- City Of Cockburn: 8.0%
- Greater Perth: 9.2%

Based on 2014 to 15 financial year

- Number of customer requests received on average per business day: 133
- Number of calls to contact centre: 106,609
- Number of street trees: 36,173
- Number of registered pools & spas: 6,692
- Discounted plants sold under the Annual Native Plant Subsidy Scheme: 3,666
- Tonnes of waste recovered at Henderson Waste Recovery Park: 10,515

City Of Cockburn compared to Greater Perth Based on 2011 Census data

People with Croatian Ancestry (out of 5%)

- City Of Cockburn: 3.3%
- Greater Perth: 0.9%

People with Italian Ancestry (out of 20%)

- City Of Cockburn: 9.2%
- Greater Perth: 5.4%

People with Portuguese Ancestry (out of 10%)

- City Of Cockburn: 2.7%
- Greater Perth: 0.5%

People with English Ancestry (out of 60%)

- City Of Cockburn: 34.0%
- Greater Perth: 37.6%

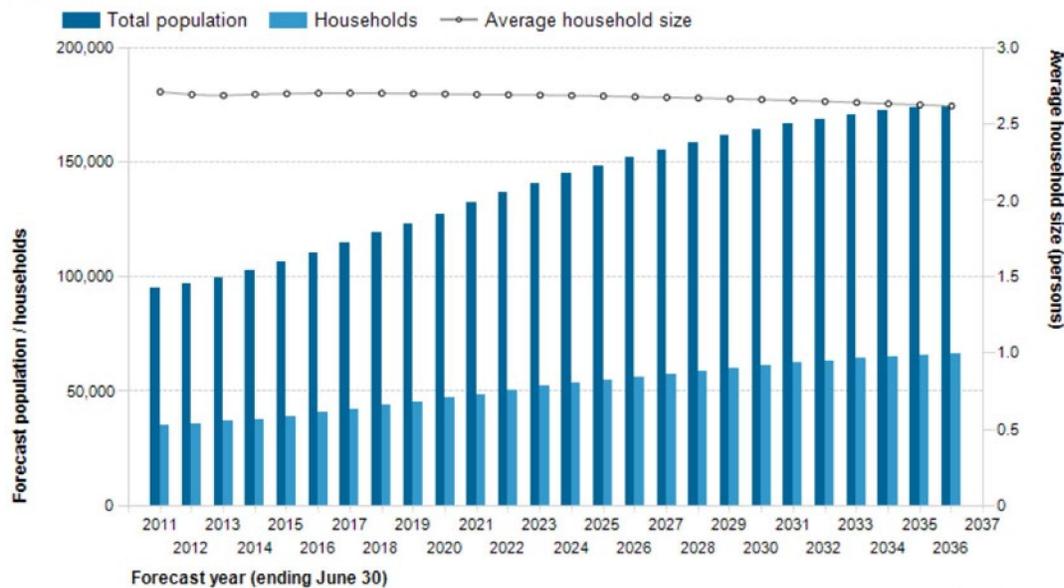
What We Will Look Like by 2026

The City's population is forecast to grow from 110,314 in 2016 to 148,477 in 2025; an increase of 35%. The number of dwellings is expected to change from 41,832 to 54,841. The average number of people in a household is expected to remain fairly constant.

Much of this population growth will result from greenfield residential development. This decade is likely to be the last one in which this is the case. From 2026, population growth is more likely to come from the revitalisation of existing suburbs and the rate of growth is forecast to decline.

Forecast population, households and average household size

City of Cockburn



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, April 2015.



Risk

Risk Management identifies and assesses threats and opportunities confronting the City's attempts to achieve its business objectives and defines effective response strategies. The City is progressing in the implementation of its Risk Program, ensuring that sound risk management practices and procedures are fully integrated into its strategic, projects and operational processes and day to day business practices.

The City has developed a Risk Management Framework to assist Council in achieving its goals and objectives, and continues to roll out the Risk Program in line with the Risk Management Strategy. Under the Framework the Council's Audit and Strategic Finance Committee has the responsibility for the systems and processes for risk management in line with the Local Government (Audit) Regulations 1996.

Risk management aims to maximise the City's chance of delivering its strategies as well as ensuring that associated risks are managed and monitored. The ability of Council to influence, advocate and partner with others will be important to deliver on Council's strategic directions. The strategic risk review will be conducted in conjunction with the review of this plan to align the strategic outcomes to the strategic risks.

The City's Risk Management documents including the Local Emergency Management Plans can be found on the City's website at:

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

Contact details



[Cockburn Facebook Page](#)



[Cockburn Twitter Page](#)

Address: 9 Coleville Crescent, Spearwood WA 6163

Mail: PO Box 1215, Bibra Lake DC WA 6965

Telephone: 08 9411 3444

Fax: 08 9411 3333

[Cockburn Website: www.cockburn.wa.gov.au](http://www.cockburn.wa.gov.au)