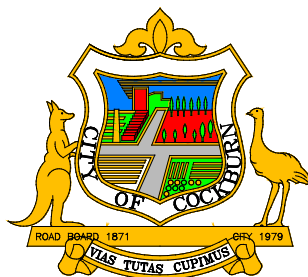


# **CITY OF COCKBURN**



## **ORDINARY COUNCIL**

## **AGENDA PAPER**

### **FOR**

**THURSDAY, 14 MARCH 2013**

# CITY OF COCKBURN

## SUMMARY OF AGENDA TO BE PRESENTED TO THE ORDINARY COUNCIL MEETING TO BE HELD ON THURSDAY, 14 MARCH 2013 AT 7:00 PM

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**CITY OF COCKBURN****AGENDA TO BE PRESENTED TO THE ORDINARY  
COUNCIL MEETING TO BE HELD ON  
THURSDAY, 14 MARCH 2013 AT 7:00 PM**

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- 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 AND LEAVE OF ABSENCE**
- 6. ACTION TAKEN ON PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**
- 7. PUBLIC QUESTION TIME**
- 8 (OCM 14/03/2013) - CONFIRMATION OF MINUTES**

**RECOMMENDATION**

That Council: adopt the Minutes of the Ordinary Council Meeting held on Thursday, 14 February 2013, as a true and accurate record.

**COUNCIL DECISION**

**8.1 (OCM 14/03/2013) - SPECIAL COUNCIL MEETING - 5 DECEMBER 2012**

**RECOMMENDATION**

That Council adopt the Minutes of the Special Council Meeting held on Wednesday, 5 December 2012, as a true and accurate record.

**COUNCIL DECISION**

**8.2 (OCM 14/03/2013) - ORDINARY COUNCIL MEETING - 14 FEBRUARY 2013**

**RECOMMENDATION**

That Council adopt the Minutes of the Ordinary Council Meeting held on Thursday, 14 February 2013, as a true and accurate record.

**COUNCIL DECISION**

**9. WRITTEN REQUESTS FOR LEAVE OF ABSENCE**

**10. DEPUTATIONS AND PETITIONS**

**11. BUSINESS LEFT OVER FROM THE PREVIOUS MEETING (If adjourned)**

**12. DECLARATION OF COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS IN THE BUSINESS PAPER**

**13. COUNCIL MATTERS**

**13.1 (OCM 14/03/2013) - CITY OF COCKBURN WORKFORCE PLAN 2012-2017 (HR/S/012) (M TOBIN) (ATTACH)**

**RECOMMENDATION**

That Council adopt the City of Cockburn Workforce Plan 2012-2017, as attached to the Agenda.

**COUNCIL DECISION**

**Background**

Workforce planning is one of the core components of the WA Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan is an informing strategy to the Corporate Strategic Plan. The Workforce Plan details how the City will achieve its vision, aspirations and strategic priorities for the community through its people and the services they provide. It is based on an analysis of the internal and external environment, identifying economic, market and labour issues which impact on the City's ability to deliver services and provide support to the community and civic infrastructure. Workforce data has been mapped with gaps and risks identified. It is a Plan that is continually evolving in response to internal and external changes.

**Submission**

N/A

**Report**

By definition, Workforce Planning is "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future." (Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia).

The Workforce Plan begins with an analysis of the internal and external environment and workforce including gaps and risk areas. The implications of the Strategic Community Plan are detailed and include community expectations, the Plan's vision, priorities and objectives, gaps, issues and risks as well as impact of our current and future environment.

Strategies to meet future workforce needs are detailed including supporting policies and frameworks, the structure and organisational design of the City and a five year forecast of new staff positions required by Business Unit, Position Title, Level and Full Time Equivalent (FTE). Organisational and workforce development strategies are listed under the areas of Recruitment and Retention; Capacity Building; Aboriginal Employment; Succession Planning; and Safety and Wellbeing.

### **Strategic Plan/Policy Implications**

The Workforce Plan is a plan which details how the City will achieve the vision, aspirations and strategic priorities as listed in the Corporate Strategic Plan. It is an enabling document to the Corporate Strategic Plan. The relevant section of the Corporate Strategic plan is:

#### **Leading & Listening**

- A responsive, accountable and sustainable organisation.
- Quality customer service that promotes business process improvement and innovation that delivers our strategic goals.
- A skilled and engaged workforce.

### **Budget/Financial Implications**

A significant cost within the Workforce Plan is the cost of new staff. The cost of the Staffing Forecast is included in the Long Term Financial Plan. New areas of business that the City may undertake, in-sourcing functions which are currently outsourced, outsourcing functions which are currently undertaken in-house and increases in services such as longer opening hours or new programs are not included other than those specifically provided for in the Staffing Forecast.

A further major implication is the cost of providing competitive remuneration and working environments for the City's staff. This cost is also incorporated in the Long Term Financial Plan.

The cost of policies, procedures, workforce development strategies and actions listed in the Workforce Plan are subject to the annual budget

process. Most of these are part of the Human Resources Business Unit budgets with the remainder being raised by the relevant service area.

### **Legal Implications**

There are no specific legal implications to the Workforce Plan as a whole. Individual aspects of the Plan will fall under various pieces of legislation such as the Fair Work Act 2009 and Occupational Safety and Health Act 1984.

### **Community Consultation**

N/A

### **Attachment(s)**

City of Cockburn Workforce Plan 2012-2017.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

## **13.2 (OCM 14/03/2013) - ASSET MANAGEMENT PLAN (ES/M/010) (D VICKERY) (ATTACH)**

### **RECOMMENDATION**

That Council adopts the Asset Management Plan (AMP) 2013 Summaries for the five major Asset categories:

1. Road Infrastructure
2. Drainage Infrastructure
3. Buildings
4. Parks & Environment
5. Footpath Infrastructure

### **COUNCIL DECISION**

## **Background**

The City of Cockburn has over the last several years been progressing the further development of its asset management processes, culminating in the creation of Asset Management Plans covering its principal asset management groupings.

In keeping with the implementation of the Strategic Community Plan 2012-2022, Asset Management Plans have been developed, to deliver sustainable financial management and continuous improvement of the City's Infrastructure assets.

The requirement of the Western Australian Government's Local Government Reform Program and Asset Management Framework and Guidelines require all Councils to have developed Asset Management Plans, and that these contribute to the Council's Long Term Financial Plans.

## **Submission**

That Council adopt the following plans:

1. Road Infrastructure Asset Management Plan Summary 2013
2. Drainage Infrastructure Asset Management Plan Summary 2013
3. Buildings Asset Management Plan Summary 2013
4. Parks & Environment Asset Management Plan Summary 2013
5. Footpath Asset Management Plan Summary 2013

## **Report**

The City has developed Asset Management Plans (AMP's) covering its principal infrastructure asset groupings of roads, paths, buildings, parks and drainage infrastructure, aligned to the Asset Management National Framework and Guidelines.

The AMP's reflect the City's attention to the management of its various infrastructure assets in a manner that provides appropriate levels of service, addresses risk, and optimises the whole of life cost of its asset base.

The AMP's prioritise the preservation and renewal of existing assets whilst also enabling the City to consider the financial and operational implications of future growth, taking into account community expectations and technical requirements in respect to levels of service that the assets provide.

Each of the AMP's has been condensed into a Summary document (as attached) for the purpose of Council adoption. Information in the AMP's has been utilised in the formulation of the Long Term Financial



Plan 2012-2022 and in the preparation of the 2013/14 budget submissions.

The AMP's are developed incorporating and drawing from, the following:

- 5 to 10 year long term capital work programs consisting of New and upgraded infrastructure.
- 10 Year Renewal Plans identifying optimum replacement/rehabilitation intervals to reduce whole of life costs, meet level of service whilst mitigating risk to the Community.
- Current and required future Maintenance and Operational budgets up to 2021/2022

Following the adoption of the 2013/14 (and subsequent) budgets, the AMP's will be updated to reflect the adopted funding strategy, including to reflect any residual funding gap. The process is repeated each year, with the 2014/15 AMP preparation commencing in late 2013.

The 2013 AMP's have a 'core' level status which reflects the City's current level of maturity in asset management planning, whilst setting out an improvement strategy to develop the AMP's yearly to reach 'advanced' status by:

1. Advanced deterioration modelling for asset renewal/rehabilitation.
2. Monitoring & recommending appropriate Level of Service.
3. Enhanced recording and reporting of maintenance and project expenditure.
4. Asset Ownership.
5. Scheduled audits of major asset categories.
6. Useful life scenarios to determine greater accuracy of asset life.

Key messages contained in the 2013 AMP's are as follows:

#### Asset Valuations

Asset Valuations took place from August 2012 in preparation for the creation of the City's AMP's. The valuation procedure was developed with Engineering Services and Finance Services to ensure alignment of both operational and financial registers.

| <b>AMP</b> | <b>Asset Included</b>                  | <b>2013</b> |
|------------|--|-------------|
| Roads      | Road Surface, Road Items and Car Parks | \$414.02 M  |
| Drainage   | Pits, Pipes, Sumps and Fencing         | \$214.07 M  |
| Buildings  | Civic, Community and Recreation        | \$125.81 M  |
| Parks &    | Irrigation, Amenities                  | \$59.4 M    |

|             |   |                   |
|-------------|---|-------------------|
| Environment | Playground equipment, signs, minor structure assets |                   |
| Footpaths   | Parks and Roads                                     | \$46.77 M         |
|             | <b>Total</b>  | <b>\$860.07 M</b> |

### Asset Growth – Future Projections

Future growth projections are supported by the City's Strategic Planning Service population and demographic research and in the case of Buildings the City's 10 year capital works program.

| <b>AMP</b>          | <b>Period (Years)</b> | <b>Growth (Over Period)</b> | <b>\$ (CRC Increase over period)</b> | <b>% (per annum)</b> |
|---------------------|-----------------------|-----------------------------|--------------------------------------|----------------------|
| Roads               | 5                     | 73.3 km                     | \$36.85 M                            | 1.86 %               |
| Drainage            | 5                     | 65.95 km                    | \$3 M                                | 1.46 %               |
| Buildings           | 10                    | \$270 M                     | \$395 M                              | 39 %                 |
| Parks & Environment | 5                     | 66.54 ha                    | \$2.70 M                             | 0.94 %               |
| Footpaths           | 5                     | 55 km                       | \$1.9 M                              | 1.91 %               |

### Lifecycle Management - Maintenance and Operational Expenditure

Ongoing maintenance expenditure is required to ensure that the City's assets are maintained to meet desired service Levels. Asset growth (detailed in the future projections table above) is calculated to determine projected budgets for the year 21/22.

| <b>AMP</b>          | <b>2012 / 2013 (Current)</b> | <b>2021/2022 (Projection)</b> |
|---------------------|------------------------------|-------------------------------|
| Roads               | \$4,429,951                  | \$6,507,107                   |
| Drainage            | \$782,540                    | \$3,037,280                   |
| Building            | \$3,832,584                  | \$10,673,424                  |
| Parks & Environment | \$13,202,207                 | \$16,745,000                  |
| Footpaths           | \$546,172                    | \$845,845                     |
| <b>Total</b>        | <b>\$22,793,454</b>          | <b>\$37,808,656</b>           |

### Condition Analysis

The condition profile of the City's infrastructure assets is measured using a 1 to 5 rating system; 1 being excellent and 5 very poor. The following table provides a consolidated view of the City's assets.

| <b>AMP</b>          | <b>1<br/>(Excellent)</b> | <b>2<br/>(Good)</b> | <b>3<br/>(Moderate)</b> | <b>4<br/>(Poor)</b> | <b>5<br/>(Very Poor)</b> |
|---------------------|--------------------------|---------------------|-------------------------|---------------------|--------------------------|
| Roads Surface       | 31.73 %                  | 42.44 %             | 20.04 %                 | 5.38 %              | 0.41 %                   |
| Drainage            | 66.16 %                  | 26.54 %             | 6.59 %                  | 0.71 %              | 0 %                      |
| Buildings           | 56.34 %                  | 32.22 %             | 8.23 %                  | 2.05 %              | 1.15 %                   |
| Parks & Environment | 22.16 %                  | 54.02 %             | 15.44 %                 | 4.54 %              | 3.84 %                   |
| Footpaths           | 33.08 %                  | 43.92 %             | 17.37 %                 | 5.60 %              | 0.03 %                   |

### Department of Local Government Sustainability of Service Delivery

From June 2013 there will be a legislative requirement for the City to report its performance in relation to the Department of Local Government's Asset Management Guidelines and Framework. Based on actual expenditure in 2011/12, the following table indicates the City's performance.

|                            | <b>Based on 11/12 Valuations</b>             | <b>Based on 12/13 Renewal budget allocation</b> |  |
|----------------------------|--|---|--|
|                            | <b>Consumption Ratio 11/12 Benchmark 50%</b> | <b>Sustainability Ratio 12/13 Benchmark 90%</b> | <b>10 Year Renewal Funding Ratio Benchmark 75%</b> |
| Road Surface               | 68.53 %<br>Achieved (A)                      | 41.59 %<br>Not Met                              | 72.94%<br>Not Met                                  |
| Drainage                   | 82 %<br>Achieved (B)                         | 10 %<br>Not Met                                 | 23 %<br>Not Met                                    |
| Buildings                  | 55 %<br>Achieved (B)                         | 117 %<br>Achieved (B)                           | 93 %<br>Achieved (B)                               |
| Parks & Environment        | 67.38 %<br>Achieved (A)                      | 21.40 %<br>Not Met                              | 39.12 %<br>Not Met                                 |
| Footpaths                  | 70 %<br>Achieved (A)                         | 45 %<br>Not Met                                 | 94 %<br>Achieved (B)                               |
| Organisational Performance | 56.3 %<br>Achieved (B)                       | 47 %<br>Not Met                                 | 64.4 %<br>Not Met                                  |

### Asset Renewals – The Cumulative Gap

The cumulative gap is derived by developing long term asset renewal programs to determine optimum renewal periods and to deliver greater financial sustainability for the City by providing funding requirements up to 2021/22.

| <b>AMP</b>          | <b>2021 / 2022</b> |
|---------------------|--------------------|
| Roads               | \$17.6 M           |
| Drainage            | \$8.2 M            |
| Buildings           | \$1.2 M            |
| Parks & Environment | \$12.3 M           |
| Footpaths           | \$0.37 M           |
| <b>Total</b>        | <b>\$39.67 M</b>   |

### **Strategic Plan/Policy Implications**

#### **Infrastructure**

- Community facilities that meet the diverse needs of the community now and into the future.
- Community infrastructure that is well planned, managed, safe, functional, sustainable and aesthetically pleasing.

#### **Leading & Listening**

- Manage our financial and infrastructure assets to provide a sustainable future.

### **Budget/Financial Implications**

Financial Analysis within the AMP's identify the funding needs to manage current assets to targeted levels of service and risk exposure, plus accommodate the handover of assets arising from growth of the City and changing demand for services.

### **Legal Implications**

The AMP's provide the status of the City's Asset Management practice in respect to the Department of Local Government's key performance indicators of financial sustainability of Service Delivery, being:

1. Asset Consumption Ratio
2. Asset Sustainability Ratio
3. Asset Renewal Funding Ratio (10 years)

### **Community Consultation**

N/A

### **Attachment(s)**

1. Road Infrastructure Asset Management Plan Summary 2013
2. Drainage Infrastructure Asset Management Plan Summary 2013
3. Buildings Asset Management Plan Summary 2013
4. Parks & Environment Asset Management Plan Summary 2013
5. Footpath Asset Management Plan Summary 2013

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

## **13.3 (OCM 14/03/2013) - CITY OF COCKBURN LONG TERM FINANCIAL PLAN 2012/13 - 2021/22 (FS/B/002) (S DOWNING) (ATTACH)**

### **RECOMMENDATION**

That Council adopt the City of Cockburn Long Term Financial Plan 2012/13 – 2021/22, as attached to the Agenda.

### **COUNCIL DECISION**

### **Background**

The Long Term Financial Plan (LTFP) is one of the core components of the Department of Local Government's Integrated Planning and Reporting Framework. The LTFP is an informing strategy to the Corporate Business Plan. The LTFP details how the City will achieve its vision, aspirations and strategic priorities for the community through

its long term financial planning in a sustainable manner. It is based on an analysis of the internal and external environment, identifying economic, market and labour issues which impact on the City's ability to deliver services and provide support to the community and civic infrastructure. Data has been mapped with gaps and risks identified.

The LTFP is a plan that is continually evolving in response to internal and external changes. The LTFP will be reviewed annually along with all Informing Strategies.

### **Submission**

N/A

### **Report**

Long term financial planning is a key element for the Integrated Planning and Reporting Framework. It enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long term community priorities,

The LTFP is a ten year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed.

The LTFP indicates a local government's long term financial sustainability, allows early identification of financial issues and their longer term impacts, how the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the Community.

The LTFP has adopted the Long Term Financial Planning Framework and Guidelines as to methodology and structure for local governments in the development of this LTFP so as to inform the Corporate Business Plan.

The LTFP is a high-level document that can be easily understood by the community.

The high-level LTFP is supported by detailed spreadsheets and other information that would normally be prepared for internal use, although not included in the published plan.

The attached LTFP includes Ten year financial forecasts comprising:

- Forecast income statement;
- Statement of cash flows;
- Statement of financial position;

- Equity statement.

These statements are supported by:

- Details of assumptions on which the plan has been developed;
- Projected income and expenditure;
- Methods of measuring performance - Key Performance Indicators (KPIs);
- Major capital works schedules;
- Risk assessments of major projects.

### **Strategic Plan/Policy Implications**

The LTFP is a plan which details how the City will achieve the vision, aspirations and strategic priorities as listed in the Strategic Plan. It is an enabling document to the Strategic Plan.

### **Leading & Listening**

- A responsive, accountable and sustainable organisation.
- Quality customer service that promotes business process improvement and innovation that delivers our strategic goals.

### **Budget/Financial Implications**

The LTFP is a guiding or informing document only. Council and its officers will use this document as a guide in the preparation of future annual budgets.

### **Legal Implications**

There are no specific legal implications to the Long Term Financial Plan. This document is a guide and direction to Council. The Local Government Act 1995 requires the Council adopt a budget annually and is thereby restrained from committing funds beyond the adoption of the annual budget.

### **Community Consultation**

N/A

### **Attachment(s)**

City of Cockburn Long Term Financial Plan 2012/13-2021/22.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**13.4 (OCM 14/03/2013) - ADOPTION OF THE CORPORATE BUSINESS PLAN 2012/13 - 2016/17 (1029) (S CAIN) (ATTACH)**

**RECOMMENDATION**

That Council

- (1) adopt the *Corporate Business Plan 2012/13 – 2016/17*; and
- (2) invite public comment on the proposed strategic outcomes for Financial Year 2013/14 until 30 April 2013, as part of the preparation for the Financial Year 2013/14 Annual Business Plan and Budget.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION**

**Background**

The City has progressed the implementation of the State Government's 'Integrated Planning and Reporting Framework' for Local Governments, established through the Local Government Act [Administration] Regulations. This framework required Local Governments to adopt a new hierarchy of strategic documents, as follows:

- A minimum 10 year Strategic Community Plan;
- A minimum 4 year Corporate Business Plan;
- A series of Informing Strategies that included;
  - A 10 year Financial Management Strategy
  - An Asset Management Strategy;
  - A Workforce Development Strategy; and
- With all of the above linked to the Annual Budget

Throughout 2012 the City undertook a review of its Strategic Plan. At the October 2012 Ordinary Council Meeting the new plan, *Strategic Community Plan 2012 – 2022*, was formally adopted.



Simultaneous with this review process the City was working on a draft Corporate Business Plan as well as the ancillary informing strategies. These documents are now finalised and ready for public release.

## **Submission**

N/A

## **Report**

The City undertook a comprehensive approach to the preparation of its *Strategic Community Plan 2012 – 2022*. This plan identified seven key themes that would affect the City's future development:

1. Growing the City
2. Community and Lifestyles
3. A Prosperous City
4. Environment and Sustainability
5. Infrastructure
6. Moving Around
7. Leading and Listening

In order to deliver the vision of the Strategic Plan, each of these themes has a comprehensive range of 'Strategic Objectives' to be achieved. A copy of the Plan can be accessed from the following link:

[http://www.cockburn.wa.gov.au/templates/template48/frame2.asp?url=/Your\\_Council/Corporate\\_Strategic\\_Plans/3027-strategic\\_community\\_plan\\_2012-22-web.pdf&EventID=3027&TemplateID=48](http://www.cockburn.wa.gov.au/templates/template48/frame2.asp?url=/Your_Council/Corporate_Strategic_Plans/3027-strategic_community_plan_2012-22-web.pdf&EventID=3027&TemplateID=48)

The function of the Corporate Business Plan (CPB) is to activate these 'Strategic Objectives'. While the Strategic Plan has a ten year horizon, the CPB has a five year focus. The CPB is reviewed annually, so that after five years the horizon of the CPB will have reached the outer years of the current Strategic Plan, necessitating a full review of that Plan in 2016/17. This iterative process ensures that the CPB and Strategic Plan are connected and relevant to the circumstances that prevail at the time.

## **Corporate Business Plan**

This Plan is intended to be a high-level document. It 'activates' the Strategic Objectives by focussing on the relevant strategic level tasks that must be delivered. Therefore, it is not a summary of 'operational' level tasks. That level of planning is identified through other 'informing strategies', e.g. the *Library Strategic Plan (2007 – 10)* identifies how the City will expand the delivery of information and education services to the community. Operational tasks are derived from these

strategies, then annually summarised in the Annual Business Plan and financed through the Budget.

Over many years the Council has adopted a wide range of issue specific strategies; e.g. Youth Services Strategic Plan (2011 – 16), Hamilton Hill Revitalisation Strategy (2012), Local Commercial Centres Activity Strategy (2012), Strategic Waste Management Plan (2008). A full list of all current strategies is available at:

[http://www.cockburn.wa.gov.au/Your\\_Council/Corporate\\_Strategic\\_Plans/](http://www.cockburn.wa.gov.au/Your_Council/Corporate_Strategic_Plans/)

In seeking to deliver the 'Strategic Objectives' in the Strategic Community Plan, the CBP incorporates each of these issue specific plans, including all of their individual objectives. The CBP also looks for gaps in this mix of strategies. For instance, under the theme of 'Growing the City' and delivery of:

*Strategic Objective 1.1.1- Ensure our strategic land use land planning embraces sustainable development principles and reflects the values held by the community,*

it was realised that the City would benefit from adopting a *Housing Affordability and Diversity* strategy. The review process has also identified a range of other strategies for development across all themes.

As the CBP does not seek to be a single compendium of all information sources, it includes links to the current issue specific strategies in the form of a 'Plan on a Page' summary. This allows the reader to see where these different strategies fit into the overall hierarchy, as well as to have a snapshot of what they seek to achieve. Strategies identified for future development do not yet have a 'Plan on a Page' summary, but have their proposed development dates listed.

### Delivering the Strategic Objectives

The heart of the CBP is the list of tasks to be delivered under each of the Strategic Objectives. To reduce the complexity of accessing and updating this data, these tasks are contained in a spreadsheet that is linked to the CBP.

Each task contains the following information:

- Responsible staff member
- Year of delivery
- KPI measures
- Links to other Strategic Objectives

An example of this is shown below:

| Strategies and Council Actions   | Responsibility                                  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones? |
|--|---|---|---------|---------|---------|---------|---|---|
|  |   | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 7.3.1 Determine community requirements and report on performance and outcomes |   |   |         |         |         |         |   |   |
| Review and implement new Governance Charter  | Director, Community and Administration Services | ✓   |         |         |         |         | New Governance Charter adopted by Council   | No  |
| Internal/External Audit Management Plans   | Director, Finance and Corporate Services        | ✓   |         |         |         |         | <ul style="list-style-type: none"><li>• Reporting structure on how to measure implement</li><li>• Target of 80% of audit programs completed</li><li>• Target of issues raised less than 10%</li></ul> |   |

As the CBP is an evolving document, the first year of its delivery starts with the current Financial Year. The tasks in this FY set the baseline for evolution of tasks for the succeeding years. In preparing the timeline for all tasks, management has been careful to balance these across the five years, making sure there is an equal effort in the number of tasks to be achieved and workload of individual managers, over this timeframe.

The priority for each task has been considered as part of the 'balancing' effort, but it is open to Council to advance or push back tasks as part of the review of the CBP. In preparing the initial CBP details were workshopped with Elected Members on Saturday 23 February. The CBP will also be reviewed annually at similar Elected Member workshops, thereby providing an annual opportunity to consider any change in priorities based on the circumstances that prevail at that time.

In adopting the framework of the CBP it is recommended that the community input into tasks and priorities for FY13/14 be sought. While it was important to seek community input as a precursor to developing the 'Strategic Objectives' contained in the *Strategic Community Plan 2012 - 22*, having done this, it is the Council's role to set the City's directions and priorities to achieve these. By seeking feedback from the community, Council can ensure it is making adequate progress in achieving the community's needs and aspirations.

### Informing Strategies

The 'Integrated Planning and Reporting Framework' requires that a number of mandatory informing strategies be adopted; i.e. a Workforce Plan, Asset Management Plan and Long-Term Financial Plan.

The City has had various forms of these documents for many years, with a workforce and financial plan forming part of the *Plan for the District* and a separate Asset Management policy. The 'mandatory' requirement, however, has also mandated specific components for these strategies.

Each of these strategies will be presented to Council for adoption independently. Pending this outcome, the CBP includes links to the draft version of the above strategies. Similar to the other informing strategies, the CBP contains an overview of the purpose of these strategies rather than full details of the plans.

### Conclusion

The development of the CBP has allowed staff to take a comprehensive review of all the City's strategies. The linkages contained within the CBP bring to life the relationships that exist between these strategies, as well as the workforce, infrastructure and financial plans that underpin them.

Complementary to this process, the City has also developed sophisticated information systems to assist in the delivery of the CBP. Likewise, these are integrated so that the asset management system provides data to the financial system, which in turn is supported by an electronic document management system that also links to key workforce systems, e.g. payroll, employee records and performance reporting, etc. This interrelationship ensures that all parts of the City remain connected and share information that is vital to the whole organisation.

Local Governments were given until June 2013 to finalise delivery of the Integrated Planning and Reporting Framework. With the *Strategic Community Plan* already adopted, the adoption of the CBP and the other mandatory informing strategies will have been completed well before this deadline.

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

- Manage our financial and infrastructure assets to provide a sustainable future.

### **Budget/Financial Implications**

The City received \$40,000 in financial support from the State Government towards this project. The total cost of preparation of the plan, inclusive of staff time, is approximately \$100,000.

### **Legal Implications**

Local Government Act (1995), section 5.56 and Local Government (Administration) Regulations 19DA refer.

## Community Consultation

The public consultation on the tasks identified for FY 13/14 in the *Corporate Business Plan* will be undertaken through advertising in the City update in the *Cockburn Gazette* newspaper and *Cockburn Soundings*; on-line survey on the City's website and promotion to the Regional Community Development forum on 26 March 2013.

## Attachment(s)

*Corporate Business Plan 2012/13 – 2016/17*

## Advice to Proponent(s)/Submissioners

N/A

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

Nil

## 14. PLANNING AND DEVELOPMENT DIVISION ISSUES

### 14.1 (OCM 14/03/2013) - AMEND THE CITY OF COCKBURN FENCING LOCAL LAW 2010, (PROPOSED CITY OF COCKBURN FENCING LOCAL LAW AMENDMENT 2013) (CC/P/099) (J NGOROYEMOTO) (ATTACH)

#### RECOMMENDATION

That Council make a Local Law to amend the City of Cockburn Fencing Local Law 2010, as shown in the attachment to the Agenda, pursuant to Section 3.12 of the Local Government Act 1995.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

#### COUNCIL DECISION

## Background

Council at its meeting of 14 June resolved to adopt the *City of Cockburn Fencing Local Law 2012*.

All local laws are forwarded to the Joint Standing Committee on Delegated Legislation (JSCDL) following gazettal for their information and scrutiny.

The City adopted the *City of Cockburn Fencing Local Law 2012*. Clause 4.1(1) (a) (iii) and 4.1(2) (b) of the local law refer to a superseded Australian Standard AS/NZS 3016:1994. AS/NZS 3016:1994 has been superseded by AS/NZS 3016:2002. Therefore Clause 4.1 is inoperative under section 3.7 of the *Local Government Act 1995*, to the extent of the inconsistency and void under section 43(1) of the *Interpretation Act 1993* to the extent of the inconsistency.

As the City's Fencing Local Law 2012 contains a Clause that is invalid and not authorised by the empowering enactment, the JSCDL required an undertaking from Council to ensure that this clause is amended and correct the definition of a standard.

The amendment was advertised in accordance with the *Local Government Act 1995* requirements and copies sent to the relevant Ministers for consideration. No public comments were received.

Council approval is sought to adopt the *City of Cockburn Fencing local law Amendment 2013* by an absolute majority.

### **Submission**

N/A

### **Report**

Council resolved to adopt the *City of Cockburn Fencing Local Law 2012* in its final form at its meeting of 14 June 2012. The local law was gazetted on the 3 July 2012 and came into force on 18 July 2012.

The City received advice on 12 September 2012 from the JSCDL that the *City of Cockburn Fencing Local Law 2012* contains a Clause that has been superseded.

Council resolved that it amend that part of the local law, the purpose and effect as follows:-

Purpose – to amend the *City of Cockburn Fencing Local Law 2012* to provide clarity, ensure that empowering enactments prevail, and correct drafting errors contained in the local law.

Effect – to enable the City to regulate, manage, control fences, and establish the standard of a “sufficient fence” according to

land use with correct referencing to the Australian Standards.

Section 3.12 of the *Local Government Act 1995* contains the procedure for the making and amendment of local laws. S.3.12(4) states that:

*“after the last day for submissions, the local government is to consider any submissions made and may make the local law (by an absolute majority) as proposed or make a local law that is not significantly different from what was proposed”.*

It is recommended that Council make the local law as per Attachment 1 as it does not significantly differ from what was originally proposed. The local law can then be forwarded to both the Minister for Local Government and the Minister for Heritage; Citizenship and Multicultural Interests and following gazettal, to the Parliamentary Joint Standing Committee on Delegated Legislation.

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines.

### **Budget/Financial Implications**

N/A

### **Legal Implications**

Section 3.12 of the *Local Government Act* refers.

### **Community Consultation**

Copy of draft gazette notice.

### **Attachment(s)**

Proposed City of Cockburn Fencing Local Law Amendment 2012.

### **Advice to Proponent(s)/Submissioners**

Nil.

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

Nil.

**14.2 (OCM 14/03/2013) - CITY OF COCKBURN HEALTH AMENDMENT LOCAL LAW 2013, (CC/P/099) (J NGOROYEMOTO) (ATTACH**

**RECOMMENDATION**

That Council make a Local Law to amend the City of Cockburn Health (Amendment) Local Law, as shown in the attachments to the Agenda, pursuant to Section 3.12 of the Local Government Act 1995.

**TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**COUNCIL DECISION**

**Background**

Council has previously resolved to publicly advertise its intent to amend the City of Cockburn Health Local Law. The minor amendments were formulated to ensure that the empowering enactments prevail and correct minor drafting errors, in accordance with Joint Standing Committee on Delegated Legislation's recommendation.

The amendment was advertised in accordance with the *Local Government Act 1995* requirements and copies sent to the relevant Ministers for consideration. No public comments were received.

Council approval is sought to adopt the proposed City of Cockburn Health amendment Local Law 2013 by an absolute majority.

**Submission**

Nil

**Report**

The City amended the *City of Cockburn Health Local Law 2000* based on consultation with relevant officers who are responsible for the administration of the Local Law.

All Local Laws are forwarded to the Joint Standing Committee on Delegated Legislation (JSCDL) following gazettal for their information and scrutiny.



The Local Law was gazetted on the 6 July 2012 and came into force on 23 July 2012.

The City received advice on 12 September 2012 from the JSCDL that the *City of Cockburn Health Amendment Local Law 2012* contains a Clause that is invalid and not authorised by the empowering enactment.

Council resolved on 11 October 2012 that it amend that part of Local Law, the purpose and effect as follows:-

Purpose – To amend the *City of Cockburn Health Local Law 2000* to provide clarity, ensure that empowering enactments prevail, and correct drafting errors contained in the *Cockburn Health Amendment Local Law 2012*.

Effect – To enable the City to control various matters as they relate to day to day operations of the Health Services area, and make the *Cockburn Health Amendment Local Law 2012* consistent with the principal Local Laws.

Section 3.12 of the *Local Government Act 1995* contains the procedure for the making and amendment of Local Laws S.3.12(4) states that:

*“after the last day for submissions, the local government is to consider any submissions made and may make the Local Law (by an absolute majority) as proposed or make a Local Law that is not significantly different from what was proposed”.*

Following the closure of the public submission period, no responses were received.

It is recommended that Council make the Local Law as per Attachment 1 as it does not significantly differ from what was originally proposed. Copies of the Local Law will be sent to the Director, Environmental Health on behalf of the Minister of Department of Health for consent. The Local Law can then be forwarded to both the Minister for Local Government and the Minister for Heritage; Citizenship and Multicultural Interests and Minister of Health, and following gazettal, to the Parliamentary Joint Standing Committee on Delegated Legislation.

### **Strategic Plan/Policy Implications**

Nil

### **Leading & Listening**

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines.

### **Budget/Financial Implications**

N/A

### **Legal Implications**

Section 3.12 of the Local Government Act refers.

### **Community Consultation**

Copy of draft gazette notice which was advertised for public submissions.

### **Attachment(s)**

Proposed City of Cockburn Amendment (No. 2) Local Law 2012.

### **Advice to Proponent(s)/Submissioners**

Nil.

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

Nil.

## **14.3 (OCM 14/03/2013) - PROPOSED LIQUOR LICENSE - COOGEE BEACH SURF LIFESAVING CLUB (3300004) (N JONES)**

### **RECOMMENDATION**

That Council lodge a submission with the Director of Liquor Licensing supporting the proposed Club Restricted Liquor license at the new Coogee Beach Surf Lifesaving Club premises in Poore Grove, Coogee.

### **COUNCIL DECISION**

## Background

The Coogee Beach Surf Lifesaving Club has lodged an application with the Director of Liquor Licensing for a Club Restricted Liquor license at the new premises in Poore Grove, Coogee. Guided by the City's Position Statement – Liquor Licensed Premises, the City will form an opinion on each new liquor license and lodge a submission to the Director of Liquor Licensing to outline this opinion.

## Submission

Coogee Beach Surf Lifesaving Club Public Interest Assessment Report.

## Report

The Coogee Beach Surf Lifesaving Club facility at Poore Grove, Coogee was granted Planning Approval in 2009 and is due to be completed in mid 2013. Planning of the club has consistently incorporated facilities for a bar and functions/events for members and guests.

The Club has provided a Public Interest Assessment Report (PIA) to prove to the Director of Liquor Licensing that the proposed Liquor License is in the public interest. The following information within the PIA is particularly significant:-

*Sales of liquor will be limited to on-premises consumption only, for use during the restricted club hours and restricted to Club members and their guests or people invited to a function at the Club premises. No liquor will be sold or supplied to juveniles, including juvenile Club members.*

*There will be no take away packaged alcohol sold.*

*The Coogee Beach Surf Life Saving Club will not advertise, promote or serve alcohol at junior events or activities, and will provide alcohol-free social events for young people and families.*

*The maximum proposed hours of trading are:*

|   |                                |
|---|--------------------------------|
| <i>Monday to Thursday .....</i>           | <i>4.00 p.m. – 12.00 p.m.</i>  |
| <i>Friday .....</i>                       | <i>4.00 p.m. – 12.00 p.m.</i>  |
| <i>Saturday .....</i>                     | <i>11.00 a.m. – 12.00 p.m.</i> |
| <i>Sunday &amp; public holidays .....</i> | <i>11.00 a.m. – 10.00 p.m.</i> |

*Plus extended trading to 2.00 a.m. on New Year's Day*

*Juveniles may only be present on the premises in the liquor licence area if they are in the company of a responsible adult.*

The location of the facility is isolated and therefore is not near to or likely to influence the users of schools, youth facilities, churches or any facilities frequented by at-risk groups. The key cause of concern associated with the proposed liquor licence is the presence of children and young people on the premises and in the adjacent beach reserve.

The managers of the Surf Club have developed stringent measures within their House Management Plan, Code of Conduct, and House Management Policy to ensure that juveniles have restricted access to the licensed area. The Club will pursue a philosophy of responsible service of alcohol, responsible drinking will be encouraged, and bar staff will be properly trained.

The premises will not be used for the sale of packaged liquor and there are no existing bottle shops or taverns in the vicinity i.e. within 200m of the site. With the exception of the adjacent caravan park the nearest residential area is about 400m away from the premises. The measures proposed to minimise any impacts (particularly noise) on the amenity of the residents of the caravan park appear to be satisfactory.

As the Club is located on Crown land, the consent of the State Government Minister for Lands is required for permission to allow the Club to lodge an application for a Liquor License with the Director of Liquor Licensing. This consent was granted on 22 January 2013.

In conclusion the measures proposed to be employed by the club to restrict access by juveniles to alcohol are considered to be adequate. The use of the facility for functions is inevitable due to its location next to the beach and these functions will be managed by the Surf Club in compliance with a set of rules that are strict and appropriate. The approval of this liquor licence does not appear to represent a proliferation of liquor outlets in this area. Therefore the City should advise the Director of Liquor Licensing that it supports the proposed Club Restricted Liquor license at the new Coogee Beach Surf Lifesaving Club premises in Poore Grove, Coogee

### **Strategic Plan/Policy Implications**

#### **Community & Lifestyle**

- Safe communities and to improve the community's sense of safety.
- Promotion of active and healthy communities.

**Environment & Sustainability**

- Identification and minimisation of impacts to human health risk.

**Budget/Financial Implications**

N/A

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

N/A

**Advice to Proponent(s)/Submissioners**

The Proponent has been advised that this matter is to be considered at the 14 March 2013 Council Meeting.

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

Nil.

**14.4 (OCM 14/03/2013) - CONSIDERATION TO INITIATE PROPOSED SCHEME AMENDMENT NO. 101 - LOCATION: PORTION LOT 10 AND 11 BRENCHLEY DRIVE ATWELL - OWNER: ATWELL GREENS PTY LTD - APPLICANT: WHELANS (93101) (C HOSSEN) (ATTACH)**

**RECOMMENDATION**

That Council

- (1) in pursuance of Section 75 of the *Planning and Development Act 2005*, amend City of Cockburn Town Planning Scheme No. 3 ("Scheme") by:
1. Rezoning portion of Lots 10 and 11 Branchley Drive, Atwell from "Residential R20" to "Residential R40".
  2. Reserving portion of Lots 10 and 11 Branchley Drive, Atwell as "Parks and Recreation" reserve.
  3. Amending the Scheme Map accordingly.

- (2) as the amendment is in the opinion of Council consistent with Regulation 25(2) of the *Town Planning Regulations 1967* ("Regulations"), and upon the preparation of the necessary amendment documentation, the amendment be referred to the Environmental Protection Authority ("EPA") as required by Section 81 of the Act, and on receipt of a response from the EPA indicating that the amendment is not subject to formal environmental assessment, be advertised for a period of 42 days in accordance with the Regulations. In the event that the EPA determines that the amendment is to be subject to formal environmental assessment, this assessment is to be prepared by the proponent prior to advertising of the amendment.

## COUNCIL DECISION

### Background

The subject land comprises a portion of Lots 10 and 11 Brenchley Drive, Atwell and is zoned "Urban" under the Metropolitan Region Scheme ("MRS") and "Residential "R20" under the City's Town Planning Scheme No. 3 ("Scheme").

The subject site is located between Brenchley Drive, the Kwinana Freeway and existing residential development to the south. Atwell Reserve and Brenchley Park are located directly to the east and north of the site respectively.

The site is subject to an existing approved subdivision (WAPC ref: 144837) for 24 residential lots and a cul-de-sac. Site works associated with the approved subdivision are currently underway.

The purpose of this amendment is to consider recoding portion of the land to R40 and reserving portion of the land which is consistent with that being ceded for Parks and Recreation reserve as part of the subdivision application.

### Submission

The Proposed Scheme Amendment has been lodged by Whelan's Town Planning on behalf of the Landowner, Atwell Greens Pty Ltd.

## Report

The Proposed Scheme Amendment seeks to amend the Scheme by rezoning a portion of Lot 10 and Lot 11 Brenchley Drive, Atwell from “Residential R20” to “Residential R40”, as well as reserving portion of the land as “Parks and Recreation”.

The proposal seeks to rezone two individual parcels to R40. The two parcels are located in the north of the subject site, on either side of the yet to be constructed cul-de-sac. The two areas to be rezoned to R40 have a total an area of 3,328 m<sup>2</sup>.

The area to be reserved for Parks and Recreation is 401m<sup>2</sup> in size and will be incorporated into Brenchley Park. This land is required, as a condition of the previously mentioned subdivision approval, to be ceded to the Crown free of cost in accordance with Section 152 of the *Planning and Development Act 2005*. The rezoning of this land to ‘Parks and Recreation’ is a logical proposal and will ensure that the extension of Brenchley Park is zoned appropriately for its land use.

### Directions 2031

Directions 2031 seek to establish a 50% increase in current average residential densities from the current average of 10 dwelling per gross hectare of urban zoned land. The approved subdivision on Lots 10 and 11 Brenchley Avenue currently allows for development of 27 dwellings at a density of R20. The applicant has noted that under the proposed densities, this could realistically be increased to 34 for grouped housing or 39 for multiple dwellings. Therefore, the increase in total dwelling yield on the overall site would be between 7 and 12.

The applicant has listed a number of justifications to rationalise the proposed rezoning to R40. These include:

1. Variety of zoning leading to variety in housing stock; and
2. Proximity to Open Space

With regard to point 1 above, Directions 2031 and Liveable Neighbourhoods discuss the importance of ensuring a variety of housing stock provision in providing choice and affordability.

With regard to point 2 above, Liveable Neighbourhoods notes the benefits of locating areas of higher density in proximity to areas of higher amenity, such as parks. Moreover, with the possibility of multiple dwellings the likelihood of better passive surveillance of the surrounding areas of public open space is strong.

## Conclusion

In summary, the recommendation is that the City initiates the proposed Scheme Amendment No. 101.

## **Strategic Plan/Policy Implications**

### **Growing City**

- To grow our City in a sustainable way by: using land efficiently, protecting the natural environment and conserving biodiversity.
- Diversity of housing to respond to changing needs and expectations.

### **Environment & Sustainability**

- To protect, manage and enhance our natural environment, open spaces and coastal landscapes.

### **Budget/Financial Implications**

N/A

### **Legal Implications**

N/A

### **Community Consultation**

In accordance with the *Town Planning Regulations 1967* consultation is to be undertaken subsequent to the local government adopting the Scheme Amendment and the Environmental Protection Authority (EPA) advising that the proposal is environmentally acceptable. This requires advertising the amendment for a minimum of 42 days.

### **Attachment(s)**

1. Locality Plan
2. Current and Proposed Zoning Map

### **Advice to Proponent(s)/Applicant**

The Proponent(s) have been advised that this matter is to be considered at the 14 March 2013 Council Meeting.



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

Nil.

**14.5 (OCM 14/03/2013) - PROPOSED AMENDMENT TO APD58 'RESIDENTIAL DESIGN GUIDELINES' LOCATION: CITY OF COCKBURN OWNER: N/A APPLICANT: N/A (3002) (D DI RENZO) (ATTACH)**

**RECOMMENDATION**

That Council

- (1) adopt the amended Policy APD58 'Residential Design Guidelines' as shown in Attachment 1 to this item for the purposes of advertising;
- (2) advertise the amended Policy APD58 'Residential Design Guidelines' in accordance with clause 2.5.1 of Town Planning Scheme No. 3; and
- (3) following advertising of the amended Policy APD58 'Residential Design Guidelines' this be referred to the DAPPS committee for further consideration.

**COUNCIL DECISION****Background**

APD58 'Residential Design Guidelines' (the "Policy") was first adopted by Council on 8 April 2010. It was prepared and adopted as a Local Planning Policy pursuant to Section 2.5 of Town Planning Scheme No. 3 ("Scheme"). The Policy currently applies throughout the City and applies to medium density development and subdivision.

The Policy was prepared in conjunction with the Phoenix Central Revitalisation Strategy and associated Scheme Amendment. It was developed, in part, to guide development at the higher code of the R30/40 split codes implemented by the Phoenix Central Revitalisation Strategy.

Council resolved to adopt the Hamilton Hill Revitalisation Strategy at the Ordinary Meeting of Council on 8 November 2012. The Strategy recommends a number of changes to the Policy, including the addition of a new section to guide the application of a new proposed split coding R30/40/60.

At the Ordinary Meeting of Council 14 February 2013 Council resolved to initiate Scheme Amendment No. 100 which will implement the proposed rezonings set out in the Strategy, including the rezoning of some land to 'Residential R30/40/60'.

Therefore it is now proposed that the Policy be modified to include provisions to guide the new proposed R30/40/60 split coding, and that other updates to the Policy be undertaken.

### **Submission**

N/A

### **Report**

The purpose of this report is for Council to consider adopting modifications to the Policy for the purposes of community consultation. The key recommended modification is the introduction of a section to guide the application of the new proposed split coding of R30/40/60.

The review of the Policy has also identified a number of other issues, and this report includes recommended modifications to address these issues.

#### Proposed Split Coding Provisions (R30/40/60)

The Hamilton Hill Revitalisation Strategy identifies a split coding of R30/40/60 over a number of areas that are comprised of large underdeveloped lots (shown in Attachment 2). This is a new split density coding which has not been applied in the City of Cockburn previously. The purpose of this split density is to encourage improved redevelopment outcomes through:

1. The assembly of land parcels into larger development sites that can be developed in a more coordinated manner; and
2. Promotion of two storey construction for higher density developments so as to achieve an improved balance between open space and dwelling floorspace.

This split coding provides for a base coding of R30, with development at the higher coding of R40 or R60 possible if specific criteria are met.

Additional development criteria apply as the density increases, as set out in the table below.

| Development Criteria for R40 and R60 under R30/40/60 Coding  |   |
|--|---|
| R40 Development Criteria   | R60 Development Criteria  |
| <p>Dwellings/buildings fronting/adjacent to a public street are two storey.</p> <p>Dwellings fronting a public street must address the primary street by way of design, fenestration, entry and must contain major opening(s) to a living area and/or master bedroom.</p> <p>The minimum average site area per dwelling shall not exceed 240m<sup>2</sup>.</p> <p>Development shall demonstrate a suitable level of variety in design, height and rooflines and promote surveillance of the street and private access way.</p> <p>Development adjacent to POS must comply with the criteria set out in Section 11.</p> | <p>Development assembles more than one existing lot or the development site is over 2,500m<sup>2</sup> in area.</p> <p>The majority of dwellings (above 50%) are two storeys or more.</p> <p>Dwellings fronting a public street must address the primary street by way of design, fenestration, entry and must contain major opening(s) to a living area and/or master bedroom.</p> <p>The minimum average site area per dwelling shall not exceed 190m<sup>2</sup>.</p> <p>Development shall demonstrate a suitable level of variety in design, height and rooflines, and promote surveillance of the street and private access way.</p> <p>Development adjacent to POS must comply with the requirements set out in Section 11.</p> |

The development criteria for R40 and R60 include a minimum average site area per dwelling (240m<sup>2</sup> for R40 and 190m<sup>2</sup> for R60). The purpose of specifying these minimum average site areas is to ensure that the corresponding dwelling densities are achieved, rather than the R40 or R60 development requirements being applied to a density of development that is lower.

A number of the built form design criteria apply to either an R40 or R60 coding and seek to achieve an improved balance between open space and dwelling floorspace, better surveillance of the public realm, and variety in design.

The key additional requirement for achieving an R60 coding is that development must assemble more than one existing lot, or comprise a development site that is over 2,500m<sup>2</sup>. The purpose of this is to encourage assembly of parcels of land into larger development sites that can be developed at the higher density in a more coordinated manner. Larger development sites provide more flexibility for good built form outcomes at a higher density, rather than needing to design within the constraints of a smaller site.

### Vehicle Access and Parking

The Policy currently does not allow the introduction of additional crossovers to lots abutting major roads identified in the Policy, unless it can be demonstrated that an existing crossover cannot be utilised for the proposed development.

However, the introduction of additional vehicle crossovers can also have a negative impact on local roads. Vehicle crossings interrupt the flow of street traffic for pedestrians, cyclists and motorists. Minimising the number of locations where a vehicle can cross the footpath into private property reduces the potential conflict between pedestrians, cyclists and cars.

Additional crossovers impact on the amenity of the streetscape by increasing the amount of hardstanding/paving area in the verge and front setback, and reducing the available area for landscaping and street trees.

Multiple crossovers also result in a loss of on street parking potential (where on street parking is permitted), and reduces the area available for placement of bins.

It is therefore, considered appropriate that the Policy also restrict the introduction of additional crossovers in all circumstances, as follows:

*'New grouped or multiple dwelling developments containing a shared/common property access way shall utilise that shared/common property access way for vehicle access without the need for an additional crossover(s) unless it can be clearly demonstrated to the satisfaction of the City that access from the shared/common property access way is not possible.'*

### Landscaping and Driveways

To improve amenity and safety for larger grouped dwelling sites (over three dwellings), it is recommended that the following lighting requirement be added to the Policy:

*'Bollard style lighting in the shared/common property access way shall be included for all development involving three or more grouped or multiple dwellings.'*

It is recommended that provisions be added to the Policy to ensure that common areas (including accessways) are adequately developed, landscaped and lit where vacant strata lots are proposed in the absence of built form. This is to avoid the situation where vacant strata lots are sold to individual landowners, and the responsibility of

developing common areas and driveways is neglected. The proposed provisions are outlined below:

- \* *'In the case of three vacant strata lots or more (or one existing dwelling and two vacant strata lots) containing a shared/common property access way being created in the absence of built form, the access way shall be fully sealed and drained prior to subdivision clearance and bonding shall generally not be accepted. In this case, it is recommended that the treatment of the access way be constructed of asphalt or similar to avoid damage during dwelling construction.'*
- \* *'In the case of three vacant strata lots or more (or one existing dwelling and two vacant strata lots) containing a shared/common property access way being created in the absence of built form, landscaping of the shared/common property access way shall be installed prior to subdivision clearance. Alternatively the City may accept the provision of a bond for the cost of the landscaping works plus a 25% contingency fee.'*
- \* *'In the case of three vacant strata lots (or one existing dwelling and two vacant strata lots) or more containing a shared/common property access way being created in the absence of built form, bollard lighting shall be installed prior to subdivision clearance.'*

#### Outdoor Living Areas

To ensure that outdoor living areas created in the front setback are useable and provide good amenity for residents it is recommended that Clause 8.2 be modified to include the following:

*'Outdoor living areas proposed in the front setback area shall be fully developed including provision of a level area which is either paved and drained or lawned and shall be semi-privatised through the use of fencing compliant with the front fencing requirements of the R-Codes and the area shall be directly accessible from a habitable room. In this regard, a floor plan of the existing dwelling may be required to be submitted which demonstrates that this has been achieved.'*

#### Other Modifications

A number of other modifications are proposed to the Policy, as reflected in Attachment 1, including the following:

- \* Inclusion of references to 'multiple dwellings', to require the Policy to apply to proposals for multiple dwelling developments.

- \* Broadening the scope of the Policy so that it applies to dwellings on lots with a frontage less than 10m wide.
- \* Minor modifications and corrections as shown in Attachment 1.

### Conclusion

In summary, it is recommended Council adopt the proposed modifications to the Policy for the purposes of community consultation. The modifications provide guidance for the application of the proposed R30/40/60 split codings, and strengthen the scope of the Policy. Following the community consultation, the Policy will be referred to the DAPPS Committee for final consideration.

### **Strategic Plan/Policy Implications**

#### **Growing City**

- To grow our City in a sustainable way by: using land efficiently, protecting the natural environment and conserving biodiversity.
- Diversity of housing to respond to changing needs and expectations.

### **Budget/Financial Implications**

N/A

### **Legal Implications**

N/A

### **Community Consultation**

If adopted by Council the modified Policy will be advertised in accordance with Clause 2.5 of Town Planning Scheme No. 3, which requires advertising for a minimum period of 21 days. Amendment No. 100 proposes the R30/40/60 recodings, therefore it is intended to advertise the Policy concurrently with Amendment No. 100, which is required to be advertised for a minimum period of 42 days in accordance with the *Town Planning Regulations 1967*.

Separate submission forms will be provided to enable comments to be made on the Policy and Amendment No. 100 separately.

### **Attachment(s)**

1. Draft APD58 'Residential Design Guidelines' (with proposed modifications).

2. Proposed Hamilton Hill Revitalisation Strategy Rezoning (Scheme Amendment No. 100).

**Advice to Proponent(s)/Applicant**

N/A

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

N/A

**15. FINANCE AND CORPORATE SERVICES DIVISION ISSUES**

**15.1 (OCM 14/03/2013) - LIST OF CREDITORS PAID - JANUARY 2013 (FS/L/001) (N MAURICIO) (ATTACH)**

**RECOMMENDATION**

That Council adopt the List of Creditors Paid for January 2013, as attached to the Agenda.

**COUNCIL DECISION**

**Background**

It is a requirement of the Local Government (Financial Management) Regulations 1996, that a List of Creditors be compiled each month and provided to Council.

**Submission**

N/A

**Report**

The List of Accounts for September 2012 is attached to the Agenda for consideration. The list contains details of payments made by the City in relation to goods and services received by the City.

**Strategic Plan/Policy Implications**

**Leading & Listening**

- Effective and constructive dialogue with all City stakeholders.
- A responsive, accountable and sustainable organisation.

**Budget/Financial Implications**

N/A

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

List of Creditors Paid – January 2013.

**Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

**15.2 (OCM 14/03/2013) - STATEMENT OF FINANCIAL ACTIVITY AND ASSOCIATED REPORTS - JANUARY 2013 (FS/S/001) (N MAURICIO) (ATTACH)**

**RECOMMENDATION**

That Council adopt the Statement of Financial Activity and associated reports for January 2013, as attached to the Agenda.

**COUNCIL DECISION**



## Background

Regulations 1996 prescribes that a local government is to prepare each month a Statement of Financial Activity.

Regulation 34(2) requires the Statement of Financial Activity to be accompanied by documents containing:-

- (a) details of the composition of the closing net current assets (less restricted and committed assets);
- (b) explanations for each material variance identified between YTD budgets and actuals; and
- (c) any other supporting information considered relevant by the local government.

Regulation 34(4)(a) prescribes that the Statement of Financial Activity and accompanying documents be presented to Council within 2 months after the end of the month to which the statement relates.

The regulations require the information reported in the statement to be shown either by nature and type, statutory program or business unit. The City chooses to report the information according to its organisational business structure, as well as by nature and type.

Financial Management Regulation 34(5) requires Council to annually set a materiality threshold for the purpose of disclosing budget variance details. To this end, Council has adopted a materiality threshold variance of \$100,000 for the 2012/13 financial year.

## Submission

N/A

## Report

This revised budget figures include the budget review completed for the July to December period and adopted by Council at its February meeting.

## Closing Funds

The City's closing municipal position of \$56.2M was \$2.3M higher than the revised YTD budget target of \$53.9M for the end of January. This represents a favourable position overall made up of numerous factors as detailed further in this report.

The revised budget for the end of year closing position is currently showing a \$16k surplus. This has reduced from the \$177k surplus reported in the mid-year budget review due to Council's decision to fund \$80k of tree planting in Forrest Road, a \$59k adjustment related to funding HACC depreciation from grant funds and a \$23k adjustment required for cash balancing grant funded activities.

The closing funds position will fluctuate throughout the year as it is impacted upon by various Council decisions and minor system adjustments and corrections. Details on the composition of the budgeted closing position are outlined in Note 3 to the financial report.

#### Operating Revenue

YTD operating revenue of \$100M is tracking ahead of budget by \$2.9M. The key contributor to this result is \$1.5M of additional revenue from Waste Services commercial landfill fees.

Human Services grant funding is collectively \$0.6M ahead of the YTD budget due to timing issues. Client fees for the out of school care programs are collectively down over \$0.1M due to the closure of the Harvest Lakes and Atwell services in July last year.

Revenue generated from rates administration fees are \$0.1M ahead of budget and underground power service charges raised to date are also \$0.2M over the full year budget. Interest earnings on Council's investments are now \$0.1M ahead of YTD budget as a result of the downwards revision made in the mid-year review due to falling rates of return. In the Planning and Development Division, administration fees for administering the developer contribution schemes are yet to be accounted for, causing an unfavourable variance of just under \$0.2M.

Further details of material variances are disclosed in the Agenda attachment.

#### Operating Expenditure

Overall operating expenditure of \$61.2M (including depreciation) is tracking slightly under budget by around \$2.2M.

Community Services is collectively \$0.5M under budget comprising favourable variances in Law and Public Safety (\$155k), SLLC (\$146k) and Council's donation program (\$199k).

Corporate Communications are showing a budget underspend of \$0.3M under the Summer of Fun Events budget. This is a timing issue only as expenditure will be recognised following completion of the events program.

Parks and Environment Services are showing an overall net underspend of \$0.7M against their YTD budget of \$6.3M. This comprises variances in Parks Maintenance (\$251k) and Environmental Management (\$487k), mainly under materials and contracts.

Infrastructure Services also contribute a favourable variance of \$0.15M mainly due to a lag in billing of power for the City's properties.

Waste Services is over budget by \$0.7M. However, this includes additional landfill levy accrued of \$1.1M that the City may be liable for in the future. The Waste Collection budget is \$0.4M below YTD budget.

Health Services are \$0.2M under YTD budget primarily due to non-spending on contaminated sites.

Operating costs for the Libraries unit are \$0.1M below budget due to savings in the Spearwood Library salaries budget.

Depreciation is now tracking on budget following the budget adjustments made in the mid-year review.

Material variances by business unit are also disclosed in the agenda attachment.

The following table shows operating expenditure budgetary performance at a nature and type level:

| Nature or Type Classification | Actual  | YTD Amended Budget | Variance to Budget |
|-------------------------------|---------|--------------------|--------------------|
|                               | \$      | \$                 | %                  |
| Employee Costs                | \$22.5M | \$22.5M            | 0.1%               |
| Materials and Contracts       | \$18.6M | \$20.9M            | 11.1%              |
| Utilities                     | \$2.2M  | \$2.5M             | 13.1%              |
| Insurances                    | \$1.8M  | \$1.9M             | 4.7%               |
| Other Expenses                | \$5.2M  | \$4.1M             | -14.4%             |
| Depreciation (non cash)       | \$12.1M | \$12.1M            | 0.3%               |

Other expenses are impacted by the additional accrual of landfill levy as referred to previously.

### Capital Expenditure

The City's capital budget has incurred expenditure of \$26.9M versus the YTD budget of \$41.2M, resulting in an YTD variance of \$14.3M.

Building works in progress contribute \$9.3M of this variance, due to the integrated health facilities project. Computer infrastructure and

software projects contribute \$1.3M, roads and footpath infrastructure \$1.8M and land development projects another \$1.1M.

The significant project spending variances are disclosed in the attached CW Variance analysis report.

#### Capital Funding

Proceeds from land sales are \$14.1M behind the YTD budget, comprising the sale of lot 9001 Ivankovich Avenue (\$11.9M balance owing) Grandpre Crescent development (\$0.4M balance still to settle), sale of lots 485 & 489 Bourbon St (\$0.5M still to settle) and subdivision of Lot 702 Bellier Place and Lot 65 Erpingham Road (\$1.1M). Settlement for Ivankovich Avenue is now expected in March.

Proceeds from plant and vehicle sales are \$0.4M behind the YTD budget due mainly to timing issues.

Grants and developer contributions were collectively \$3.2M behind YTD targets. These are however subject to the respective projects capital spending and formal claims processes and will be achieved in due course.

Loan funds of \$1.0M for the Emergency Services building project are yet to be raised, but will be done so within the next two months.

Transfers to and from Reserves are \$14.9M and \$13.3M behind budget respectively. However these are highly correlated to the capital spending and capital income from land sales budgets, which are showing large variances currently.

#### Cash & Investments

Council's cash and current/non-current investment holding reduced to \$102.8M from \$103.3M the previous month in line with the City's operating activities.

\$46.7M of this holding represents the City's cash backed reserves with another \$5.2M representing funds held for other restricted purposes (such as bonds, restricted grants and capital infrastructure contributions). The remainder of \$50.9M represents the cash and investment components of the City's working capital, required to fund ongoing operations and the capital program.

The City's investment portfolio made a weighted annualised return of 5.13% for the month of December, unchanged from the previous month. The benchmark BBSW performance for the corresponding period was 3.21%.

The majority of investments are held in term deposit (TD) products placed with highly rated APRA (Australian Prudential Regulation Authority) regulated Australian banks. These are predominantly invested for terms between three and six months, as this is where the main value lies within the current yield curve and also minimises cash flow liquidity risks.

Whilst the Reserve Bank has progressively reduced interest rates over the past several months by 100 basis points, the City's investment strategy of rolling over TD's for around six month terms has somewhat buffered the City's investment performance from a significant downturn.

However, given the extent of the past rate cuts and the potential for more in the near future, the budget for interest earnings on municipal funds have been revised downwards by \$0.5M in the mid-year budget review.

Interest earnings on reserve funds however, are expected to meet budget given their YTD performance. This result has been aided by the delayed capital spending on the integrated health facilities project and the long investment terms locking in high rates of return. Also, the imminent sale proceeds from Ivankovich Avenue should boost interest earnings for the remainder of the year.

#### Description of Graphs and Charts

There is a bar graph tracking Business Unit operating expenditure against budget. This provides a very quick view of how the different units are tracking and the comparative size of their budgets.

The Capital Expenditure graph tracks the YTD capital spends against the budget. It also includes an additional trend line for the total of YTD actual expenditure and committed orders. This gives a better indication of how the capital budget is being exhausted, rather than just purely actual cost alone.

A liquidity graph shows the level of Council's net current position (adjusted for restricted assets) and trends this against previous years. This gives a good indication of Council's capacity to meet its financial commitments over the course of the year.

Council's overall cash and investments position is provided in a line graph with a comparison against the YTD budget and the previous year's position at the same time.

Pie charts included show the break-up of actual operating income and expenditure by nature and type and the make-up of Council's current assets and liabilities (comprising the net current position).

### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

### **Budget/Financial Implications**

Material variances identified of a permanent nature (ie. not due to timing issues) may impact on Council's final budget position (depending upon the nature of the item).

### **Legal Implications**

N/A

### **Community Consultation**

N/A

### **Attachment(s)**

Statement of Financial Activity and associated Reports – January 2013.

### **Advice to Proponent(s)/Submissioners**

N/A

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

Nil.

## **15.3 (OCM 14/03/2013) - ANNUAL GENERAL MEETING OUTCOMES - COCKBURN CENTRAL WEST (082/012) (S DOWNING)**

### **RECOMMENDATION**

That Council receive the report.

## COUNCIL DECISION

### Background

The Council held the Annual General Meeting (AGM) for the City of Cockburn on Tuesday 5 February 2013. As part of the AGM process, electors of the City of Cockburn can ask questions and move motions at the AGM, although it is noted that motions passed at the AGM are not binding on the Council under the Local Government Act.

### Submission

N/A

### Report

At the Annual General Meeting three motions were successfully passed as noted below. Electors present in the public gallery are the only persons entitled to vote on the motions moved and seconded. There were twelve electors present in the public gallery.

Two other motions were moved but were lost due to want of a seconder.

First Motion – Lost due to want of a seconder

## SECOND MOTION

### MOTION

MOVED Chris Lewis (Coogee) SECONDED Mike Armson (Success) that the City of Cockburn agree not to take out borrowings that rely on future Developer Contributions to make the interest and/or capital repayments.

**CARRIED 4/2**

Officer Comment

The Developer Contribution Scheme (DCA13) is to fund in part community infrastructure that is the building of community assets such as swimming pools, playing ovals, bike ways amongst a range of other projects. The funds will be collected over twenty years but the range of community assets to be constructed will be built over the next ten years. As part of the gap in the funding, it was always envisaged the gap would be filled by borrowing funds from the WA Treasury Corporation. Repayments would be made using the developer contributions. This was to be undertaken so that the community assets could be constructed now and the repayments structured so that the general municipal funds would not have to be used to fund borrowings of this nature. The facility at Cockburn Central West is still subject to further Council decisions before any borrowings are undertaken.

**THIRD MOTION****MOTION**

MOVED Chris Lewis (Coogee) SECONDED Don Miguel (North Lake) that the City of Cockburn provide details of who is providing the capital to build the following elements at the proposed Cockburn Central West Sport and Recreation project:

The main AFL oval.  
 The secondary playing ovals.  
 The lighting for the main oval.  
 The Dockers' administration and rooms.  
 The education complex.  
 Parking for the Dockers.

**CARRIED 5/0**

Officer Comment

The Fremantle Football Club will provided the capital for their Administration Centre and Rooms, the cost of upgrading the primary community football oval to an AFL grade oval and parking for the Staff and Players. The secondary playing ovals/grounds will be provided by the developer/council. Responsibility for the lighting for the main oval is yet to be determined given the FFC will be training primarily during daylight hours. The education complex will be the responsibility of the relevant education institution.



**FOURTH MOTION****MOTION**

MOVED Chris Lewis (Coogee) SECONDED Arie Hol (South Lake) that the City of Cockburn provide details of who will be paying the operational and maintenance costs for the following elements at the proposed Cockburn Central West Sport and Recreation project:

1. The main AFL oval.
2. The secondary playing ovals.
3. The lighting for the main oval.
4. The Dockers' administration and rooms.
5. The education complex.
6. Parking for the Dockers.

**CARRIED 3/1****Officer Comment**

The Fremantle Football Club will be responsible for operational and maintenance costs of their Administration Centre and Rooms, the main AFL grade oval and parking for the Staff and Players. The secondary playing ovals/grounds will be maintained by the council. Responsibility for the lighting for the main oval is yet to be determined given the FFC will be training primarily during daylight hours. The maintenance of the education complex will be the responsibility of the relevant education institution.

Fifth Motion – Lost due to want of a seconder

**Strategic Plan/Policy Implications**

N/A

**Leading & Listening**

- A responsive, accountable and sustainable organisation.

**Budget/Financial Implications**

N/A

**Legal Implications**

N/A

**Community Consultation**

N/A

**Attachment(s)**

N/A

**Advice to Proponent(s)/Submissioners**

The Proponent has been advised that this matter is to be considered at the 14 March 2013 Council Meeting.

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

N/A

**16. ENGINEERING AND WORKS DIVISION ISSUES**

**16.1 (OCM 14/03/2013) - GREENHOUSE GAS EMISSION REDUCTION STRATEGY (HS/M/008) (J HARRISON) (ATTACH)**

**RECOMMENDATION**

That Council adopt the revised City of Cockburn Greenhouse Gas Emission Reduction Strategy 2011–2020.

**COUNCIL DECISION**

**Background**

In July 2011, Council adopted the *City of Cockburn Greenhouse Gas Emission Reduction Strategy 2011-2020 (GHG Strategy)* to reduce greenhouse gas emissions and secure a more sustainable energy future.

The *GHG Strategy* included emissions reductions targets for 2020 and 2050, supported by a 3-year action plan. A Greenhouse Action Fund was established under the *GHG Strategy*, enabling a shift away from the purchase of greenpower to increased investment in renewable energy infrastructure, offsets and energy efficiency programs.

In developing the *GHG Strategy*, the City acknowledged the impending Carbon Tax and noted *'Should legislation be passed to adopt a price on carbon, the City will immediately commence an out of plan review to understand any liabilities and ensure this strategy and its funding sources are still appropriate.'*

The City also made a commitment to review the *GHG Strategy* on an annual basis.

This report seeks endorsement of the revised *City of Cockburn Greenhouse Gas Emission Reduction Strategy 2011-2020 (2013 Review)*.

## **Submission**

N/A

## **Report**

The *GHG Strategy* review has been informed by a number of projects:

### **1. Carbon Tax Review**

On 8 November 2011, the Senate passed the Clean Energy Future legislation. The legislation placed a fixed price on carbon of \$23 a tonne from 1 July 2012, moving to a flexible price after three years.

Following this, the City initiated an in-house review of the broad impacts and opportunities the Carbon Tax legislation package on the City's operations.

The review found that the *GHG Strategy* provides sufficient directive to the City in regards to reducing emissions. Budget amendments have been required to manage energy and service cost increases as retailers pass on the costs they have incurred as a result of the carbon price

Separately the City commissioned Aurecon to undertake the *Henderson Waste Recovery Park (HWRP) – Clean Energy Future Assessment Carbon Cost Management Plan*. The outcomes of the assessment included:

- 1.1. Legal advice on the Clean Energy Act and National Greenhouse and Energy Reporting Act 2007.
- 1.2. A carbon price calculation tool for HWRP.
- 1.3. A recommendation on the carbon price surcharge for HWRP.
- 1.4. Assessment of potential carbon liability reduction scenarios.

- 1.5. It is anticipated that HWRP may reach the Carbon Tax threshold in 2012/13.
- 1.6. The City is managing the impacts of the Carbon Tax on its operations by:
  1. Applying a carbon price gate fee surcharge.
  2. Factoring the impact of rising costs in energy and services into its budgeting.
  3. Implementing energy management actions from the GHG strategy to reduce energy consumption and associated emissions.
  4. Developing a Waste Management Strategy to minimise waste to landfill and associated emissions at HWRP.
  5. Reporting landfill emissions to the Federal Government under the National Greenhouse and Energy Reporting Act 2007.
  6. Investigating Carbon Farming Initiative (CFI) opportunities for HWRP.
  7. Continuing to improve accuracy of emissions estimation.

## 2. Greenhouse Gas Inventory, 2011/12

In December 2012 the City completed its greenhouse gas inventory for 2011/12 which recommended changes to the City's emission targets and offset programs.

## 3. WALGA determination on the Scope of Street lighting

Advice from WALGA has confirmed that *'Western Power will be moving to reporting greenhouse gas emissions associated with streetlights to a Scope 2 emission under the National Greenhouse and Energy Reporting Act, commencing with the 2011/12 reporting year'*. This means that Local Government is not directly liable for the emissions and can move to report them as a Scope 3 emissions source.

The recommendations from each of these 'reviews' have been incorporated into the revised version of the *Greenhouse Gas Emission Reduction Strategy 2011-2020*.

The major changes to the *GHG Strategy* are summarized below:

- 3.1. Information added on the implications of the Carbon tax.
- 3.2. Data updated for the base year 2008/09
- 3.3. Actions added to the Strategy's Action Plan to assist in reducing waste emissions and manage the City's carbon price liability.
- 3.4. Emission reduction targets added for Western Power Streetlights and the Zero Emission Fleet Program.
- 3.5. Renewable Energy Target added.
- 3.6. Carbon offsets program reduced to only include fleet emissions (this will save the City up to \$30,000 per annum).

- 3.7. Strategy aligned to the City's new Community Strategic Plan.
- 3.8. Information on the Cities for Climate Protection targets (superseded) removed.
- 3.9. Progress against the Action Plan updated.
- 3.10. Appendix A - Past Actions updated.

In summary the City's greenhouse gas emission reduction targets are as follows:

|                                    | <b>2020 Target</b>          | <b>2050 Target</b>          |
|------------------------------------|-----------------------------|-----------------------------|
| Electricity & Gas                  | 20% below 2008/09           | 80% below 2008/09           |
| Street lighting<br>(Western Power) | 10% below 2008/09           | 60% below 2008/09           |
| Fleet                              | Zero Emissions from 2011/12 | Zero Emissions from 2011/12 |
| Waste                              | 45% cap above 2008/09       | 50% below 2008/09           |
| Combined                           | 12% cap above 2008/09       | 60% below 2008/09           |

The City has also committed to a renewable energy target aligned to the federal government target of 20% by 2020:

| <b>2020 Target</b>      |   |
|-------------------------|---|
| Renewable Energy Target | 20% of electricity for Council Buildings generated by renewable energy by 2020. |

The revised version of the *Greenhouse Gas Emission Reduction Strategy 2011-2020* incorporating the above changes has been provided as an attachment to this Council Report for adoption.

The next review of the strategy is scheduled for February 2014 and will establish the next 3 year action plan from 2014/15 to 2017/18.

### **Strategic Plan/Policy Implications**

#### **Growing City**

- Reduction in energy dependency and greenhouse gas emissions within our City.

#### **Infrastructure**

- Community infrastructure that is well planned, managed, safe, functional, sustainable and aesthetically pleasing.

### **Environment & Sustainability**

- Greenhouse gas emission and energy management objectives set, achieved and reported.

### **Budget/Financial Implications**

Funds to implement the Action Plan will be sought from the Greenhouse Action Fund and through normal budget processes.

### **Legal Implications**

N/A

### **Community Consultation**

N/A

### **Attachment**

City of Cockburn Greenhouse Gas Emission Reduction Strategy 2011 – 2020 (version 1.7)

### **Advice to Proponent(s)/Submissioners**

N/A

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

N/A

## **16.2 (OCM 14/03/2013) - PROPOSED ESTABLISHMENT OF A ROAD SAFETY AND TRAFFIC MANAGEMENT REFERENCE GROUP (ES/R/002) (J MCDONALD)**

### **RECOMMENDATION**

That Council

- (1) support the concept of establishing a Road Safety and Travelsmart Reference Group based on the WALGA Roadwise framework;
- (2) seek a briefing on the Roadwise Program by WALGA at its April General Briefing; and
- (3) receive a Draft Terms of Reference for the Road Safety and Travelsmart Reference Group at the May Ordinary Council Meeting.

## COUNCIL DECISION

### Background

At the Ordinary Meeting of Council on 13 December 2012 the following Matter to be noted for investigation was requested by Mayor Logan Howlett:

*That a report be presented to the March 2013 Council meeting aimed at establishing a Road Safety and Traffic Management Committee of Council.*

*The objectives to include but not be limited to:*

- *Establishing a Youth Driver Education and Training Centre.*
- *Creating an 'on-line' district wide car-pooling facility*
- *Examining speed reduction strategies on identified roads*
- *Signalised intersections*
- *Pedestrian safety*
- *Bike rider safety*
- *Improved bus routes*
- *Major road infrastructure projects & local road synergies*
- *TravelSmart Program Initiatives*
- *exploring potential partnerships and funding opportunities including:*
  - *Local governments in the south west metropolitan area*
  - *The Western Australian Police*
  - *Department of Health*
  - *Road Safety Council*
  - *Royal Automobile Association of WA*
  - *The Department of the Attorney General (Confiscation Grants program)*
  - *Insurance Council of Australia*
  - *Lotterywest*
  - *Department of Education*
  - *Motor Vehicle Dealers Association; etc*

### Submission

Nil.

## Report

The scope outlined by Mayor Howlett for the Road Safety and Traffic Management Committee generally reflects the scope of the WALGA initiated Roadwise Program. WALGA's RoadWise Program was formed in 1994 and has served as an important, effective framework by which the Association has pursued road safety objectives throughout Western Australia in conjunction with its stakeholder partners. The Program is aimed at securing greater community and regional stakeholder involvement in delivering road safety initiatives.

From a local community level perspective, RoadWise Committees exist throughout the State, are operational in every region and aim to enhance the capacity for external groups and individuals to participate in local road safety issues. Under this model, the scope of involvement of local agency representatives, groups, networks and individuals in road safety initiatives includes obtaining advice, developing projects and activities and/or developing/pursuing grant applications.

### Focus for WALGA's RoadWise Program

WALGA's RoadWise Program operates under a community organisation model and is based upon consultation with and engagement of the community to identify and address local needs, whilst meeting broader road safety priorities identified by the Road Safety Council as being most effective in reducing the level of road trauma in Western Australia.

Pursuit of the WA Road Safety Strategy is facilitated through the RoadWise Program engaging other Road Safety Council stakeholder agencies for coordination and implementation at the community level. WALGA's RoadWise program aims to achieve the WA Road Safety Strategy outcomes through the following goals and targets:

Ensuring effective implementation (local and regional level):

- Strengthened community support
- Increased community participation
- Focused road safety efforts
- Improved inter-agency collaboration and coordination.

Enhanced public education and increased promotion and advocacy (local and regional level):

- Safe Road and Roadsides
- Safe Speeds
- Safe Vehicles
- Safe Road Use



### Committee/Reference Group Structure

The WALGA RoadWise Committee structure provides a regular forum within which stakeholders can consider and discuss road safety issues, together with the mechanism for planning, implementing and evaluating community-based road safety social marketing activities. The RoadWise Program activities centre on identifying appropriate countermeasures to negative attitudinal, behavioural and environmental factors.

RoadWise Committees can apply to the Local Government and Community Road Safety Committee (LGCRSC) for funding for specific road safety projects under the Community Road Safety Grants Program.

### Establishment

There are a couple of different types of meeting structures that can be set up to address road safety issues.

These comprise the following:

- Committees of Council – these are formal committees of Council that have been set up in accordance with the Local Government Act and usually include council member(s), employees and other persons as members. Under Section 5.22 of the Local Government Act, the minutes of this committee must be submitted to the next ordinary meeting of council or the committee, as the case requires, for confirmation.
- Road Safety Reference Groups or informal committees which can comprise of Council employees and Councillors working with agencies and community members on road safety initiatives. As these committees are not formal committees of Council, there is no requirement for the minutes of these meetings to be confirmed by Council.

A Reference Group is preferred over a Council Committee as it reduces the amount of administration and bureaucracy that applies to the meeting process. A Reference Group will be more readily able to explore the many issues, options and opportunities around traffic safety and travelsmart and will be less encumbered by process and meeting structure.

### Representation

It would appear both logical and appropriate that stakeholder representation be reflected with membership to comprise a selection of the following members:

- Local Government - Elected Member(s)
- Local Government – technical staff
- WALGA Road Safety Officer
- WA Police
- Main Roads WA
- Department for Planning and Infrastructure (DPI)
- Health Department of Western Australia
- Department of Education / Parents & Citizens or Parents & Friends
- Community representative(s) i.e. youth (YAC) or Seniors representative
- Other representatives i.e. RAC, Driver Training representatives

Provision of administrative support (agenda and minutes) for meetings is generally provided by Local Government and would be the preferred option.

### Quorum

The quorum for any meeting would be at least 50% of the number of member positions, whether vacant or not.

### Meeting Frequency

Frequency of meetings is a matter for determination by the group, taking into consideration the fact that appropriate opportunity must be provided within this framework for community groups, networks and stakeholders to:

- Plan activities/events for the upcoming year.
- Develop an Action Plan to guide activities and to align activities to the WA Road Safety Strategy
- Develop and submit projects for assessment and determination by the group, and if required seek funding allocation from the LGCRSC.
- Report on the progress of activities listed within the Action Plan

Given the increased profile of traffic and road safety in a growing municipality such as Cockburn, there is some value in the establishing a group of key stakeholders to address the growing social aspects that accompany growth.

## **Strategic Plan/Policy Implications**

### **Moving Around**

- Facilitate and promote healthy transport opportunities.
- A safe and efficient transport system.
- Infrastructure that supports the uptake of public transport and pedestrian movement.

### **Budget/Financial Implications**

Additional staff resources, administration may be required dependant on the scope of the Group.

### **Legal Implications**

Any committee would need to be established and operated in compliance with the requirements of the Local Government Act 1995

### **Community Consultation**

Nil.

### **Attachment(s)**

N/A

### **Advice to Proponent(s)/Submissioners**

N/A.

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

Nil.

## **17. COMMUNITY SERVICES DIVISION ISSUES**

## **18. EXECUTIVE DIVISION ISSUES**

### **18.1 (OCM 14/03/2013) - MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE AND SENIOR STAFF KEY PROJECTS APPRAISAL COMMITTEE - 21 FEBRUARY 2013**

#### **RECOMMENDATION**

That Council receive the Minutes of the Chief Executive Officer's Performance and Senior Staff Key Projects Appraisal committee dated 21 February 2013 as provided under separate confidential cover, and adopt the recommendations contained therein.

#### **COUNCIL DECISION**

#### **Background**

The Chief Executive Officer Performance and Senior Staff Key Projects Appraisal Committee met on 21 February 2013. The minutes of that meeting are required to be presented to Council and its recommendations considered by Council.

#### **Submission**

N/A

#### **Report**

The Committee recommendations are now presented for consideration by Council and, if accepted, are endorsed as the decisions of Council. Any Elected Member may withdraw any item from the Committee meeting for discussion and propose an alternative recommendation for Council's consideration. Any such items will be dealt with separately, as provided for in Council's Standing Orders.

#### **Strategic Plan/Policy Implications**

#### **Leading & Listening**

- A skilled and engaged workforce.

**Budget/Financial Implications**

Committee Minutes refer.

**Legal Implications**

Committee Minutes refer.

**Community Consultation**

N/A

**Attachment(s)**

Minutes of the Chief Executive Officer's Performance and Senior Staff Key Projects Appraisal Committee 21 February 2013 are provided to the Elected Members as confidential attachments.

**Advice to Proponent(s)/Submissioners**

The CEO and Senior Staff have been advised that this item will be considered at the March 2013 OCM.

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

Committee Minutes refer.

19. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN
20. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING
21. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY COUNCILLORS OR OFFICERS
22. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE
23. CONFIDENTIAL BUSINESS

**24 (OCM 14/03/2013) - 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**

**25. CLOSURE OF MEETING**



# Workforce Plan

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## 2012 – 2017

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# City of Cockburn

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|                               |                        |
|-------------------------------|------------------------|
| Author                        | <b>Margot Tobin</b>    |
| Department                    | <b>Human Resources</b> |
| Approved by<br>Executive Team | <b>12 /2 /2013</b>     |
| Review Date                   | <b>12 /2 /2017</b>     |



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## Foreward

The City of Cockburn is a large local government employing over 800 people and with an annual budget of approximately \$100million. It is situated in a rapidly growing region fourteen kilometres south west of the Perth city area. It comprises a mix of residential areas, light industry, commercial properties and parks and natural bushland areas both inland and on the coast. Key features include Bibra Lake and the associated wetlands; Cockburn Sound; Port Coogee; the Australian Marine Complex industrial precinct; Cockburn Central regional centre; Jandakot City and the developing Latitude 32 industry zone.

The City represents a rapidly growing local government area, with its average annual growth rate of 3.3% exceeding that of greater Perth by more than 27%. The City has a diverse population of over 95,000 people and a wide variety of community demands and expectations. The population is forecast to increase to 125,000 by the year 2031 with a higher rate of increase from 2012 to 2021. The City's multitude of stakeholders include the private and business sector; the community and not-for-profit sector; State and Federal Governments and their associated authorities; non-government organisations; industry groups and of course, every person calling Cockburn their home.

In 2012 the City developed its Strategic Community Plan for 2012 – 2022 to articulate a long term vision, aspirations and strategic priorities for the community.

This Workforce Plan details how the City will achieve its vision through its employees.

Stephen Cain  
Chief Executive Officer

## 1. Executive Summary

This Workforce Plan forms part of the City of Cockburn's Integrated Planning Framework. The framework begins with the Strategic Community Plan which has been developed to cover the period 2012 – 2022. This defines a long term vision, aspirations and strategic priorities for the community. Seven key focus areas are examined in the Strategic Community Plan. They are:

- Growing the City
- Communities and Lifestyles
- A Prosperous City
- Environment and Sustainability
- Infrastructure
- Moving Around
- Leading and Listening

The Plan sets the direction for the future and these flow into actions set out in the City's five year Corporate Plan and Annual operational plans. These are underpinned by the:

- Long Term Financial Plan
- Asset Management Plan
- Workforce Plan
- Specific Strategies

The Workforce Plan begins with an analysis of the internal and external environment and workforce including gaps and risk areas. The implications of the Strategic Community Plan are detailed and include community expectations, the plan's vision, priorities and objectives, gaps, issues and risks as well as impact of our current and future environment.

Strategies which will enable us to meet future workforce needs are itemised including much of the information that has been published in the Human Resources Management Strategy 2011 – 2016 (now superseded by this Workforce Plan).

## **2. Background**

Workforce planning is one of the core components of the WA Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan is an informing strategy to the Corporate Business Plan. By definition, Workforce Planning is "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future." (Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia). It will indicate to the City how capable it is of delivering the services and assets required by the community.

The Workforce Plan will allow the City of Cockburn to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations. It is a plan that is continually evolving in response to internal and external changes.

## **3. Analysis of Internal and External Environment and Workforce**

### **3.1 Environmental Analysis**

#### **3.1.1 Local Government Reform**

The most significant and current factor for the City of Cockburn and other metropolitan local governments is the current State Government agenda for reform within the local government sector. This may bring with it amalgamations of a few or many local governments either using existing boundaries or by completely realigning local government areas.

The neighbouring local governments of Cockburn are Fremantle, Melville, Canning, and Kwinana. The South West Group is represented by Cockburn, Fremantle, Melville, Kwinana and Rockingham and the Town of East Fremantle. Changes to any one or more of these local governments will impact on the City.

#### **3.1.2 Economic Factors**

Current and projected economic factors considered in developing this Workforce Plan are:

- Population data for the local area – demographics (generations)
- Ageing population
- CPI (Consumer Price Index)
- LPI (Labour Price Index)
- LGCI (Local Government Cost Index)
- General economic conditions for Western Australia (driven by the mining sector)

### **3.1.3 Market Factors**

Market factors include some foreseen changes such as:

- Technology particularly increases in online communication and transactions, automated processes and electronic delivery of services.
- Regulatory changes in the short term and increasing legislative complexity in the longer term. Examples are the Building Act 2011, the Workplace Gender Equality Act 2012 and the Cat Act 2011.
- Demand for flexibility in work arrangements.
- Continuing devolution and cost shifting from State to Local Government.
- Obsolescence of lower level tasks.
- Increasing requirement for sustainability.
- Increasing customer involvement.
- Increasing requirement for a higher skilled workforce.
- Increasing customer demand for services (nature and volume).
- Regulatory Reform.

There is also significant information available in regard to the skills shortages identified at state and national level. Skills shortages can be heightened by what is happening with competitor local governments. As our neighbouring local governments grow in size and complexity they add to the pressure to find people to perform the work required.

The skills shortages are particularly acute in Western Australia as the market is driven by the mining sector. Local government as an industry in WA and led by our employer association WALGA, has turned to alternative labour markets particularly recruitment from Ireland, the United Kingdom and New Zealand. Overseas recruitment adds costs and support requirements to the hiring local government.

Amalgamation of local governments, if it occurs, may either lessen or intensify this pressure. The Robson report proposed two options for the City of Cockburn. The first was that the City would continue to exist largely as it does now. This would mean that it will change from being one of the largest local governments to one of the smallest. The second Robson option was to reduce the size of the City of Cockburn by having part of the suburbs of Hamilton Hill and Coolbellup under the jurisdiction of a greater City of Fremantle. This option would have significant impact on the City and is not supported.

### **3.1.4 Internal Environment**

#### **Labour Demand**

Services to the community are delivered through direct employment of a workforce by the City as well as contracting out. The City offers tenders for large projects and has outsourced some services such as verge maintenance, security patrols and project management. Over the past two years it has also in sourced some services which were previously delivered by private contractors, namely verge collection and the commercial aspect of the Henderson Waste Recovery Facility. Both areas are relatively high risk areas of employment and as such they increase the City's exposure to overall risk and this results in the requirement for an increased level of support in the area of safety.

Additionally the City receives a significant amount of grant funds from State and Federal government to provide services in aged care, youth development, family support and health promotion. These areas represent a significant proportion of the City's employees and due to the nature of the funding contracts and resulting employment characteristics impact on the City. Many of these positions are part time and temporary and by their nature increase the cost of workforce overheads. Services are also provided on a subsidised fee basis through a leisure centre, out of school hours care for children and waste recovery.

In the building services area, the 2012 changes to legislation have provided for significant private certification of plans for building permit applications. This has changed the process of assessing building plans for compliance against the Building Code of Australia - a function which had previously been under the sole custodianship of local government since the Local Government (Miscellaneous Provisions) Act 1960. A Local Government must continue to offer a Building Code of Australia certification service for uncertified applications and continue to issue building permits for works within its boundaries.

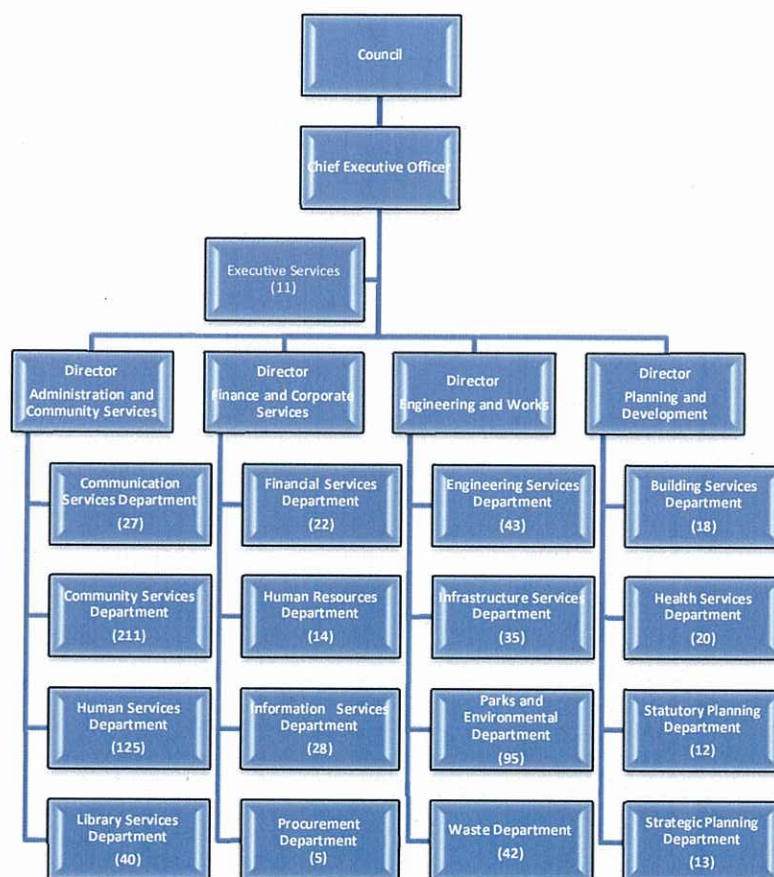
### Labour Supply

The City has almost eight hundred employees with a Full Time Equivalent of 436 at 30 June 2012. In addition to employees it has significant spend on temporary labour hire as extra people fill short term gaps, work on a casual basis, provide leave relief or cover periods of peak activity. The City of Cockburn also relies on its many volunteers to work with employees in delivering services. Volunteers are most numerous in the community and human services areas but also assist the Bushland Maintenance area of Parks and Environment.

The City is not only growing in size but also in complexity. This complexity means that the workforce of the future will need new skills and this will drive a need for ongoing training.

### 3.2 Organisation Structure Chart

The City's current structure is five divisions including a small Executive Services team which includes the CEO, Directors and support staff. The chart overleaf illustrates the four major divisions and fourteen business units. Most business units are further structured into Service Units. The names and primary objective of each Service Unit is detailed in Council's Position Statement PSES11 "Structure for Administering the City of Cockburn".



\*Data represents Headcount as at 30 June 2012

### 3.3 Workforce Data

The City holds demographic, skills, position and performance data about its workforce. This is used to inform and focus us on priorities for recruitment and retention strategies, the content of our collective agreements, the quantum of our wage increases, our staffing forecast and safety initiatives.

This data is confidential and as such is not provided in the external version of the Workforce Plan. It has been grouped into confidential Appendices C to E of this document.

### 3.4 Gaps Identified

Critical positions

Currently, it is difficult to recruit to the following roles:

- Engineers
- Engineering related professional roles
- Building Surveyors
- Environmental Health Officers



The positions identified as difficult to fill are challenging for various reasons. The engineering and building areas compete directly with the private sector for skilled professionals but are unable to offer the remuneration rewards available. Locally it has recently become difficult to recruit Environmental Health Officers due to the cessation of training by the university which has traditionally supplied new graduates to the local government sector.

Whilst legislative changes, technology, process improvement, alternative service delivery models and job redesign may relieve some pressure on finding sufficient people for these roles, they do remain part of local government core business.

### Training Needs

A Training Needs Analysis for approximately one hundred and forty employees who are remunerated according to the Inside Salary scales, at Level 6 and above, was conducted by the Australian Institute of Management in 2011. In 2012 a Skills Gap Analysis was conducted for engineering employees in the outside Workforce. Both documents now provide the impetus for the training plan and subsequent prioritisation of expenditure. An Employee Opinion Survey conducted in February 2012 revealed that employees highly value professional development provided by their employer but often move on to other organisations due to a lack of career progression. This is reinforced in the voluntary exit surveys conducted for the City by an independent firm. This expectation coupled with the structural nature of the City and the easy mobility between local government employers (transferable benefits) is a major factor in the City's turnover.

### Retirement Intentions – Age Demographic

The following table indicates the percentage of employees in key age groups which are linked to retirement. In all age groups 50 and over, there is a higher proportion of the Outside Employees (engineering division labour) than Inside Employees. Given the physical demands of outside work, this has been a concern for many years. Additionally, it has proved difficult to recruit and retain young, fit employees for such roles. However, the vagaries of the world economy and its effect on personal superannuation balances are the most significant factor effecting a retirement decision.

| Age      | All Ongoing Workforce | Inside Employees | Outside Employees |
|----------|-----------------------|------------------|-------------------|
| 65 plus  | 4%                    | 3%               | 5%                |
| 60 – 64  | 9%                    | 7%               | 14%               |
| 55 – 59  | 10%                   | 9%               | 11%               |
| 50 – 54  | 17%                   | 16%              | 19%               |
| Under 50 | 61%                   | 65%              | 51%               |

## 3.5 Risk Areas

The positions listed above are medium term gaps which present a risk that core business may not be able to be done if people are not found for those roles. Some engineering tasks can be and are outsourced but building certification and health inspections are essentially in-house functions which need to be performed by qualified employees.

A further risk is higher than acceptable turnover in some groups. This has been particularly noticeable in the Engineering and Works – Roads area where evidence suggests high

turnover for employees with less than two years of service and employees under the age of thirty. Whilst some turnover is beneficial, the current rate of around 20% adds significant costs to the organisation. No clear benchmarks for acceptable turnover are available but the 13% experienced following the global financial crisis of 2008 was more manageable. The turnover creates difficulties in maintaining this as an in house function of the City.

### **3.6 Financial Analysis**

#### **Long Term Financial Plan**

The Staffing Forecast costs are included in the Long Term Financial Plan (LTFP). Growth of 3% in employee numbers is supported and this includes new areas of business that the City may undertake, an increase in services (such as longer opening hours for community facilities) and insourcing functions which may currently be outsourced. This means that the City may move from an FTE of 436 to 505 within five years and 586 within ten years. The need to accommodate such numbers will drive a major employee accommodation review and potentially capital expenditure on a larger administrative centre.

#### **Business Process Review**

To improve operations, particularly efficiency, the City will be undertaking a business process review of two key areas in the financial year 12/13. These are Building Services and Payroll Processing. The City will target other areas in future years.

## **4. Strategic Community Plan Workforce Implications**

### **4.1 Community Expectations Identified**

The City of Cockburn is a growing local government area with the population predicted to rise from 90,000 in 2012 to over 120,000 by 2031. This growth in population brings demand for more services both in quantity and diversity. The City's development includes new residential estates, urban infill programs, industrial and commercial developments.

Community and civic infrastructure projects for the City in the next five years include:

- A new Operations Centre and depot upgrade
- Completion of the Integrated Health Facility, Super Clinic and Library at Success
- Stage 2 of the Integrated Community Facility at Coogee Beach
- A major retrofit of energy efficiency treatments to the Civic Building
- Expansion of the CCTV to risk areas
- A new Regional Aquatic facility at Cockburn Central
- Stage 2 of the facilities under the Bibra Lake Management Plan
- Underground power projects at Coolbellup and Hamilton Hill
- Implementation of an Electronic Content Management system for records management and website development
- Ongoing redevelopment at the Henderson Resource Recovery Park
- Commencement of work toward a Bowling and Recreation Club at Yangebup
- Commencement of work toward a new Seniors Centre and Learning for Life Centre

Within five years planning or development will have commenced for major new coastal infrastructure along the Cockburn Coast, a major new industrial area at the Latitude 32 Industry Zone, a new allied health precinct around the Fiona Stanley Hospital, continued growth in the airport and industry at Jandakot and potentially a new port and new train station.

## **4.2 Strategic Community Plan Vision, Priorities and Objectives**

The City's mission is 'To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth Metropolitan Area'. In 2012 the City developed its Strategic Community Plan for 2012 – 2022 to articulate a long term vision, aspirations and strategic priorities for the community. Seven key focus areas are examined in the Strategic Community Plan. They are:

- Growing the City
- Communities and Lifestyles
- A Prosperous City
- Environment and Sustainability
- Infrastructure
- Moving Around
- Leading and Listening

One of the Service Commitments listed for Leading and Listening Outcome is "to maintain a professional, well-trained and healthy workforce that is responsive to the community's needs." To do this we need to find, retain, engage and develop the people we need to achieve our corporate mission and strategic goals. The purpose of the Workforce Plan is to outline ways to meet this commitment.

The City has a number of strategies to support the achievement of its objectives under the Strategic Community Plan. The strategies drive the volume and diversity of services offered by the City and these combined with growth determine the Staffing Forecast.

Strategies which have a direct bearing on the size, diversity and skills of the workforce are the:

- Children's Services Strategic Plan
- Local Planning Strategy
- Phoenix Central Revitalisation Strategy
- Youth Services Strategic Plan
- Asset Management Strategy
- Bibra Lake Management Plan
- Library Strategic Plan
- Age Friendly Strategic Plan
- Community Development Strategic Plan
- Crime Prevention Plan/CCTV Strategy
- Disability Access and Inclusion Plan
- North Coogee Foreshore Management Plan
- Reconciliation Action Plan
- Sport and Recreation Plan

- Sustainability Strategy
- Tobacco Action Plan
- Communications Strategy
- Community Emergency Risk Management Plan
- Information Services Strategic Plan
- Land Management Strategy
- Local Commercial and Activity Centres Strategy
- Rating Strategy
- Contaminated Sites Strategy
- Greenhouse Gas Emission Reduction Strategy
- Strategic Waste Management Plan
- Water Conservation Strategy
- Integrated Transport Strategy

In addition the City periodically reviews services and this can lead to changes in the workforce. In 2011 a Rangers and Community Safety Review was undertaken resulting in changes to the staffing of this Service Unit. The Out of School Hours Care Service was reviewed in 2012 and changes made to the number of centres operating and staffing distribution.

#### **4.3 Gaps, Issues and Risks**

The City requires a business case for new infrastructure but these do not always identify a human resources component. New infrastructure often demands an increased level of staffing due to its size or complexity. The new regional aquatic centre will be an example of this and is likely to be a key part of the Staffing Forecast in the year it opens.

As the City's internal integrated planning framework evolves, it is likely that gaps, issues and risks will be better detailed in both strategies and business cases. This will be reflected in future versions of the Workforce Plan as it is reviewed each year.

#### **4.4 Impacts of Current and Future Environment**

This growth will require a workforce which can change over time to deliver the objectives of the Corporate Business Plan. New in-house skill sets will be required for some projects such as the marina development whilst other growth will need increases in the numbers of employees; drive improvements in business processes; or result in outsourcing which will in turn require contract management skills.

Local government faces risks in terms of what it seeks to represent itself as a career choice into the future. With significant drives towards efficiency and integrating private sector beliefs to underpin local government reform, there is concern that such may erode public service ethos and limit the attractiveness of local government to potential employees. Coupling this with the realities of a tight employment market, there is the risk of local government being unable to attract highly skilled (university qualified) staff if reform seeks to emulate the private sector.

## 5. Strategies to meet future workforce needs

### 5.1 Supporting Policies are in Place

The City has a rich framework of formal policies, position statements, guidelines and procedures which cover the full range of human resources issues and support the strategies proposed. The documents are widely available through the Staff Intranet, some hard copies and noticeboards. The formal, Council approved policies and position statements are:

| Number  | Name   |
|---------|--|
| AES3    | Industrial Relations                                   |
| AES5    | Payments to Employees in Addition to Contract or Award |
| AES6    | Attendance at Conferences                              |
| AES8    | Council Owned Vehicle Usage                            |
| AFCS1   | Employee Development                                   |
| AFCS4   | Defence Force Reserves – Staff Participation           |
| PSES11  | Structure for Administering the City of Cockburn       |
| PSFCS1  | Equal Opportunity                                      |
| PSFCS9  | Non-work Related Illness or Accident                   |
| PSFCS20 | Taking of Annual Leave and Long Service Leave          |
| PSFCS22 | Salary Packaging                                       |
| PSFCS23 | Superannuation   |

These policies and position statements are formally reviewed each year.

Key guidelines and detailed procedures in place in the following human resource areas:

| Area  |
|---|
| Employment  |
| New Employee Induction information                              |
| Code of Conduct for Staff                                       |
| Leave   |
| Performance Management  |
| Employee Relations  |
| Working hours and arrangements – Working from Home, Timekeeping |
| Training and Development  |
| Employee Assistance   |
| Resignations and Terminations                                   |
| Occupational Health and Safety                                  |
| Fitness for Work  |
| Risk Management   |

Guidelines and procedures are updated regularly as legislation changes or the business identifies a need to clarify the action required. They are published to the Staff Intranet and where appropriate to noticeboards.

## 5.2 Organisation Structure – Review and Changes

### Structure for Administering the City of Cockburn

The structure of the City of Cockburn is detailed in a formal Position Statement and any changes to this must be approved by Council. It is reviewed annually and changes made when the need arises. An example of this is that a new Strategic Business Unit for Corporate Communication was raised with effect July 2011 and thus a new senior manager position created. This was a response to the increase in need to have a dedicated unit to manage corporate communication; media including social media; and events. Within the Business Unit structure managers may review and change their structure to ensure optimum service delivery or as the City's functions evolve. Such changes require approval by the Chief Executive Officer via a business case or the reclassification of positions process.

### Staffing forecast

Each year a forecast of future staffing needs is considered. This lists proposed employee positions for the next ten years with information from this costed within the Long Term Financial Plan. Proposed positions for the first two years are formally agreed by the Strategic Business Group Managers and endorsed by the Executive. These positions are then included in the following years budget preparation and before each one is advertised, a vacancy form is completed for final approval by line management. This allows the City some flexibility in case of changes to need or economic circumstances, both internal and external.

The following table is an excerpt from the highly detailed Staffing Forecast spread sheets and is indicative of the positions required to resource the City for the Strategic Community Plan objectives outlined over the next five years. The positions are shown by Financial Year, Business Unit and Position Title.

| Staffing Forecast 2013/14 to 2017/18                                |   |   |             |                  |
|---|---|---|-------------|------------------|
| FY 13/14  |   |   |             |                  |
| Area  | Position Title and Level                                      | Justification   | FTE request | Quarter Approved |
| Community Services, Recreation Service                              | Property Officer - Level 7/8                                  | Amount of property the subject of leases and user agreements  | 1           | 4                |
| Infrastructure Services, Facilities & Fleet - Depot Based Services  | Trade Assistant (Mechanics) - Level 5 Operations              | Support required to assist qualified tradesmen to maintain the fleet of light and heavy vehicles; plant and equipment                             | 1           | 3                |
| Parks and Environment   | Parks Supervisor - Level 6                                    | Increasing amount of public open space and the number of crews assigned to current supervisors  | 1           | 2                |
| Waste Disposal  | Supervisor Level 6  | Restructure based on the insourcing of landfill operations has revealed need for a second experienced specialist                                  | 1           | 1                |
| Purchasing  | Procurement Manager - Level 8/9                               | Additional experienced resources required in this area to ensure obligations are met and services provided  | 1           | 1                |
| Health Services   | Health Promotion Officer - Level 7                            | Community health and well being promotion   | 1           | 1                |
| Engineering Services  | Traffic and Transport Officer - Level 6/7                     | Traffic and transport issues are currently of major concern to the community and additional resources are required                                | 1           | 3                |
| Waste Disposal  | Household Hazardous Waste General Hand - Ops Level 4          | Increasing Department of Environment and Conservation requirements for disposal of hazardous waste  | 1           | 4                |
|   |   |   | 8           |                  |
| FY 14/15  |   |   |             |                  |
| Area  | Position Title and Level                                      | Justification   | FTE request | Quarter Approved |
| Community Services, Community Development                           | Community Engagement Officer - Level 5                        | Expectation from community for engagement and consultation in regard to new initiatives and activities  | 1           | 4                |
| Community Services, Ranger and Community Safety                     | Parking, Beach and Marina - Level 4                           | Paid parking facilities being introduced across the City require monitoring   | 1           | 1                |
| Youth Services  | Youth Development Officer - Level 6                           | Growth of outreach programs under the Youth Services Strategic Plan 2011 - 2016   | 1           | 3                |
| Infrastructure Services - Coastal Services                          | Marina Manager / Coastal Engineer - Level 8/9                 | Commercial manager required upon handover of the marina from private sector to local government   | 1           | 4                |
| Waste Collection  | Drivers Level 5 Operations                                    | Increase in the number of properties being serviced by waste collection   | 1           | 1                |
| Health Services   | Environmental Health Officer - Level 7                        | Increase in the number of businesses and facilities within the City   | 1           | 3                |
| Library   | Librarian or Library Officer                                  | Additional support to the Success Library services  | 1           | 3                |
| Community Services  | Centre Manager - Level 7/8                                    | Property management requirements for the Integrated Health Facility including associated tenants  | 1           | 2                |
| Community Services, Recreation Service                              | Recreation Officer - Level 5                                  | Hammond Road Regional Sports Centre to come under City's management requiring a site co-ordinator and someone to support clubs in the area        | 1           | 4                |
| Engineering Services  | Development Engineer - Level 8/9                              | Coastal and roads development requires an additional engineer   | 1           | 1                |
| Infrastructure Services, Facilities & Fleet - Depot Based Services  | Trade Assistant (Facilities) - Level 5 Operations             | Support to increased number of buildings and facilities and expansion in signage  | 1           | 2                |
| Parks and Environment - Parks                                       | Technical officer - Level 6                                   | Additional requirement for public open space (Phoenix and Hamilton Hill revitalisation) to be landscaped; project management and asset management | 1           | 2                |
| Parks and Environment - Parks - Depot Based Services                | Irrigation - Level 5 Operations                               | Maintenance of existing irrigation infrastructure to ensure water management is conducted   | 1           | 3                |
| Statutory Planning  | Special Projects Planner - Level 8/9                          | Significant increase in more complex work such as apartments, coastal development and mixed use commercial  | 1           | 2                |
|   |   |   | 14          |                  |
| FY 15/16  |   |   |             |                  |
| Area  | Position Title and Level                                      | Justification   | FTE request | Quarter Approved |
| Engineering Services - Roads - Depot Based Services                 | Road Maintenance - 1 X Level 5 Ops, 1 X Level 4 Ops           | Growth of roads infrastructure and requirement to maintain them   | 2           | 1                |
| Infrastructure Services - Coastal Services                          | Marina support staff - various levels                         | Support staff for marina management transferred from private sector to City   | 2           | 2                |
| Waste Collection  | Low Profile, Rear Loading, Waste Driver, Level 5 Operations   | Increase in the number of properties being serviced by waste collection   | 1           | 2                |
| Waste Disposal  | Senior Administration Officer, Level 4                        | Support to site staff as volume increases   | 1           | 3                |
| Waste Disposal  | Wastebridge officer, Level 3                                  | Support to site as volume increases - number of vehicles and tonnages   | 1           | 4                |
| Finance - Budgeting & Financial Reporting                           | Management Accountant Level 8/7                               | Growth in the City's programs and services drives need for additional support for finance and budget  | 1           | 2                |
| Human Resources   | HR Assistant - Level 3/4                                      | Employee numbers increased with insourcing and volume growth requires support   | 1           | 3                |
| Information Services, Records Services                              | Records Officer - Level 2/3                                   | Throughput of correspondence and records management requirements increase as the City grows   | 1           | 4                |
| Statutory Planning  | Planning officer - Level 5/6/7                                | Growth in the number of development applications including those for revitalisation strategies  | 1           | 1                |
| Corporate Communications, Customer Services                         | Customer Services Operator - Level 2/3                        | Contact centre volumes increase as the City grows   | 1           | 4                |
| Finance - Property Rating & Revenue                                 | Revenue Officer Level 3/4                                     | Increased volume of revenue and requirement for customer service  | 1           | 2                |
| Strategic Planning  | Community Strategic Planning Officer - Level 5/6              | Youth Services Strategic plan 2011 - 2016 has a requirement for a dedicated Community Strategic Planner   | 1           | 3                |
|   |   |   | 14          |                  |
| FY 16/17  |   |   |             |                  |
| Area  | Position Title and Level                                      | Justification   | FTE request | Quarter Approved |
| Community Services, Ranger and Community Safety                     | Clerical Support - Level 3                                    | Growth of the city and requirement for customer service   | 1           | 4                |
| Community Services, Recreation Service                              | Leisure Centre staff - various levels                         | Cockburn Central West development of a new, larger leisure facility   | 4           | 1                |
| Human Services, Youth Services                                      | Youth Centre Workers - Level 4/5                              | Growth of programs and services under the Youth Services Strategic Plan 2011 - 2016   | 1           | 3                |
| Library Services  | Library and Learning Centre Staff - Spearwood - various       | Expanded facilities will require more staff to provide services to the community  | 3           | 2                |
| Engineering Services - Roads - Depot Based Services                 | Graffiti removal - 1 X Level 5, 1 X Level 4 Operations        | Support required to manage graffiti in a larger, more highly populated City   | 2           | 2                |
| Infrastructure Services - Facilities & Fleet - Depot Based Services | Mechanic - Level 5  | Support required to assist qualified tradesmen to maintain the fleet of light and heavy vehicles; plant and equipment                             | 1           | 3                |
| Waste Collection  | Driver Level 5 Operations                                     | Increase in the number of properties being serviced by waste collection   | 1           | 3                |
| Finance - Property Rating & Revenue                                 | Rates Officer - Generalist Level 3/4                          | Increased volume of revenue and requirement for customer service  | 1           | 4                |
| Health Services   | Environmental Health Officer - Level 7                        | Increase in the number of businesses and facilities within the City   | 1           | 4                |
|   |   |   | 15          |                  |
| FY 17/18  |   |   |             |                  |
| Area  | Position Title and Level                                      | Justification   | FTE request | Quarter Approved |
| Community Services, Ranger and Community Safety                     | Community Ranger - Level 4                                    | Support required to ensure compliance with local laws in a more highly populated City   | 1           | 4                |
| Community Services, Recreation Service                              | Leisure Centre staff - various levels                         | Cockburn Central West development of a new, larger leisure facility   | 4           | 1                |
| Engineering Services - Roads - Depot Based Services                 | Litter control services - 1 X Level 5, 1 X Level 4 Operations | Support required to manage litter in a larger, more highly populated City   | 2           | 2                |
| Parks and Environment   | Irrigation Maintainer - Level 5 Operations                    | Maintenance of existing irrigation infrastructure to ensure water management is conducted   | 1           | 3                |
| Parks and Environment   | Mowing Crew - 1 X Level 5, 2 X Level 4 Operations             | Maintenance of the increased amount of public open space  | 3           | 2                |
| Parks and Environment - Parks - Depot Based Services                | Arborist - Level 5/6 Operations                               | The amount of trees and asset management plan will require a specialist   | 1           | 4                |
| Finance - Budgeting & Financial Reporting                           | Undergraduate Accountant Level 3/4                            | Increased volume of revenue and requirement for customer service  | 1           | 4                |
| Information Services, GIS   | GIS Officer - Level 6/7                                       | Maintenance of customer service to a larger City  | 1           | 3                |
| Information Services, Information Technology                        | Help Desk Support Officer - Level 5/6                         | Increased volume of revenue and requirement for customer service  | 1           | 4                |
|   |   |   | 15          |                  |

The forecast allows for a growth of 3% on a financial year 11/12 full time equivalent (FTE) of 436. The following table shows the number of positions provided for each financial year.

| Growth of Full Time Equivalent Positions |               |                           |                      |
|--|---------------|---------------------------|----------------------|
| Year                                     | FTE at 1/7/NN | Number of new FTE allowed | New FTE at 30/6/NN+1 |
| 12/13                                    | 436           | 18*                       | 454                  |
| 13/14                                    | 454           | 8                         | 462                  |
| 14/15                                    | 462           | 14                        | 476                  |
| 15/16                                    | 476           | 14                        | 490                  |
| 16/17                                    | 490           | 15                        | 505                  |
| 17/18                                    | 505           | 15                        | 520                  |

\* 5 additional positions allowed for the new Success Library so total is 26 in FY 12/13 & 13/14 (Average = 13)

### Trainees, Cadets and Apprentices

In addition to the specific positions identified in the Staffing Forecast, the Human Resources area is funded annually for fixed term trainee and apprenticeship positions. The specific work areas chosen to engage the trainees are based on need and organisational capacity to support the skill development of a trainee. The apprenticeship is a mechanic employed in the workshop of Infrastructure Services.

Undergraduate and cadet positions also exist from time to time in Engineering, Planning, Environmental Health and Human Resources. These are also fixed term positions, often part time and used to train people for entry level positions in local government.

## 5.3 Organisational and workforce development strategies

| Strategy  | Action  |
|---|---|
| Recruitment and Retention   |   |
| That the City of Cockburn creates and maintains a superior work experience for employees (the Employee Value Proposition - EVP) which achieves a turnover percentage equal to or less than industry averages. | Monitor whether the City is offering a competitive EVP by measuring voluntary turnover at least annually and reporting to Executive |
|   | Benchmark voluntary turnover annually with like Councils  |
|   | Maintain a watching brief on labour market retention (ABS, WALGA Remuneration Survey)   |
| Measure employee opinion on various components of the EVP   | Conduct an Employee Opinion Survey and report results to Executive  |
|   | Conduct Exit Surveys to ascertain employee views  |
| Maintain and promote a competitive EVP  | Negotiate a competitive and appropriate Enterprise Agreement  |



| Strategy   | Action  |
|--|---|
|  | Promote employee benefits as a package (EVP) as well as individual benefits   |
|  | Review current retention strategies for relevance and take up.  |
|  | Initiate new retention initiatives  |
| Maintain competitive base rates  | Benchmark collective agreement rates with similar Councils and report to Executive  |
|  | Maintain a watching brief on remuneration of key roles by checking relevant media   |
| Maintain a competitive position with superannuation contributions  | Benchmark contributions with other LG's and other organisations   |
| Maintain an Employ Local Strategy to increase the number of employees who live close to work as a method for ensuring a positive work life balance and as an economic, environmental and socially sustainability strategy. | Advertise in local newspapers and in electronic advertising indicate that the role is south of the river                                    |
|  | Encourage short listing of local candidates where they are equal on other criteria  |
| Target recruitment activity at younger workers   | Ensure that the EVP meets the needs of younger employees  |
| Target recruitment activity at migrant workers   | Ensure that the EVP meets the needs of migrant employees  |
|  | Liaise with WALGA (Recruitment Section) regularly to stay abreast of overseas recruitment initiatives. Participate in relevant initiatives. |
| Capacity building  |   |
| That the City of Cockburn builds and maintains workforce capacity to deliver functions and services.   |   |
| Effective performance management   | Develop and manage the process for effective performance management and identification of development plans                                 |
| Understand and identify workforce capability gaps at middle management / professional level and above  | Conduct a Training Needs Analysis for employees Level 6 and above   |
| Understand and identify key competencies required for the organisation to meet its objectives  | Ensure a current Position Description is available for every role   |
| Ensure that traineeships and apprenticeship positions are appropriately filled and supported to ensure successful outcomes   | Monitor and report on traineeships and apprenticeships in progress  |

| Strategy  | Action  |
|---|---|
|   | Ensure such positions are not left vacant   |
| Build supervisory and management capability   | Conduct nationally accredited formal training   |
|   | Conduct training in maximising use of time  |
| Ensure managers and supervisors are easily able to access information such as plans, strategies, policies and procedures in order to be more effective  | Maximise the usefulness and use of the Staff Intranet   |
| Facilitate and promote an equitable and diverse workplace and increase the diversity of the workforce to broaden the skills and qualities inherent in the workforce   | Ensure EEO and Diversity values are incorporated into the corporate values, business planning processes and human resources activities  |
|   | Ensure an effective grievance resolution procedure is maintained, record and report on grievances   |
|   | Monitor and assess employment practices to ensure they contribute positively to attracting and retaining a diverse workforce  |
|   | Maintain a relevant and achievable EEO Management Plan through communication, review and evaluation   |
|   | Maintain a relevant and achievable DAIP through communication, review and evaluation  |
|   | Continue to work with disability support agencies to employ and support people with disabilities  |
| Aboriginal Employment   |   |
| That the City of Cockburn builds a more diverse workforce, increase its labour pool and access talents and skills by improving the employment outcomes for Aboriginal people. Employ more Aboriginal people | Identifying roles which may be targeted for indigenous recruitment including traineeships as well as identifying roles which may be suitable for a proactive approach in recruiting Aboriginal people |
|   | Identify and explore options for publicising roles to ensure Aboriginal people are aware of opportunities (using agencies, current Aboriginal employees and networks)                                 |
|   | Include Aboriginal employees in recruitment where there are Aboriginal candidates   |
| Support the employment of Aboriginal employees by creating Aboriginal cultural awareness in key supervisors and HR staff  | Conduct training, offer information and support for supervisors with Aboriginal people as employees   |

| Strategy   | Action   |
|--|--|
| Review and adapt current recruitment procedures to ensure they are culturally appropriate                          | Training Human Resources staff so that they can adapt current recruitment procedures or apply existing procedures in a culturally sensitive manner   |
| Consider a mentoring program for Aboriginal employees  | Research and explore the potential for a mentoring program targeted at Aboriginal employees  |
| Succession Planning  |  |
| Identify key positions which enable the delivery of essential services   | Collect and analyse workforce data including by age and work area  |
|  | Identify difficult to replace and key skills   |
| Develop approaches to overcome skill gaps  | Develop approaches to overcome skill gaps including training and development, coaching, internal transfers and promotions, insourcing and outsourcing  |
| Safety, Health & Wellbeing   |  |
| Hire and maintain a workforce that is fit for work to optimise the safety, health and well being of its workforce. | Conduct job relevant pre-employment medicals including drug and alcohol screening  |
|  | Conduct random testing under the Fit for Work procedure  |
| Maintain awareness of safety and health to reduce accident and injury rates  | Conduct a health and safety induction for all new employees and labour hire  |
|  | Attend bi-monthly Tool Box meetings and Team meetings  |
|  | Promote Safety Week each year by conducting various initiatives such as quizzes, displays, demonstrations, safety bingo and so on  |
|  | Conduct a program of OSH Committee meetings, visits to and inspections of a variety of work sites  |
| Maintain and promote the importance of mental health and wellbeing   | Provide and actively promote an Employee Assistance Program for employees and their families   |
| Raise awareness of risks to health such as lifestyle issues, sedentary work and so on                              | Develop and promote a program of health and well being activities such as health assessments, skin cancer screening, free gym membership, flu vaccinations. This may also include social interdepartmental sports. |

#### **5.4 Risks and actions to mitigate these determined**

The success of the workforce plan is dependent upon sound finances and quality people. The financial plan and budget process supports this plan in that new positions are not taken on and people strategies are not embarked upon unless they can be funded. Processes and procedures for recruitment, people management and employee relations ensure any risks are controlled and managed.

#### **5.5 Cost modelling / workforce costing and budget allocation**

The City of Cockburn has a Long Term Financial Plan (ten years) as well as an annual budget cycle. Budgeting is performed throughout the organisation down to Service Unit level. Workforce costs (principally salaries and superannuation) are reviewed each month by the Executive and Manager Human Resources.

People management and development strategies as well as activities which support the policies, position statements, procedures guidelines are funded annually in the budget process. Funding is mostly centralised with Human Resources but business and service units are also funded for training, conferences and health promotion initiatives in addition to the corporate pool of funds.

#### **5.6 Outcome / performance measures**

Each Business Unit or Service Unit is required to produce an annual Action Plan which lists all projects and significant activities for the unit for the financial year. The Human Resources Action Sheets detail the major activities to be undertaken in regard to workforce development strategies. Some of these are monitored monthly through the KPI reports whilst others have progress reviewed each quarter.

The Human Resources Department produces a quarterly report for the Executive which contains information on staffing; safety; workers compensation; industrial relations; learning and development; and projects.

Human Resources are exploring measures around return on investment for learning and development. Currently information is anecdotal although occasionally a particular training course may be validated with managers and supervisors to ensure effectiveness.

#### **5.7 Business case developed and endorsed**

Significant new initiatives require a business case to be developed and endorsed by the Executive. This is to ensure resources are given appropriate priority and that the initiative will add value to the City.

#### **5.8 Corporate Business Plan**

The Corporate Business Plan includes key actions in regard to workforce planning and development.

## **5.9 Communication around Local Government Reform**

If reform proceeds, it will be fundamental to set the objectives that underpin the HRM reform strategy. Two key areas will need to be addressed:

Planning and communicating the reform process. A commitment to ongoing, honest, open and accurate dialogue to ensure the process of reform is effectively communicated is essential. Placing this as the headline objective sends a clear message that the organisation, even if it won't exist into the future, will identify its highest values around communicating in a timely and honest way.

Planning and undertaking the transition phase. If and or when transition begins, the high levels of communication commenced must increase. This recognises the central role which employees will play in this transition phase. Issues such as industrial relations and agreements; job changes; organisational structure; organisational culture and values; task design; redeployment and so on, require employees input and commitment to ensure success. In terms of job changes, the likelihood of redundancies needs to be carefully but clearly explained and managed. Voluntary redundancies, advance notice, severance pay, coordinated outplacement services and other aspects need clear identification and transparency.

## **6. Monitoring and Evaluation of Outcomes**

### **6.1 Strategic Community Plan and Workforce Planning outcomes**

The Manager Human Resources has primary responsibility for the execution, review and monitoring of the Workforce Plan. However, senior management, supervisors and all employees have a contributing role in maintaining a professional, well-trained and healthy workforce that is responsive to the community's needs.

Community Expectations are measured regularly in both the Community Perceptions Survey and Customer Satisfaction Surveys. The Customer Satisfaction Surveys are conducted both for departments with external customers and those with internal customers. These three surveys provide a comprehensive picture of how well the City is meeting community needs and aspirations. Results are presented to all senior managers who are required to follow up and improve on results each year. The Workforce Plan will be comprehensively reviewed each five years and refined as the environment changes, trends identified and best practice evolves in human resource management. Annually the Staffing Forecast component will be reviewed and updated for the Workforce Plan.

### **6.2 Workforce and Organisation Performance Indicators**

Success is measured each year in the report on the Annual Business Plan. The City's Annual Report includes a component on human resources. Key Performance Indicators for various aspects of people management, such as absenteeism, exist across the organisation and are reported to Executive and senior managers monthly.

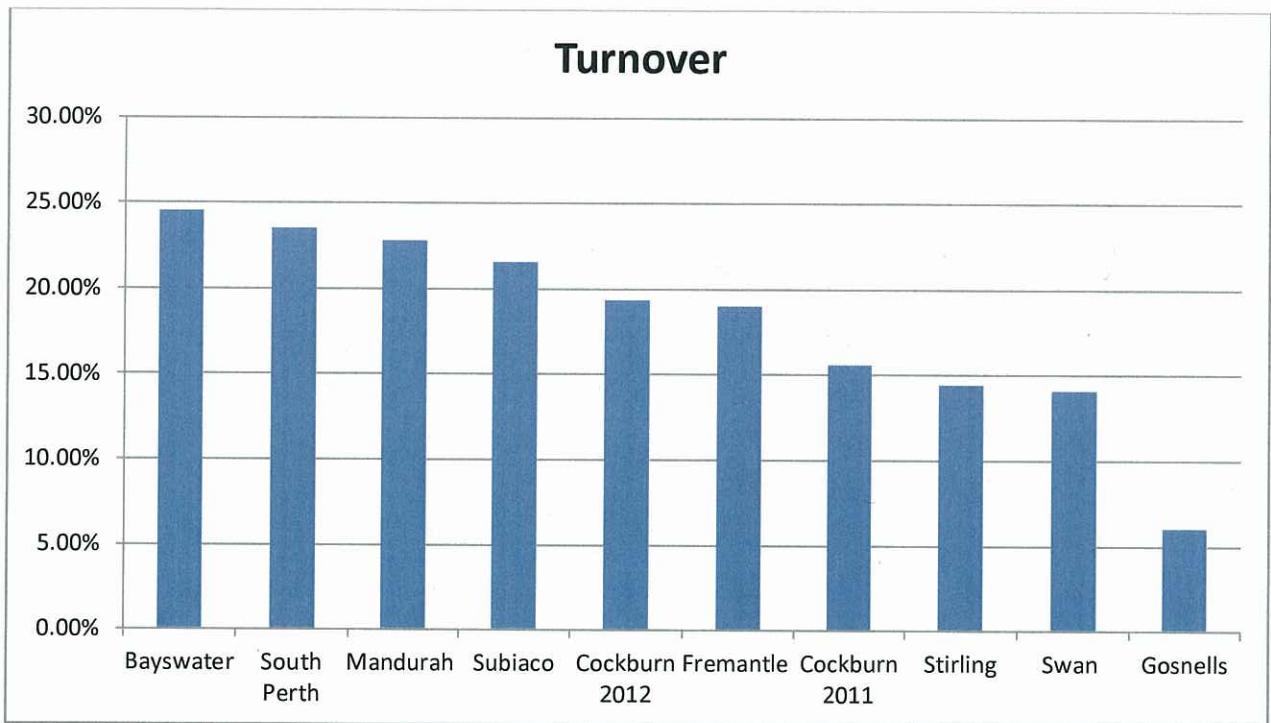
### **6.3 Risk indicators reduction**

Work on the risk areas of the business is continuing to evolve and will include measurement of those indicators.

## Appendices

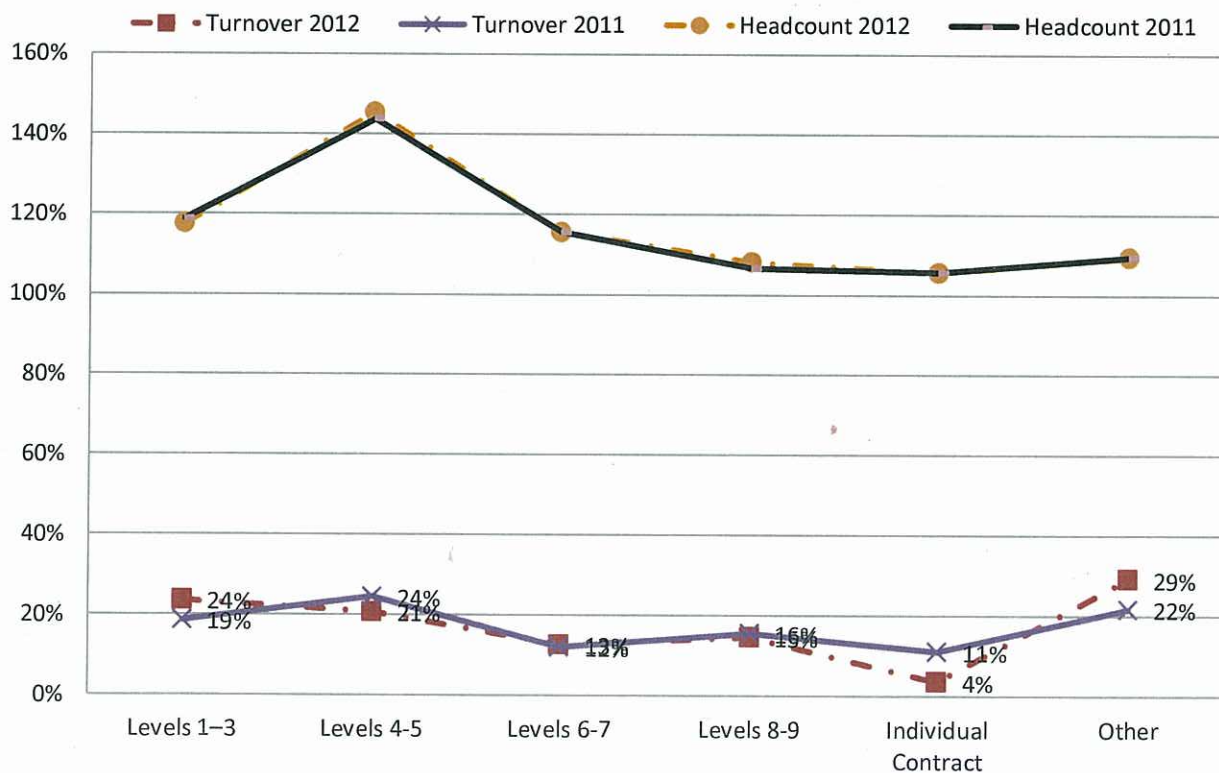
## Appendix A - Turnover Data

### Local Government Comparison



Cockburn data for 2011 amended to include voluntary turnover only. Total turnover was 18.6%. Data is accurate for 2011 calendar year.  
Source: WALGA Remuneration Survey 2012

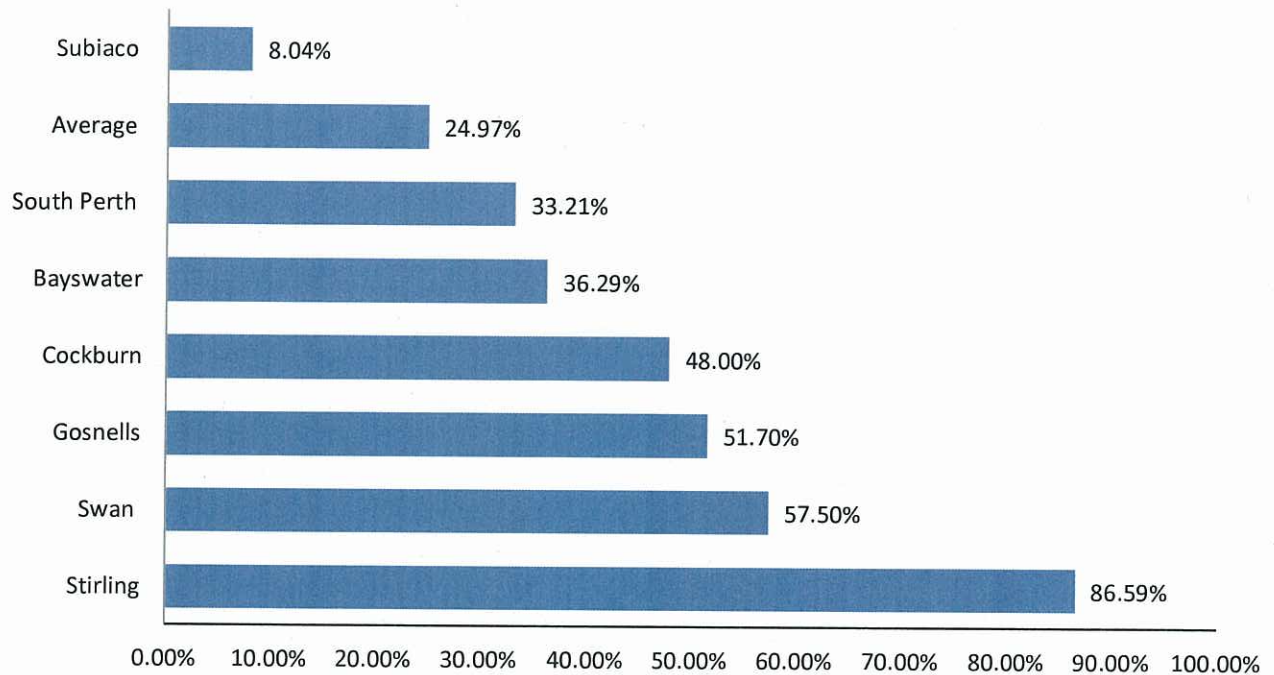
### Turnover Comparison by Level





## Appendix B – Remuneration Comparative Data

### Wages/Salary Rates Paid Above Local Government Industry Award



## Appendix C – Staffing Data

### FTE by Division/Level

|                     | Executive Division | Engineering and Works Division | Finance and Corporate Services | Planning and Development Division | Community Services Division | Grand Total   |
|---------------------|--------------------|--------------------------------|--------------------------------|-----------------------------------|-----------------------------|---------------|
| EA Level 1          | 0.00               | 0.00                           | 2.00                           | 0.00                              | 2.00                        | 4.00          |
| EA Level 2          | 0.86               | 3.00                           | 3.00                           | 1.74                              | 6.82                        | 15.42         |
| EA Level 3          | 1.70               | 8.41                           | 6.53                           | 3.00                              | 25.95                       | 45.59         |
| EA Level 4          | 3.66               | 71.81                          | 6.97                           | 5.67                              | 30.18                       | 118.29        |
| EA Level 5          | 1.00               | 53.63                          | 11.88                          | 4.77                              | 23.76                       | 95.04         |
| EA Level 6          | 0.00               | 20.00                          | 6.00                           | 4.55                              | 12.11                       | 42.66         |
| EA Level 7          | 0.00               | 11.00                          | 6.00                           | 20.15                             | 4.63                        | 41.78         |
| EA Level 8          | 0.00               | 4.00                           | 7.60                           | 7.00                              | 6.00                        | 24.60         |
| EA Level 9          | 0.00               | 5.00                           | 4.00                           | 3.00                              | 3.00                        | 15.00         |
| Individual Contract | 5.00               | 6.00                           | 6.00                           | 5.00                              | 4.15                        | 26.15         |
| Other               | 0.63               | 3.64                           | 0.00                           | 0.00                              | 11.71                       | 15.98         |
| <b>Grand Total</b>  | <b>12.85</b>       | <b>186.49</b>                  | <b>59.98</b>                   | <b>54.88</b>                      | <b>130.31</b>               | <b>444.51</b> |

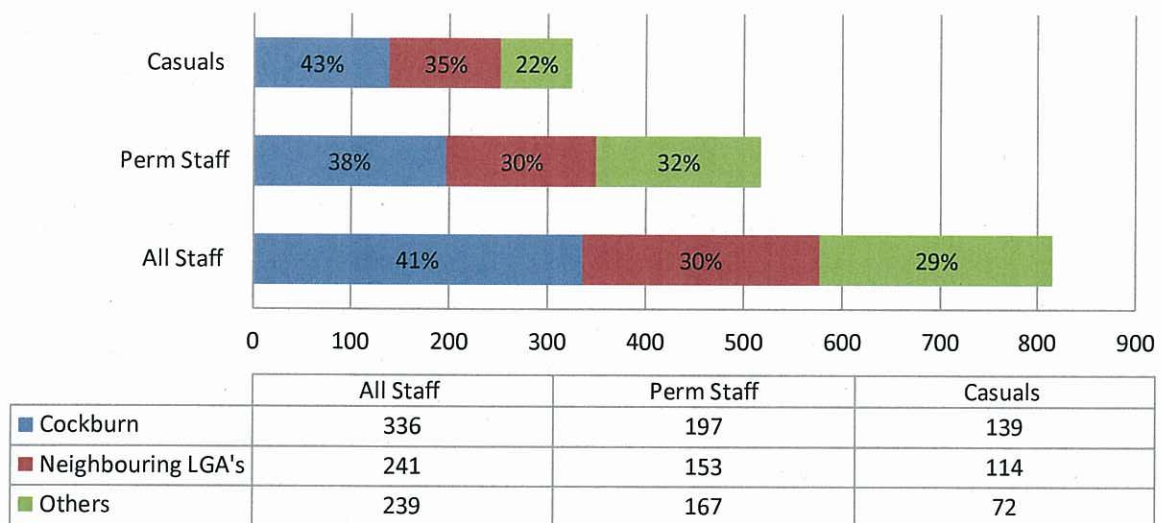
Data current as at 31 December 2012

## FTE by Business Unit

|  | Casual     | Full Time  | Part Time    | Total Permanent Staff |
|--|------------|------------|--------------|-----------------------|
| <b>Executive Division</b>                | <b>1</b>   | <b>10</b>  | <b>2.85</b>  | <b>12.85</b>          |
| Executive Department                     | 0          | 5          | 0            | 5                     |
| Executive Support Services               | 1          | 5          | 2.85         | 7.85                  |
| <b>Community Services Division</b>       | <b>264</b> | <b>81</b>  | <b>48.3</b>  | <b>128.31</b>         |
| Communication Services Department        | 7          | 8          | 6.09         | 14.09                 |
| Community Services                       | 1          | 17         | 0.84         | 17.84                 |
| Governance                               | 0          | 1          | 0            | 1                     |
| Human Services                           | 27         | 30         | 23.88        | 52.88                 |
| Library Services                         | 10         | 10         | 10.54        | 20.54                 |
| Recreation Services                      | 219        | 15         | 6.95         | 21.96                 |
| <b>Engineering and Works Division</b>    | <b>13</b>  | <b>178</b> | <b>8.99</b>  | <b>186.99</b>         |
| Administration                           | 0          | 1          | 1.65         | 2.65                  |
| Engineering Department                   | 1          | 50         | 0            | 50                    |
| Infrastructure Department                | 0          | 20         | 1.67         | 21.67                 |
| Parks and Environmental                  | 9          | 69         | 3.14         | 72.14                 |
| Waste Department                         | 3          | 38         | 2.53         | 40.53                 |
| <b>Finance and Corporate Services</b>    | <b>11</b>  | <b>55</b>  | <b>4.98</b>  | <b>59.98</b>          |
| Finance Department                       | 1          | 23         | 2.06         | 25.06                 |
| Human Resources Department               | 1          | 10         | 2.03         | 12.03                 |
| Information Services Department          | 7          | 18         | 0.89         | 22.89                 |
| Procurement Department                   | 2          | 4          | 0            | 0                     |
| <b>Planning and Development Division</b> | <b>10</b>  | <b>42</b>  | <b>13.38</b> | <b>54.38</b>          |
| Building Services                        | 1          | 12         | 1.69         | 13.69                 |
| Health Services                          | 5          | 11         | 7.83         | 18.83                 |
| Statutory Planning Services              | 0          | 9          | 2.98         | 10.98                 |
| Strategic Planning Services              | 4          | 10         | 0.88         | 10.88                 |
| <b>Grand Total</b>                       | <b>299</b> | <b>366</b> | <b>78.5</b>  | <b>444.5</b>          |

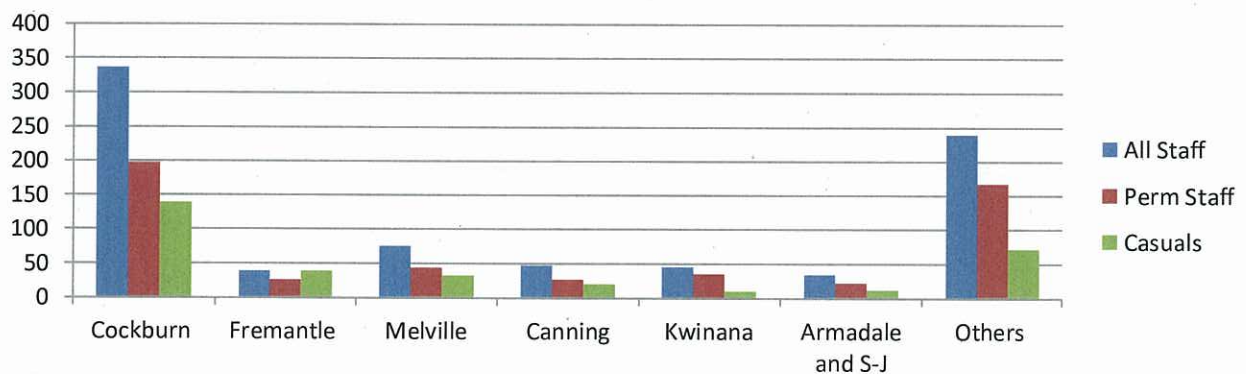
\* Casual numbers are shown as head count not FTE and not included in total. Data current as at 31 December 2012.

## Employee Distribution by Local Area



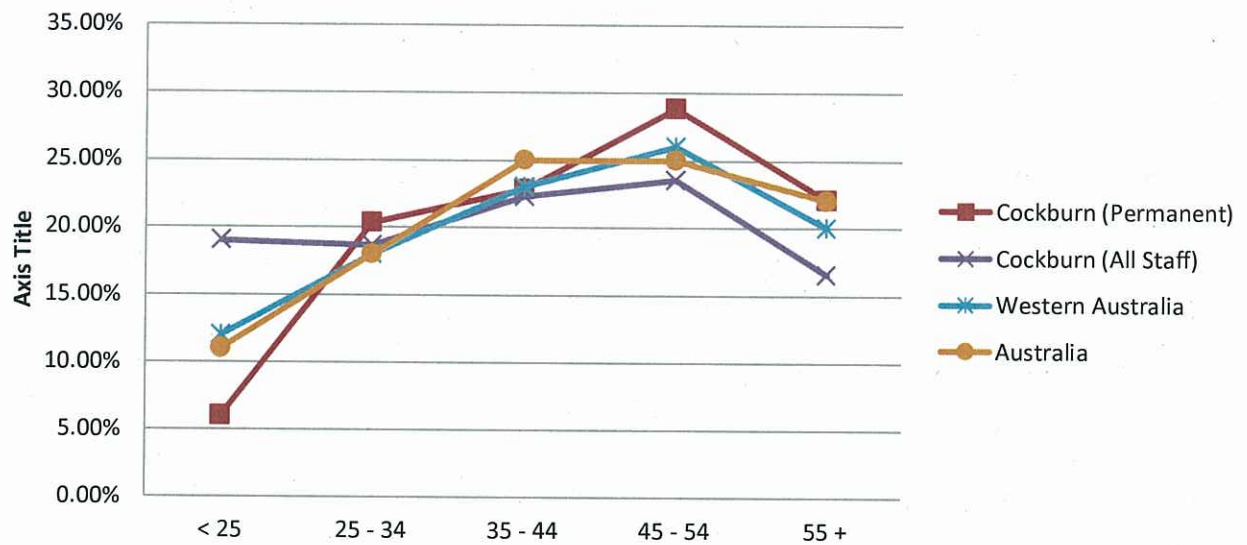
Data current as at 31 December 2012.

## Employee's Residential Locality by Status



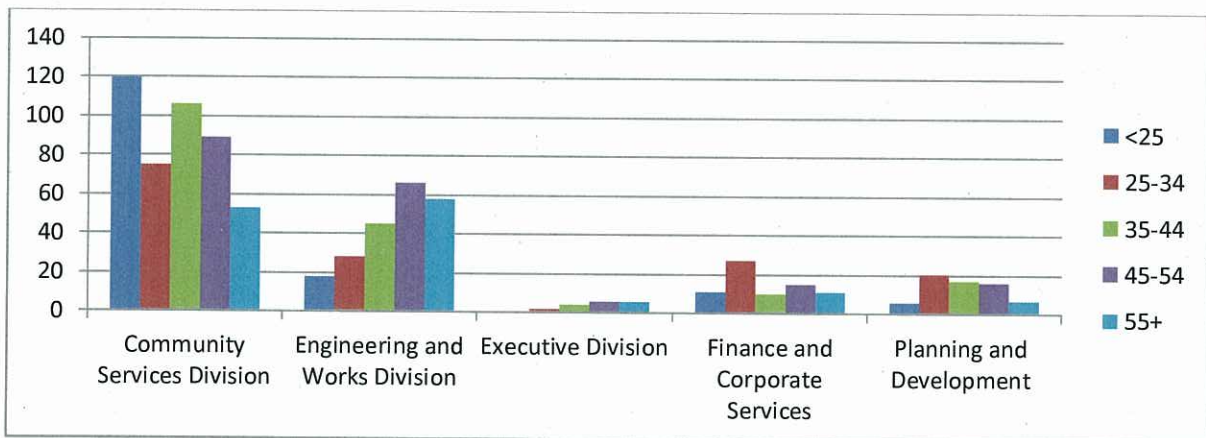
Data current as at 31 December 2012.

## Distribution by Age and Gender



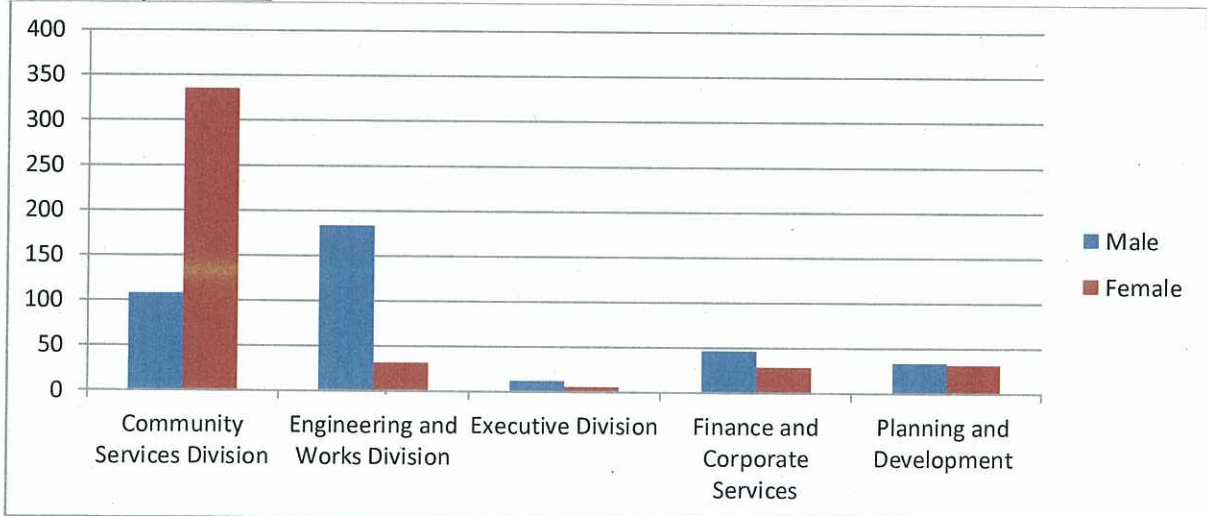
Data current as at 31 December 2012.

## Age Group by Division



Data current as at 31 December 2012.

## Gender by Division



Data current as at 31 December 2012.







# **ROAD INFRASTRUCTURE ASSET MANAGEMENT PLAN SUMMARY 2013**



This document is available in  
alternative formats upon request.



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*Front cover page photo is taken at Freshwater Drive, Atwell*



## 1. Introduction

With the implementation of the Strategic Community Plan 2012-2022, the Asset Management Plan has been developed to deliver sustainable financial management and continuous improvement of the City's infrastructure assets.

The Road Infrastructure Asset Management Plan (RAMP) covers Roads, Car parks and Road Items. The data utilised in the creation of the RAMP is based on the City's operational asset register and is considered to be approximately 95% accurate. The condition ratings were established as a result of a full road and footpath network assessment conducted by Cardno LTD in 2009.

As this is the first RAMP developed by the City of Cockburn and is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The road infrastructure asset category is currently the City's highest value asset grouping.

Further details of the City's road Infrastructure assets are listed below.

| Asset category | Asset type      | Dimension               | Replacement Value |
|----------------|-----------------|-------------------------|-------------------|
| Road           | Surface         | 6,336,673m <sup>2</sup> | \$90.74m          |
|                | Base            | 6,336,673m <sup>2</sup> | \$105.15m         |
|                | Sub Base        | 6,336,673m <sup>2</sup> | \$147.4m          |
|                | Kerbing         | 1,418 Km                | \$52.90m          |
| Car Park       | Surface         | 115,140 m <sup>2</sup>  | \$6.17m           |
|                | Kerbing         | 16.4 Km                 | \$0.61m           |
| Road Item      | Bus Embayment   | 5976 m <sup>2</sup>     | \$0.32m           |
|                | Kerbing         | 387 km                  | \$5.1m            |
|                | Median Island   | 254,203 m <sup>2</sup>  | \$1.68m           |
|                | Parking area    | 37,204 m <sup>2</sup>   | \$2.61m           |
|                | Roundabout      | 27,012 m <sup>2</sup>   | \$0.82m           |
|                | Splitter Island | 7 791 m <sup>2</sup>    | \$0.33m           |
|                | Speed Plateau   | 4,812 m <sup>2</sup>    | \$0.31m           |
|                |                 |                         | \$414.02m         |



## 2. Levels of Service

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following findings have been drawn from the CATALYSE Pty Ltd Survey 2012.

| Performance Measure   | Satisfaction Level |                |              |                   |
|---|--------------------|----------------|--------------|-------------------|
|   | Delighted<br>%     | Satisfied<br>% | Neutral<br>% | Dissatisfied<br>% |
| Overall satisfaction with City of Cockburn (as a place to live) | 55                 | 35             | 6            | 3                 |
| Road maintenance  | 41                 | 36             | 13           | 10                |
| The management and control of traffic on local roads            | 25                 | 31             | 16           | 28                |

### Level of Service findings

- Community satisfaction for the City's road maintenance service is high, with 76% of those surveyed either delighted or satisfied.
- Traffic Management is a concern (particularly in the East Ward) with 28% of those surveyed rating this as dissatisfied
- Existing controls and expenditure to mitigate risk are considered adequate, thus reducing the impact on service delivery.
- Although performance is slightly ahead of the industry average, 14% of residents rated road maintenance as being of a high priority.
- Traffic Management was found to be more of an issue in the East ward where priority rating rises from 24% to 39%.
- The number one concern within the community is traffic, with 28% of those surveyed being dissatisfied.
- 1 in 4 residents rate Traffic Management as a top priority that needs to be addressed, this is up from around 1 in 7 last year.

See (Section 3 - Page 10) of the RAMP for further information



### 3. Enterprise Risk Management

Risk Management can be characterised as the culture, processes and structures that are directed towards the effective management of potential opportunities to reduce or mitigate adverse impacts on an organisation.

Following the risk assessment process those risks being assessed as 'Substantial' (requiring immediate corrective action) have been extracted from the risk register and summarised in the Table below.

#### 3.1 Substantial Risk and Existing Controls

| Risk Description  | Risk Rating        | Existing Controls  | Retained Risk   |
|---|--------------------|--|-----------------|
| Inappropriate or poor infrastructure maintenance practices accelerates network deterioration  | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Professional asset and infrastructure management staff.</li> <li>2. Implementation of best practice processes for asset management</li> <li>3. Asset inventory and condition status maintained</li> <li>4. Whole of life management of assets adopted</li> </ol> | <b>Low</b>      |
| Asset value decreases at a greater than acceptable rate due to failure to adequately fund preventative maintenance programs or renewal programs                   | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Annual budget process</li> <li>2. Annual assessment of asset condition</li> <li>3. Prioritisation of funding</li> </ol>  | <b>Low</b>      |
| Failure to provide appropriate road infrastructure results in congestion (of roads and intersections) which causes delay and potential accidents due to behaviour | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Strategic planning for road network development</li> <li>2. DTS and ITS completed every 5 years</li> <li>3. Asset management plans</li> <li>4. Localised traffic impact assessment conducted or required by developers</li> </ol>                                | <b>Moderate</b> |

Monitoring and reviewing occurs concurrently throughout the risk management process and as the city embraces a more structured approach to risk management and mitigation, our systems and processes will mature.

Current practices are satisfactorily managing risk, removal of these practices through lack of funding will create increase the risk and may impact on service delivery.

See (Section 3.4 - Page 15) of the RAMP for further information

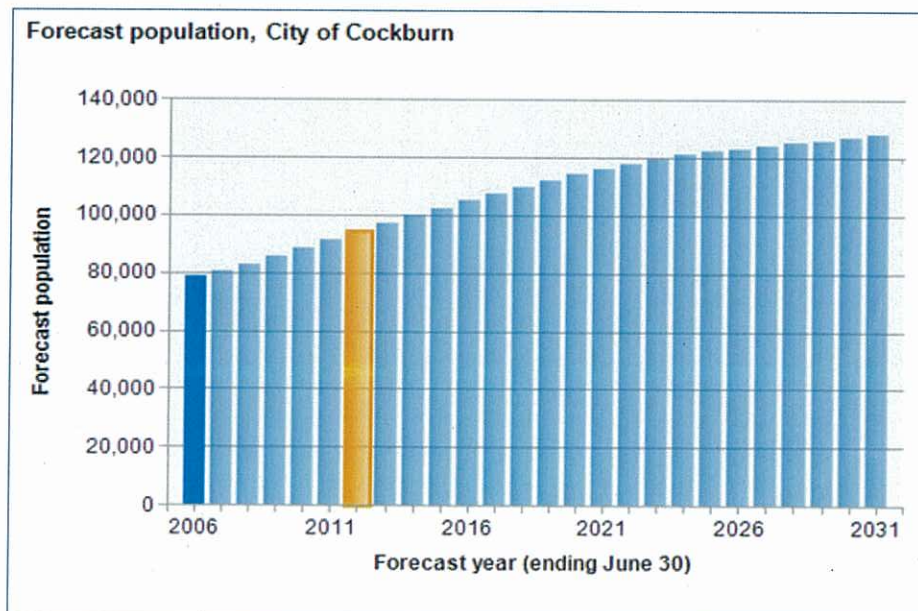
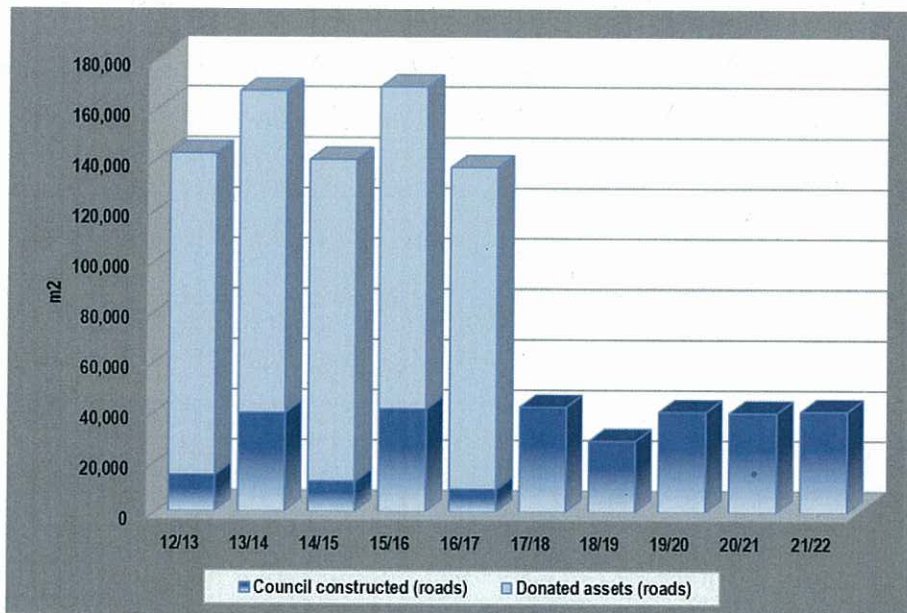


#### 4. Future Growth and Demand

Future growth projections are supported by the City's Strategic Planning Service Population and demographic research, whilst Demand for new services will be administered through upgrading existing and providing new assets.

- A cumulative growth of 73.3 kilometres to the Road surface network over the next 5 years. This represents a 1.86% growth per annum.
- Estimated project costs of \$43 million invested through the delivery of the ten year capital works program outlined in the Plan for the district 2010-2020.

New Assets from Growth (CPI Increase included)



See (Section 4 - Page 17) of the RAMP for further information

## 5. Lifecycle Management

### 5.1 Maintenance and Operational Expenditure Analysis

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

Maintenance & Operating Expenditure yearly trends

| Year    | Planned     |     | Reactive  |     | Total Maintenance | Operating Expenditure | Total Operating & maintenance |
|---------|-------------|-----|-----------|-----|-------------------|-----------------------|-------------------------------|
| 2008/09 | \$977,275   | 59% | \$680,809 | 41% | \$1,658,084       | \$1,373,782           | \$3,031,866                   |
| 2009/10 | \$1,421,856 | 64% | \$799,591 | 36% | \$2,221,447       | \$1,377,909           | \$3,599,356                   |
| 2010/11 | \$798,200   | 55% | \$665,903 | 45% | \$1,464,103       | \$2,788,017           | \$4,252,120                   |
| 2011/12 | \$590,303   | 43% | \$782,630 | 57% | \$1,372,933       | \$2,820,968           | \$4,193,901                   |
| 2012/13 |             |     |           |     |                   |                       | \$4,429,951                   |

#### Maintenance & Operating Expenditure Findings

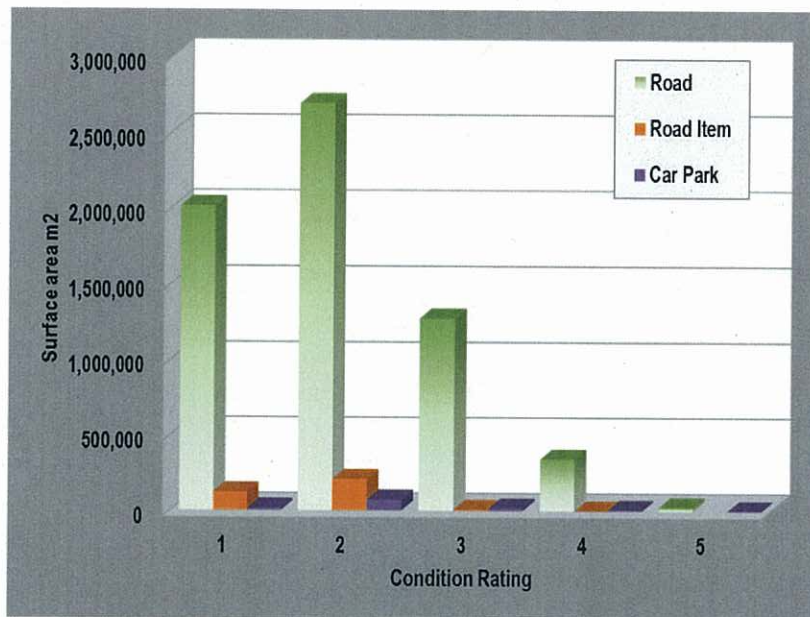
- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Planned maintenance work represents 43% of the total maintenance expenditure for 2011/12.
- From 2008/09 to 2012/13 Road maintenance expenditure has increased from \$3,031,866 to \$4,429,951.
- By 21/22 required expenditure for Operations and Maintenance is expected to be around \$6,507,107 per year.
- Current maintenance expenditure for 11/12 per m2 of road = \$0.66



## 5.2 Condition Profile for Road Infrastructure Assets

All assets in the road asset database have been visually assessed on site and given an appropriate condition rating based on the above criteria. The roads were surveyed by Cardno in 2009 and the car park and road items by City of Cockburn staff in 2011. All projections, graphs, etc in the asset management plan have been calculated using this data.

The condition profile for all road infrastructure asset categories is shown below in graph and table format.



| Condition | Road                | Road Item | Car Park |
|-----------|---------------------|-----------|----------|
|           | % of Asset Category |           |          |
| 1         | 31.73%              | 35.80%    | 13.35%   |
| 2         | 42.44%              | 61.68%    | 63.43%   |
| 3         | 20.04%              | 2.40%     | 15.79%   |
| 4         | 5.38%               | 0.11%     | 6.45%    |
| 5         | 0.41%               | 0         | 0.98%    |

### Condition Profile for Road Infrastructure Assets Findings

- The City's road network is in excellent condition with 75% of the road surface currently rating as either a 1 or a 2. (Excellent or Good)
- Currently only 5.78% of road surface has reached the renewal intervention level of condition 4 (Poor).

## 6. Financial Analysis

This section contains the financial requirements resulting from all the information presented in the previous sections of the AMP. The financial projections will be improved as further information becomes available on the cost of the desired levels of service and current and projected future asset performance.

### 6.1 Asset Valuations - Current replacement cost and depreciation

| Asset         | Current Replacement Cost (CRC) | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense | Annual Asset Consumption |
|---------------|--------------------------------|------------------------------------|-----------------------------|--------------------------|
| Road surface  | \$90,739,069                   | \$62,179,137                       | \$4,536,953                 | 5%                       |
| Road base     | \$105,151,717                  | \$71,979,595                       | \$1,314,396                 | 1.25%                    |
| Road sub base | \$147,404,777                  | \$110,360,427                      | \$1,474,048                 | 1%                       |
| Kerb          | \$52,899,924                   | \$36,376,782                       | \$1,057,998                 | 2%                       |
| Road Items    | \$11,049,247                   | \$8,389,556                        | \$308,932                   | 5% & 2%                  |
| Car Parks     | \$6,778,822                    | \$5,065,383                        | \$146,067                   | 5%                       |
| <b>Total</b>  | <b>\$414,023,558</b>           | <b>\$294,350,880</b>               | <b>\$8,837,726</b>          | <b>2.14%</b>             |



## 6.2 Projected Renewals and Expenditure Gap – Road Resurfacing

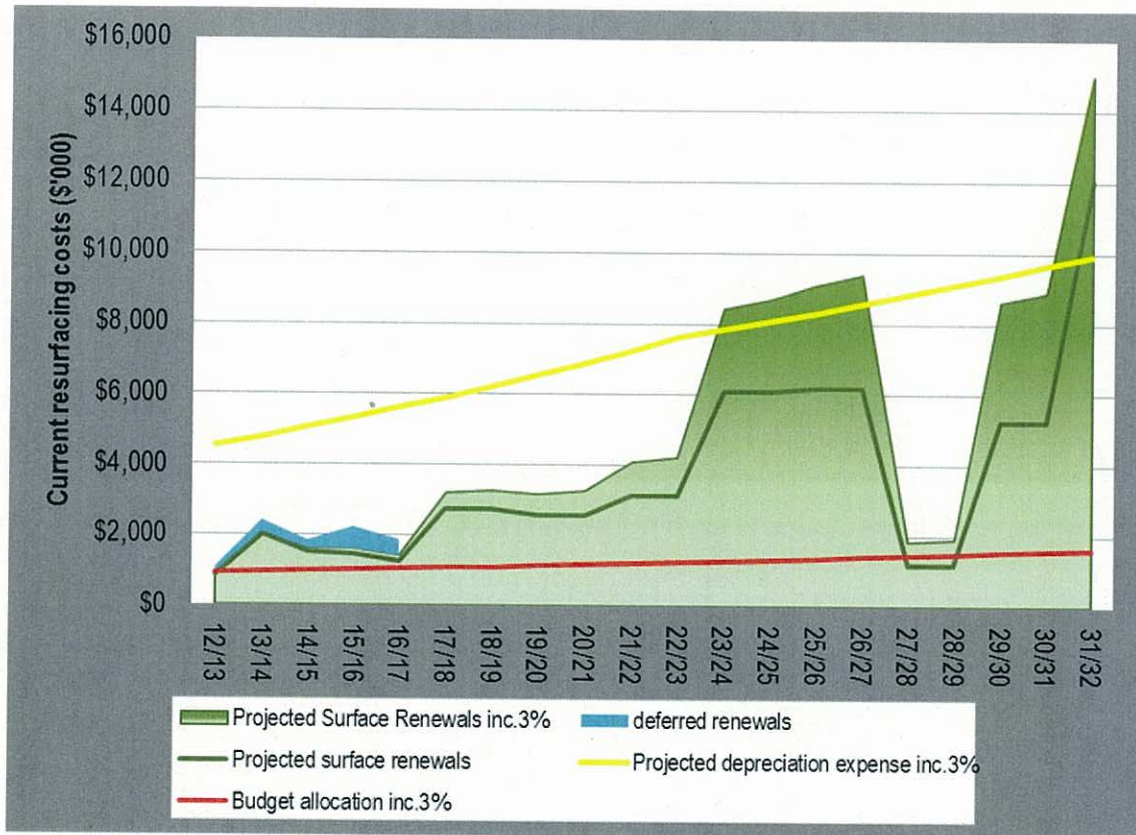
| Year  | Projected Renewals  |                     | Total Projected Renewals | Budget Allocation (2012 + CPI) | Funding gap         | Cumulative gap      |
|-------|---------------------|---------------------|--------------------------|--------------------------------|---------------------|---------------------|
|       | AR                  | DA, DB, LD          |                          |                                |                     |                     |
| 12/13 | \$673,355           | \$212,299           | \$885,654                | \$935,000                      | -\$49,346           | -\$49,346           |
| 13/14 | \$951,523           | \$1,075,906         | <b>\$2,027,429</b>       | \$963,050                      | \$1,064,379         | \$1,015,033         |
| 14/15 | \$757,502           | \$869,951           | \$1,627,452              | \$991,942                      | \$635,511           | \$1,650,544         |
| 15/16 | \$1,151,450         | \$460,659           | \$1,612,109              | \$1,021,700                    | \$590,409           | \$2,240,953         |
| 16/17 | \$779,786           | \$634,292           | \$1,414,078              | \$1,052,351                    | \$361,727           | \$2,602,680         |
| 17/18 | \$2,725,881         | \$852,475           | \$3,578,356              | \$1,083,921                    | \$2,494,434         | \$5,097,115         |
| 18/19 | \$2,240,166         | \$643,275           | \$2,883,441              | \$1,116,439                    | \$1,767,003         | \$6,864,117         |
| 19/20 | \$2,352,610         | \$1,226,101         | \$3,578,711              | \$1,149,932                    | \$2,428,778         | \$9,292,896         |
| 20/21 | \$1,720,841         | \$1,114,556         | \$2,835,397              | \$1,184,430                    | \$1,650,968         | \$10,943,863        |
| 21/22 | <b>\$6,358,363</b>  | <b>\$1,490,609</b>  | <b>\$7,848,972</b>       | <b>\$1,219,963</b>             | <b>\$6,629,010</b>  | <b>\$17,572,873</b> |
| 22/23 | \$198,428           | \$162,864           | \$361,292                | \$1,256,562                    | -\$895,270          | \$16,677,603        |
| 23/24 | \$5,356,231         | \$1,286,987         | \$6,643,218              | \$1,294,259                    | \$5,348,959         | \$22,026,562        |
| 24/25 | \$6,426,142         | \$4,097,982         | \$10,524,124             | \$1,333,086                    | \$9,191,038         | \$31,217,600        |
| 25/26 | \$11,281,860        | \$5,704,566         | \$16,986,426             | \$1,373,079                    | \$15,613,348        | \$46,830,948        |
| 26/27 | \$1,130,547         | \$122,352           | \$1,252,899              | \$1,414,271                    | -\$161,372          | \$46,669,576        |
| 27/28 | \$1,119,446         | \$1,983,930         | \$3,103,376              | \$1,456,700                    | \$1,646,677         | \$48,316,252        |
| 28/29 | \$449,212           | \$181,327           | \$630,539                | \$1,500,401                    | -\$869,862          | \$47,446,390        |
| 29/30 | \$1,938,959         | \$1,275,848         | \$3,214,807              | \$1,545,413                    | \$1,669,394         | \$49,115,785        |
| 30/31 | \$10,302,852        | \$4,173,510         | \$14,476,362             | \$1,591,775                    | \$12,884,587        | \$62,000,372        |
| 31/32 | \$15,833,379        | \$5,269,521         | \$21,102,900             | \$1,639,528                    | \$19,463,372        | \$81,463,744        |
| Total | <b>\$73,748,533</b> | <b>\$32,839,009</b> | <b>\$106,587,542</b>     |                                | <b>\$81,463,744</b> |                     |

Renewal expenditure has been based on 2012 budget allocation, and a 3% CPI increase has been considered.

The 2013/14 Preliminary Road Resurfacing Program is detailed as Appendix A



The Table above is displayed in a Line Graph below.



### Road Surface Renewal Forecasts

The City has developed a 5 year resurfacing renewal plan which will drive the budget planning process and form the basis to the City's long term financial planning.

- The higher risk rated assets (condition 4 & 5) were internally reconditioned late 2011 and form the basis of the 5 year Resurfacing Renewal Program.
- 10 years projections indicate a potential cumulative gap estimated at \$17.6m.
- 20 years projections indicate a potential cumulative gap estimated at \$81.5m.

The deferred renewals are the road surfaces that fall into the condition 6 to 10 category but have not been included in the 5 year resurfacing program. This may be for a number of reasons including:

1. They fall within a development area
2. They are scheduled to be included under a major new works project.

See (Section 6 - Page 31) of the RAMP for further information

### 6.3 Sustainability of Service Delivery

From June 2013 there will be a legislative requirement for the City to report its performance in relation to the Dept of Local Government's Asset Management Guidelines and Framework.

Based on actual expenditure in 2011/12, the following table indicates the City's performance in managing our road assets.

| Asset                              | Consumption Ratio<br>2011/12<br><br>Benchmark 50% | Sustainability Ratio<br>2012/13<br><br>Benchmark 90% | Renewal Funding Ratio<br>2012-22<br><br>Benchmark 75% |         |
|------------------------------------|---|--|---|---------|
|                                    |   |  | 10 year   | 5 year  |
|                                    |   |  |   |         |
| Road<br>(surface only)             | 68.53%  | 41.59%   | 72.94%  | 112.76% |
| Dept. of LG<br>framework standards | Advanced  | Not Met  | Not Met   | Not Met |

See (Section 6 – Page 38) of the RAMP for further information

## 7. Plan Improvement and Monitoring

A number of strategic improvements have been identified throughout the organisation which will improve future revisions of the plan and, provide greater financial alignment with the long term financial plan (2012 -2022).

- Improve deterioration modelling to ascertain optimum renewal opportunities
- Develop strategies to analysis useful life by considering road hierarchy and environment factors.
- Revalidate the City's roads network database every 5-7 years.
- Continued focus on a "whole of life" approach to development, procurement and donation of assets.
- Develop strategies to assess projected renewals (peaks and troughs) so that funding is available for projected renewal years whilst ensuring assets continue to provide an acceptable level of service.
- Program annual inspections to validate asset data sets (condition 3 & 4)
- Review and recommend improvements so that the Dept of LG Framework Standards are achieved.

See (Section 8 - Page 45) of the RAMP for further information



## Appendix A Preliminary Road Resurfacing Program 2013/14

| Suburb           | Street           | From       | To         | m2    | Planned renewal year | Renewal cost |
|------------------|------------------|------------|------------|-------|----------------------|--------------|
| ATWELL           | LYDON BOULEVARD  | HAWKESBURY | NA         | 342   | 13/14                | \$8,427      |
| BEELIAR          | BEELIAR DRIVE    | THE GRANGE | SPEARWOOD  | 5456  | 13/14                | \$93,428     |
| BEELIAR          | CONGDON AVENUE   | MEREVALE   | NA         | 965   | 13/14                | \$16,691     |
| BEELIAR          | FANSTONE AVENUE  | WELLS      | NA         | 300   | 13/14                | \$7,870      |
| BEELIAR          | FANSTONE AVENUE  | WELLS      | JERVOIS    | 1997  | 13/14                | \$30,396     |
| BEELIAR          | FANSTONE AVENUE  | JERVOIS    | END        | 3187  | 13/14                | \$46,787     |
| BEELIAR          | RUSSELL ROAD     | LORIMER    | HAMMOND    | 22023 | 13/14                | \$437,616    |
| BEELIAR          | THE GRANGE       | LESUEUR    | NA         | 918   | 13/14                | \$16,073     |
| BIBRA LAKE       | BIBRA DRIVE      | HOPE       | NA         | 555   | 13/14                | \$11,252     |
| BIBRA LAKE       | BIBRA DRIVE      | HOPE       | HOPE       | 599   | 13/14                | \$12,732     |
| BIBRA LAKE       | BIBRA DRIVE      | PARKWAY    | NA         | 1096  | 13/14                | \$18,438     |
| BIBRA LAKE       | PROGRESS DRIVE   | GWILLIAM   | HOPE       | 5989  | 13/14                | \$83,980     |
| COOLBELLUP       | WINTERFOLD ROAD  | HANSEN     | NA         | 380   | 13/14                | \$12,039     |
| COCKBURN CENTRAL | HAMMOND ROAD     | COOPER     | END        | 2691  | 13/14                | \$41,104     |
| COCKBURN CENTRAL | HAMMOND ROAD     | BEELIAR    | HAMMOND    | 524   | 13/14                | \$10,838     |
| COCKBURN CENTRAL | NORTH LAKE ROAD  | HAMMOND    | NA         | 1664  | 13/14                | \$25,971     |
| COCKBURN CENTRAL | SPENCER STREET   | SULLIVAN   | NA         | 456   | 13/14                | \$9,940      |
| COCKBURN CENTRAL | SPENCER STREET   | MacLAGLAN  | NA         | 496   | 13/14                | \$10,466     |
| COCKBURN CENTRAL | TICHBORNE STREET | MacLAGLAN  | NA         | 464   | 13/14                | \$10,348     |
| COOLBELLUP       | LEECE STREET     | OSWALD     | ANTONIO    | 1216  | 13/14                | \$20,027     |
| COOLBELLUP       | ROMEO ROAD       | FRIAR JOHN | NA         | 224   | 13/14                | \$6,861      |
| COOLBELLUP       | SIMONS STREET    | WILLIAMS   | NA         | 224   | 13/14                | \$6,862      |
| COOLBELLUP       | VISSER STREET    | LEECE      | LOCKETT    | 2858  | 13/14                | \$42,126     |
| HAMILTON HILL    | BOYD CRESCENT    | COCKBURN   | END        | 1755  | 13/14                | \$28,084     |
| HAMILTON HILL    | FREDERICK ROAD   | DODD       | KEENAN     | 1469  | 13/14                | \$23,992     |
| HAMILTON HILL    | GLENISTER ROAD   | JANSON     | REGINA     | 2217  | 13/14                | \$34,508     |
| HAMILTON HILL    | LUCIUS ROAD      | DAVILAK    | ROCKINGHAM | 1992  | 13/14                | \$30,328     |
| HAMILTON HILL    | MAINSTONE PLACE  | HEALY      | CUL-DE-SAC | 1032  | 13/14                | \$17,891     |
| HAMILTON HILL    | PILGRIM WAY      | GLENISTER  | OFFLEY     | 3577  | 13/14                | \$51,964     |
| HAMILTON HILL    | ROCKINGHAM ROAD  | COCKBURN   | HEALY      | 564   | 13/14                | \$12,276     |
| HAMILTON HILL    | ROCKINGHAM       | HEALY      | NA         | 886   | 13/14                | \$15,951     |



| Suburb        | Street                                   | From         | To         | m2     | Planned renewal year | Renewal cost       |
|---------------|--|--------------|------------|--------|----------------------|--------------------|
|               | ROAD                                     |              |            |        |                      |                    |
| HAMILTON HILL | SOUTHEND ROAD                            | QUARRY       | CHESHAM    | 2208   | 13/14                | \$34,098           |
| HAMMOND PARK  | BARFIELD ROAD                            | GAEBLER      | ROWLEY     | 7676   | 13/14                | \$107,445          |
| HAMMOND PARK  | FRANKLAND AVENUE                         |              | WATTLEUP   | ROWLEY | 3070                 | 13/14              |
| JANDAKOT      | KNOCK PLACE                              | SOLOMON      | ARMADALE   | 4420   | 13/14                | \$62,556           |
| JANDAKOT      | VERDE DRIVE                              | CUL-DE-SAC   | CUL-DE-SAC | 106    | 13/14                | \$5,289            |
| LEEMING       | DIMOND COURT                             | FERN LEAF    | NA         | 684    | 13/14                | \$12,967           |
| MUNSTER       | BUTTON STREET                            | FROBISHER    | END        | 705    | 13/14                | \$13,245           |
| MUNSTER       | O'KANE COURT                             | JERVOISE BAY | END        | 4316   | 13/14                | \$61,176           |
| MUNSTER       | RUSSELL ROAD                             | HOLMES       | NA         | 544    | 13/14                | \$11,107           |
| MUNSTER       | RUSSELL ROAD                             | COLLIS       | LORIMER    | 1668   | 13/14                | \$37,344           |
| NORTH LAKE    | FARRINGTON ROAD                          | ALLENDAL     | NA         | 2584   | 13/14                | \$38,186           |
| NORTH LAKE    | MASEFIELD AVENUE                         | POPE         | NA         | 440    | 13/14                | \$10,928           |
| NORTH LAKE    | PROGRESS DRIVE                           | HOPE         | NA         | 991    | 13/14                | \$17,044           |
| NORTH LAKE    | PROGRESS DRIVE                           | MASEFIELD    | NA         | 511    | 13/14                | \$11,265           |
| SOUTH LAKE    | ELDERBERRY DRIVE                         | APARA        | NA         | 368    | 13/14                | \$8,766            |
| SOUTH LAKE    | SEMPLE COURT                             | VERNA        | BEROONA    | 474    | 13/14                | \$10,179           |
| SOUTH LAKE    | SEMPLE COURT                             | BEROONA      | BRIGGS     | 310    | 13/14                | \$8,002            |
| SOUTH LAKE    | SEMPLE COURT                             | BRIGGS       | NA         | 230    | 13/14                | \$7,246            |
| SPEARWOOD     | DOOLETTE STREET                          | NYM          | NA         | 417    | 13/14                | \$9,716            |
| SUCCESS       | SCIANO AVENUE                            | HAMPSTEAD    | CUL-DE-SAC | 1619   | 13/14                | \$25,371           |
| WATTLEUP      | FRANKLAND AVENUE                         | GAEBLER      | WATTLEUP   | 7841   | 13/14                | \$108,434          |
| WATTLEUP      | PEARSE ROAD                              | MORTIMER     | NA         | 349    | 13/14                | \$8,523            |
| WATTLEUP      | WATTLEUP ROAD                            | POSTANS      | PEARSE     | 5100   | 13/14                | \$71,577           |
| WATTLEUP      | WATTLEUP ROAD                            | PEARSE       | NA         | 787    | 13/14                | \$17,714           |
| YANGEBUP      | BEELIAR DRIVE                            | SPEARWOOD    | NA         | 3533   | 13/14                | \$66,450           |
| YANGEBUP      | JARRAH COURT                             | MOORHEN      | END        | 734    | 13/14                | \$13,634           |
| YANGEBUP      | MOORHEN DRIVE                            | JARRAH       | NA         | 382    | 13/14                | \$9,261            |
| Cracksealing  | Various locations for future resurfacing |              | 0          | 13/14  | \$50,000             |                    |
|               |  |              |            |        | <b>Subtotal</b>      | <b>\$2,077,429</b> |





# **DRAINAGE ASSET MANAGEMENT PLAN SUMMARY 2013**



This document is available in  
alternative formats upon request.



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*Front cover page photo is taken at Elinor Place & Malvolio Road, Coolbellup*

## 1. Introduction

With the implementation of the Strategic Community Plan 2012-2022, the Asset Management Plan (AMP) has been developed to deliver sustainable financial management and continuous improvement of the City's infrastructure assets.

The Drainage Asset Management Plan (DAMP) covers the drainage Pipes, Pits and Sump Fencing. The data utilised in the creation of the DAMP is based on the City's operational asset register and is considered to be approximately 85% accurate, with fences receiving a full audit and condition assessment in August 2012.

As this is the first DAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The Drainage infrastructure asset category is currently the City's second highest value asset grouping.

Further details of the City's stormwater Infrastructure assets are listed below.

| Asset Type | Quantity     | Replacement Value (2012) |
|------------|--------------|--------------------------|
| Pits       | 17,817 No.   | \$48.25 m                |
| Pipes      | 440 km       | \$163.43 m               |
| Fences     | 13.47 km     | \$2.39 m                 |
|            | <b>Total</b> | <b>\$214.07m</b>         |

## 2. Level of Service

Level of Service is a measurable target which determines the type and extent of services delivered to the Community.

- A 10% reduction in customer service requests from the community is targeted for the financial year 13/14.

### *Asset Capacity and Performance*

- A Drainage Catchment Study (DCS) conducted in 2009 has reported the drainage system/ catchment deficiencies; totalling over \$5 million.
- 15% of the pipes network are under 300mm diameter, are considered substandard and requiring replacing. These have been scheduled over a 20 year period and based on 13/14 costs including CPI (3%) have an estimated replacement cost of \$ 27.7 million.
- 10 Reserves/Parks require the installation of a Gross Pollutant Trap (GPT) These have been scheduled (1 per year) and based on 13/14 costs including CPI (3%) have an estimated project cost of \$314,465.

See (**Section 3 - Page 10**) of the DAMP for further information



### 3. Enterprise Risk Management

Risk Management can be characterised as the culture, processes and structures that are directed towards the effective management of potential opportunities to reduce or mitigate adverse impacts on an organisation.

Following the risk assessment process those risks being assessed as 'Substantial' (requiring immediate corrective action) have been extracted from the risk register and summarised in the Table below

#### *Substantial Risk and Existing Controls*

| Risk description   | Risk Rating        | Existing Controls   | Retained Risk |
|--|--------------------|---|---------------|
| Contaminated stormwater flows into river / wetland system  | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Pollutant traps fitted to storm water systems</li> <li>2. Replacement program based on condition monitoring.</li> <li>3. Routine and regular filter maintenance.</li> <li>4. Public Liability Insurance.</li> </ol>   | <b>Low</b>    |
| Disturbance of Acid Sulphate Soils (ASS) contaminating groundwater   | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Redesign earthworks, drainage and sewer layout to avoid ASS disturbance</li> <li>2. Implement ASS Management Plan for future developments</li> </ol>  | <b>Low</b>    |
| Asset value decreases at a greater than acceptable rate due to failure to adequately fund preventative maintenance programs. | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Annual budget process.</li> <li>2. Annual assessment of asset condition</li> <li>3. Prioritisation of funding.</li> </ol>   | <b>Low</b>    |
| Inappropriate or poor maintenance practices accelerate deterioration of the environment.                                     | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Professional asset and infrastructure management staff.</li> <li>2. Implementation of 'best practice' processes for asset management.</li> <li>3. Asset inventory and condition status maintained.</li> <li>4. Whole of life management of assets adopted.</li> </ol> | <b>Low</b>    |

Monitoring and reviewing occurs concurrently throughout the risk management process and as the City embraces a more structured approach to risk management and mitigation, our systems and processes will mature.

See (**Section 3.3 - page 11**) of the DAMP for further information



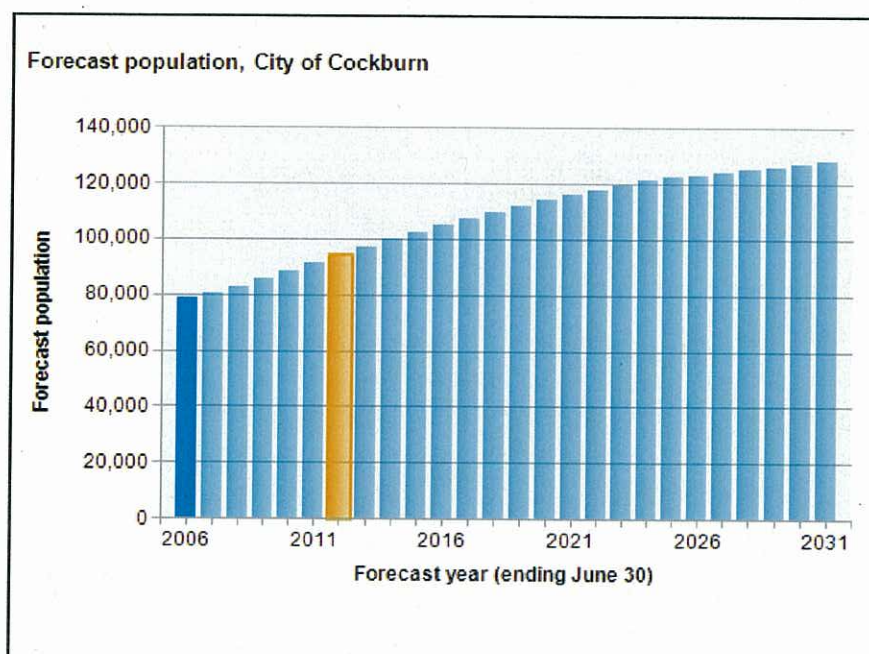
#### 4. Future Growth and Demand Management

Future growth projections are supported by the City's Strategic Planning Service Units Population and demographic research, whilst Demand for new services will be catered for through upgrading existing and providing new assets.

- A cumulative growth of 66 kilometres to the Drainage network over the next 5 years. This represents a 1.46% growth per annum and an increase in replacement cost of \$3 million per year

| GROWTH expected<br>per year<br>l/m | Cost per<br>standard l/m<br>of pipe | Growth \$<br>per year | Growth %<br>per year |
|------------------------------------|-------------------------------------|-----------------------|----------------------|
| 13,194                             | \$233.61                            | \$3,082,250.34        | 1.46%                |

- Estimated project costs of \$3.4 million invested through the delivery of the 10 year capital works program outlined in the Plan for the District 2010-2020 (8% of Road Infrastructure Capital Projects).



Factors impacting the drainage system:

- Demographics are expecting higher density developments reflecting an increase in impervious areas and capacity required for runoff.
- The changing weather patterns have increased the frequency of intense storm events resulting in flooding and the requirement for larger capacity systems.

See (Section 4 - Page 16) of the DAMP for further information

## 5. Lifecycle Management

### 5.1 Maintenance and Operating Expenditure Analysis

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

#### *Maintenance and Operating Expenditure yearly trends*

| Year    | Maintenance Expenditure |           | Operating Expenditure | Total Operating & Maintenance |
|---------|-------------------------|-----------|-----------------------|-------------------------------|
|         | Reactive                | Planned   |                       |                               |
| 2008/09 | \$104,972               | \$272,146 | \$134,270             | \$511,388                     |
| 2009/10 | \$135,692               | \$287,407 | \$134,673             | \$557,772                     |
| 2010/11 | \$109,498               | \$334,097 | \$272,494             | \$716,089                     |
| 2011/12 | \$95,170                | \$401,902 | \$275,312             | \$772,384                     |
| 2012/13 |                         |           |                       | \$782,540                     |

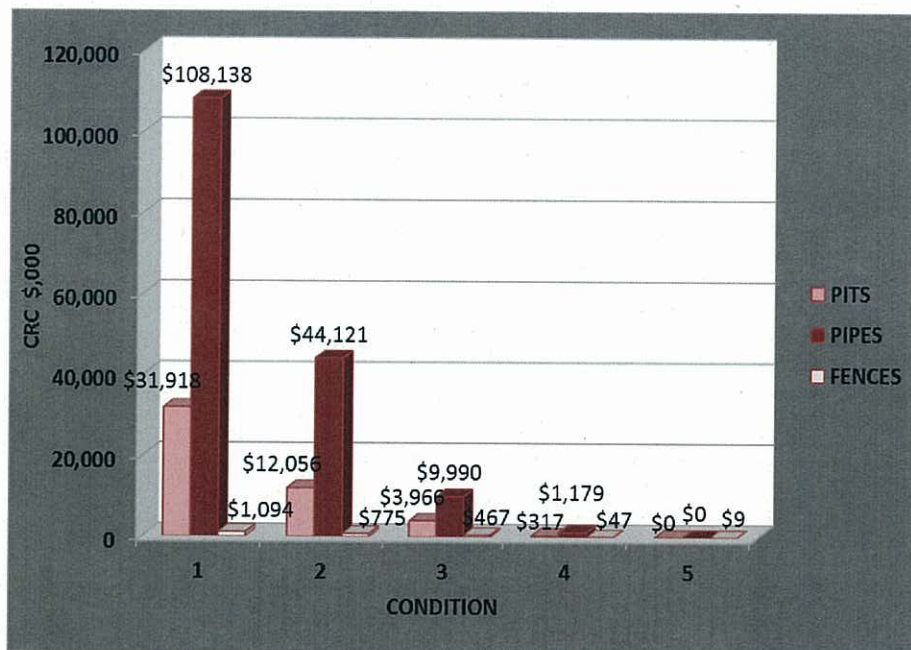
#### Maintenance and Operating Expenditure Findings

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Planned maintenance in the form of educting equates to 81% of the total maintenance expenditure for 2011/12.
- From 2008/09 to 2012/13 the total operating and maintenance expenditure has increased from \$511,388 to \$782,540.
- By 2021/22 required expenditure for Operations and Maintenance is expected to be around \$3,037,280 per year.

### 5.2 Condition Profile for Drainage Assets

The Condition profile of the City of Cockburn's infrastructure assets is measured using a 1 to 5 rating system with 1 being 'excellent' and 5 'very poor'. Drainage assets in the asset register have been given an assumed condition rating based on the construction date and useful life. Fences have been audited and conditioned in August 2012 providing a true condition of these assets.





| Condition | Asset Type          | Age of Stormwater (years) |          |          |          |          |       |
|-----------|---------------------|---------------------------|----------|----------|----------|----------|-------|
|           |                     | 0 to 10                   | 11 to 20 | 21 to 30 | 31 to 40 | 41 to 50 | >51   |
| 1         | Pipes & Pits        | 41.05%                    | 25.11%   |          |          |          |       |
| 2         |                     |                           |          | 15.80%   | 10.74%   |          |       |
| 3         |                     |                           |          |          |          | 2.96%    | 3.63% |
| 4         |                     |                           |          |          |          |          | 0.71% |
| 5         |                     |                           |          |          |          |          |       |
| Condition | Asset Type          | Age of Stormwater (years) |          |          |          |          |       |
|           |                     | 0 to 10                   | 11 to 20 | 21 to 30 | 31 to 40 | 41 to 50 | >51   |
| 1         | Fences around Sumps | 45.72%                    |          |          | 1.05%    |          |       |
| 2         |                     | 28.18%                    |          | 4.21%    |          |          |       |
| 3         |                     |                           | 18.46%   |          |          |          | 0.49% |
| 4         |                     |                           |          | 1.50%    |          |          |       |
| 5         |                     |                           |          | 0.39%    |          |          |       |

### Condition Profile for Drainage Assets Findings

- The City's drainage infrastructure is very young with 92.7% having a rating of either condition 1 or 2
- 2.6% of the drainage infrastructure has reached the City's intervention level of condition 4
- 79.2% of the City's Sump Fencing has a condition rating of 1 or 2

- Based on Age Analysis: 0.71% of Drainage infrastructure has reached an age where a formal condition assessment is required to determine remaining life and optimum intervention
- Based on Age analysis: Less than 1% of total pits & pipes are rated in condition 4; with no assets rated at condition 5.
- 66% of Infrastructure was constructed between 1950 – 2012
- 1.8% of Fence infrastructure has reached the intervention level of condition 4.

See (Section 5 - Page 20) of the DAMP for further information

## 6. Financial Analysis

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 6.1 Asset valuations – Current Replacement Cost and Depreciation

| Asset         | Current Replacement Cost (CRC) | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense |
|---------------|--------------------------------|------------------------------------|-----------------------------|
| <b>Pits</b>   | \$48,256,812.56                | \$39,595,037.15                    | \$482,568.13                |
| <b>Pipes</b>  | \$163,427,431.92               | \$134,281,296.83                   | \$1,634,274.32              |
| <b>Fences</b> | \$2,391,995.00                 | \$1,743,913.36                     | \$62,364.83                 |
| <b>TOTAL</b>  | <b>\$214,076,239.48</b>        | <b>\$175,620,247.33</b>            | <b>\$2,179,207.27</b>       |

The City has developed a 10 year renewal program which will drive the budget planning process and form the basis to the City's long term financial planning.

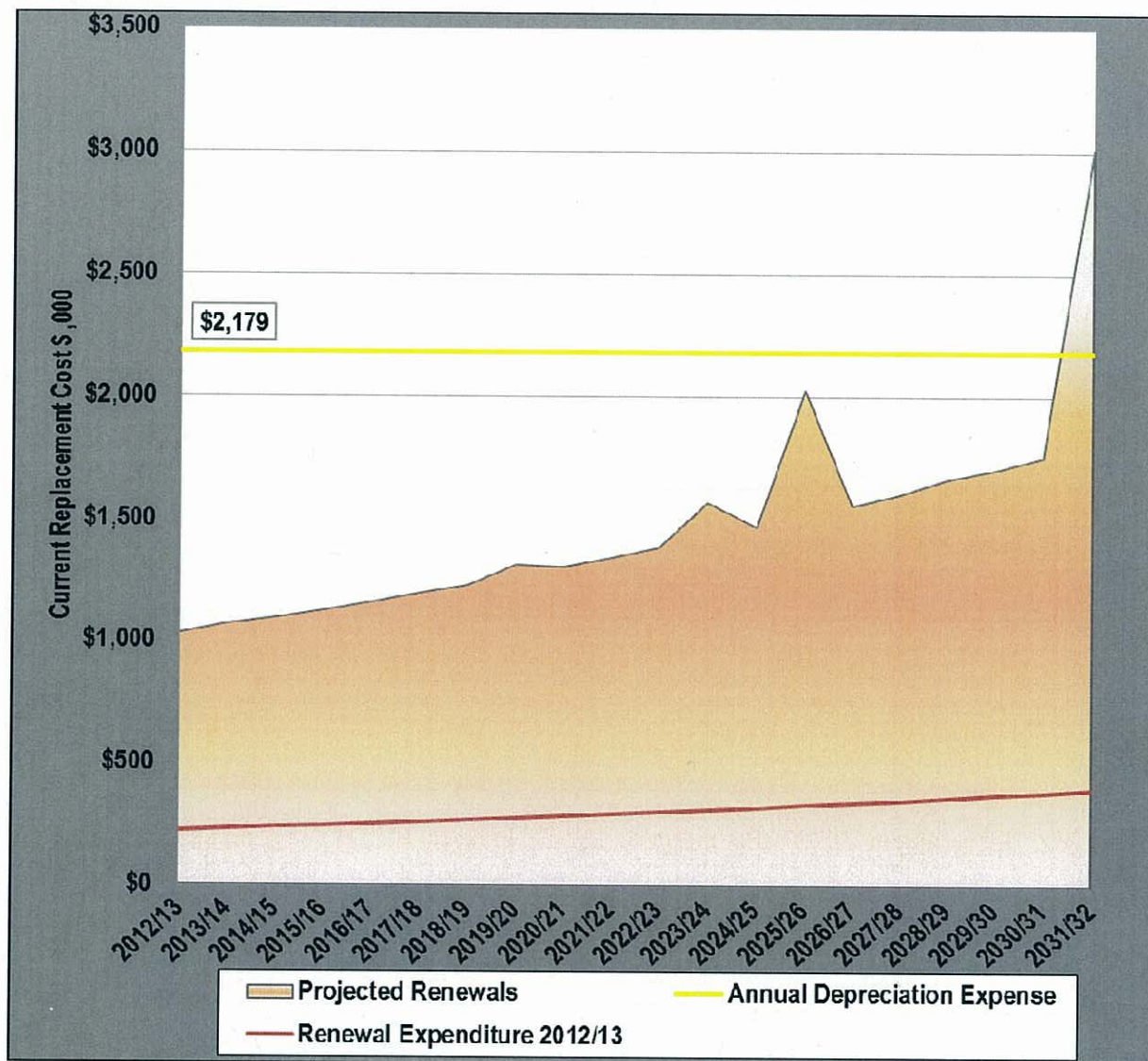


## 6.2 Projected Renewals and Expenditure Gap

| Year         | Projected Renewals   | Budget Allocation (2012 + CPI) | Funding gap         | Cumulative Gap     |
|--------------|----------------------|--------------------------------|---------------------|--------------------|
| <b>12/13</b> | \$220,000            | \$220,000                      | 0                   | 0                  |
| <b>13/14</b> | \$1,030,802          | \$226,600                      | \$804,202           | \$804,202          |
| <b>14/15</b> | \$1,071,864          | \$233,398                      | \$838,466           | \$1,642,668        |
| <b>15/16</b> | \$1,093,244          | \$240,400                      | \$852,844           | \$2,495,512        |
| <b>16/17</b> | \$1,125,719          | \$247,612                      | \$878,107           | \$3,373,620        |
| <b>17/18</b> | \$1,159,913          | \$255,040                      | \$904,873           | \$4,278,492        |
| <b>18/19</b> | \$1,194,734          | \$262,692                      | \$932,042           | \$5,210,534        |
| <b>19/20</b> | \$1,230,770          | \$270,572                      | \$960,198           | \$6,170,732        |
| <b>20/21</b> | \$1,312,955          | \$278,689                      | \$1,034,266         | \$7,204,998        |
| <b>21/22</b> | <b>\$1,306,057</b>   | <b>\$287,050</b>               | <b>\$1,019,007</b>  | <b>\$8,224,004</b> |
| <b>22/23</b> | \$1,344,299          | \$295,662                      | \$1,048,637         | \$9,272,641        |
| <b>23/24</b> | \$1,385,312          | \$304,531                      | \$1,080,781         | \$10,353,422       |
| <b>24/25</b> | \$1,570,446          | \$313,667                      | \$1,256,779         | \$11,610,201       |
| <b>25/26</b> | \$1,469,678          | \$323,077                      | \$1,146,601         | \$12,756,802       |
| <b>26/27</b> | \$2,029,561          | \$332,770                      | \$1,696,791         | \$14,453,593       |
| <b>27/28</b> | \$1,559,181          | \$342,753                      | \$1,216,428         | \$15,670,021       |
| <b>28/29</b> | \$1,605,957          | \$353,035                      | \$1,252,922         | \$16,922,943       |
| <b>29/30</b> | \$1,668,813          | \$363,626                      | \$1,305,187         | \$18,228,130       |
| <b>30/31</b> | \$1,703,759          | \$374,535                      | \$1,329,224         | \$19,557,354       |
| <b>31/32</b> | \$1,754,872          | \$385,771                      | \$1,369,101         | \$20,926,455       |
| <b>Total</b> | <b>\$ 26,837,935</b> | <b>\$5,911,480</b>             | <b>\$20,926,455</b> |                    |



The above table is displayed in a line graph below



### Drainage Renewal Forecast Findings

- There is an opportunity to assign funds to capital improvement programs in the short term (including pipe and sump upgrade strategies).
- The age of the City's drainage system is young however the level of service needs to be addressed at this point in time to increase performance capacity.
- 20 year projected renewal expenditure totalling \$26.8 million
- 10 year projected renewal cumulative gap totalling \$8.2 million.
- 20 year projected renewal cumulative gap totalling \$20.9 million

### 6.3 Sustainability of Service Delivery

From June 2013 there will be a legislative requirement for the City to report its performance in relation to the Department of Local Government's (Dept of LG) Asset Management Guidelines and Framework.

Based on actual expenditure in 2011/12, the following table indicates the City's performance in managing our drainage infrastructure assets.

| Asset                          | Consumption Ratio 2011/12<br>Benchmark 50% | Sustainability Ratio 2012/13<br>Benchmark 90% | Renewal Funding Ratio 10 Yrs<br>Benchmark 75% |
|--------------------------------|--|---|---|
| Drainage                       | 82%  | 10%   | 23%   |
| Dept of LG Framework Standards | Basic                                      | Not Met                                       | Not Met                                       |

See (Section 6 – Page 25) of the DAMP for further information

## 7. AMP Improvement Strategy and Monitoring

A number of strategic improvements have been identified throughout the organisation which will improve future revisions of the AMP and provide greater financial alignment with the Long Term Financial Plan 2012-2022.

- Develop strategies to analyse useful life by considering remaining life.
- Continued focus on a 'whole of life' approach to development, procurement and receipt of donated assets.
- Develop strategies to assess projected peaks and troughs in renewal expenditure so that funding is available and that renewal years ensure that assets continue to provide an acceptable level of service.
- Retain an emphasis on our capital improvements programs – sump upgrade and drainage rationalisation.
- Review and recommend improvements so that the basic Dept of LG Framework Standards is achieved.

See (Section 8 - Page 38) of the DAMP for further information





**Santich Park Clubrooms**  
City of Cockburn

# **BUILDINGS ASSET MANAGEMENT PLAN SUMMARY 2013**



This document is available in  
alternative formats upon request.



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*Front cover page photo is taken at Santich Park Clubrooms, Munster*

## 1. Introduction

With the implementation of the Strategic Community Plan 2012-2022, the Asset Management Plan has been developed to deliver sustainable financial management and continuous improvement of the City's infrastructure assets.

The Buildings Asset Management Plan (BAMP) covers the management of the City's 126 buildings. The data utilised in the creation of the BAMP is based on the City's operational asset register and is considered to be approximately 85% accurate. The condition ratings were established as a result of a full assessment conducted by SPM LTD in 2009 and 2011.

As this is the first BAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The Buildings infrastructure asset category is currently the City's third highest value asset grouping.

Further details of the City's Buildings Infrastructure assets are listed below.

| Facility Type        | Number     | Current Replacement Cost |
|----------------------|------------|--------------------------|
| Civic Buildings      | 27         | \$22.31 m                |
| Community Buildings  | 70         | \$56.65 m                |
| Recreation Buildings | 29         | \$45.85 m                |
| <b>TOTALS</b>        | <b>126</b> | <b>\$125.81 m</b>        |

## 2. Levels of Service

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following Findings have been drawn from the CATALYSE Ltd Survey 2012

| Performance Measure  | Satisfaction Level |                |              |                   |
|--|--------------------|----------------|--------------|-------------------|
|  | Delighted<br>%     | Satisfied<br>% | Neutral<br>% | Dissatisfied<br>% |
| <b>Overall satisfaction with City of Cockburn (as a place to live)</b> | <b>55</b>          | <b>35</b>      | <b>7</b>     | <b>3</b>          |
| Sport and recreation facilities  | 42                 | 39             | 11           | 8                 |
| Community buildings, halls and toilets                                 | 34                 | 38             | 15           | 13                |
| Facilities and services for youth                                      | 32                 | 39             | 16           | 13                |
| Facilities and services for family & children                          | 41                 | 38             | 14           | 7                 |
| Facilities, services and care available for seniors                    | 38                 | 36             | 14           | 12                |
| Access to services and facilities for people with disabilities         | 34                 | 31             | 21           | 14                |
| Graffiti, vandalism & anti-social behaviour                            | 32                 | 34             | 16           | 18                |

### Level of Service Findings

- Most residents like living in the City of Cockburn (90% satisfaction) and believe the City of Cockburn does a good job. Compared to similar growth councils, the City of Cockburn is leading the field.
- The City of Cockburn has enjoyed a positive year. Perceptions are generally improving or remaining steady, with many performance areas ahead of the industry average.
- The City of Cockburn set the Industry Standard, with 58% agreeing the City of Cockburn has a good understanding of the community's needs.

See (Section 3 - Page 10) of the BAMP for further information



### 3 Enterprise Risk Management

Risk Management can be characterised as the culture, processes and structures that are directed towards the effective management of potential opportunities to reduce or mitigate adverse impacts on an organisation.

Following the risk assessment process those risks being assessed as 'Substantial' (requiring immediate corrective action) have been extracted from the risk register and summarised in the Table below. Refer to Appendix A of the BAMP for the buildings Enterprise risk register.

#### Substantial Risk and Existing Controls

| Risk description   | Risk Rating        | Existing Controls   | Retained Risk   |
|--|--------------------|---|-----------------|
| Contamination of air conditioning system results in possible infection of facility user                                      | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Inspection and maintenance contracts with external air conditioning service personnel.</li> <li>2. Replacement program based on condition monitoring.</li> <li>3. Routine and regular filter maintenance.</li> <li>4. Public Liability Insurance.</li> </ol>          | <b>Moderate</b> |
| Faulty electrical system results in facility user becoming electrocuted  | <b>Substantial</b> | Inspection and maintenance contracts with external electrician.<br>RCD fitted to all buildings.<br>Routine and regular switchboard inspection and maintenance.<br>Public Liability Insurance.   | <b>Moderate</b> |
| Asset value decreases at a greater than acceptable rate due to failure to adequately fund preventative maintenance programs. | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Annual budget process.</li> <li>2. Annual assessment of asset condition</li> <li>3. Prioritisation of funding.</li> </ol>   | <b>Low</b>      |
| Inappropriate or poor maintenance practices accelerate deterioration of the environment.                                     | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Professional asset and infrastructure management staff.</li> <li>2. Implementation of 'best practice' processes for asset management.</li> <li>3. Asset inventory and condition status maintained.</li> <li>4. Whole of life management of assets adopted.</li> </ol> | <b>Low</b>      |

Monitoring and reviewing occurs concurrently throughout the risk management process and as the City embraces a more structured approach to risk management and mitigation, our systems and processes will mature.

See (Section 3.4 - Page 13) of the BAMP for further information

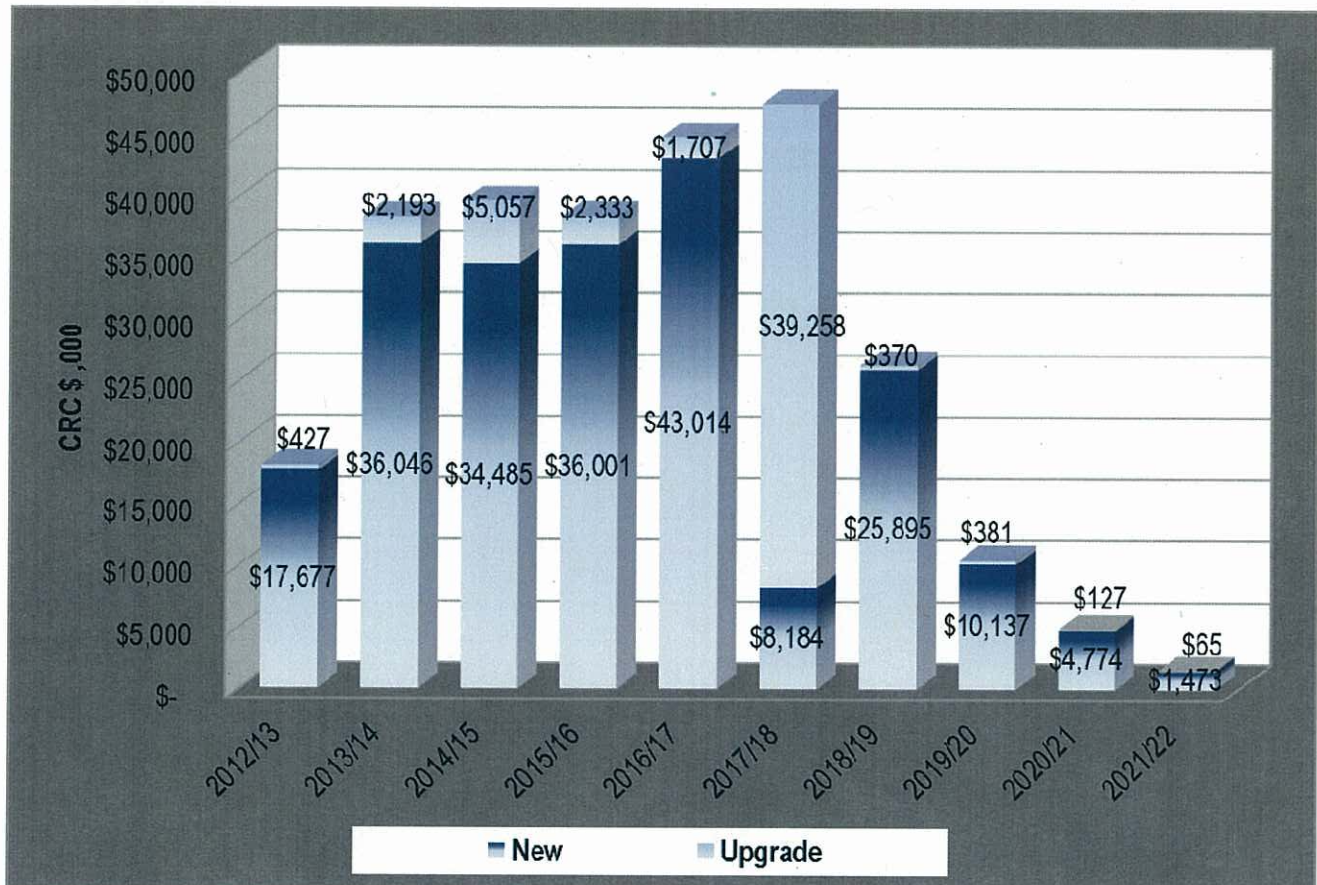


## 4. Future Growth and Demand

Future Growth and Demand is managed via the delivery of the 10 year capital works program.

The new and upgraded buildings are estimated at a total cost of \$270 million for the next 10 years (2012-2022). An amount of \$142 million of this is funding expected over this term.

### *New & Upgraded Assets from Capital Works 10 Year Plan*



Note that all costs are shown in 2012 dollar values and increasing by 3% CPI each year forward.

- The City's buildings CRC will total \$395 million by the year 2022, representing a 314% increase over the next 10 years.
- This increase in buildings asset value equates to 39% per year so further revisions of the AMP suggest appropriate maintenance and operating expenditure is budgeted for to ensure the City's service levels are maintained.

See (Section 4 - Page 17) of the BAMP for further information

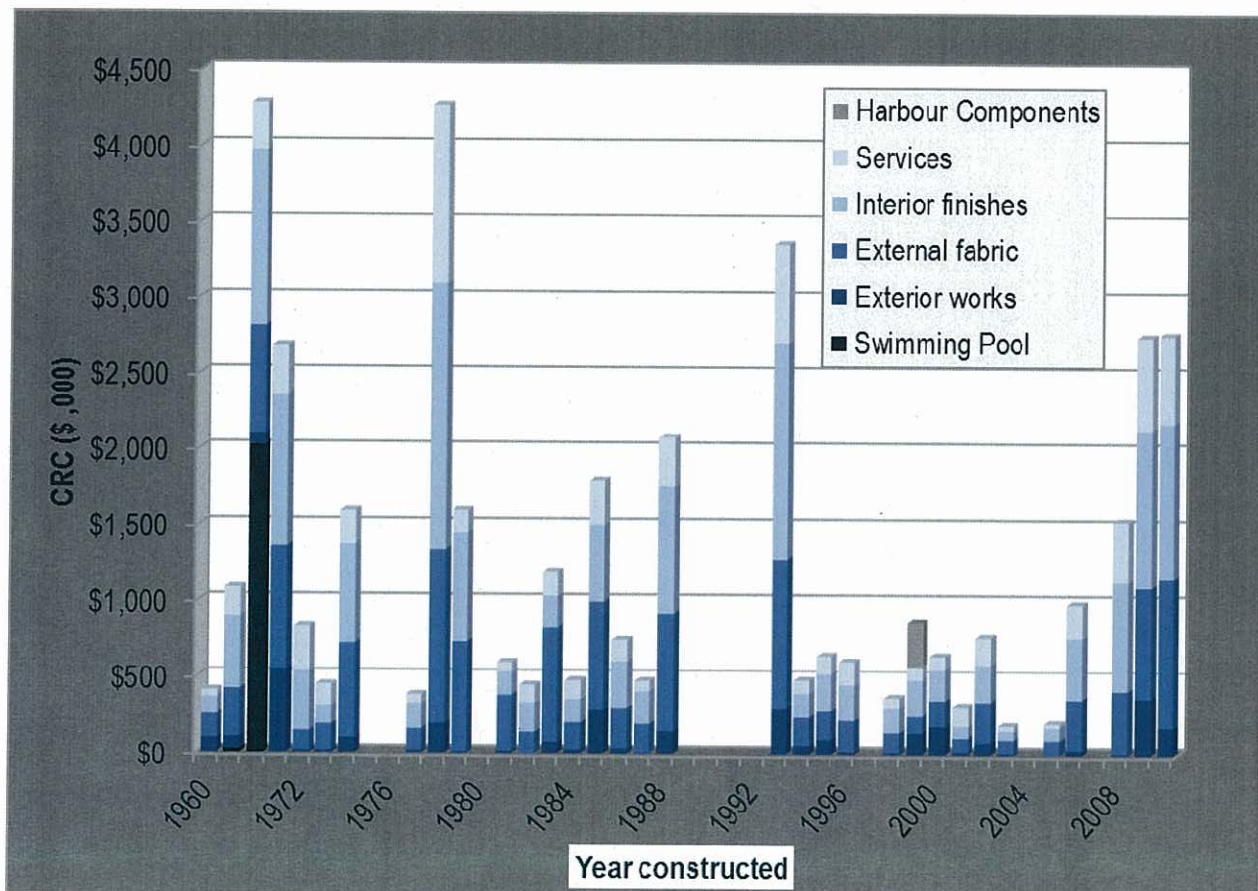
## 5. Lifecycle Management

The lifecycle management details how the City of Cockburn plans to manage and operate the assets at the agreed levels of service while optimising lifecycle costs..

The assets covered by the BAMP are audited at the asset component level and grouped in our operational asset register as:

- Harbour Components
- Swimming Pool
- Services
- Interior finishes
- External fabric
- Exterior works

### Age profile by Asset Component Group



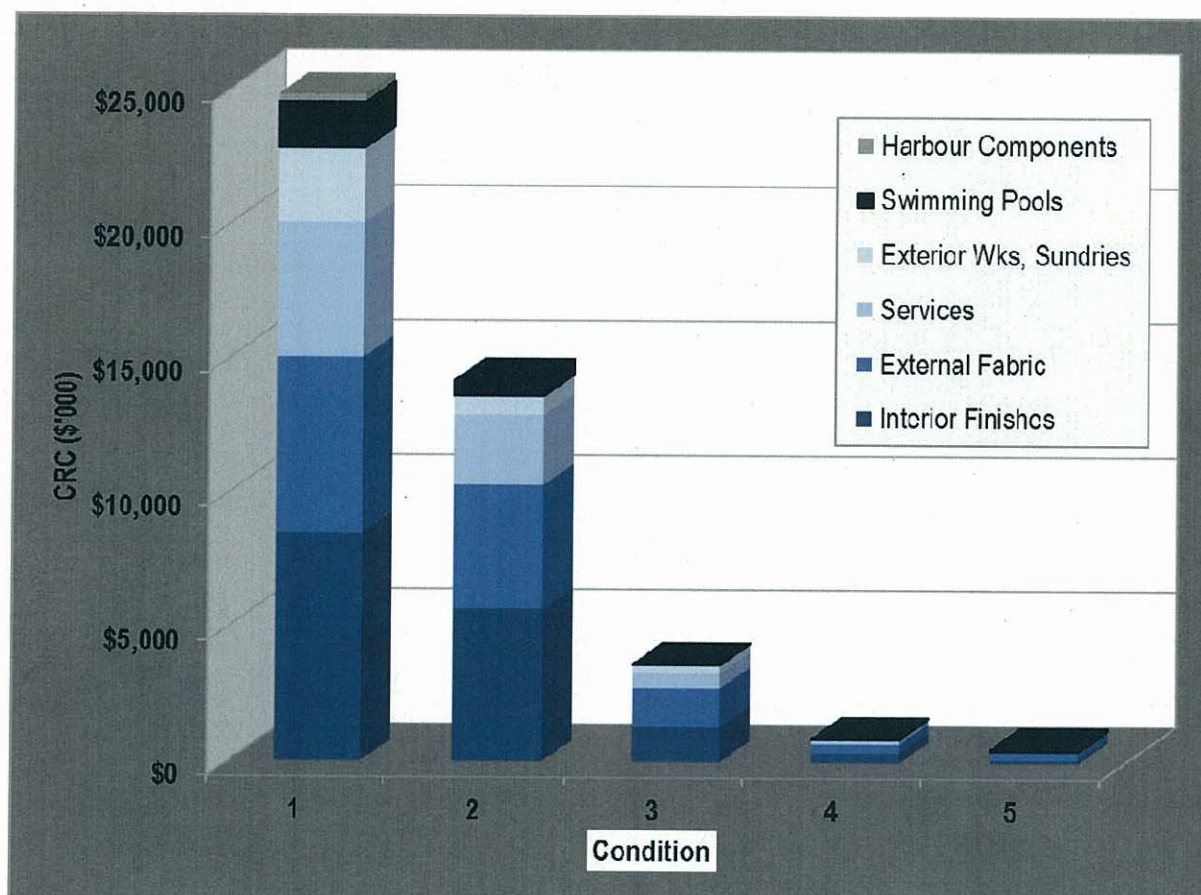
The complexity of the building components reflects on their Useful Life varying from 1 to 100 years.



## 5.1 Asset condition

The condition profile of the City's building assets is measured using a 1 to 5 rating system; 1 being excellent and 5 very poor. The following graph provides the condition analysis of the building component group.

### Condition profile by asset component group



### Condition Profile for Building Assets Findings

- Overall 88% of components with a CRC cost of nearly \$39 million assessed are in excellent to good condition (1 & 2).
- Only 3% of components assessed are in a poor or very poor condition (4 & 5), of which these are mainly associated with Interior finishes and External fabric and have a CRC of \$1.3m.
- A further 8% of assets assessed were found to be in a moderate condition (3). As these assets are nearing the City's intervention level of condition 4, these assets will be reassessed in 2013 to determine their rate of deterioration and likely renewal period.



## 5.2 Maintenance & Operating expenditure

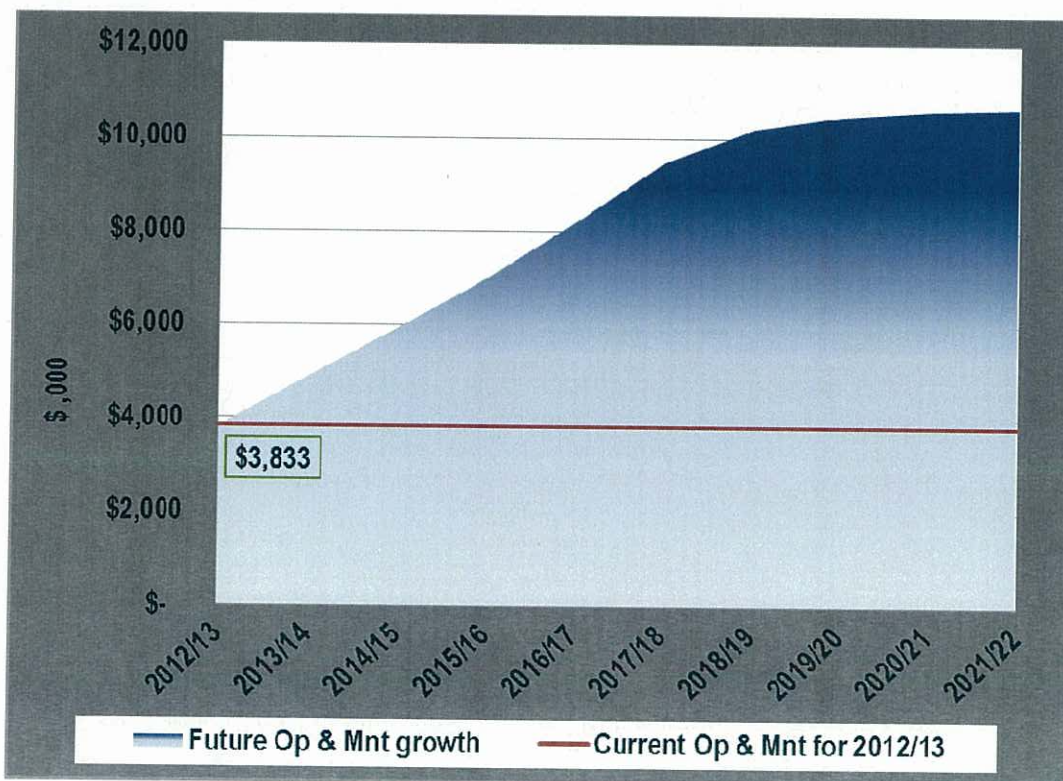
With the City's continued asset growth, maintenance and operating expenditure needs to be budgeted to ensure new buildings are maintained to the agreed service levels.

Maintenance and operating expenditure trends are shown below.

| Year    | Reactive  |     | Planned   |     | Total Maintenance | Operating Expenditure | Total Operating & Maintenance |
|---------|-----------|-----|-----------|-----|-------------------|-----------------------|-------------------------------|
| 2008/09 | \$363,643 | 27% | \$972,182 | 73% | \$1,335,825       | \$1,623,962           | \$2,959,787                   |
| 2009/10 | \$314,410 | 29% | \$777,153 | 71% | \$1,091,563       | \$1,979,798           | \$3,071,361                   |
| 2010/11 | \$386,438 | 30% | \$907,968 | 70% | \$1,294,406       | \$2,337,194           | \$3,631,600                   |
| 2011/12 | \$419,903 | 34% | \$809,204 | 66% | \$1,229,107       | \$2,185,499           | \$3,414,609                   |
| 2012/13 | Budget    |     |           |     | \$961,265         | \$2,871,319           | \$3,832,584                   |

- From 2008/09 to 2012/13 buildings maintenance expenditure has increased from \$2,959,787 to \$3,832,584, a 22.77% increase.
- Planned maintenance work for the last financial year 2011/12 was 66% of the total maintenance expenditure.
- By 2021/22 required expenditure for Operations and Maintenance is expected to be around \$10,673,424 per year, as illustrated below.

### Forecast Maintenance & Operating Expenditure





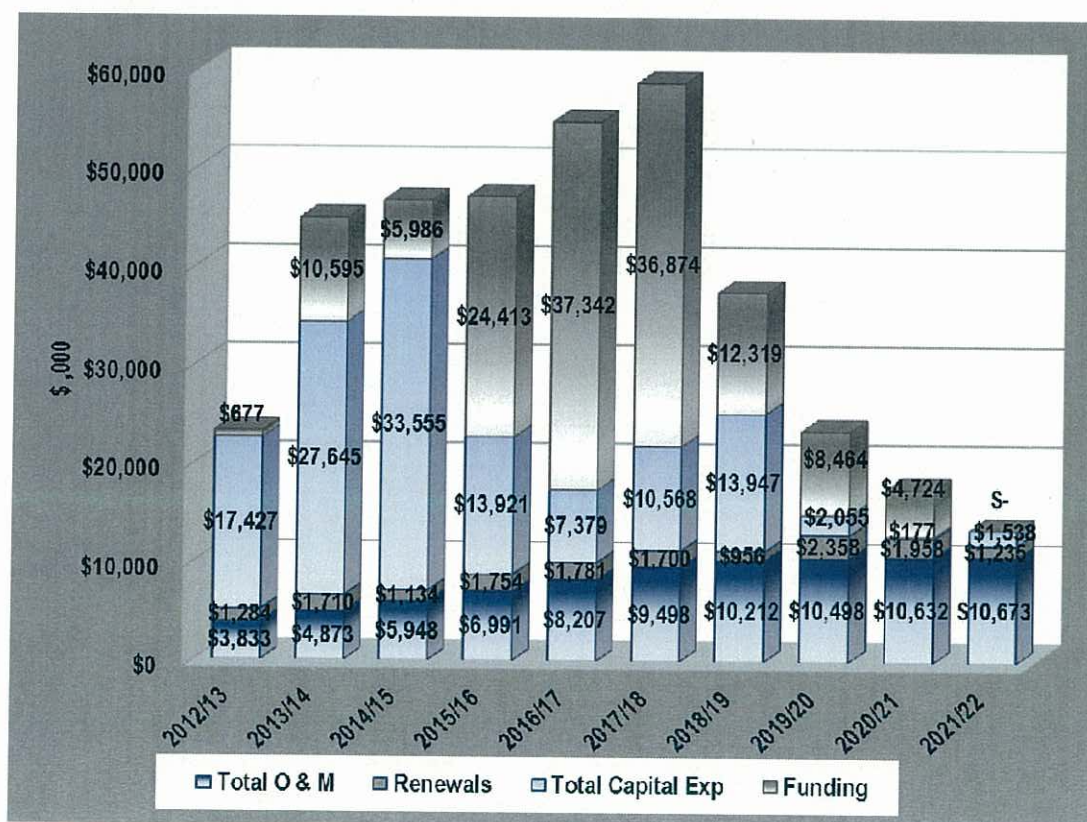
## 6. Financial Analysis

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 6.1 Asset valuations – Current Replacement Cost and Depreciation

| Asset        | Current Replacement Cost | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense |
|--------------|--------------------------|------------------------------------|-----------------------------|
| Civic        | \$22,316,105.11          | \$13,423,967.47                    | \$557,902.63                |
| Community    | \$56,648,550.98          | \$32,505,736.49                    | \$1,416,213.77              |
| Recreation   | \$46,850,200.20          | \$23,476,907.15                    | \$1,152,378.57              |
| <b>TOTAL</b> | <b>\$125,814,856.29</b>  | <b>\$69,406,611.11</b>             | <b>\$3,126,494.97</b>       |

The financial projections are shown below for total operating and maintenance (O&M), Total capital expenditure (renewal and upgrade/expansion/new assets) and funding.



## 6.2 Projected Renewals and Budget Allocation Gap

| Year         | Projected Renewals  | Budget Allocation<br>(2012 + CPI) | Funding Gap        | Cumulative Gap |
|--------------|---------------------|-----------------------------------|--------------------|----------------|
| 2012/13      | \$1,283,831         | \$1,283,831                       | \$0                | \$0            |
| 2013/14      | \$1,710,412         | \$1,322,346                       | \$388,066          | \$388,066      |
| 2014/15      | \$1,133,645         | \$1,362,016                       | -\$228,371         | \$159,695      |
| 2015/16      | \$1,754,395         | \$1,402,877                       | \$351,518          | \$511,213      |
| 2016/17      | \$1,780,530         | \$1,444,963                       | \$335,567          | \$846,780      |
| 2017/18      | \$1,699,951         | \$1,488,312                       | \$211,639          | \$1,058,419    |
| 2018/19      | \$955,729           | \$1,532,961                       | -\$577,232         | \$481,186      |
| 2019/20      | \$2,358,128         | \$1,578,950                       | \$779,178          | \$1,260,365    |
| 2020/21      | \$1,958,155         | \$1,626,319                       | \$331,836          | \$1,592,201    |
| 2021/22      | \$1,235,074         | \$1,675,108                       | -\$440,034         | \$1,152,166    |
| <b>TOTAL</b> | <b>\$15,869,850</b> | <b>\$14,717,684</b>               | <b>\$1,152,166</b> |                |

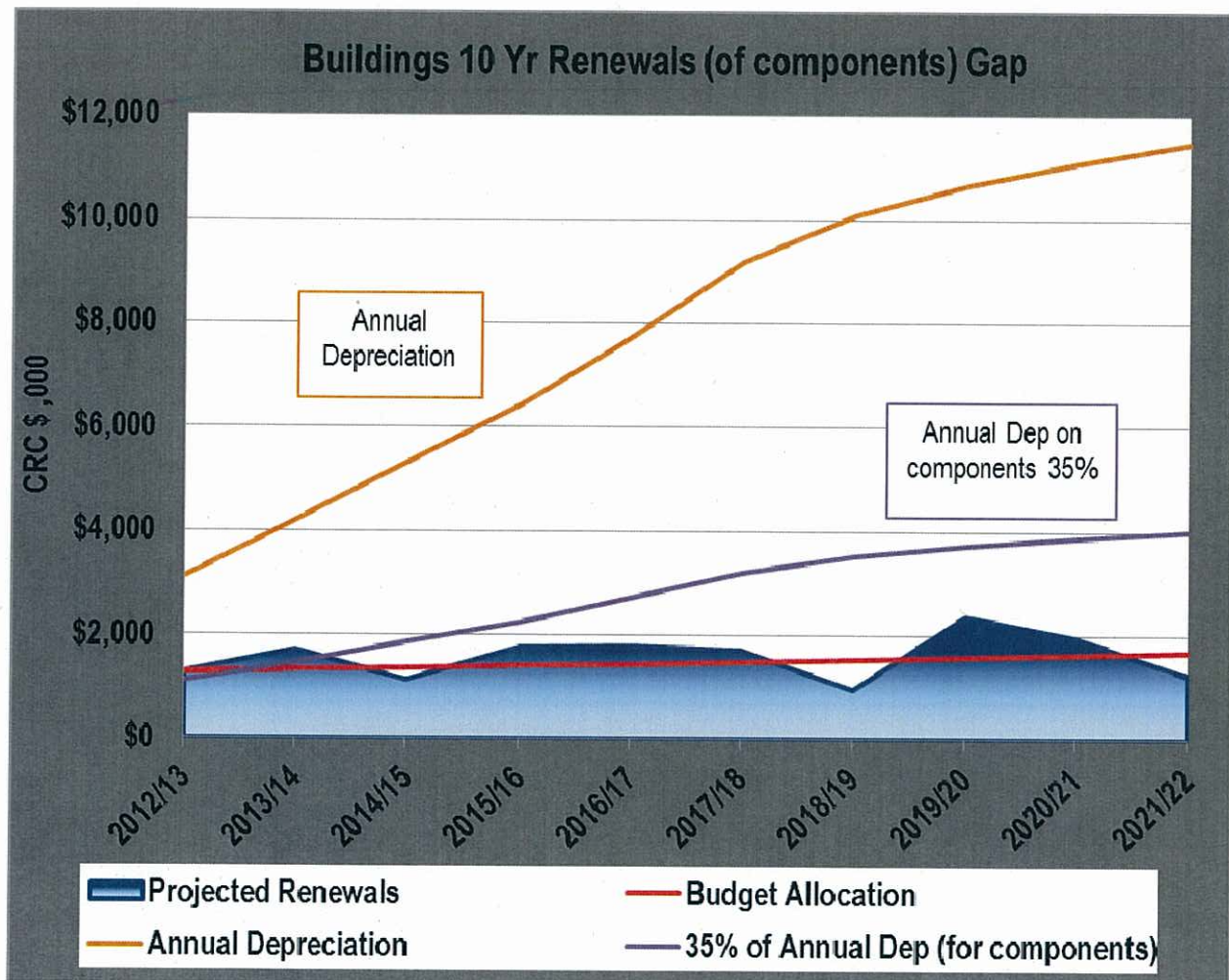
Note that all costs are shown in current 2012 dollar values and include a 3% CPI increase per year forward.

The 2013/14 preliminary Buildings Renewal Program is detailed in Appendix A to peruse prior to the annual Budget Approval review.



The graph provides an insight as to how the City's building components are expected to deteriorate over the next 10 years. It identifies the Projected Renewal expenditure required for the components and the budget allocation over the next 10 years. Also, the estimated Annual Depreciation which includes capital growth is highlighted; however, this has been downgraded due to the buildings components only realised at 35% of the Current Replacement Cost.

### 10 Year Projected Renewal Expenditure Vs Annual Depreciation



## 6.2 Sustainability of Service Delivery

From June 2013 there will be a legislative requirement for the City to report its performance in relation to the Department of Local Government's (Dept of LG) Asset Management Guidelines and Framework.

Based on actual expenditure in 2011/12, the following table indicates the City's performance in managing our building assets.

| Asset                                | Consumption Ratio 2011/12 | Sustainability Ratio 2012/13 | Renewal Funding Ratio 2012-2022 |
|--------------------------------------|---------------------------|------------------------------|---------------------------------|
| <b>Buildings</b>                     | <b>55%</b>                | <b>117%</b>                  | <b>93%</b>                      |
| <b>Dept of LG framework standard</b> | <b>Basic</b>              | <b>Basic</b>                 | <b>Basic</b>                    |

## 7. Plan Improvement and Monitoring

A number of strategic improvements have been identified throughout the organisation which will improve future revisions of the plan and, provide greater financial alignment with the long term financial plan (2012 -2022).

- Improve deterioration modelling to ascertain optimum renewal timing and expenditure.
- Revalidate the City's building asset database every 5-7 years.
- Continued focus on a 'whole of life' approach to development, procurement and receipt of donated assets.
- Develop strategies to assess projected renewals (peaks and troughs) so that funding is available for projected renewal years whilst ensuring assets continue to provide an acceptable level of service.
- Program annual inspections to validate asset data sets (condition 3 & 4)
- Review and recommend improvements so that the Dept of LG Framework Standards is achieved.
- Investigate the 16 buildings identified as having deficient Property Quality Standard (PQS) to ensure they meet the agreed standard.



## Appendix A Building Renewals Program 2013/14

| Project Name   |                            | Cost      | + 3% CPI |
|--|----------------------------|-----------|----------|
| Lucius Park Change Rooms & Toilets                       | Refurbish                  | \$400,000 |          |
| Jandakot Community Hall - Refurbish                      | Renewal                    | \$100,000 |          |
| Lucius Changerooms - Upgrades                            | Renewal & Upgrade?         | \$250,000 |          |
| Buildings General - Asbestos Removal & Remedial Wks      | Renewal CoC                | \$15,000  |          |
| Buildings General - BBQ Replacement For Parks & Reserves | Renewal CoC                | \$20,000  |          |
| Disability Access Audit & Remedial Building Works        | Renewal CoC                | \$25,000  |          |
| Memorial Hall Floor Resurface 203sqm                     | Renewal Upgrade Request GW | \$9,000   |          |
| Buildings General - Exterior Painting (Non Recurrent)    | RENEWALS                   | \$25,000  |          |
| Buildings General - Floor Re-surfacing (Non Recurrent)   | RENEWALS                   | \$15,000  |          |
| Buildings General - Interior Painting (Non Recurrent)    | RENEWALS                   | \$40,000  |          |
| Coolbellup Family Day Care                               | Renewals HVAC              | \$8,500   |          |
| Old Jandakot School Buildings                            | Renewals HVAC              | \$2,500   |          |
| Operations Depot Caretakers House                        | Renewals HVAC              | \$5,000   |          |
| Santich Park Play Factory                                | Renewals HVAC              | \$5,000   |          |
| South Lake Leisure Centre                                | Renewals HVAC              | \$15,000  |          |
| Southwell Community Centre                               | Renewals HVAC              | \$6,500   |          |
| Administration Building                                  | RENEWALS SPM               | \$3,407   |          |
| Anning Park Clubrooms                                    | RENEWALS SPM               | \$17,866  |          |
| Atwell Parklands Community Centre                        | RENEWALS SPM               | \$1,336   |          |
| Atwell Reserve Clubrooms                                 | RENEWALS SPM               | \$10,408  |          |
| Azelia Ley Museum Complex                                | RENEWALS SPM               | \$12,989  |          |
| Banjup Community Hall                                    | RENEWALS SPM               | \$8,840   |          |
| Beale Park Clubrooms                                     | RENEWALS SPM               | \$8,299   |          |
| Bibra Lake Community Centre                              | RENEWALS SPM               | \$5,560   |          |
| Bibra Lake Reserve Toilet Block (C) (East Side)          | RENEWALS SPM               | \$1,386   |          |
| Bibra Lake Wetlands Hall                                 | RENEWALS SPM               | \$2,820   |          |
| Cockburn Bowling Club                                    | RENEWALS SPM               | \$13,812  |          |
| Cockburn CVES Building                                   | RENEWALS SPM               | \$1,224   |          |
| Cockburn Youth Centre                                    | RENEWALS SPM               | \$975     |          |
| Coleville Crescent Caretakers House                      | RENEWALS SPM               | \$5,294   |          |
| Coogee Beach Kiosk                                       | RENEWALS SPM               | \$234     |          |
| Coogee Community Centre                                  | RENEWALS SPM               | \$292     |          |
| Coolbellup Community Centre                              | RENEWALS SPM               | \$7,152   |          |
| Davilak Reserve Clubrooms                                | RENEWALS SPM               | \$19,743  |          |



| Project Name                                  |              | Cost     | + 3% CPI |
|---|--------------|----------|----------|
| East Beeliar Community Centre                 | RENEWALS SPM | \$3,792  |          |
| Edwards Park Clubrooms                        | RENEWALS SPM | \$1,081  |          |
| Enright Reserve Club Room                     | RENEWALS SPM | \$1,290  |          |
| Ethel Cooper Preschool                        | RENEWALS SPM | \$1,875  |          |
| Family Day Care Centre Winterfold Road        | RENEWALS SPM | \$4,493  |          |
| Fremantle Community Health                    | RENEWALS SPM | \$758    |          |
| Hamilton Road House (No83)                    | RENEWALS SPM | \$3,500  |          |
| Harvest Lakes Community Centre                | RENEWALS SPM | \$1,892  |          |
| Henderson Landfill - Chemical Storage         | RENEWALS SPM | \$1,000  |          |
| Hopbush Park Toilet Block & Storage Buildings | RENEWALS SPM | \$50     |          |
| Imlah Court Dwellings (No's 17 & 25)          | RENEWALS SPM | \$19,354 |          |
| Jandakot Community Hall                       | RENEWALS SPM | \$4,676  |          |
| Jess Thomas Kindergarten & Health Clinic      | RENEWALS SPM | \$7,340  |          |
| Joe Cooper Recreation Centre                  | RENEWALS SPM | \$53,690 |          |
| Kent Street House (No.13)                     | RENEWALS SPM | \$9,374  |          |
| Len Packham Club Rooms                        | RENEWALS SPM | \$1,360  |          |
| Lucius Park Change Rooms & Toilets            | RENEWALS SPM | \$511    |          |
| Manning Reserve Toilets                       | RENEWALS SPM | \$2,210  |          |
| Meller Park Clubrooms                         | RENEWALS SPM | \$3,446  |          |
| Native Arc - Hope Rd                          | RENEWALS SPM | \$17,485 |          |
| Nicholson Reserve Clubrooms                   | RENEWALS SPM | \$2,210  |          |
| Operations Depot Rangers Office               | RENEWALS SPM | \$660    |          |
| Operations Depot Workshop                     | RENEWALS SPM | \$9,091  |          |
| Pine View Kindergarten                        | RENEWALS SPM | \$1,815  |          |
| Respite House                                 | RENEWALS SPM | \$9,259  |          |
| Santich Park Club Rooms                       | RENEWALS SPM | \$2,280  |          |
| Senior Citizens Centre                        | RENEWALS SPM | \$4,716  |          |
| Seniors Centre - Spearwood                    | RENEWALS SPM | \$9,900  |          |
| South Coogee Agricultural Hall                | RENEWALS SPM | \$13,558 |          |
| South Coogee Reserve Club Rooms               | RENEWALS SPM | \$150    |          |
| South Lake Child Centre                       | RENEWALS SPM | \$1,940  |          |
| South Lake Leisure Centre                     | RENEWALS SPM | \$52,663 |          |
| South Lake Ottey Centre                       | RENEWALS SPM | \$17,916 |          |
| Southwell Community Centre                    | RENEWALS SPM | \$500    |          |
| Spearwood Library                             | RENEWALS SPM | \$5,370  |          |
| Success Regional Sports Centre                | RENEWALS SPM | \$10,733 |          |
| Wally Hagan Basketball Stadium                | RENEWALS SPM | \$5,723  |          |
| Watson Reserve Clubrooms                      | RENEWALS SPM | \$4,763  |          |
| Yangebup Community Centre                     | RENEWALS SPM | \$6,895  |          |
| Tempest Park Reserve Clubrooms                | RENEWALS SPM | \$3,948  |          |

# BUILDINGS ASSET MANAGEMENT PLAN SUMMARY 2013

| Project Name  |              | Cost        | + 3% CPI    |
|---|--------------|-------------|-------------|
| Naval Base Reserve Holiday Park                                 | RENEWALS SPM | \$10,000    |             |
| Goodchild Park Clubrooms  | RENEWALS SPM | \$18,978    |             |
| Jean Willis Centre  | RENEWALS SPM | \$6,210     |             |
| Manning Reserve Toilet Block                                    |              | \$150,000   |             |
| Len Packham Tennis Courts Resurface                             | Request MB   | \$36,000    |             |
| Coogee Caravan Park - Facilities Upgrade (Water lines)          | Upgrade CoC  | \$50,000    |             |
| Coogee Community Hall Refurbish                                 | Upgrade CoC  | \$8,000     |             |
| Council Administration Building - Refurbishments & Improvements | Upgrade PFTD | \$15,000    |             |
| TOTAL 13/14   |              | \$1,660,594 | \$1,710,412 |





# **PARKS AND ENVIRONMENT ASSET MANAGEMENT PLAN SUMMARY 2013**



This document is available in  
alternative formats upon request.



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*Front cover photo is taken at Minori Gardens, Yangebup*



## 1. Introduction

With the implementation of the Strategic Community Plan 2012-2022, the Asset Management Plan has been developed to deliver sustainable financial management and continuous improvement of the City's infrastructure assets.

The Parks & Environment Asset Management Plan (PEAMP) covers Irrigation, Park Infrastructure and Playgrounds. The data utilised in the creation of the Parks & Environment Asset Management Plan is based on the City's operational asset register which is considered to be approximately 95% accurate. The condition ratings were established by the undertaking of a comprehensive Parks and Reserves data pick up conducted by OPUS LTD in 2012.

As this is the first PEAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its desire to move towards an advanced approach for asset management practice and methodologies.

Further details of the City's Parks & Environment assets are listed below.

### *Parks and Environment Hard Infrastructure Assets (depreciable assets)*

| Asset Group    | Asset Category       | Replacement value |
|----------------|----------------------|-------------------|
| Infrastructure | Amenities            | \$4.28m           |
|                | Bins                 | \$0.1m            |
|                | Bridges              | \$2.04m           |
|                | Fences               | \$6.51m           |
|                | Lighting             | \$3.61m           |
|                | Minor structure      | \$6.13m           |
|                | Minor structure area | \$3.01m           |
|                | Signs                | \$0.91m           |
| Irrigation     | Irrigation           | \$18.60m          |
| Playgrounds    | Playground equipment | \$12.92m          |
|                | Playground surface   | \$1.05m           |
|                | Playground walls     | \$0.26m           |
|                |                      | <b>\$59.4m</b>    |

*Parks and Environment Soft Infrastructure Assets (Non-depreciable assets)*

| Park Category   | Total area<br>Grassed<br>(ha) | Total area<br>Landscaped<br>(ha) | Total area<br>Bushland<br>(ha) | Total area<br>(ha) |
|-----------------|-------------------------------|----------------------------------|--------------------------------|--------------------|
| Drainage        | 2                             | 1                                | -                              | 2                  |
| Major Passive   | 125                           | 10                               | 380                            | 515                |
| Minor Passive   | 216                           | 66                               | -                              | 282                |
| Natural Areas   | -                             | -                                | 458                            | 458                |
| Sports Field    | 123                           | 34                               | -                              | 158                |
| Undeveloped POS | 4                             | 39                               | -                              | 43                 |
| <b>TOTAL</b>    | <b>470</b>                    | <b>151</b>                       | <b>838</b>                     | <b>1459</b>        |

There are no road reserves or streetscapes included in the above table. These are not currently identified on Intramaps and therefore the areas can't be measured. As part of the improvement strategy these will be established and mapped and it is anticipated that there will be a further 60 to 70 hectares to be added to the total area.



## 2. Level of Service

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following findings have been drawn from the CATALYSE Pty Ltd Survey 2012.

| Performance Measure                                       | Satisfaction Level |                |              |                   |
|---|--------------------|----------------|--------------|-------------------|
|   | Delighted<br>%     | Satisfied<br>% | Neutral<br>% | Dissatisfied<br>% |
| Overall satisfaction with City of Cockburn                | 55                 | 35             | 6            | 3                 |
| Parks, reserves and ovals                                 | 60                 | 29             | 5            | 6                 |
| Streetscapes  | 33                 | 38             | 14           | 15                |
| Council's involvement in bush fire prevention and control | 41                 | 40             | 10           | 9                 |
| Sport and recreation facilities                           | 42                 | 39             | 11           | 8                 |
| Conservation and environmental management                 | 38                 | 42             | 8            | 12                |
| Midge Control   | 30                 | 33             | 13           | 24                |
| Mosquito Control  | 29                 | 34             | 14           | 23                |

### Level of Service findings

- Community satisfaction for the City's parks, reserves and ovals is high, with 89% of those surveyed either delighted or satisfied.
- Community satisfaction with the City's conservation and environmental management is also high with 80% of those surveyed either delighted or satisfied.
- Midge and mosquito control is still a concern with 24% and 23% respectively of those surveyed rating this as dissatisfied.

See (Section 3 - Page 12) of the PEAMP for further information



### 3. Enterprise Risk Management

Risk Management can be characterised as the culture, processes and structures that are directed towards the effective management of potential opportunities to reduce or mitigate adverse impacts on an organisation.

Following the risk assessment process those risks being assessed as 'Substantial' (requiring immediate corrective action) have been extracted from the risk register and summarised in the Tables below.

#### *Substantial Risk and Existing Controls - Parks*

| Risk description  | Risk Rating        | Existing Controls  | Retained Risk   |
|---|--------------------|--|-----------------|
| Personal injury due to damaged or vandalised park equipment (playgrounds, park furniture, etc.) | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Conduct major audit annually.</li> <li>2. Conduct visual inspection when servicing the area.</li> <li>3. Annual maintenance budget and program</li> <li>4. Ensure inspection worksheets are developed and completed</li> <li>5. Address issues identified</li> </ol> | <b>Moderate</b> |

#### *Substantial Risk and Existing Controls - Environment*

| Risk description   | Risk Rating        | Existing Controls   | Retained Risk   |
|--|--------------------|---|-----------------|
| Introduction of weed species results in loss of species diversity, degraded and reduced habitat.   | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Develop and implement a weed control strategy.</li> <li>2. Ensure contractor vehicles are washed down prior to entry to reserves.</li> <li>3. Instigate proper management practices.</li> </ol>       | <b>Moderate</b> |
| Bushfire occurs in natural bushland resulting in public harm, loss of property, loss of species diversity, degraded and reduced habitat. | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Maintain firebreaks to appropriate standards.</li> <li>2. Annual maintenance to remove/reduce fuel load.</li> <li>3. Fire Management &amp; response Plans developed and regularly updated.</li> </ol> | <b>Moderate</b> |



| Risk description   | Risk Rating        | Existing Controls   | Retained Risk |
|--|--------------------|---|---------------|
| Contaminated Stormwater flows enter the river / wetland system   | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Pollutant Traps currently being fitted to stormwater systems.</li> <li>2. Undertake regular monitoring and inspections of stormwater drains.</li> <li>3. Minimise fertiliser on lawns.</li> </ol>   | <b>Low</b>    |
| Asset value decreases at a greater than acceptable rate due to failure to adequately fund preventative maintenance programs. | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Annual budget process.</li> <li>2. Annual assessment of asset condition</li> <li>3. Prioritisation of funding.</li> </ol>   | <b>Low</b>    |
| Inappropriate or poor maintenance practices accelerate deterioration of the environment.                                     | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Professional asset and infrastructure management staff.</li> <li>2. Implementation of 'best practice' processes for asset management.</li> <li>3. Asset inventory and condition status maintained.</li> <li>4. Whole of life management of assets adopted.</li> </ol> | <b>Low</b>    |

Monitoring and reviewing occurs concurrently throughout the risk management process and as the city embraces a more structured approach to risk management and mitigation, our systems and processes will mature.

Current practices are satisfactorily managing risk, removal of these practices through lack of funding will create increase the risk and may impact on service delivery.

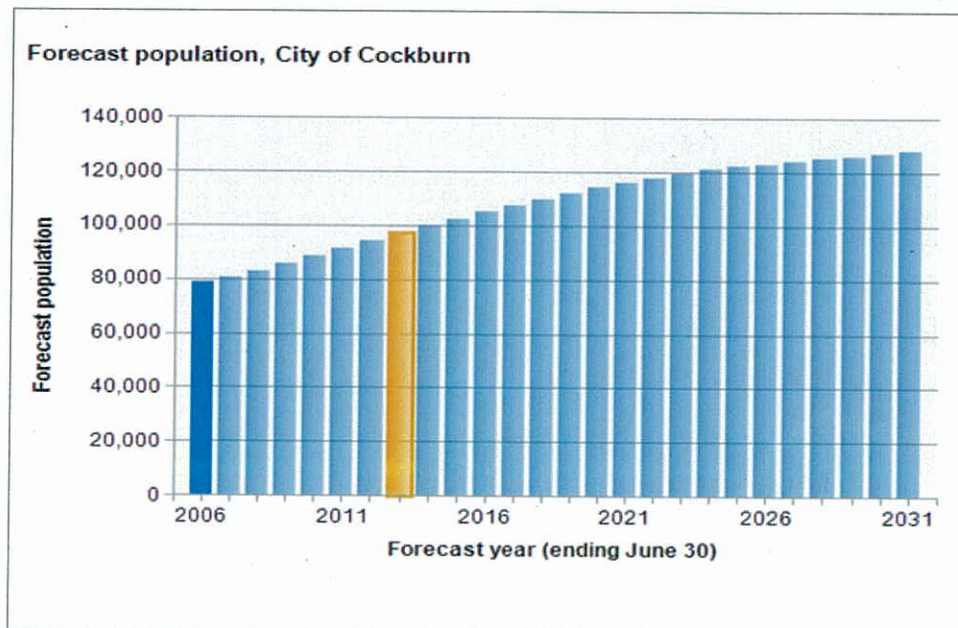
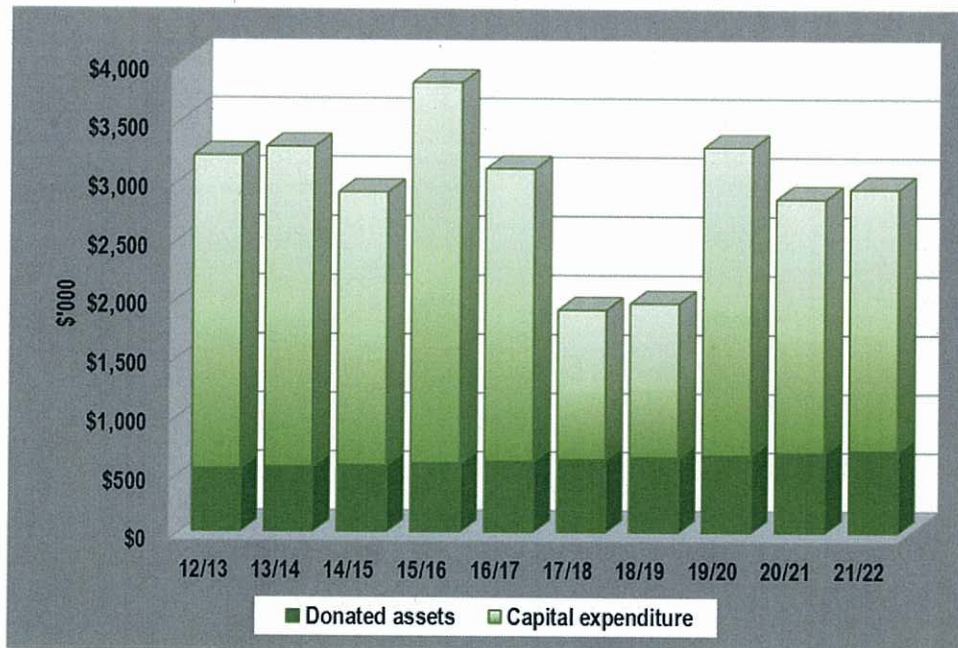
See (**Section 3.4 - Page 25**) of the PEAMP for further information

#### 4. Future Growth and Demand

Future growth projections are supported by the City's Community Strategic Plan population and demographic research, whilst Demand for new services will be administered through upgrading existing and providing new assets.

- A cumulative growth of 66.6ha of parks and recreation land over the next 5 years. This represents a 0.94% growth per annum.

New assets from Growth (CPI increase included)



See (Section 4 - Page 28) of the PEAMP for further information



## 5. Lifecycle Management

### 5.1 Maintenance and Operational Expenditure Analysis

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

#### *Maintenance and Operating Expenditure yearly trends - Parks*

| Year    | Maintenance Expenditure |               |                  | Total Operations & maintenance |
|---------|-------------------------|---------------|------------------|--------------------------------|
|         | Reactive<br>\$          | Planned<br>\$ | Operations<br>\$ |                                |
| 2008/09 | 1,971,629               | 5,851,817     | 116,215          | \$7,939,661                    |
| 2009/10 | 830,602                 | 6,664,884     | 1,738,801        | \$9,234,287                    |
| 2010/11 | 952,810                 | 7,012,528     | 1,870,364        | \$9,835,702                    |
| 2011/12 | 906,515                 | 8,389,780     | 344,268          | \$9,640,563                    |
| 2012/13 |                         |               |                  | \$9,935,278                    |

#### *Maintenance and Operating Expenditure yearly trends - Environment*

| Year    | Maintenance Expenditure |               |                  | Total Operations & maintenance |
|---------|-------------------------|---------------|------------------|--------------------------------|
|         | Reactive<br>\$          | Planned<br>\$ | Operations<br>\$ |                                |
| 2008/09 | 45,397                  | 1,112,861     | 870,445          | \$2,028,703                    |
| 2009/10 | 48,077                  | 1,172,085     | 752,318          | \$1,972,480                    |
| 2010/11 | 28,656                  | 1,684,763     | 843,178          | \$2,556,597                    |
| 2011/12 | 114,052                 | 1,468,106     | 777,440          | \$2,359,598                    |
| 2012/13 |                         |               |                  | \$3,266,929                    |

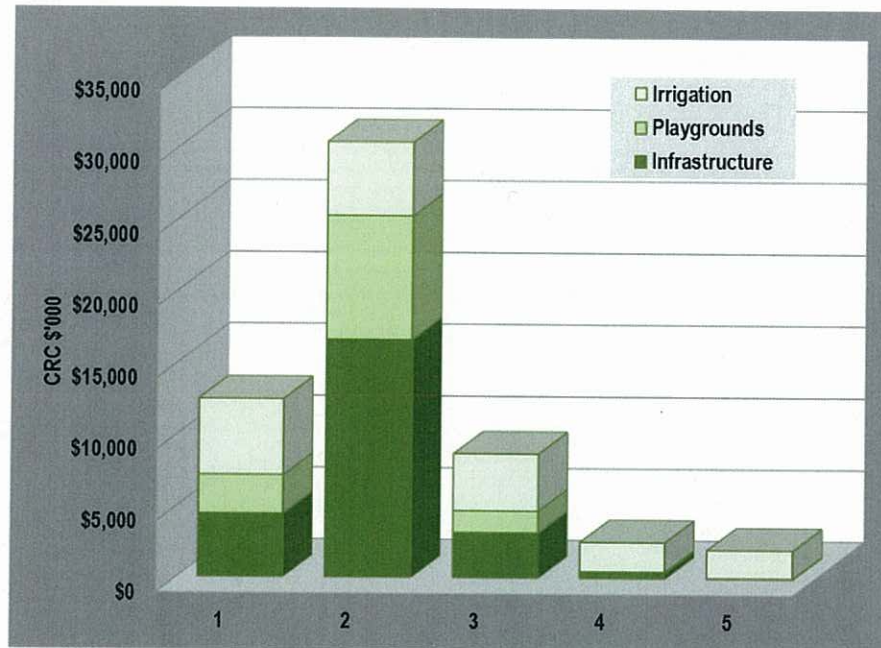
#### Maintenance and Operating Expenditure Findings

- Maintenance expenditure levels are considered to be adequate to meet current service levels.
- Planned maintenance work represents 90.2% of total Parks Service unit maintenance expenditure and 92.8% of total Environment service unit maintenance expenditure.
- By 21/22 required expenditure for Operations and Maintenance is expected to be around \$13,445,000 per year for Parks and \$3,300,000 for Environment. Including a 3% CPI increase per year forward.



## 5.2 Condition Profile for Hard Infrastructure Assets

All assets in the asset register except for the irrigation data have been visually assessed on site and given an appropriate condition rating based on the 1 to 5 condition rating with 1 being 'excellent' and 5 'very poor'. The data pick up was completed by Opus in September 2012. All irrigation data has been assessed and valued by the Irrigation Maintenance Officer.



| Condition | Irrigation          | Playgrounds | Infrastructure | All assets |
|-----------|---------------------|-------------|----------------|------------|
|           | % of asset category |             |                |            |
| 1         | 28.62%              | 21.79%      | 17.96%         | 22.16%     |
| 2         | 27.60%              | 66.04%      | 67.36%         | 54.02%     |
| 3         | 21.43%              | 11.43%      | 12.82%         | 15.44%     |
| 4         | 11.14%              | 0.74%       | 1.54%          | 4.54%      |
| 5         | 11.21%              | 0           | 0.31%          | 3.84%      |
| Total     | 100%                | 100%        | 100%           | 100%       |

### Condition Profile for Hard Infrastructure Assets Findings

- The City's parks and environment hard infrastructure is in a good to excellent condition with 76% of the assets currently rating as either a 1 or a 2.
- Of the assets currently at the intervention level of 4 or 5 irrigation assets account for the majority.

See (Section 5 – Page 34) of the PEAMP for further information



## 6. Financial Analysis

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 6.1 Asset valuations – Current Replacement Cost and Depreciation

| Asset Group    | Current Replacement Cost | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense |
|----------------|--------------------------|------------------------------------|-----------------------------|
| Playgrounds    | \$14,246,891             | \$9,794,182                        | \$937,519                   |
| Irrigation     | \$18,573,563             | \$10,896,377                       | \$869,973                   |
| Infrastructure | \$26,582,240             | \$17,712,422                       | \$1,118,867                 |
| <b>TOTAL</b>   | <b>\$59,402,694</b>      | <b>\$38,402,981</b>                | <b>\$2,929,359</b>          |

The City has developed renewal plans for each of the 3 asset groups; these will drive the budget planning process and form the basis of the City's long term financial planning. The projected renewals for 2013/14 are shown in Appendix A.

#### 10.10.3.6.2.1 Projected Renewals and Expenditure Gap - Playgrounds

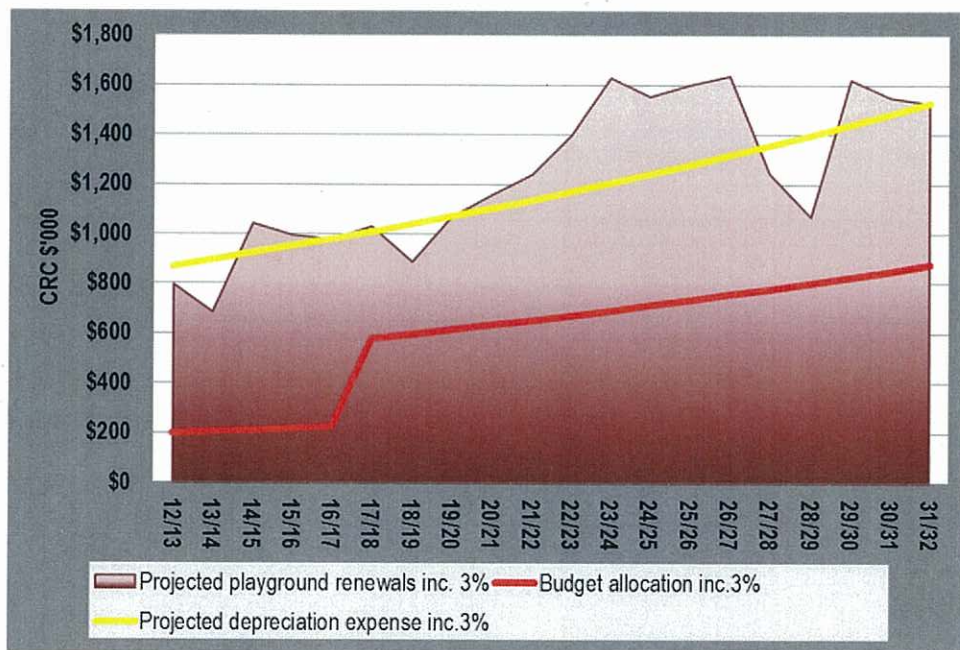
| YEAR  | PROJECTED RENEWAL<br>(inc. 3% CPI) | BUDGET ALLOCATION<br>(inc. 3% CPI) | FUNDING GAP      | CUMULATIVE GAP     |
|-------|------------------------------------|------------------------------------|------------------|--------------------|
| 12/13 | \$797,500                          | \$200,000                          | \$597,500        | \$597,500          |
| 13/14 | \$687,010                          | \$206,000                          | \$481,010        | \$1,078,510        |
| 14/15 | \$1,040,212                        | \$212,180                          | \$828,032        | \$1,906,542        |
| 15/16 | \$993,835                          | \$218,545                          | \$775,290        | \$2,681,832        |
| 16/17 | \$979,755                          | \$225,102                          | \$754,654        | \$3,436,486        |
| 17/18 | \$1,031,754                        | \$579,637                          | \$452,117        | \$3,888,603        |
| 18/19 | \$887,778                          | \$597,026                          | \$290,752        | \$4,179,355        |
| 19/20 | \$1,071,220                        | \$614,937                          | \$456,283        | \$4,635,638        |
| 20/21 | \$1,156,561                        | \$633,385                          | \$523,176        | \$5,158,814        |
| 21/22 | <b>\$1,239,535</b>                 | <b>\$652,387</b>                   | <b>\$587,148</b> | <b>\$5,745,962</b> |
| 22/23 | \$1,399,017                        | \$671,958                          | \$727,059        | \$6,473,020        |



| YEAR  | PROJECTED RENEWAL<br>(inc. 3% CPI) | BUDGET ALLOCATION<br>(inc. 3% CPI) | FUNDING GAP | CUMULATIVE GAP |
|-------|------------------------------------|------------------------------------|-------------|----------------|
| 23/24 | \$1,628,551                        | \$692,117                          | \$936,434   | \$7,409,455    |
| 24/25 | \$1,555,149                        | \$712,880                          | \$842,268   | \$8,251,723    |
| 25/26 | \$1,601,803                        | \$734,267                          | \$867,536   | \$9,119,259    |
| 26/27 | \$1,636,622                        | \$756,295                          | \$880,327   | \$9,999,586    |
| 27/28 | \$1,242,479                        | \$778,984                          | \$463,495   | \$10,463,082   |
| 28/29 | \$1,070,339                        | \$802,353                          | \$267,986   | \$10,731,068   |
| 29/30 | \$1,620,617                        | \$826,424                          | \$794,193   | \$11,525,261   |
| 31/32 | \$1,548,363                        | \$851,217                          | \$697,146   | \$12,222,407   |

Renewal expenditure has been based on 2012 budget allocation, and a 3% CPI increase has been considered.

The above Table is displayed in a line graph below:



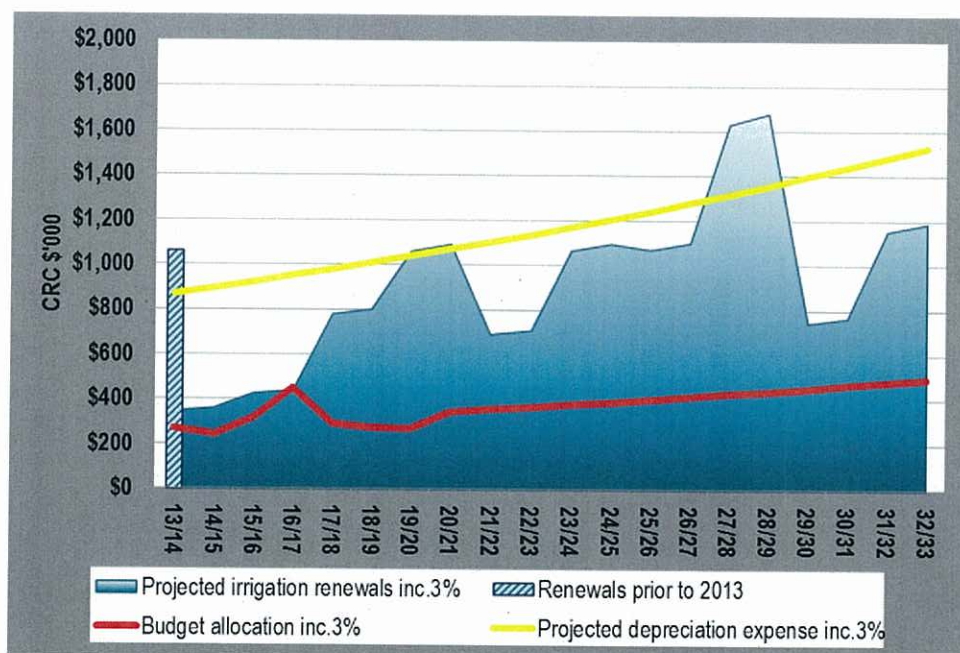


## 6.2.2 Projected Renewals and Expenditure Gap - Irrigation

| YEAR         | PROJECTED RENEWAL<br>(inc. 3% CPI) | BUDGET ALLOCATION<br>(inc. 3% CPI) | FUNDING GAP      | CUMULATIVE GAP     |
|--------------|------------------------------------|------------------------------------|------------------|--------------------|
| 12/13        | \$1,062,823                        | \$310,000                          | \$752,823        | \$752,823          |
| 13/14        | \$349,384                          | \$267,800                          | \$81,584         | \$834,407          |
| 14/15        | \$359,866                          | \$244,007                          | \$115,859        | \$950,266          |
| 15/16        | \$426,455                          | \$316,891                          | \$109,564        | \$1,059,830        |
| 16/17        | \$439,249                          | \$450,204                          | <b>-\$10,955</b> | \$1,048,876        |
| 17/18        | \$779,852                          | \$289,819                          | \$490,033        | \$1,538,909        |
| 18/19        | \$803,247                          | \$274,632                          | \$528,615        | \$2,067,524        |
| 19/20        | \$1,061,095                        | \$270,572                          | \$790,522        | \$2,858,047        |
| 20/21        | \$1,092,927                        | \$346,778                          | \$746,149        | \$3,604,196        |
| <b>21/22</b> | <b>\$690,532</b>                   | <b>\$357,182</b>                   | <b>\$333,351</b> | <b>\$3,937,547</b> |
| 22/23        | \$711,248                          | \$367,897                          | \$343,351        | \$4,280,898        |
| 23/24        | \$1,063,933                        | \$378,934                          | \$684,999        | \$4,965,896        |
| 24/25        | \$1,095,851                        | \$390,302                          | \$705,548        | \$5,671,445        |
| 25/26        | \$1,070,093                        | \$402,011                          | \$668,082        | \$6,339,526        |
| 26/27        | \$1,102,195                        | \$414,071                          | \$688,124        | \$7,027,650        |
| 27/28        | \$1,629,325                        | \$426,494                          | \$1,202,832      | \$8,230,482        |
| 28/29        | \$1,678,205                        | \$439,288                          | \$1,238,917      | \$9,469,399        |
| 29/30        | \$745,083                          | \$452,467                          | \$292,616        | \$9,762,015        |
| 30/31        | \$767,436                          | \$466,041                          | \$301,394        | \$10,063,409       |
| 31/32        | \$1,154,478                        | \$480,022                          | \$674,455        | \$10,737,865       |

The above Table is displayed in a line graph below:





### 6.2.3 Projected Renewals and Expenditure Gap - Infrastructure

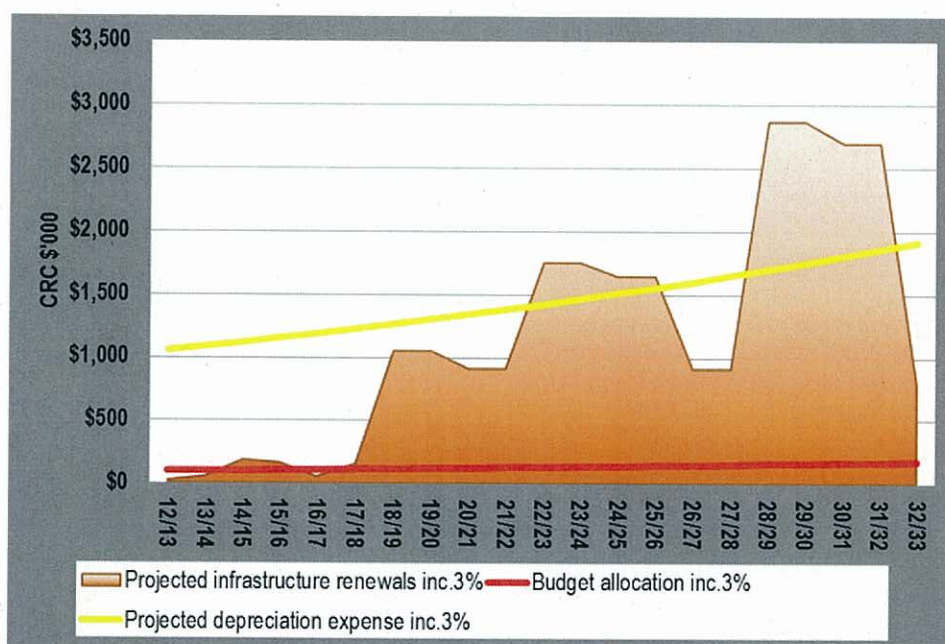
| YEAR  | PROJECTED RENEWAL<br>(inc. 3% CPI) | BUDGET ALLOCATION<br>(inc. 3% CPI) | FUNDING GAP      | CUMULATIVE GAP     |
|-------|------------------------------------|------------------------------------|------------------|--------------------|
| 12/13 | \$32,700                           | \$100,000                          | -\$67,300        | -\$67,300          |
| 13/14 | \$22,106                           | \$103,000                          | -\$80,894        | -\$148,194         |
| 14/15 | \$17,293                           | \$106,090                          | -\$88,797        | -\$236,991         |
| 15/16 | \$26,285                           | \$109,273                          | -\$82,987        | -\$319,979         |
| 16/17 | \$51,886                           | \$112,551                          | -\$60,665        | -\$380,644         |
| 17/18 | \$156,566                          | \$115,927                          | \$40,638         | -\$340,005         |
| 18/19 | \$938,180                          | \$119,405                          | \$818,774        | \$478,769          |
| 19/20 | \$938,180                          | \$122,987                          | \$815,192        | \$1,293,961        |
| 20/21 | \$802,999                          | \$126,677                          | \$676,322        | \$1,970,283        |
| 21/22 | <b>\$802,999</b>                   | <b>\$130,477</b>                   | <b>\$672,522</b> | <b>\$2,642,805</b> |
| 22/23 | \$1,652,316                        | \$134,392                          | \$1,517,924      | \$4,160,729        |
| 23/24 | \$1,652,316                        | \$138,423                          | \$1,513,892      | \$5,674,621        |
| 24/25 | \$1,270,179                        | \$142,576                          | \$1,127,603      | \$6,802,224        |
| 25/26 | \$1,270,179                        | \$146,853                          | \$1,123,326      | \$7,925,550        |
| 26/27 | \$910,064                          | \$151,259                          | \$758,805        | \$8,684,354        |
| 27/28 | \$910,064                          | \$155,797                          | \$754,267        | \$9,438,621        |



| YEAR  | PROJECTED RENEWAL<br>(inc. 3% CPI) | BUDGET ALLOCATION<br>(inc. 3% CPI) | FUNDING GAP | CUMULATIVE GAP |
|-------|------------------------------------|------------------------------------|-------------|----------------|
| 28/29 | \$2,664,909                        | \$160,471                          | \$2,504,438 | \$11,943,059   |
| 29/30 | \$2,664,909                        | \$165,285                          | \$2,499,624 | \$14,442,683   |
| 31/32 | \$2,526,366                        | \$170,243                          | \$2,356,123 | \$16,798,806   |

The 2013/14 Renewal Programme is detailed as Appendix A

The above Table is displayed on a line graph below:



### Renewal Forecasts Findings

- The current renewal budget of \$200,000 for playgrounds is considered to be inadequate by approximately \$550,000 per year.
- There are currently \$1.06m of irrigation assets that are considered to be beyond their useful life. The current renewal budget for irrigation of \$310,000 for 12/13 is considered an inadequate level of expenditure.
- The current renewal budget for infrastructure of \$100,000 is considered adequate until 2017/18.
- The higher risk rated assets (condition 4 & 5) which were identified during August/September 2012 by the Opus data pick up, are currently being either renewed or removed.
- 10 years projections indicate a potential cumulative gap estimated at \$12.3m
- 20 years projections indicate a potential cumulative gap estimated at \$44.5m.

### 6.3 Sustainability of Service Delivery

From June 2013 there will be a legislative requirement for the City to report its performance in relation to the Dept of Local Government's Asset Management Guidelines and Framework.

Based on actual expenditure in 2011/12, the following table indicates the City's performance in managing our parks and environment assets.

| Asset group                       | Consumption ratio<br>11/12<br>Benchmark 50% | Sustainability ratio<br>12/13<br>Benchmark 90% | Renewal Funding<br>Ratio 10 year<br>Benchmark 75% |
|-----------------------------------|---|--|---|
| All assets                        | 67.38%                                      | 21.40%   | 39.12%  |
| Dept. of LG framework<br>standard | Advanced                                    | Not met  | Not met   |

See (Section 6 – page 49) of the PEAMP for further information

## 7. Plan Improvement Strategy and Monitoring

A number of strategic improvements have been identified throughout the organisation which will improve future revisions of the plan and, provide greater financial alignment with the long term financial plan (2012-2022).

- Improve deterioration modelling to ascertain optimum renewal opportunities
- Continued focus on a “whole of life” approach to development, procurement and donation of assets.
- Develop strategies to assess projected renewals (peaks and troughs) so that funding is available for projected renewal years whilst ensuring assets continue to provide an acceptable level of service.
- Program annual inspections to validate asset data sets (condition 3 & 4)
- Review and recommend improvements so that the Dept. of LG Framework Standards are achieved.

See (Section 8 – Page 60) of the PEAMP for further information



## Appendix A Projected Renewals 2013 / 14

### Playgrounds

|                                   |            |       |                  |
|-----------------------------------|------------|-------|------------------|
| Marshwood Reserve                 | Bibra Lake | 13/14 | \$80,000         |
| Hargreaves Park                   | Coolbellup | 13/14 | \$38,500         |
| Santich Park                      | Munster    | 13/14 | \$76,500         |
| Hopbush Park                      | South Lake | 13/14 | \$96,500         |
| Beale Park                        | Spearwood  | 13/14 | \$75,000         |
| Macfaull Park                     | Spearwood  | 13/14 | \$28,500         |
| Market Garden Swamp North Reserve | Spearwood  | 13/14 | \$122,000        |
| Smart Park                        | Spearwood  | 13/14 | \$100,000        |
| Lees Park                         | Wattleup   | 13/14 | \$50,000         |
| <b>TOTAL YEAR 13/14</b>           |            |       | <b>\$667,000</b> |
| <b>+ CPI increase</b>             |            |       | <b>\$687,010</b> |

### Irrigation

|                               |                  |
|-------------------------------|------------------|
| Hydrometers to existing bores | \$110,000        |
| Pump Renewal Allocation       | \$100,000        |
| Michigan Park -               | \$120,000        |
| Steiner Res                   | \$60,000         |
| <b>TOTAL YEAR 13/14</b>       | <b>\$350,000</b> |

### Infrastructure

| PARK NAME            | 13/14   |
|----------------------|---------|
| BAKERS SQUARE        | \$8,900 |
| C Y O'CONNOR RESERVE | \$162   |
| CLASSON PARK         | \$4,500 |
| DEEPPDENE PARK       | \$100   |
| DIXON RESERVE        | \$100   |
| HAGAN PARK           | \$600   |
| LOMBE PARK           | \$2,000 |
| MACFAULL PARK        | \$100   |

| PARK NAME                  | 13/14    |
|----------------------------|----------|
| MANNING PARK               | \$100    |
| ROTARY PARK                | \$100    |
| SANTICH PARK               | \$100    |
| SOUTH COOGEE RESERVE       | \$200    |
| TOUCHELL PARK              | \$4,400  |
| WATSONS OVAL               | \$100    |
| TOTAL per year             | \$21,462 |
| TOTAL inc. 3% CPI increase | \$22,106 |





# **FOOTPATH ASSET MANAGEMENT PLAN SUMMARY 2013**



This document is available in  
alternative formats upon request.

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## 1. Introduction

With the implementation of the Strategic Community Plan 2012-2022, the Asset Management Plan has been developed to deliver sustainable financial management and continuous improvement of the City's infrastructure assets.

The Footpath Infrastructure Asset Management Plan (FAMP) covers all footpaths within the City. The data utilised in the creation of the Footpath Asset Management Plan is based on the City's operational asset register and is considered to be approximately 95% accurate. The condition ratings were established as a result of a full road and footpath network assessment conducted by Cardno LTD in 2009.

As this is the first FAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognises the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The footpath infrastructure asset category is currently the City's fourth highest value asset grouping.

Further details of the City's footpath Infrastructure assets are listed below.

| Jurisdiction | Width                | Dimension | Replacement Value |
|--------------|----------------------|-----------|-------------------|
| Roads        | < 1.5m width         | 60.51 km  | \$3.02m           |
|              | > or = to 1.5m width | 419.83 km | \$34.70m          |
| Parks        | < 1.5m width         | 5 km      | \$0.25m           |
|              | > or = to 1.5m width | 91.88 km  | \$8.80m           |
| TOTAL        |                      | 577.22 km | \$46.77m          |

## 2. Level of Service

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following findings have been drawn from the CATALYSE Pty Ltd Survey 2012.

| Performance Measure                        | Satisfaction Level |                |              |                   |
|--|--------------------|----------------|--------------|-------------------|
|  | Delighted<br>%     | Satisfied<br>% | Neutral<br>% | Dissatisfied<br>% |
| Overall satisfaction with City of Cockburn | 55                 | 35             | 6            | 3                 |
| Access to public transport                 | 39                 | 29             | 12           | 21                |
| Footpaths and cycle ways                   | 42                 | 32             | 11           | 15                |

### Level of Service Findings

- Overall Satisfaction with the City of Cockburn has increased by 15% from 2008 to 90% in 2012
- Community satisfaction for the City's footpath maintenance service is high, with 74% of those surveyed either delighted or satisfied.
- Business satisfaction for the City's footpath maintenance service is high, with 64% of those surveyed either delighted or satisfied
- There are 7.4% of footpaths that do not currently meet the desired service level of a minimum width of 1.5m.

See (Section 3 - Page 10) of the FAMP for further information



### 3. Enterprise Risk Management

Risk Management can be characterised as the culture, processes and structures that are directed towards the effective management of potential opportunities to reduce or mitigate adverse impacts on an organisation.

Following the risk assessment process those risks being assessed as 'Substantial' (requiring immediate corrective action) have been extracted from the risk register and summarised in the table below.

#### *Substantial Risk and Existing Controls*

| Risk description   | Risk Rating        | Existing Controls   | Retained Risk   |
|--|--------------------|---|-----------------|
| Inappropriate or poor infrastructure maintenance practices accelerate facility deterioration.  | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Annual budget process.</li> <li>2. Annual assessment of asset condition and prioritisation of funding.</li> </ol>   | <b>Low</b>      |
| Use of shared paths by cyclists and pedestrians may result in conflict and collision.  | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Segregation of path user groups wherever possible.</li> <li>2. Signage on paths indicating right of way.</li> <li>3. Pavement markings on path.</li> </ol>  | <b>Moderate</b> |
| Asset value decreases at a greater than acceptable rate due to failure to adequately fund preventative maintenance programs or renewal programs. | <b>Substantial</b> | <ol style="list-style-type: none"> <li>1. Professional asset and infrastructure management staff.</li> <li>2. Implementation of 'best practice' processes for asset management.</li> <li>3. Asset inventory and condition status maintained.</li> <li>4. Whole of life management of assets adopted.</li> </ol> | <b>Low</b>      |

Monitoring and reviewing occurs concurrently throughout the risk management process and as the city embraces a more structured approach to risk management and mitigation, our systems and processes will mature.

Current practices are satisfactorily managing risk, removal of these practices through lack of funding will increase the risk and may impact on service delivery.

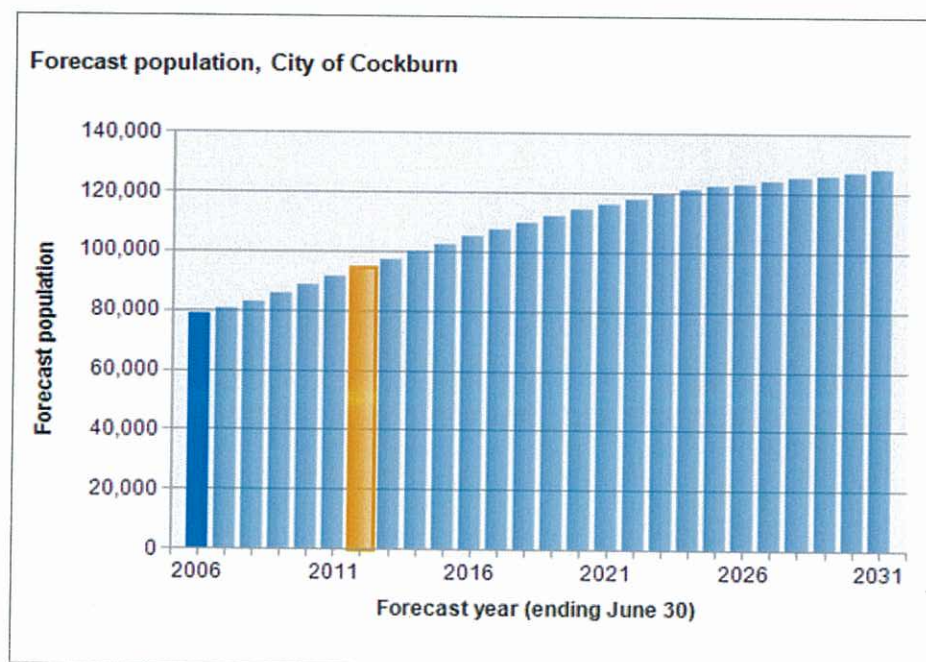
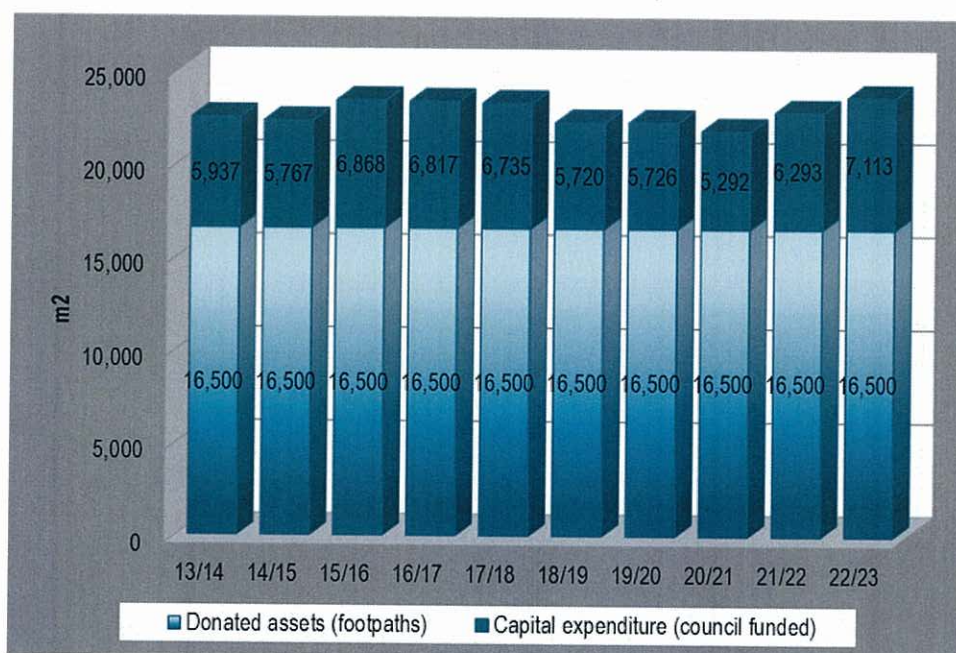
See (Section 3.4 – Page 14) of the FAMP for further information



#### 4. Future Growth and Demand

Future growth projections are supported by the City's Strategic Planning Service Population and demographic research, whilst Demand for new services will be administered through upgrading existing and providing new assets.

- A cumulative growth of 55 kilometres to the footpath network over the next 5 years. This represents a 1.91% growth per annum and an increase in replacement cost of \$1.9 million per year
- Estimated project costs of \$5 million invested through the delivery of the ten year new capital works program.



See (Section 4 - Page 16) of the FAMP for further information

## 5. Lifecycle Management

### 5.1 Maintenance and Operations Expenditure Analysis

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

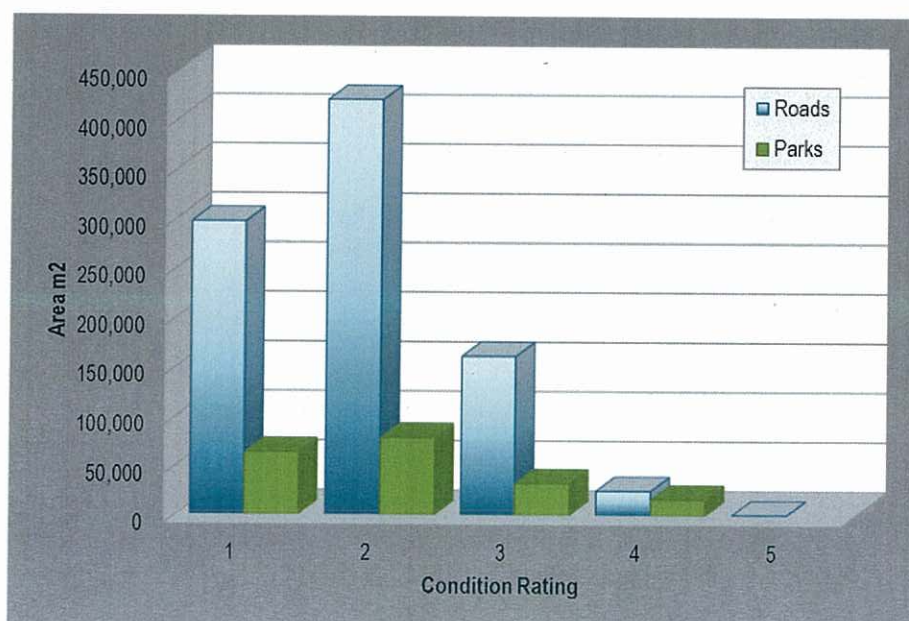
*Maintenance and Operating Expenditure yearly trends*

| Year    | Planned   | %   | Reactive  | %   | Total Maintenance | Operating expenditure | Total Operating & Maintenance |
|---------|-----------|-----|-----------|-----|-------------------|-----------------------|-------------------------------|
| 2008/09 | \$300,303 | 79% | \$80,375  | 21% | \$380,678         | \$170,324             | \$551,002                     |
| 2009/10 | \$299,178 | 79% | \$79,470  | 21% | \$378,648         | \$170,835             | \$549,483                     |
| 2010/11 | \$89,172  | 57% | \$66,833  | 43% | \$156,005         | \$345,663             | \$501,668                     |
| 2011/12 | \$81,913  | 44% | \$103,235 | 56% | \$185,148         | \$345,116             | \$530,264                     |
| 2012/13 |           |     |           |     |                   |                       | \$546,172                     |

### Maintenance and Operating Expenditure Findings

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Planned maintenance work was 44% of total maintenance expenditure for 2011/12.
- By 21/22 required expenditure for Operations and Maintenance is expected to be around \$845,845 per year.

### 5.2 Condition Profile for Footpaths





| CONDITION | Roads   | Parks   |
|-----------|---------|---------|
| 1         | 32.87%  | 33.28%  |
| 2         | 46.58%  | 41.26%  |
| 3         | 17.77%  | 16.97%  |
| 4         | 2.72%   | 8.49%   |
| 5         | 0.06%   | 0.00%   |
|           | 100.00% | 100.00% |

### Condition Profile for Footpath Findings

- The City's footpath network is in an excellent condition with 78% of the footpaths currently rated as either a condition 1 or 2.
- There are 4% of footpaths that are currently at the intervention level of condition 4.
- There are 7.4% of footpaths that do not currently meet the desired service level of a minimum width of 1.5m.
- 17% of footpaths are located within parks and are managed by the Parks and Environment Service unit, it has been identified that there is no renewal funding for these paths. The improvement strategy will look at asset ownership and clarification of responsibility within service units.

See (Section 5 – page 19) of the FAMP for further information



## 6. Financial Analysis

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

The value of assets as at August 2012 covered by this asset management plan are summarised below. Assets were last re-valued in August 2012.

### 6.1 Asset valuations – Current Replacement Cost and Depreciation

| Jurisdiction | Current Replacement Cost | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense | Annual Asset Consumption |
|--------------|--------------------------|------------------------------------|-----------------------------|--------------------------|
| Roads        | \$37,712,896             | \$26,643,383                       | \$819,052                   | 2% & 5%                  |
| Parks        | \$9,048,243              | \$6,083,755                        | \$246,216                   | 2% & 5%                  |
| Total        | \$46,761,139             | \$32,727,138                       | \$1,066,268                 |                          |

The City has developed a 10 year footpath renewal plan which will drive the budget planning process and form the basis to the City's long term financial planning. The renewals for year 2013/14 are shown in Appendix A.

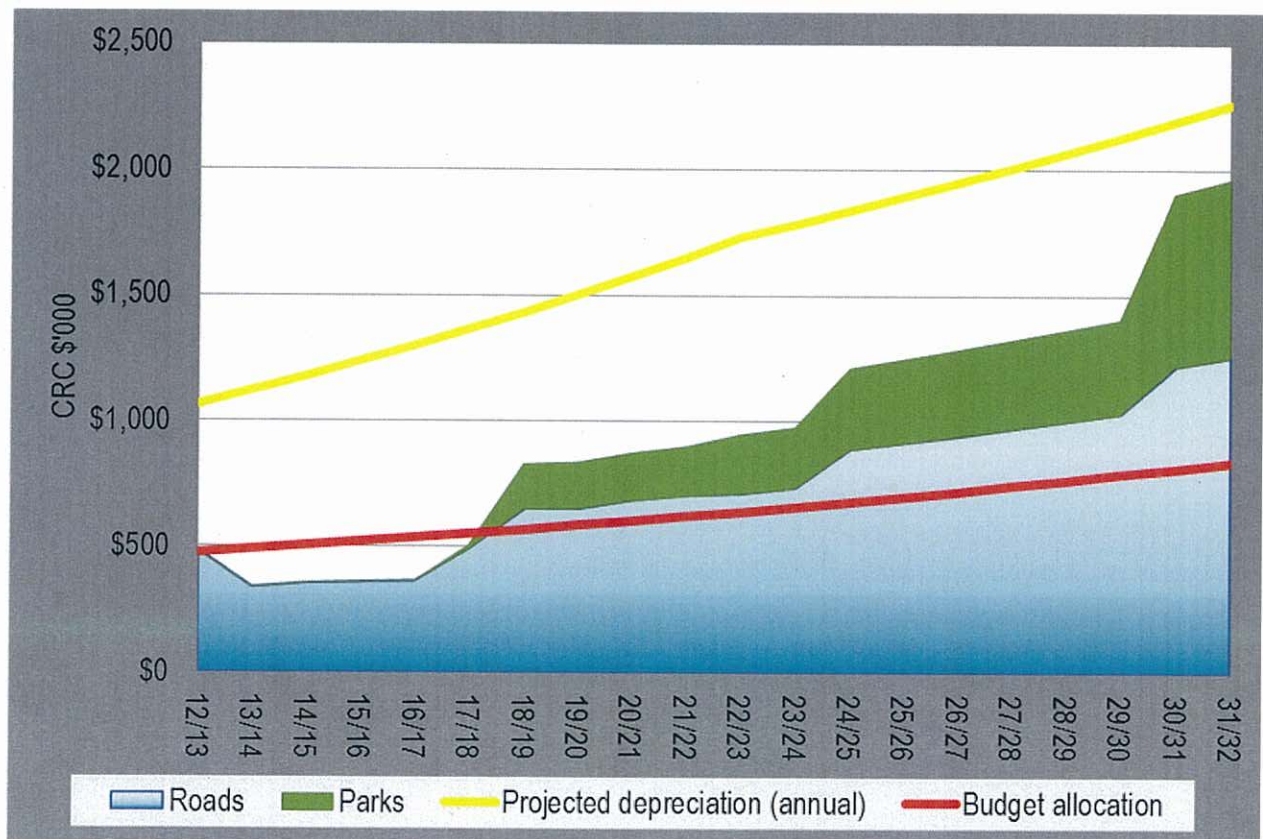
### 6.2 Projected Renewals and Expenditure Gap

| Year  | Projected Renewals |              | Budget Allocation (2012 inc. 3% CPI) | Funding gap   | Cumulative Gap |
|-------|--------------------|--------------|--------------------------------------|---------------|----------------|
|       | Roads              | Parks        |                                      |               |                |
| 12/13 | \$483,297.12       | \$0.00       | \$477,920.00                         | \$5,377.11    | \$5,377.11     |
| 13/14 | \$338,660.50       | \$0.00       | \$492,257.60                         | -\$153,597.10 | -\$148,219.99  |
| 14/15 | \$357,776.30       | \$0.00       | \$507,025.33                         | -\$149,249.02 | -\$297,469.01  |
| 15/16 | \$359,951.22       | \$0.00       | \$522,236.09                         | -\$162,284.86 | -\$459,753.88  |
| 16/17 | \$363,931.49       | \$0.00       | \$537,903.17                         | -\$173,971.68 | -\$633,725.56  |
| 17/18 | \$491,351.56       | \$14,023.91  | \$554,040.27                         | -\$48,664.80  | -\$682,390.35  |
| 18/19 | \$650,411.15       | \$178,400.13 | \$570,661.47                         | \$258,149.81  | -\$424,240.55  |
| 19/20 | \$652,619.40       | \$183,752.14 | \$587,781.32                         | \$248,590.22  | -\$175,650.32  |
| 20/21 | \$684,273.01       | \$189,264.70 | \$605,414.76                         | \$268,122.95  | \$92,472.63    |
| 21/22 | \$704,021.06       | \$194,942.64 | \$623,577.20                         | \$275,386.50  | \$367,859.13   |



| Year  | Projected Renewals  |                    | Budget Allocation<br>(2012 inc. 3% CPI) | Funding gap        | Cumulative Gap |
|-------|---------------------|--------------------|---|--------------------|----------------|
|       | Roads               | Parks              |   |                    |                |
| 22/23 | \$712,970.30        | \$234,192.30       | \$642,284.52                            | \$304,878.09       | \$672,737.21   |
| 23/24 | \$734,359.41        | \$241,218.07       | \$661,553.05                            | \$314,024.43       | \$986,761.64   |
| 24/25 | \$888,274.43        | \$322,662.80       | \$681,399.64                            | \$529,537.59       | \$1,516,299.23 |
| 25/26 | \$914,922.67        | \$332,342.68       | \$701,841.63                            | \$545,423.72       | \$2,061,722.96 |
| 26/27 | \$942,370.35        | \$342,312.97       | \$722,896.88                            | \$561,786.43       | \$2,623,509.39 |
| 27/28 | \$970,641.46        | \$352,582.35       | \$744,583.79                            | \$578,640.03       | \$3,202,149.41 |
| 28/29 | \$999,760.70        | \$363,159.83       | \$766,921.30                            | \$595,999.23       | \$3,798,148.64 |
| 29/30 | \$1,029,753.52      | \$374,054.62       | \$789,928.94                            | \$613,879.20       | \$4,412,027.84 |
| 30/31 | \$1,218,804.34      | \$686,500.98       | \$813,626.81                            | \$1,091,678.51     | \$5,503,706.35 |
| 31/32 | \$1,255,368.47      | \$707,096.01       | \$838,035.61                            | \$1,124,428.87     | \$6,628,135.22 |
|       | <b>\$14,753,518</b> | <b>\$4,716,506</b> | <b>\$12,841,889</b>                     | <b>\$6,628,135</b> |                |

The above table is displayed in a line graph below.





## Renewal Forecast Findings

- The renewal budget for 12/13 is \$477,920 and is considered an adequate level of expenditure until 2017/2018.
- Currently only 4% of footpaths have reached the renewal intervention level of condition 4. These assets currently form the basis of the 10 year renewal program
- The higher risk rated assets (condition 4&5) were internally reassessed late 2011 and form the basis of the 5 year Renewal Program.
- The City also has a young footpath network with only 8% currently over the age of 20 years.
- 10 years projections identified a cumulative gap estimated at \$367,859
- 20 years projections identified a cumulative gap estimated at \$6.6m.
- Up until 24/25 there is an opportunity to divert funding from renewal's to the Footpath and Cycleway Plan (capital path programs including the 1.2m path network) from 13/14.

### 6.3 Sustainability of Service Delivery

From June 2013 there will be a legislative requirement for the City to report its performance in relation to the Dept. of Local Government's Asset Management Guidelines and Framework.

Based on actual expenditure in 2011/12, the following table indicates the City's performance in managing our road assets.

| Asset                           | Consumption Ratio<br>2011/12 | Sustainability Ratio<br>2012/13 | Renewal Funding Ratio<br>2013-23 |
|---------------------------------|------------------------------|---------------------------------|----------------------------------|
|                                 | Benchmark 50%                | Benchmark 90%                   | Benchmark 75%                    |
| Footpaths                       | 70%                          | 45%                             | 94%                              |
| Dept. of LG Framework Standards | Advanced                     | Not Met                         | Basic                            |

See (Section 6 – Page 30) of the FAMP for further information

## 7. Plan Improvement Strategy and Monitoring

A number of strategic improvements have been identified throughout the organisation which will improve future revisions of the plan and, provide greater financial alignment with the long term financial plan (2012-2022).

- Improve deterioration modelling to ascertain optimum renewal opportunities
- Develop strategies to analysis useful life by considering road hierarchy and environment factors.
- Revalidate the City's Footpath network database every 5-7 years.
- Continued focus on a "whole of life" approach to development, procurement and donation of assets.
- Develop strategies to assess projected renewals (peaks and troughs) so that funding is available for projected renewal years whilst ensuring assets continue to provide an acceptable level of service.
- Program annual inspections to validate asset data sets (condition 3 & 4)
- Review and recommend improvements so that the basic Dept. of LG Framework Standards can be met.
- Review asset custodianship across Service Units to better target ongoing maintenance and renewal expenditure i.e. parks.

See (**Section 8 - Page 41**) of the FAMP for further information



## Appendix A Preliminary Footpath renewal plan - 2013/14

| Suburb        | Footpath No   | Road Name         | From                 | To                   | Park name | Width<br>m | Area<br>m2 | Renewal<br>year | Renewal<br>Cost |
|---------------|---------------|-------------------|----------------------|----------------------|-----------|------------|------------|-----------------|-----------------|
| atwell        | FP_0018_02_L  | beenyp road       | dryandra elbow       | callistemon approach | NA        | 0.9        | 108.3      | 13/14           | \$4,332         |
| atwell        | FP_0018_01_L  | beenyp road       | beenyp road          | dryandra elbow       | NA        | 0.9        | 49.8       | 13/14           | \$1,992         |
| atwell        | FP_0018_03_L  | beenyp road       | callistemon approach | acacia copse         | NA        | 0.9        | 152        | 13/14           | \$6,080         |
| munster       | FP_0113_04_R1 | troode street     | hamelin drive        | troode street        | NA        | 0.9        | 86.3       | 13/14           | \$3,452         |
| beeliar       | FP_1113_01_R  | suntree mews      | paganoni view        | possum glade         | NA        | 0.9        | 85.5       | 13/14           | \$3,420         |
| beeliar       | FP_1113_02_R  | suntree mews      | paganoni view        | possum glade         | NA        | 0.9        | 75.9       | 13/14           | \$3,036         |
| hamilton hill | FP_0178_01_R  | strode avenue     | recreation road      | rockingham road      | NA        | 1          | 346.9      | 13/14           | \$13,876        |
| spearwood     | FP_0124_04_R  | angus avenue      | leonard way          | scales way           | NA        | 1.2        | 382.2      | 13/14           | \$15,288        |
| hamilton hill | FP_0394_04_L  | erpingham road    | bickford place       | stanyford place      | NA        | 1.2        | 199.6      | 13/14           | \$7,984         |
| spearwood     | FP_0637_01_L  | galian way        | galian way           | lintott way          | NA        | 1.2        | 43         | 13/14           | \$1,720         |
| munster       | FP_0803_04_R  | turfan way        | aden court           | jessica court        | NA        | 1.3        | 135        | 13/14           | \$5,400         |
| spearwood     | FP_0513_01_R  | stevenson wy      | marvell avenue       | marvell avenue       | NA        | 1.4        | 176.4      | 13/14           | \$7,056         |
| coogee        | FP_0022_15_R  | hamilton road     | mell road            | king street          | NA        | 1.4        | 178.7      | 13/14           | \$7,148         |
| munster       | FP_0610_02_R  | button street     | frobisher avenue     | cul-de-sac           | NA        | 1.2        | 205.5      | 13/14           | \$8,220         |
| munster       | FP_0610_01_R  | button street     | frobisher avenue     | rockingham road      | NA        | 1.4        | 267.8      | 13/14           | \$10,712        |
| munster       | FP_0803_01_R  | turfan way        | blondell drive       | dryden street        | NA        | 1.2        | 187        | 13/14           | \$7,480         |
| coolbellup    | FP_0335_02_L  | capulet street    | juliet road          | montague way         | NA        | 1.2        | 235.7      | 13/14           | \$9,428         |
| hammond park  | FP_1600_01_L  | flinders crescent | snowy rise           | caridean way         | NA        | 1.2        | 225.3      | 13/14           | \$9,012         |
| hammond park  | FP_1602_01_R  | sandelford way    | jackadder avenue     | plumridge avenue     | NA        | 1.3        | 243.2      | 13/14           | \$9,728         |
| munster       | FP_0806_03_R  | turfan way        | aden court           | bega place           | NA        | 1.4        | 105.4      | 13/14           | \$4,216         |
| hamilton hill | FP_0181_03_R  | davilak avenue    | lucius road          | whitton street       | NA        | 1.2        | 81.7       | 13/14           | \$3,268         |
| spearwood     | FP_0158_01_L2 | mell road         | garden road          | hamilton road        | NA        | 1.4        | 245.8      | 13/14           | \$9,832         |
| wattleup      | FP_0352_03_C  | tomislav place    | cul-de-sac           | cul-de-sac           | NA        | 1.2        | 26.7       | 13/14           | \$1,068         |
| hamilton hill | FP_0023_02_L  | blackwood avenue  | ives place           | packham road         | NA        | 1.2        | 335.8      | 13/14           | \$13,432        |

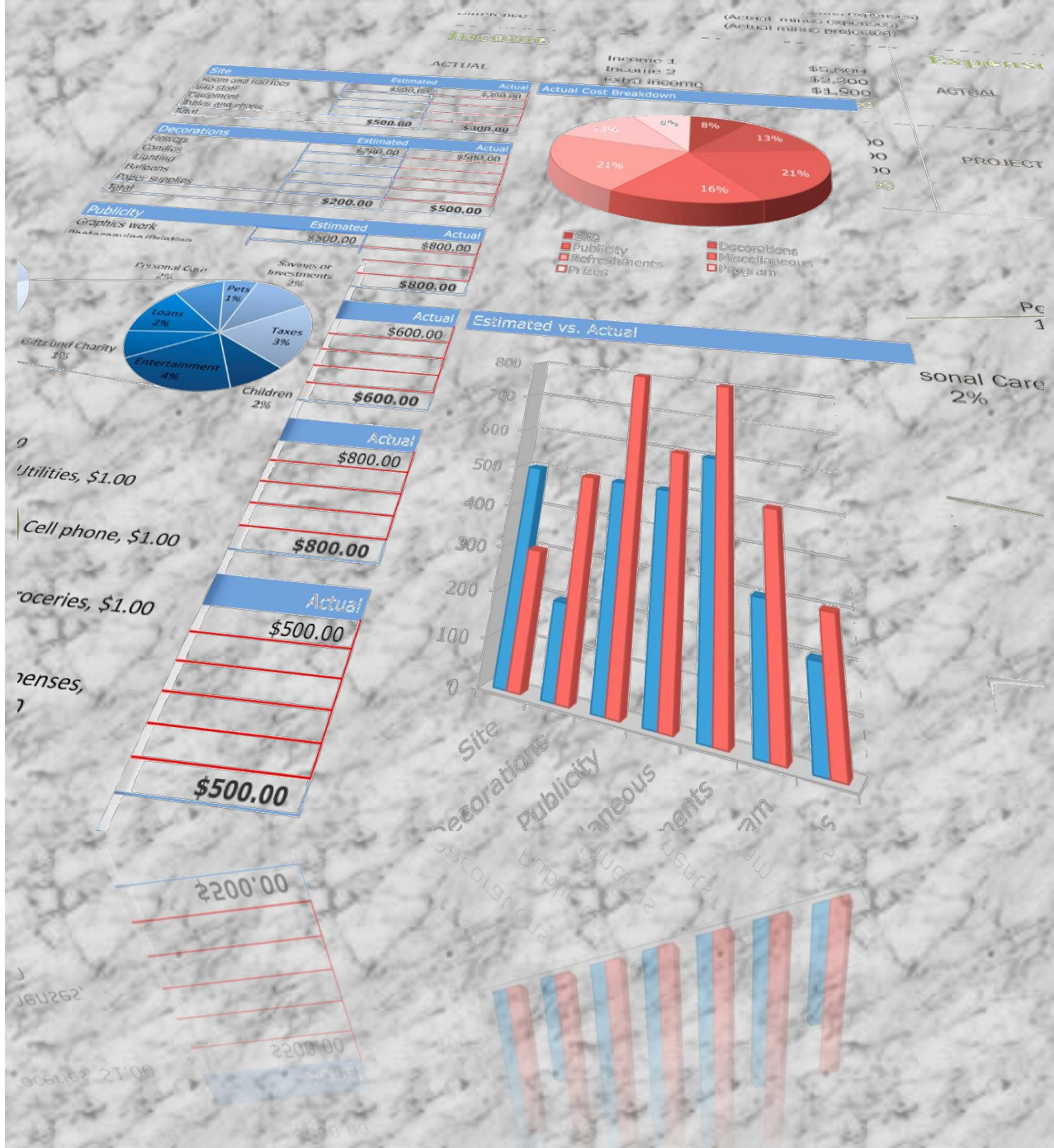


# FOOTPATH ASSET MANAGEMENT PLAN SUMMARY 2013 V2

| Suburb        | Footpath No  | Road Name                | From               | To                | Park name | Width<br>m | Area<br>m2 | Renewal<br>year | Renewal<br>Cost |
|---------------|--------------|--------------------------|--------------------|-------------------|-----------|------------|------------|-----------------|-----------------|
| coogee        | FP_0118_01_L | beach road               | cockburn road      | mills street      | NA        | 1.2        | 218.8      | 13/14           | \$8,752         |
| coolbellup    | FP_0303_01_L | ceres place              | prospero crescent  | whitmore place    | NA        | 1.2        | 158.4      | 13/14           | \$6,336         |
| spearwood     | FP_0512_01_R | aw                       | buchan close       | stevenson way     | NA        | 1.2        | 250.8      | 13/14           | \$10,032        |
| coogee        | FP_0479_02_L | arlington loop           | airle place        | howick court      | NA        | 1.2        | 112.9      | 13/14           | \$4,516         |
| coogee        | FP_0479_03_L | arlington loop           | airle place        | duchart way       | NA        | 1.2        | 81.8       | 13/14           | \$3,272         |
| hamilton hill | FP_0214_02_L | tolley court             | showell street     | parnell road      | NA        | 1.3        | 629.8      | 13/14           | \$25,192        |
| hamilton hill | FP_0176_01_R | winfield street          | hamilton road      | millan place      | NA        | 1.2        | 171.6      | 13/14           | \$6,864         |
| hamilton hill | FP_0176_02_R | winfield street          | glenister road     | millan place      | NA        | 1.2        | 159.7      | 13/14           | \$6,388         |
| coogee        | FP_0362_01_R | tanunda road             | christine crescent | mills street      | NA        | 1.2        | 229        | 13/14           | \$9,160         |
| munster       | FP_0522_02_R | west churchill<br>avenue | coogee road        | rockingham road   | NA        | 1.2        | 309.3      | 13/14           | \$12,372        |
| yangebup      | FP_0454_0493 | aw                       | mudlark way        | pelican ramble    | NA        | 1.2        | 207.1      | 13/14           | \$8,284         |
| spearwood     | FP_0039_02_L | ocean road               | cross road         | hamilton road     | NA        | 1.3        | 614.1      | 13/14           | \$24,564        |
| bibra lake    | FP_0552_0746 | aw                       | dairy court        | simon court       | NA        | 1.2        | 80.9       | 13/14           | \$3,236         |
| beeliar       | FP_1158_02_L | nogga retreat            | aster close        | cul-de-sac        | NA        | 1.2        | 140.9      | 13/14           | \$5,636         |
| coogee        | FP_0118_03_L | beach road               | fairview street    | hillcrest street  | NA        | 1.2        | 140        | 13/14           | \$5,600         |
| south lake    | FP_0503_0737 | aw                       | berrigan drive     | eacham court      | NA        | 1.2        | 95.3       | 13/14           | \$3,812         |
| south lake    | FP_0689_0712 | aw                       | elderberry drive   | little lake close | NA        | 1.2        | 62.7       | 13/14           | \$2,508         |
| wattleup      | FP_0082_01_L | marban way               | wenlock road       | deepdene road     | NA        | 1.2        | 137.9      | 13/14           | \$5,516         |
|               |              |                          |                    |                   |           |            | 7980.5     | Subtotal        | \$319,220       |
|               |              |                          |                    |                   |           |            |            | +CPI (3%)       | \$338,660       |



# LONG TERM FINANCIAL PLAN 2012/13 – 2021/22



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## 1. INTRODUCTION

### 1.1 PURPOSE OF THE LONG TERM FINANCIAL PLAN (LTFP)

The Long Term Financial Strategy (LTFS) exists to provide the following outcomes for the City of Cockburn:

Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome;

Establish a financial framework against which City's strategies, policies and financial performance can be measured;

Ensure that City complies with sound financial management principles, as required by the Local Government Act (1995) and plan for the long-term financial planning as outlined by the Department of Local Government - Long Term Financial Planning – Frame Work and Guidelines; and

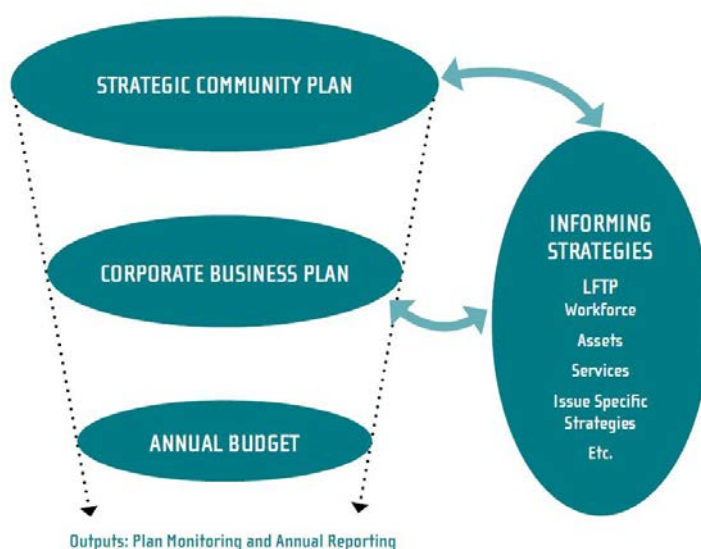
Allow the City to meet the objectives of the Local Government Act (1995) to promote the social, economic and environmental viability of municipal district and its role in maintaining the viability of City to ensure that resources are managed in a responsible manner.

### 1.2 LINK BETWEEN LTFP AND THE CITY'S INTEGRATED PLANNING FRAMEWORK

The purpose of the Long Term Financial Plan is to ensure the financial soundness of City of Cockburn and to provide appropriate levels of resources to meet City's future needs in providing services and facilities to community of this the City.

The LTFP fits into an overall Integrated Planning and Reporting Framework as outlined below.

Diagram 1 – Link Between LTFP and IPF



## 2. SOCIAL AND ECONOMIC CHANGE AND ITS IMPACT ON THE CITY OF COCKBURN

### 2.1 A DEMOGRAPHIC ANALYSIS OF THE CITY OF COCKBURN

Over the past ten years the City has sustained a significant growth rate of approximately three per cent per annum. As an interesting comparison, in the 2006 census the City's population was 78,477, and only five years later this had increased to 91,448 in the 2011 census, an increase of 12,971 or 16.5%.

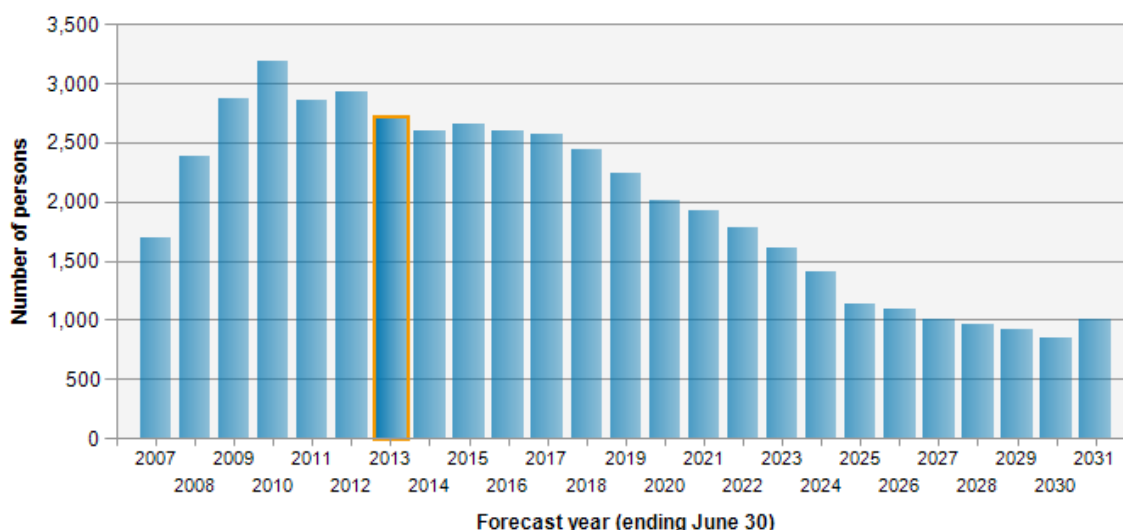
This growth has occurred predominately from the continued development of *greenfield* land (mainly rural land converted for urban development), mostly in the central and eastern parts of the City. This growth is reflective of regional planning undertaken over the past 20 years for the South West Corridor (opening significant areas for urban development), as well as the significant investment in both private and public transportation infrastructure which has seen the City evolve into a highly accessible and attractive intermediate metropolitan local government area. Coupled with this has been a strong local economic base underpinned by manufacturing and construction industry groups.

The coming ten year period will continue strong rates of growth, with the City's population forecast to grow from 97,088 in 2013 to 119,526 in 2023 - an average annual growth rate of approximately 2.3%. This will again be accounted for by new urban development in Greenfield areas. What it is interesting to note however is the dramatic change in growth post 2023, which coincides with greenfield land development reaching its full capacity. This will herald a key shift for the City, from what of new urban growth to growth contributed through urban consolidation.

As shown in the following graph, peak residential growth will occur over the next ten years then gradually reduce.

Graph 1 – Forecast Population Change

Forecast population change, City of Cockburn

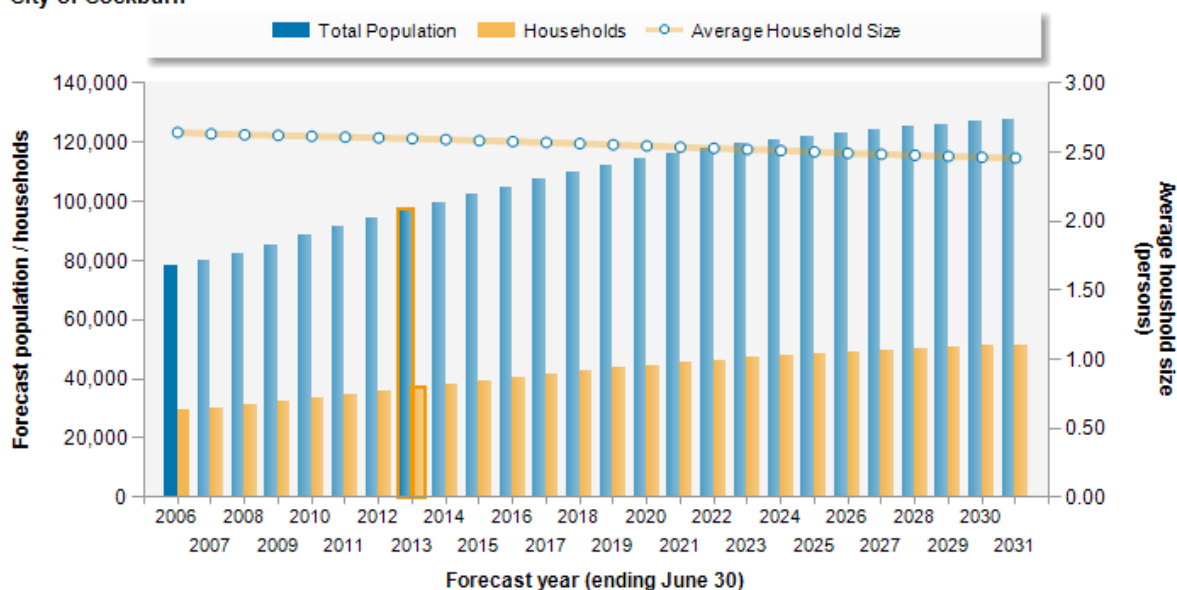


While the overriding message is for strong growth over the coming ten years, it is apparent that after the next ten years the City will see the growth rate of new residents and new dwellings reduce. It is also interesting to note the similar reduction in household sizes,

representative of increases in single and couple only households as the City enters its consolidation phase.

Graph 2 – Forecast population and households

Forecast population, households and average household size, City of Cockburn



In terms of looking within the City's growth rates, as of the 2011 ABS the City comprised a higher proportion of people in the younger age groups (0 to 17 years) and a lower proportion of people in the older age groups (60+ years) compared with all of Australia. Overall, 24.7% of the population was aged between 0 and 17, and 14.9% were aged 60 years and over, compared with 23.2% and 19.6% respectively for Australia.

The major differences between the age structure of City of Cockburn and Australia were:

- A larger percentage of 'Parents and homebuilders' (23.3% compared to 21.2%)
- A larger percentage of 'Young workforce' (15.7% compared to 13.8%)
- A larger percentage of 'Babies and pre-schoolers' (7.6% compared to 6.6%)
- A smaller percentage of 'Seniors' (5.8% compared to 7.9%)

In terms of the future, it is likely the City will see emerging trends in empty nesters and retirees (60 to 69), as well as older workers and pre-retirees (50 to 59). This reflects the consolidation phase that will likely begin after 2023.

As mentioned above, the City will see emerging growth trends in empty nesters and retirees (60 to 69), as well as older workers and pre-retirees (50 to 59). But importantly within the City there are a number of interesting suburbs which comprise a much higher concentration of older population, reflecting these suburbs being the original settlement suburbs of the City. Many people who now reside in these suburbs have done so for a number of decades, and have transitioned through their life cycle as part of the broader suburb lifecycle.

This is demonstrated by the following table comparison. Compare the percentages and numbers of suburbs like Spearwood, Hamilton Hill and Coolbellup with that of new growth suburbs like Aubin Grove, Beeliar and Success:



Table 1 – Suburb by suburb growth "mature vs new"

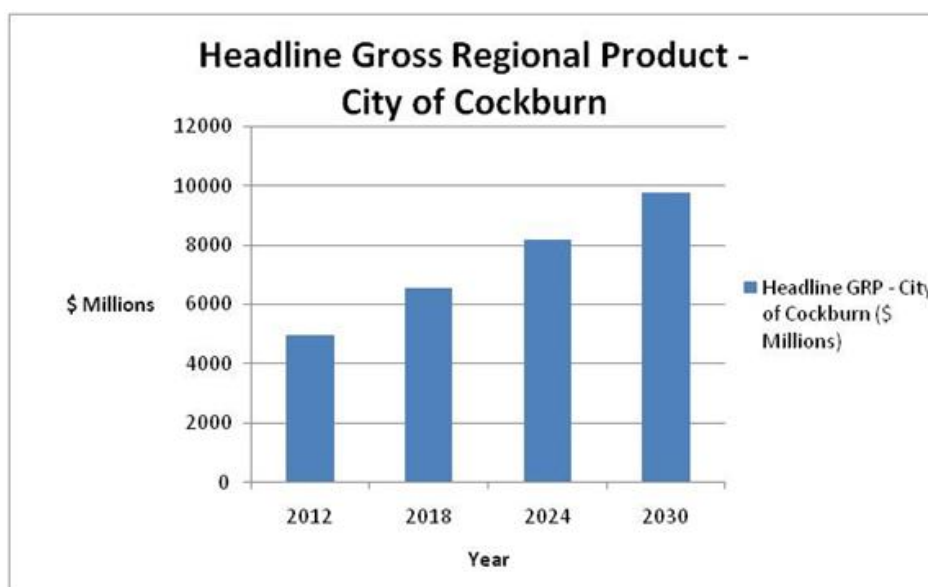
| City of<br>Cockburn's small<br>areas<br>(Persons aged<br>60-85 years) | 2013   |      |
|---|--------|------|
|   | num    | %    |
| City of Cockburn  | 15,108 | 15.6 |
| Atwell  | 651    | 7.3  |
| Aubin Grove -<br>Banjup   | 736    | 10.8 |
| Beeliar   | 545    | 8.4  |
| Bibra Lake  | 1,118  | 17.4 |
| Coogee -<br>North Coogee  | 1,111  | 19.2 |
| Coolbellup  | 1,136  | 22.0 |
| Hamilton Hill   | 2,500  | 24.6 |
| Hammond<br>Park -<br>Wattleup -<br>Henderson                          | 356    | 10.0 |
| Jandakot  | 423    | 15.0 |
| Leeming<br>(part)   | 342    | 16.0 |
| Munster   | 680    | 16.7 |
| North Lake  | 216    | 17.2 |
| South Lake -<br>Cockburn<br>Central                                   | 941    | 14.0 |
| Spearwood   | 2,585  | 26.5 |
| Success   | 879    | 9.4  |
| Yangebup  | 868    | 11.7 |

Accordingly the City will need to continue its strong presence and service provision in respect of the aging population according to the interesting concentrations which exist.

## 2.2 ECONOMIC GROWTH AND DEVELOPMENT ISSUES THAT COULD IMPACT ON THE CITY OF COCKBURN:

1. Analysis of economic growth over the past 10 years identifying any trends and reasons for these and projecting any likely trends over the next 10 years

The last ten years has seen solid growth in terms of population and property growth, the next ten years appear to be no different with population increasing as is residential, commercial and industrial properties. This will place additional pressure on the City to provide more roads, parks, recreation and other facilities over the next ten years. The following forecast of gross regional product highlights the economic growth in Cockburn over the twenty or so years which supports the LTFP and the need for more services.



2. Analysis of any City plans that affect future economic growth analysis of the impacts of population and demographic changes on economic growth

The City is a facilitator of economic growth not the driver in the same fashion as the State or Federal Government is a driver. The key role for local government is to have the correct planning tools in hand to facilitate the prompt development of land. This latter point depends more on key decisions of the State Government.

The City has considered the impact that the changing demographic mix will have on its development through the development of issue specific strategies. The *Children and Youth Services* strategies identify how we will provision for an increase in the needs of young people. Our *Age Friendly Strategic Plan* and the City's response through amendments to its Town Planning Scheme for more aged person's accommodation, identify how we will provide for the needs of our senior citizens. Our *Sports and Recreation Plan* identify where we will provide for facilities for different demographic groups; eg bowling clubs and skateparks.

3. Identifying new industrial or business subdivisions or developments that will affect economic growth in the City of Cockburn

The City is a growth the City, in that it has substantial growth over the next twenty years in land development including rates revenue (both residential and industrial/commercial) to sustain and drive the delivery of the City's adopted strategies. It is estimated that the City will increase its residential property base by 20,000 to 25,000 dwellings over the next twenty years through suburban infill programs in the mature northern suburbs to Greenfield developments in the south and east of the municipality. Industrial and commercial development will depend on the state of the economy with the primary industrial precincts infilling rapidly with more land being already required for the AMC. Jandakot City is moving ahead with four to six new buildings annually together with the access roads nearly completed. Latitude 32 in the southern suburbs is still to have its planning phase completed by Landcorp but it is at the stage where there is no apparent demand and a dependency on the development plans for the Outer Harbour from the State Government. Commercial development around Cockburn Central and the Gateway Shopping Centre is a major driver in commercial development with the next phase of development of the Centre about to commence including a planned upgrade of the road network. Over the coming 10 years as much as:

- 30.31ha (AMC Technology Precinct)
- 60,000sqm retail/commercial/office (Cockburn Regional Centre)
- 120ha (Jandakot Airport)
- 78ha (Wattleup Precinct within Latitude 32)

The calculation of these figures is based on a number of planning assumptions, specifically forecasting anticipated growth according to information contained within current structure plans. Note that the actual provision of development is subject to a variety of market and governance variables, as well as the decisions of landowners and developers as to their priorities for development. The City is addressing the 'so what?' question with two strategic responses; first the development of the Local Commercial Centres strategy and second through the evolution of our Integrated Transport Strategy.

Appendix 1 demonstrates in pictorial form the growth areas of the City and how the City is addressing those growth areas.

### 2.3 ECONOMIC FACTORS THAT WILL IMPACT ON THE CITY OF COCKBURN

This section discusses briefly a number of economic factors that will impact on the LTFP and the City of Cockburn.

#### 1. Analysis of Economic Conditions

While the current cash rate at 3.0 per cent equals the GFC 'emergency' low, wider bank margins mean lending rates for housing and to small business are around 70 basis points above their previous lows. The current forecast is that a rising unemployment rate in the first half of 2013 will see the RBA cut the cash rate by a further 50 points in 2013 to 2.50 per cent. The relevance of these comments to the City is for the potential borrowings the City will initiate over the next five years for a number of community and civic infrastructure projects.

Western Australia remains far and away the standout performer of the Australian states with Gross State Product growth of 6.7 per cent in 2011/12, topping the Federal Government's Department of Treasury forecasts for 6.0 per cent growth in the May 2012 Federal budget. Growth was largely driven by a 38 per cent increase in business investment, mainly in the resource sector. The September 2012 quarter GDP figures show state final demand grew 2.3 per cent in the first quarter of 2012/13. The State's unemployment rate of 4.1 per cent in November was well under the national unemployment rate of 5.2 per cent. This level of investment is driving a number of the City's commercial and industrial precincts and as such fuels the future land development in the City and rate growth.

Forecast underlying inflation in the year to June 2013 has been reduced from 2.75% to 2.5% consistent with the reduction in the known number to December 2012 from 2.5% to 2.25%. The measured core inflation for this period is around that 2.25% indicating that without the effect of the carbon price on core inflation these numbers would be even lower. For the year to 2013 and beyond the RBA has maintained its practise of using a wide 2-3% band to measure and provide forecasts of CPI. The impact for the City is on wage and general cost growth. Lower inflation will assist the City in minimising a range of key cost drivers such as materials and labour costs.



## 2. Interest rate movements and the impact on the City of Cockburn

Westpac's Chief Economist, Bill Evans assessed the RBA's latest statement as follows "we were encouraged that they pointed out that there was scope to further cut rates should demand conditions require it. The Statement of Monetary Policy not only maintained this signal but also used another signal that monetary policy remained appropriate for the time being". It is Westpac's experience that the use of the terms "scope" and "for the time being" both indicate that the Bank remains quite open to further easing policy.

*Table 1 - Interest rate forecasts (Source Westpac February 2013)*

| Interest Rate Measure      | Feb-13 | Mar-13 | Jun-13 | Sep-13 | Dec-13 | Mar-14 |
|----------------------------|--------|--------|--------|--------|--------|--------|
| Cash rate                  | 3.00%  | 2.75%  | 2.75%  | 2.75%  | 2.75%  | 2.75%  |
| 90 Day Bill                | 2.95%  | 2.85%  | 3.00%  | 3.10%  | 3.10%  | 3.00%  |
| 3 Year Swap                | 3.13%  | 3.00%  | 3.20%  | 3.10%  | 3.00%  | 2.80%  |
| 10 Year Bond               | 3.48%  | 3.25%  | 3.60%  | 3.50%  | 3.30%  | 3.10%  |
| 10 Year Spread to US (BPS) | 152    | 140    | 140    | 120    | 120    | 110    |

Interest rate forecasting is not a science and as such is very much dependent on a range of factors for which Cockburn is not in control of any of them. The City in relation to borrowings will always mitigate its risk by attempting to fix interest rates so as to quantify its risk as to future commitments. The LTFP proposes to raise a number of loans, so the importance of lower interest rates is crucial. Lower rates mean lower interest payments and quicker debt repayment.

## 3. State or Federal government policies that will impact the future of Cockburn

For Cockburn, the biggest impact from the State Government is the issue of Local Government Reform and the consequential impact on any amalgamation or loss of rateable properties. Potentially, a self-funded amalgamation with another the City will cost upwards of \$8m unless there is a contribution from the State. This impost will then have to found by cost cutting including staffing reductions over the long term.

In addition future road and public transport strategies from the State are just as vital. Increasing car traffic from the eastern suburbs via Cockburn Central will have a big impact on this precinct unless there is an alternative road network to take the commuter traffic off the current bridge and surrounding roads. The City's Integrated Transport Strategy calls on the State to fund a bridge over the freeway with the City paying \$13M+ to construct the surrounding road networks.

As noted elsewhere in the LTFP, the development of the Outer Harbour and the Inter-Modal Rail Facility at Latitude 32 is a key project to be sanctioned by the State Government as is the actual commencement of the Cockburn Coast precinct. Substantial land holdings by Landcorp are not exempt of rates but these are paid to the State. Development of these precincts will add substantial rates over the latter part of the LTFP.

A number of other taxes and levies will impact on the City. Firstly, the imposition of carbon tax has driven the cost of power up for the City by 10% in 2012/13 and future movements are dependent on who will be in Government post 2013 Federal Elections. There is an inbuilt increase in the current legislation over the next two years, which is not consistent with carbon taxes in other countries. Secondly, the State Landfill Levy. This directly impacts on

both the waste collection levy for the 40,000 residential ratepayers and on the fees chargeable by the Landfill Facility at HWRP.

The final aspect of future State Government policy is the Local Government reform agenda for the State to take a greater role in waste and potentially ending landfill operations on the Swan River Plain. This is important as it will add to fee and charges if the City has to transport MSW waste to areas of the Swan River Plain or if it delivered to a proposed incineration process in the Kwinana Industrial Precinct.

## FINANCIAL STRATEGIES

The City of Cockburn needs to make assumptions based on the financial strategies underpinning the LTFP. These include the following which have impacted on the financial forecasts in the LTFP:

1. Continuous improvement in the financial position of the City by way of cost control and revenue growth. This is measured by the maintenance of operating surpluses each financial year.

This is covered in the LTFP however there is an active business review process underway looking at business processes and how they can either be improved or eliminated.

2. The Maintenance of a fair and equitable rating structure, reliance on debt to fund capital works, the maintenance of cash reserves for future commitments and increasing funding for asset maintenance and renewal through the implementation of Asset Management Plans.

A range of financial strategies are covered in the LTFP in section 8.

3. Achieving full cost recovery for the provision of services, where possible the City attempts to ensure this is done except where:
  - State or Federal Governments set fees which are not designed to ensure the cost of the service is recoverable through the statutory fee structure, for example Statutory Planning and Health Fees;
  - Where the City is prepared to offer a subsidy to make the service affordable to the majority of its residents, for example the South Lake Leisure Centre and libraries; and
  - Where State and Federal Government Grants are not sufficient to cover the administrative costs of running programs for example social service programs.

### Integrated Strategic Approach to LTFP

This LTFP represents a comprehensive approach to document and integrate the various strategies (financial and other) of the City. The development of the long-term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of the City as shown below:

Diagram 2 – Model of Strategies contained in the LTFP



## 2.5 SUSTAINABILITY OF THE LONG-TERM FINANCIAL PLAN

The objectives that this LTFP aims to achieve a sustainable financial future are as follows:

1. The achievement of a prudent balance between meeting the service needs of our community (both now and future) and remaining financially sustainable for future generations;
2. An increased ability to fund both capital works in general and meet the asset renewal requirements as outlined in asset management planning;
3. Rate and fee increases that are both manageable and sustainable

For the purposes of this strategy, financial sustainability is defined in the below diagram, modelled essentially on a “hierarchy of needs” approach.

Diagram 3 – Financial Sustainability – “Hierarchy of Needs”





Whilst City of Cockburn has addressed its short-term financial sustainability issues, it has major challenges in meeting asset renewal requirements on an annual basis and the current gap, inclusive of the backlog of works not completed, is an issue that can only be addressed over a long period (within the next five years) although it has a medium term goal to do so by allocating more of the free cash generated by depreciation to asset management rather than new asset building

It is important to state the importance of meeting community needs both now and in the future in terms of operational services. The City could achieve financial sustainability very readily by ignoring this need and placing all of its emphasis on asset management. Future community service needs are frequently not documented in such a compelling manner as infrastructure requirements and need to be considered in conjunction with asset management planning strategies.

## 2.6 MAJOR COMMUNITY AND TRANSPORT INFRASTRUCTURE

The City has identified a range of major new community and transport infrastructure that it is seeking to deliver over the next 20 years. The *Sports and Recreation Plan* identifies the need for these assets, the timing and location where they will be developed. The City has established a Development Contributions Plan for Community Infrastructure (DCA 13) to help fund the future capital requirement for this program. For transport, the City has released its Integrated Transport Strategy and the District Traffic Model to support the capital work required.

Full details of these projects can be found at the following link:

- Community Infrastructure Plan
- Integrated Transport Strategy

The most significant of these projects is the proposed Regional Aquatic and Recreation Community Facility (RARCF@CCW)

The proposed development of the Facility at Cockburn Central West is a partnership between the City of Cockburn, Fremantle Football Club and Curtin University. The project once completed would deliver state-of-the-art aquatic, recreation, education and elite training facilities to the region, servicing a catchment population area of over 200,000 people. The broad scope of the project will deliver three pools, six court stadium, hydrotherapy pool and recovery area, gym and group fitness, retail and café, ovals, crèche, allied health and receptions plus FFC elite training and administration facilities and education facilities for Curtin University.

The overall capital cost of the facility has been estimated at \$107M excluding any capital requirements from Curtin University. A principle of the integrated development is that each party will be responsible to fund its own facilities and not subsidise the other party. Notwithstanding this, an integrated approach means the project has much stronger funding opportunities through State and Federal grants. The partners will be seeking to source 30% of the capital cost through funding from State and Federal grants with applications already being presented and reviewed by government.

The Business Plan for the proposed integrated facility examines and tests a number of income and expenditure scenarios and provides realistic assumptions on the performance of the facility from a whole of a life cycle perspective. The business plan will outline the proposed project management model and facility management structure required to deliver the project along with a risk assessment. One of the key aims financially is to ensure the subsidy for the proposed facility is similar to that already

applied to the South Lakes Leisure Centre and therefore a number of strategies have been explored to achieve this.

### *Major Road Program*

The LTFP contains an updated major road infrastructure program totalling \$118.24M over the life of the LTFP. The issue of significance for the LTFP is two-fold. Firstly, the Road Program is dependent on State Government Grants which at the publication of this plan the actual amount of the grants and the likelihood of the City receiving the grant is unknown, but the projects do meet the criteria as set out by the various road funding bodies. The second issue is the capital funds to be received from development contributions through development contribution schemes. The amount in the LTFP is \$30.57M which in turn will fund \$53.50M of road project work. The expected funds to be received are \$2.00M from the existing schemes. The shortfall will either have to come from grant funds (is they meet the relevant guidelines) or from the City. The shortfall is substantial is the City does not have the funds to meet the quantum of the shortfall without other forecast capital works being either delayed or cut from the LTFP.

## **2.7 SUMMARY OF KEY OUTCOMES EXPECTED FROM SUSTAINABLE FINANCIAL STRATEGIES**

1. The achievement of an ongoing operational surplus throughout the life of the LTFP.
2. An increase in capital works investment funded from the City's operations from \$57.62M in 2012/13 to \$60.67M in 2021/22.
3. Increased funding for asset renewal from \$5.51M in 2012/13 to \$14.02M in 2021/22, totalling \$82.2M over the life of the Plan noting the one-off drop of \$9.0M in 2013/14 and 2014/15 in order to fund the construction of the CCW Facility.
4. The achievement of a financial structure where annual asset renewal needs are met from the base operating income of the City and non-renewable sources of funds such as reserves and asset sales are used to fund new or significantly upgraded facilities.
5. The retention of service provision at present levels or as approved by the City.

In terms of the inputs required to achieve the above outcomes, the LTFP is based on the following:

1. A rate increase of 4.50% has been adopted for the 2012/13 year.
2. For the remaining nine years of the LTFP, base rate increases has been estimated to increase by the 4.5% per year.
3. Growth of properties and resultant GRV is estimated at 3% over the life of the LTFP.
4. The LTFP includes borrowings of \$29.87M over the life of the Plan.

In summary, the 2012/13 - 2021/22 LTFP presents a responsible financial blueprint for the future of City of Cockburn. Table 2 highlights the key strategic directions contained in this LTFP, which are discussed in detail in the relevant future section of the LTFP.

Table 2 – Strategic outcomes contained in the LTFS

| <b>Section</b>                                     | <b>Strategic Directions Outcomes</b>  |
|--|---|
| 4 - Capital Works Forward Plan and Funding Sources | 1. That Council note the forecast level of capital expenditure over the ten year period of the LTFP.  |
| 5 - Long Term Borrowing Strategies                 | <ol style="list-style-type: none"> <li>1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit and;</li> <li>2. That Council note the proposed borrowings for the CCW Facility project and the impact on Council's indebtedness ratio's; and</li> <li>3. That in the event that Council elects to proceed with the proposed borrowings for the CCW Facility project, that Council endorse a strategy of reducing the Indebtedness to Rates ratio to below a level of 20% prior to Council undertaking any further significant loan borrowings.</li> </ol> |
| 6 - Long Term Reserve usage Strategies             | 1. That Council endorse the continued use of the Reserve funds noted in this section.   |
| 7 - Rating and Other Revenue Strategies            | <ol style="list-style-type: none"> <li>1. That Council endorse the rating parameters applied in this LTFP of a base rate increase of 4.5%, with an annual growth rate of GRV of 3%.</li> <li>2. That Council continue to seek to maximise its revenues from government grant funding.</li> <li>3. That this LTFP apply the annual CPI or relevant cost increase</li> <li>4. Factor as the index to all discretionary fees and charges and Council seek to maximise revenue from fees during the Annual Budget processes.</li> </ol>   |
| 8 - Asset Management                               | <ol style="list-style-type: none"> <li>1. That Council continues to enhance existing asset management planning to further enhance the knowledge of future asset renewal and maintenance requirements, including reviewing the service potential of the existing asset infrastructure and how this matches the current community needs.</li> <li>2. That Council endorse an in-principle strategy of allocating funds to meet asset renewal and maintenance requirements as a priority in the development of annual recurrent budgets.</li> </ol>  |

### 3. MACRO VIEW OF THE CITY'S FINANCIAL POSITION

The following financial statements portray the projected financial position of the City of Cockburn over the next ten years.

The following financial statements are presented:

- Forecast income statement.
- Statement of cash flows
- Statement of financial position
- Equity statement



The statements are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is an important that the long-term financial outlook be revisited and updated on an annual basis. It should be noted that final decisions on the allocation of funds is undertaken through the City's Annual Budget process in accordance with Section 6.2 of the Local Government Act (1995).

### *Modelling Methodology*

Following each Statement are notes of the assumptions specifically applied to produce the long-term outlook. The Notes are referenced in the financial statements. A commentary is also provided on the information relayed by the Statements and what they mean for the City of Cockburn.

In a more global sense however, it is worthwhile detailing the approach to the modelling process as broad percentages have not been universally applied. The model has been prepared at the lowest accounting level within the City's general ledger system.

These statements are supported by:

- Details of assumptions on which the plan has been developed.
- Projected income and expenditure
- Methods of measuring performance – Key Performance Indicators (KPIs)
- Scenario modelling and sensitivity analysis
- Major capital works schedules
- Risk assessments of major projects

### *Achieving Cost Savings*

The LTFP is a high level strategic plan that acts as a framework for future annual Budgets. Whilst this plan is based on the premise of continuing to deliver all present day operational services, it must be highlighted that City continues to institute a number of processes that have delivered considerable savings against the framework, and will continue to identify savings in the future.

### *Identifying operational savings*

Whilst the LTFP establishes a framework for the annual Budget, the City thoroughly reviews all draft operational budgets on an annual basis and seeks to achieve savings against this framework wherever possible. Beyond the annual Budget process, the City's Executive and Senior Management continue to seek further operational efficiencies and continuous improvement on an ongoing fashion.

## **3.1 PARAMETERS USED IN DEVELOPING THIS LTFP**

This section highlights the broader parameters used in modelling the LTFP. The broad assumptions are as follows:

1. Rates in 2012/13 are based on a 4.5% increase whilst for the remaining years of the LTFP base rate revenue has been estimated to increase by 4.5% and growth of GRV is estimated at 3% per annum over the life of the LTFP.
2. Fee revenue has been estimated to increase in line with CPI or to recover costs occurred in the provision of the service. The City looks to recover the full cost of

providing the Co-Safe and Waste Collection services whilst the waste disposal is a commercial enterprise with commercial fees for the receipt of commercial waste.

3. Statutory fees are set by legislation and are frequently not indexed on an annual basis. An estimated increase of 3% per annum has been allowed in the model.
4. Grants and subsidies have been budgeted with a conservative economic outlook at 3%.
5. Based on projected average cash balances held during the year and using current Term Deposit interest rates.
6. Salary costs are forecast to increase by 3% as a result of low inflation data. The provision of new staff has also been factored in the forecast of 2%.
7. General utility costs - an estimate of 5% has been allowed for in 2012/13 and based on estimates sourced from State Government 5% increases for utilities has been factored in to the LTFP.
8. Materials and Contracts have been forecast to increase by 2.5% over the life of the LTFP.
9. Insurance costs have been increased by 10% per annum in the LTFP.
10. Other expenditure which is primarily costs associated with the State Government's Landfill Levy have been forecast to rise by 5% per annum with the balance of this account being fuel for the City's light and heavy MV Fleet. Fuel has been factored to increase by 5%.

The impact of these broad parameters on the LTFP is demonstrated by the Summary of Forecast Income and Expenditure in the table below.

*Table 3 - Summary of Forecast Income & Expenditure 2012/13 to 2021/22 (all \$M)*

| INCOME:                        | 2012/13       | 2013/14       | 2014/15       | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       | 2020/21       | 2021/22       |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 01 - Rates                     | 55.89         | 59.77         | 63.91         | 67.85         | 71.93         | 76.24         | 80.82         | 85.66         | 90.80         | 96.25         |
| 05 - Fees & Charges            | 46.02         | 47.66         | 49.49         | 51.44         | 54.01         | 56.71         | 59.55         | 62.53         | 65.65         | 68.93         |
| 10 - Operating Grants & Subs   | 8.44          | 8.65          | 8.86          | 9.08          | 9.31          | 9.54          | 9.78          | 10.03         | 10.28         | 10.53         |
| 15 - Contributions, Donations  | 0.43          | 0.44          | 0.45          | 0.46          | 0.47          | 0.48          | 0.49          | 0.50          | 0.51          | 0.52          |
| 20 - Interest Earnings         | 5.56          | 4.45          | 4.45          | 4.45          | 4.45          | 4.45          | 4.45          | 4.45          | 4.45          | 4.45          |
| 25 - Other Revenue / Income    | 0.01          | 0.01          | 1.60          | 1.66          | 1.73          | 1.80          | 1.87          | 1.95          | 2.02          | 2.11          |
| Reimbursement of FESA Loan     | -             | 0.92          | 0.82          | 0.72          | 0.61          | 0.50          | 0.38          | 0.26          | 0.14          | 0.01          |
| <b>Total Operating Income</b>  | <b>116.35</b> | <b>121.89</b> | <b>129.58</b> | <b>135.67</b> | <b>142.50</b> | <b>149.72</b> | <b>157.34</b> | <b>165.37</b> | <b>173.85</b> | <b>182.80</b> |
| EXPENDITURE                    |               |               |               |               |               |               |               |               |               |               |
| 50 - Employee Costs - Salaries | 37.21         | 39.19         | 41.50         | 45.04         | 47.51         | 50.11         | 52.85         | 55.47         | 57.96         | 60.57         |
| 51 - Employee Costs - Indirect | 0.90          | 0.92          | 0.94          | 0.97          | 0.99          | 1.02          | 1.04          | 1.07          | 1.09          | 1.12          |
| 55 - Materials & Contracts     | 31.72         | 31.99         | 34.13         | 36.37         | 38.18         | 40.09         | 42.10         | 44.20         | 46.41         | 48.73         |
| 65 - Utilities                 | 4.48          | 4.71          | 4.94          | 5.19          | 5.45          | 5.72          | 6.01          | 6.31          | 6.63          | 6.96          |
| 75 - Insurance                 | 1.87          | 2.02          | 2.18          | 2.35          | 2.54          | 2.74          | 2.96          | 3.20          | 3.46          | 3.73          |
| 80 - Other                     | 7.83          | 8.23          | 8.64          | 9.07          | 9.52          | 10.00         | 10.50         | 11.02         | 11.58         | 12.15         |

| INCOME:                            | 2012/13       | 2013/14       | 2014/15       | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       | 2020/21       | 2021/22       |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Expenses                           |               |               |               |               |               |               |               |               |               |               |
| 85 - Depreciation                  | 22.17         | 23.28         | 24.44         | 25.66         | 26.94         | 28.29         | 29.71         | 31.19         | 32.75         | 34.39         |
| 96 - Internal Recharging           | 3.12          | 3.27          | 3.44          | 3.61          | 3.79          | 3.98          | 4.18          | 4.38          | 4.60          | 4.83          |
| 99 - Interest Expense              | -             | 2.17          | 2.17          | 2.53          | 2.53          | 2.53          | 2.53          | 2.53          | 2.53          | 2.53          |
| <b>Total Operating Expenditure</b> | <b>103.07</b> | <b>109.22</b> | <b>115.51</b> | <b>123.57</b> | <b>129.88</b> | <b>136.52</b> | <b>143.51</b> | <b>150.61</b> | <b>157.80</b> | <b>165.35</b> |
| <b>OPERATING RESULTS:</b>          | <b>13.28</b>  | <b>12.67</b>  | <b>14.07</b>  | <b>12.10</b>  | <b>12.62</b>  | <b>13.20</b>  | <b>13.82</b>  | <b>14.77</b>  | <b>16.05</b>  | <b>17.45</b>  |

### 3.2 OPERATIONAL INCOME

#### 1 Rate income

The rate increase in 2012/13 has been based on 4.5%. For the remaining years of the LTFP, base rate increases in this LTFP have been aligned at 4.5% per annum rather than the Consumer Price Index (CPI). The CPI index is based upon a range of goods and services that bear little relationship to the cost components that comprise the delivery of the City services. As such the 4.5% is a far more accurate reflection of the index required to maintain the delivery of the City services at the present level.

There remains significant growth forecast within City of Cockburn in relation to the industrial and residential components across the municipality. A summary would include, Cockburn Coast, Banjup North, Cockburn Central, Phoenix, Cockburn and Yangebup Business Parks, Jandakot City and Latitude 32. As such, the forecast model has allowed for an increase of a further 3% per annum with from growth of GRV part of which funds an increasing asset renewal expenditure.

The City will continue its policy of "full cost recovery" in determining the waste management charge for residents. The LTFP has recognised potential significant increases to future landfill costs and has already made allowances for this increased amount. The concern is the attitude of the State Government first with the Landfill Levy where 75% is taken not to achieve the Policy of "towards zero waste" but to fund administration cost of the DEC.

The LTFP assumes the continuation of the Port Coogee Specified Area Rate. A further Specified Area Rate has also been factored into to cover the maintenance of the Port Coogee Water Ways. All funds derived from these specified area rates are now fully reserved and do not form part of the City's general discretionary income.

The table below highlights the various rating components upon which the LTFP has been based.

Table 4 – Rating Income 2012/13 to 2021/22

| Rating Income (all \$m) | 2012/13      | 2013/14      | 2014/15      | 2015/16      | 2016/17      | 2017/18      | 2018/19      | 2019/20      | 2020/21      | 2021/22      |
|-------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| General Rates           | 52.02        | 56.18        | 60.20        | 64.00        | 68.58        | 73.24        | 77.64        | 82.31        | 87.26        | 92.50        |
| Interim Rates           | 2.00         | 1.70         | 1.82         | 1.95         | 2.09         | 2.24         | 2.40         | 2.57         | 2.76         | 2.95         |
| Specified Area Rate     | 0.21         | 0.22         | 0.23         | 0.24         | 0.25         | 0.26         | 0.27         | 0.28         | 0.29         | 0.30         |
| Underground Power Levy  | 1.16         | 1.16         | 1.16         | 1.16         | 0.50         | -            | -            | -            | -            | -            |
| Interest                | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         | 0.50         |
| <b>Total Rates</b>      | <b>55.89</b> | <b>59.77</b> | <b>63.91</b> | <b>67.85</b> | <b>71.93</b> | <b>76.24</b> | <b>80.82</b> | <b>85.66</b> | <b>90.80</b> | <b>96.25</b> |



## 2 Grants – recurrent

The City currently receives approximately \$8.44M in operating government grants, including the untied grant from the Grants Commission. The LTFP has allowed a cautious increase of 3% per annum for these grants which seldom increase at an equivalent rate to the cost of providing the subsidised services.

The City relies on grant income for delivering a range of services to the diverse community of the City. Cockburn has a large senior's population, from a wide socio economic spectrum which places significant demands on the City in the delivery of services.

The City's major grant – the Grants Commission Grant is budgeted to increase by 3.0% compared to the 2011/12 allocation. It should be noted that the City received quarter one payment for 2011/12 in the 2010/11 financial year.

The LTFP has also budgeted for the Roads to Recovery grant over the next four years but there remains considerable uncertainty in regard to the future of this program beyond that point.

Table 5 – Grant Income 2012/13 to 2021/22

| Grant Income (\$M)            | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|-------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| State - Aged, Family & Youth  | 2.07    | 2.14    | 2.20    | 2.27    | 2.33    | 2.40    | 2.48    | 2.55    | 2.63    | 2.71    |
| Integration Funding           | 0.01    |         |         |         |         |         |         |         |         |         |
| FESA Operational Grant        | 0.20    | 0.21    | 0.21    | 0.22    | 0.23    | 0.23    | 0.24    | 0.25    | 0.26    | 0.26    |
| (Federal - Aged, & Health     | 1.03    | 1.06    | 0.69    | 0.71    | 0.73    | 0.75    | 0.78    | 0.80    | 0.82    | 0.85    |
| Federal - Youth services      | 0.07    | 0.08    | 0.08    | 0.08    | 0.08    | 0.08    | 0.09    | 0.09    | 0.09    | 0.10    |
| Grant - General (Untied)      | 1.88    | 1.94    | 2.00    | 2.06    | 2.12    | 2.18    | 2.25    | 2.31    | 2.38    | 2.45    |
| Grant - Roads (Untied)        | 1.34    | 1.38    | 1.42    | 1.47    | 1.51    | 1.55    | 1.60    | 1.65    | 1.70    | 1.75    |
| Public Swimming Pool Subsidy  | 0.03    | 0.03    | 0.03    | 0.03    | 0.03    | 0.03    | 0.04    | 0.04    | 0.04    | 0.04    |
| Federal - Child care services | 1.80    | 1.82    | 2.23    | 2.25    | 2.27    | 2.30    | 2.32    | 2.34    | 2.36    | 2.38    |
| Total Grants                  | 8.44    | 8.65    | 8.86    | 9.08    | 9.31    | 9.55    | 9.79    | 10.03   | 10.28   | 10.54   |

## 3 Fees and charges

Fees and charges include services where the City has the discretion to levy its resolved fee amount or where fees are statutory in nature and prescribed by the Commonwealth or State Governments.

The LTFP is based on statutory fees increasing by 3% per annum, whereas the discretionary fees have been indexed at 4.5% per annum, which is more in line with the cost of providing the services. Discretionary fees include the hire of the City's many building, sports and recreational facilities.

Table 6 – Fees & Charges Income 2012/13 to 2021/22

| Fees & Charges (\$M)      | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| SLLC Fees                 | 2.82    | 2.96    | 3.10    | 3.26    | 3.42    | 3.59    | 3.77    | 3.96    | 4.16    | 4.37    |
| Waste Disposal            | 17.87   | 18.50   | 19.14   | 19.81   | 20.51   | 21.22   | 21.97   | 22.74   | 23.53   | 24.35   |
| Waste Collection          | 16.04   | 16.58   | 17.29   | 18.06   | 19.42   | 20.85   | 22.38   | 24.00   | 25.75   | 27.54   |
| Hall and Ground Hire Fees | 0.48    | 0.50    | 0.52    | 0.54    | 0.56    | 0.57    | 0.59    | 0.62    | 0.64    | 0.66    |
| Lease Revenue             | 0.94    | 0.97    | 1.00    | 1.04    | 1.08    | 1.11    | 1.15    | 1.19    | 1.23    | 1.28    |
| Building Services         | 1.29    | 1.34    | 1.38    | 1.43    | 1.48    | 1.53    | 1.59    | 1.64    | 1.70    | 1.76    |
| Administration fees       | 0.41    | 0.43    | 0.44    | 0.46    | 0.47    | 0.49    | 0.51    | 0.53    | 0.54    | 0.56    |
| Fines                     | 0.25    | 0.26    | 0.27    | 0.28    | 0.29    | 0.30    | 0.31    | 0.32    | 0.33    | 0.34    |
| Community Security        | 2.23    | 2.31    | 2.39    | 2.47    | 2.56    | 2.65    | 2.74    | 2.83    | 2.93    | 3.04    |
| Planning                  | 1.18    | 1.22    | 1.27    | 1.31    | 1.36    | 1.40    | 1.45    | 1.50    | 1.56    | 1.61    |
| Other Fees                | 2.51    | 2.60    | 2.69    | 2.78    | 2.88    | 2.98    | 3.09    | 3.19    | 3.31    | 3.42    |
| Total Fees and Charges    | 46.02   | 47.65   | 49.50   | 51.44   | 54.02   | 56.71   | 59.55   | 62.53   | 65.68   | 68.93   |

#### 4 Interest and other income

Interest on investments will average around \$4.5M a year and comprises of interest earned from cash invested with financial institutions and interest charged to ratepayers for rates in arrears. Interest received is allocated between the municipal fund (available for general expenditure) and interest allocated to reserve funds and not available for general expenditure.

Also included under this heading is income received from capitalised pension rates received from the State Revenue Office.

### 3.3 OPERATIONAL EXPENDITURE

#### 1. Employee benefits – labour and on-costs

Salaries are the largest component of The City's operating budget, representing 36% of operating expenses or 32.9% of total revenue. The City enters into an Enterprise Agreement (EA) every three years which determines the level of salary increase to be given to staff. Enterprise Agreement 2009 expired in 2012 and negotiations for the Enterprise Agreement have commenced. Pending outcomes of the EA, this LTFP has assumed base salary increases to be at 3% for the purposes of projections only.

In addition to the base wage increase assumptions, the City further has to provide funding for annual increments in employee banding and the provision for increased staffing levels to cover expanded service requirements as provided for in the Workforce Plan. The Plan allows for significant increases for the new Success Library (2013/14) and for the RARCF @ CCW Facility (2015/16). Overall, the Workforce Plan indicates seventy one new staff is being proposed to be recruited over the first five years of the LTFP.

The City of Cockburn is a growing local government area with the population predicted to rise from 90,000 in 2012 to over 120,000 by 2031. This growth in population brings demand for more services both in quantity and diversity. The

City's development includes new residential estates, urban infill programs, industrial and commercial developments.

Community and civic infrastructure projects for the City in the next five years include:

- A new Operations Centre and depot upgrade
- Completion of the Integrated Health Facility, Super Clinic and Library at Success
- Stage 2 of the Integrated Community Facility at Coogee Beach (surf club)
- A major retrofit of energy efficiency treatments to Civic Buildings
- Expansion of the CCTV to risk areas
- A new Regional Aquatic facility at Cockburn Central (RARCF@CCW)
- Further Stages of the facilities under the Bibra Lake Management Plan
- Implementation of an Electronic Content Management system for records management and website development
- Ongoing redevelopment at the Henderson Resource Recovery Park
- Commencement of work toward a new Seniors Centre and Learning for Life Centre

One of the Service Commitments listed for Leading and Listening Outcome is "to maintain a professional, well-trained and healthy workforce that is responsive to the community's needs." To do this we need to find, retain, engage and develop the people we need to achieve our corporate mission and strategic goals. The purpose of the Workforce Plan is to outline ways to meet this commitment.

The City has a number of strategies to support the achievement of its objectives under the Strategic Community Plan. The strategies drive the volume and diversity of services offered by the City and these combined with growth determine the Staffing Forecast.

Strategies which have a direct bearing on the size, diversity and skills of the workforce are the:

- Children's Services Strategic Plan
- Local Planning Strategy
- Phoenix Central Revitalisation Strategy
- Youth Services Strategic Plan
- Asset Management Strategy
- Bibra Lake Management Plan
- Library Strategic Plan
- Age Friendly Strategic Plan
- Community Development Strategic Plan
- Crime Prevention Plan/CCTV Strategy
- Disability Access and Inclusion Plan
- North Coogee Foreshore Management Plan
- Reconciliation Action Plan
- Sport and Recreation Plan
- Sustainability Strategy
- Tobacco Action Plan
- Communications Strategy
- Community Emergency Risk Management Plan
- Information Services Strategic Plan
- Land Management Strategy



- Local Commercial and Activity Centres Strategy
- Rating Strategy
- Contaminated Sites Strategy
- Greenhouse Gas Emission Reduction Strategy
- Strategic Waste Management Plan
- Water Conservation Strategy
- Integrated Transport Strategy

In addition the City periodically reviews services and this can lead to changes in the workforce. In 2011 a Rangers and Community Safety Review was undertaken resulting in changes to the staffing of this Service Unit. The Out of School Hours Care Service was reviewed in 2012 and changes made to the number of centres operating and staffing distribution

#### *Superannuation Fund Expenditures*

The City contributes to the WA Local Government Superannuation Plan as the nominated default superannuation fund. Staff are entitled to 9% of their ordinary times earnings with a matching contribution of up to 4% if the staff match the amount. This will increase by 3% over the seven years from 2013/14.

#### *Annual and Long Service Leave Expenditures*

The City cash backs annual and long service leave as a specific reserve and the calculation of the quantum is determined in accordance with Australian Accounting Standards.

### 2. Materials and contract payments

The broad assumption in materials and contracts is for an increase matching CPI. The City has significant ongoing contracts for delivery of services such as waste management, Co-Safe and a range of maintenance contracts for parks, gardens, toilets and road materials. The City also engages contractors for building maintenance and general services. All these contracts are priced in the tender at or near CPI levels as far as possible.

Material costs include items for maintenance of roads such as asphalt which are more governed by market forces based on availability than CPI. Also included are materials for consumable items for a range of services across the City. Costs of materials and contract services have been kept at around 30.7% of total operating expenditure over the ten years of this plan.

### 3. Depreciation

Depreciation estimates have been based on the projected capital spending contained within this LTFP document. Depreciation has been further increased by the indexing of the replacement cost of the City's fixed assets in order to recognise the impact of rising replacement costs in accordance with Accounting Standard requirements. Depreciation estimates may be influenced by future recognition and disposal of assets and how the City expends its capital works program.

### 4. Grants and sponsorships

The City of Cockburn is a major provider of grants and donations within its own right. The City provides the equivalent of 2% of its annual rating income (as billed

on 1 July) for grants and donations. This amounts to \$1.04m in 2012-13. Financial pressures both on the quantum of rate increases and additional services will need to curtail the growth in this policy.

#### 5. Utilities and Insurance

The City purchases power, gas and water from State Government Utilities. Power is the single largest cost at \$3.5m of which the provision of electricity to Western Power owned street lighting infrastructure cost the City \$2m per annum. Power costs are expected to rise by at least 5% annually. (It should be noted that the City has an active solar photo voltaic program on all City owned buildings to mitigate the cost of power). Gas is acquired from Alinta for the Aquatic Centre and cooking purposes (seniors centre). Water is acquired from Water Corporation, but most water consumed by the City is for parks and gardens and sourced from bores.

Insurance expense of \$1.8m per annum and rising annually by 10% is acquired from a co-operative arrangement called Local Government Insurance Services. The City purchases a range of insurance including public liability, workers compensation, property, MV, fidelity and professional indemnity.

#### 6. Other Expenses

As noted above, Other Expenses encompasses a range of sundry expenditure items. For Cockburn, the largest two items is the State Government Waste Landfill Levy, currently at \$28 per tonne of waste deposited at Henderson Waste and Recovery Park. For 2012/13, the budget has been set at \$4.6m. The levy is the main tool adopted by the State Government to encourage recycling. The next item is fuel for the City's fleet at \$1m. This expenditure item also includes the previously mentioned grants and donations budget of \$1m and a federally funded programme for care givers for \$0.4m.

#### 7. Finance costs

In 2012/13 the City proposes to borrow \$4.87 million to fund two projects. The first is the underground power program in Coolbellup and Hamilton Hill. As the funding to pay Western Power the City's contribution of \$8m is required over three financial years, yet the contributions from ratepayers are over a combined six years, the gap of \$3.87m is to be funded from borrowings. The second project is the construction of the Emergency Service Headquarters in Cockburn Central. A grant from the State Government is to be funded by way of a loan; the State will fund and repay totalling \$1m plus interest. The former project borrowing project will be repaid over two years and the latter over ten years.

The most significant borrowing will be for the RARCF @ CCW Facility. The estimated loan will be \$25m and will be repaid over fifteen years using the part of the revenue brought in from the developer contribution scheme. A detailed schedule is presented in the section 5 – Long Term Borrowing Strategies.

### 3.4 NON-OPERATING REVENUE AND EXPENDITURE

#### 1. Net gain on sale of the City assets

Net gain (or loss) on the City assets is the net result of the proceeds received from the City for assets compared to their book value (written down value) held by The City. Proceeds from sale of assets are mainly attributed to the asset classes of

Plant & Equipment and Land. Plant and Equipment sales are determined by an annual replacement program of the City's fleet of vehicles and major plant used for street cleaning, parks maintenance and other asset management functions.

The City's land sales in the coming years will be minimal and be determined by the City's Land Management Strategy. The premise in the Plan for land sales is that proceeds will be transferred to the Land Development and Investment Reserve as per the City policy.

Written down values mainly relate to plant sold as part of the plant replacement program and the estimated book value of land earmarked for sale. Some infrastructure assets are renewed before the end of their projected useful lives as their condition has deteriorated earlier than expected and have become a risk to the community.

## 2. Grants - capital

Capital grants have been forecast in conjunction with the estimates provided on specific capital projects. Currently there is only one type of capital grant that the City is able to forecast with some certainty. That grant is from the Commonwealth Government Financial Assistance Grant (tied and untied). In addition, the LTFP has budgeted for the Roads to Recovery grant over the next four years but there remains considerable uncertainty in regard to the future of this program.

## 3. Capital contributions

Depending on the amount of development activity in progress, the City receives contributions from developers. These contributions represent funds to enable the City to provide the necessary road infrastructure for new developments. They are for very specific purposes and often require the City to outlay funds for infrastructure works some time before receipt of these contributions. These contributions are statutory contributions and are transferred to a reserve until utilised for a complying purpose through the Capital Works Program. A second form of developer contributions is from the development of residential land, where the developer will contribute to the construction of community infrastructure as per the schedule in Town Planning Scheme. The DCP is new source of capital revenue and will be collected over the next twenty years.

## 4. Granted assets

Non-monetary assets represent infrastructure assets that are "gifted" by developers as developments progress. The LTFP has recognised these contributions from developers. Whilst these assets add to the City's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives. They therefore impact on the City's depreciation levels and required capital and maintenance spending in the future.

### 3.5 CAPITAL REVENUES & EXPENDITURES

#### 1. Capital expenditure

Capital expenditure amounts included in this LTFP are in accordance with the proposed works forecast in the Capital Works section of this strategy. (See chapter 4).



## 2. Loan repayments

Loan repayments are forecast in accordance with the agreed repayment schedules for existing loans and forecast repayments for proposed new borrowings.

## 3. New loan proceeds

New loan proceeds of \$29.87M are included in this LTFP to fund major capital projects.

## 4. Transfers to and from reserve

A listing of the reserve funds utilised the proposed transfers to and from these reserves is contained in Section 6 of this LTFP.

### Key Summary Information Relayed By Income and Expenditure Statement

There are a number of features that are relayed by the model financial statement on page 13/14:

- The City's underlying operational result (net surplus (deficit) from operations) remains in surplus over the life of the LTFP. This is an extremely positive step in terms of improving the City's financial sustainability.
- Capital works funding fluctuates over the ten-year period due to rises and falls in capital revenue and the utilisation of the City reserve funds. The key measure however is the amount of capital funds that the City is able to allocate from its operating result.

## 3.6 BALANCE SHEET

Table 7 – Forecast Balance Sheets 2012/13 to 2021/22 (all \$M)

| Balance Sheet                    | 2012/13     | 2013/14     | 2014/15     | 2015/16     | 2016/17     | 2017/18     | 2018/19      | 2019/20      | 2020/21      | 2021/22      |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|
| <b>Current Assets</b>            |             |             |             |             |             |             |              |              |              |              |
| Investments                      | 0.58        | 0.46        | 0.37        | 0.37        | 0.37        | 0.37        | 0.37         | 0.37         | 0.37         | 0.37         |
| Cash and Cash Equivalents        | 67.18       | 75.42       | 88.07       | 74.37       | 80.98       | 89.49       | 96.01        | 107.58       | 120.54       | 121.53       |
| Trade & Other Receivables        | 8.15        | 8.95        | 9.17        | 9.40        | 9.64        | 9.94        | 10.25        | 10.58        | 10.92        | 11.29        |
| Inventories                      | 0.05        | 0.05        | 0.05        | 0.05        | 0.05        | 0.05        | 0.05         | 0.05         | 0.05         | 0.05         |
| <b>Total Current Assets</b>      | <b>75.9</b> | <b>84.9</b> | <b>97.7</b> | <b>84.2</b> | <b>91.0</b> | <b>99.8</b> | <b>106.7</b> | <b>118.6</b> | <b>131.9</b> | <b>133.2</b> |
| <b>Current Liabilities</b>       |             |             |             |             |             |             |              |              |              |              |
| Trade & other payables           | 8.55        | 6.55        | 6.47        | 7.20        | 7.54        | 6.44        | 6.57         | 7.08         | 7.17         | 8.03         |
| Provisions                       | 5.22        | 5.64        | 6.09        | 6.58        | 7.10        | 7.67        | 8.28         | 8.95         | 9.66         | 10.44        |
| Loans                            | -           | 2.00        | 0.14        | 1.45        | 1.51        | 1.58        | 1.64         | 1.71         | 1.78         | 1.85         |
| <b>Total Current liabilities</b> | <b>13.8</b> | <b>14.2</b> | <b>12.7</b> | <b>15.2</b> | <b>16.2</b> | <b>15.7</b> | <b>16.5</b>  | <b>17.7</b>  | <b>18.6</b>  | <b>20.3</b>  |
| <b>Net Current Assets</b>        | <b>62.2</b> | <b>70.7</b> | <b>85.0</b> | <b>69.0</b> | <b>74.9</b> | <b>84.2</b> | <b>90.2</b>  | <b>100.8</b> | <b>113.3</b> | <b>112.9</b> |
| <b>Non Current Assets</b>        |             |             |             |             |             |             |              |              |              |              |
| Investments                      | 7.24        | 4.47        | 4.72        | 4.98        | 5.27        | 1.27        | 1.27         | 1.27         | 1.27         | 1.27         |
| Other Receivables                | 0.72        | 0.80        | 0.88        | 0.96        | 1.06        | 1.17        | 1.28         | 1.41         | 1.55         | 1.71         |

| Balance Sheet                        | 2012/13      | 2013/14      | 2014/15      | 2015/16      | 2016/17      | 2017/18        | 2018/19        | 2019/20        | 2020/21        | 2021/22        |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|----------------|----------------|----------------|----------------|----------------|
| Property, Plant and Infrastructure   | 802.7        | 838.5        | 875.2        | 917.6        | 930.8        | 943.6          | 957.4          | 966.7          | 985.7          | 1,018.1        |
| <b>Total Non Current Assets</b>      | <b>810.7</b> | <b>843.8</b> | <b>880.8</b> | <b>923.6</b> | <b>937.2</b> | <b>946.0</b>   | <b>959.9</b>   | <b>969.4</b>   | <b>988.5</b>   | <b>1,021.0</b> |
| <b>Non Current Liabilities</b>       |              |              |              |              |              |                |                |                |                |                |
| Other Payables                       | 3.14         | 3.26         | 3.39         | 3.53         | 3.67         | 3.82           | 3.97           | 4.13           | 4.29           | 4.46           |
| Provisions                           | 0.93         | 1.01         | 1.09         | 1.17         | 1.27         | 1.37           | 1.48           | 1.60           | 1.72           | 1.86           |
| Loans                                | 2.93         | 2.79         | 24.41        | 22.85        | 21.27        | 19.63          | 17.92          | 16.14          | 14.28          | 14.28          |
| <b>Total Non Current Liabilities</b> | <b>7.0</b>   | <b>7.1</b>   | <b>28.9</b>  | <b>27.6</b>  | <b>26.2</b>  | <b>24.8</b>    | <b>23.4</b>    | <b>21.9</b>    | <b>20.3</b>    | <b>20.6</b>    |
| <b>Net Assets</b>                    | <b>865.9</b> | <b>907.4</b> | <b>936.9</b> | <b>965.0</b> | <b>985.8</b> | <b>1,005.3</b> | <b>1,026.7</b> | <b>1,048.4</b> | <b>1,081.5</b> | <b>1,113.3</b> |
| <b>Equity</b>                        |              |              |              |              |              |                |                |                |                |                |
| Accumulated Surplus                  | 415.07       | 453.16       | 479.59       | 500.85       | 523.79       | 534.05         | 545.62         | 556.26         | 582.70         | 604.27         |
| Reserves - Cash/Investment Backed    | 55.01        | 58.49        | 61.55        | 68.34        | 66.29        | 75.51          | 85.35          | 96.33          | 103.04         | 113.29         |
| Reserves - Asset Revaluation         | 395.77       | 395.77       | 395.77       | 395.77       | 395.77       | 395.77         | 395.77         | 395.77         | 395.77         | 395.77         |
| <b>Total Equity</b>                  | <b>865.9</b> | <b>907.4</b> | <b>936.9</b> | <b>965.0</b> | <b>985.8</b> | <b>1,005.3</b> | <b>1,026.7</b> | <b>1,048.4</b> | <b>1,081.5</b> | <b>1,113.3</b> |

#### Notes:

#### 1. Cash and cash equivalents

Cash and investments are forecast to remain at adequate levels throughout the ten-year forecast. The City's Working Capital Ratio (current assets/current liabilities) is expected to remain steady during the period of this LTFP. The ratio is forecast to be 1.46 in 2012/13 and future years are approximately 1.85 on average which is in excess of the minimum prudential ratio of 1.00.

#### 2. Trade and other receivables

Other receivables include payments outstanding from rates and other services such as parking and animal infringements, sporting clubs and community aged care services and the Henderson Waste and Recovery Park. The only trend available continually shows that parking infringements remain difficult to collect and the receivable in this area has been estimated to increase. Initiatives by the State Government's Fines Enforcement Register (FER) are aimed at reducing this issue.

#### 3. Inventories property

This item under current assets mainly represents fuel at the City's Depot and parts also at the Depot.

#### 4. Plant, furniture and equipment

Represent the City's fixed assets, including infrastructure assets such as roads, drainage and buildings. These assets are shown at their depreciated values. The increase in value of these assets over the term of the LTFP indicates that the City is investing more in capital than the rate of depreciation.

## 5. Trade and other payables

Represent the accounts unpaid as at the end of June of each year. The City follows a 30 day credit policy for payment of invoices for most of the goods and services received. The increase in balances over the years reflects general growth in volume and prices of services received. There are also some accrued expenses included for amounts expended but no invoice has been sent by the supplier. Amounts received as refundable developer contributions, tender deposits and retention amounts are recognised as trust funds.

## 6. Employee benefits

Represent provisions for annual leave and long service leave entitlements for staff. The current provision includes all of the annual leave liability and the Long Service Leave liability in accordance with Accounting Standards, although they are not expected to be paid within twelve months. The balance of the liability is reflected in the non-current section. This is cash backed by the City and the amount has been placed into the City reserve fund.

## 7. Interest bearing liabilities

Are long term borrowings outstanding at balance date? The borrowings included with the LTFP are \$3.87M for Underground Power in Hamilton Hill and Coolbellup, \$1M for the Emergency Services Building and \$25M for the RARCF @ CCW Facility.

## 8. Accumulated surplus

The accumulated equity of the City (excluding reserve funds) continues to increase during the life of the LTFP.

### Key Summary Information Relayed By Balance Sheet Statement

The Balance Sheet highlights a number of key points:

The City's cash balances remain at healthy levels over the period of the forecast, although a component of it will be "restricted" to fund statutory obligations such as repayments of trust monies.

The City's Working capital ratio throughout the LTFP remains at a level in excess of 100%, an indicator that shows The City's ability to service its creditors and loan obligations.

The City continues to grow its equity and fixed asset levels.

### 3.7 CASH FLOW STATEMENT

*Table 8 – Forecast Cash Flow Statement 2012/13 to 2021/22 (all \$M)*

| Cash Flow Statement                         | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Cash Flows from Operating Activities</b> |         |         |         |         |         |         |         |         |         |         |
| <b>Payments</b>                             |         |         |         |         |         |         |         |         |         |         |
| -Employee costs                             | 38.7    | 37.8    | 40.2    | 42.8    | 45.6    | 48.6    | 51.8    | 55.1    | 58.4    | 66.8    |
| -Material and contracts                     | 38.8    | 32.0    | 34.0    | 36.2    | 38.0    | 39.9    | 41.9    | 44.0    | 46.2    | 48.5    |
| -Utilities                                  | 4.5     | 4.7     | 4.9     | 5.2     | 5.4     | 5.7     | 6.0     | 6.3     | 6.6     | 6.9     |
| -Insurances                                 | 1.9     | 2.0     | 2.2     | 2.4     | 2.5     | 2.7     | 3.0     | 3.2     | 3.5     | 3.7     |
| -Other Expenses                             | 7.8     | 8.2     | 8.6     | 9.0     | 9.5     | 10.0    | 10.5    | 11.0    | 11.5    | 12.1    |
| -Interest expense                           | -       | 0.2     | 0.1     | 1.1     | 1.0     | 0.9     | 0.9     | 0.8     | 0.7     | 0.7     |



| Cash Flow Statement  | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|  | 91.6    | 84.9    | 90.0    | 96.6    | 102.1   | 107.9   | 114.0   | 120.4   | 127.0   | 138.8   |
| <b>Receipts</b>  |         |         |         |         |         |         |         |         |         |         |
| Rates  | 54.2    | 59.7    | 63.8    | 67.8    | 71.8    | 76.2    | 80.7    | 85.6    | 90.7    | 96.1    |
| Fees & Charges   | 47.2    | 47.5    | 49.3    | 51.3    | 53.8    | 56.5    | 59.3    | 62.3    | 65.4    | 68.7    |
| Contributions,<br>Donations, Reimburse                                   | 0.4     | 0.4     | 0.4     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     |
| Operating Grants &<br>Subsidies  | 9.0     | 8.6     | 8.9     | 9.1     | 9.3     | 9.5     | 9.8     | 10.0    | 10.3    | 10.5    |
| Interest Earnings  | 5.6     | 4.5     | 4.4     | 4.4     | 4.4     | 4.4     | 4.4     | 4.4     | 4.4     | 4.4     |
| Other Revenue /<br>Income  | 0.0     | 0.0     | 1.6     | 1.7     | 1.7     | 1.8     | 1.9     | 1.9     | 2.0     | 2.1     |
| Reimbursement of<br>FESA Loan (P&I)                                      | -       | 0.1     | 0.1     | 0.1     | 0.1     | 0.1     | 0.1     | 0.1     | 0.1     | 0.1     |
| GST Refunded by ATO  | 3.0     | 3.3     | 3.6     | 4.0     | 4.4     | 4.8     | 5.3     | 5.8     | 6.4     | 7.1     |
|  | 119.4   | 124.3   | 132.3   | 138.8   | 146.1   | 153.9   | 162.1   | 170.7   | 179.9   | 189.6   |
| <b>Net cash flows<br/>provided by (Used in)<br/>Operating Activities</b> | 27.8    | 39.4    | 42.3    | 42.2    | 44.0    | 46.0    | 48.1    | 50.3    | 52.9    | 50.9    |
| <b>Cash Flows from<br/>Investing Activities</b>                          |         |         |         |         |         |         |         |         |         |         |
| Proceeds from Sale of<br>Non-Current Assets                              | 7.1     | -       | -       | -       | -       | -       | -       | -       | -       | -       |
| Purchase of Furniture<br>and Equipment                                   | 0.0     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     | 0.4     |
| Purchase of Computer<br>equipment  | 1.2     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     |
| Purchase of &<br>construction of<br>infrastructure assets                | 17.3    | 33.0    | 18.9    | 26.4    | 24.0    | 19.7    | 22.4    | 21.0    | 33.4    | 31.6    |
| Purchase of plant and<br>equipment                                       | 3.6     | 3.6     | 2.3     | 2.2     | 2.2     | 2.1     | 2.1     | 2.0     | 2.0     | 1.9     |
| Purchase of &<br>construction of<br>buildings & land                     | 35.8    | 19.7    | 44.9    | 39.6    | 16.1    | 18.8    | 21.8    | 20.3    | 20.1    | 30.0    |
| Grant and<br>Contributions for the<br>Development of Assets              | 10.7    | 27.9    | 14.4    | 14.7    | 7.2     | 5.6     | 7.2     | 7.2     | 18.2    | 16.3    |
| Net movement in<br>Assets  | 7.1     | -       | -       | -       | -       | -       | -       | -       | -       | -       |
| <b>Net cash flows<br/>provided by (Used in)<br/>Investing Activities</b> | 40.1    | 29.2    | 52.6    | 54.4    | 35.9    | 35.9    | 39.9    | 37.0    | 38.2    | 48.0    |
| <b>Cash flow from<br/>financing activities</b>                           |         |         |         |         |         |         |         |         |         |         |
| Proceeds from New<br>Borrowings  | 4.9     | -       | 25.0    | -       | -       | -       | -       | -       | -       | -       |
| Repayment of<br>borrowings   | -       | 2.0     | 2.1     | 1.5     | 1.5     | 1.6     | 1.6     | 1.7     | 1.8     | 1.9     |
| <b>Net Cash flows<br/>provided by(used in)<br/>financing activities</b>  | 4.9     | 2.0     | 22.9    | 1.5     | 1.5     | 1.6     | 1.6     | 1.7     | 1.8     | 1.9     |
| <b>Net increase<br/>(decrease) in cash<br/>during the year</b>           | 7.5     | 8.2     | 12.7    | 13.7    | 6.6     | 8.5     | 6.5     | 11.6    | 13.0    | 1.0     |
| Cash at beginning of<br>reporting period                                 | 74.6    | 67.2    | 75.4    | 88.1    | 74.4    | 81.0    | 89.5    | 96.0    | 107.6   | 120.5   |
| <b>Cash &amp; Cash<br/>equivalents at end of<br/>reporting period</b>    | 67.2    | 75.4    | 88.1    | 74.4    | 81.0    | 89.5    | 96.0    | 107.6   | 120.5   | 121.5   |

*Notes:*

The Cash Flow Statement illustrated above is drawn directly from the cash based transactions shown in the Forecast Income Statement with the addition of estimated movements in working capital. It should be noted that the cash flow amounts are on the basis of being GST inclusive and the relevant refund displayed in the forecast.

## Key Summary Information Relayed by Cashflow Statement

The key information from the Statement of Cash Flows is that the City maintains a solid cash balance that sufficiently funds its reserve funds and restricted assets (e.g. long service leave and trust deposits).

Table 9 – Summary of Strategic Outcomes for the City's Financial Position

| Section                                    | Strategic Directions Outcomes  |
|--|--|
| Macro View of Council's Financial Position | <ol style="list-style-type: none"> <li>1. That Council revise its ten-year forward financial plan on an annual basis.</li> <li>2. That Council seek to achieve and maintain an underlying operational surplus (in the Statement of Comprehensive Income) prior to the recognition of capital income over the life of the Long Term Financial Plan.</li> <li>3. That Council seek to increase its capital works investment, funded from operational sources to a sufficient level that allows it to adequately fund its asset renewal requirements.</li> <li>4. That with the exception of 2013/14 and 2014/15, the asset renewal requirements identified in asset management plans are funded over the period of this Long Term Financial Plan.</li> <li>5. That Council endorse through this Long Term Financial Plan, the principle that ongoing asset renewal requirements must be funded from ongoing operational funding sources and that non-renewable funding sources such as asset sales, Reserve funds or loan funds not be used to address these needs.</li> </ol> |

## 4 CAPITAL WORKS FORWARD PLAN & FUNDING SOURCES

The purpose of this section is to outline:

- The forecast capital works by category and asset group that are included in this LTFP;
- The proposed funding sources to be applied to the achievement of the works in the LTFP.

It should be noted that the proposed program of works illustrated below is indicative at this point and will not be formally resolved upon until the City considers each Annual Budget in turn.

### 4.1 LEVEL AND NATURE OF THE CAPITAL WORKS IN THE LTFP

The table below highlights the indicative forward five-year capital works program by asset grouping

Table 10 – Summary of Capital Works Expenditure 2012/13 to 2021/22 (\$M)

| Capital Works        | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Roads Infrastructure | 10.56   | 3.25    | 3.40    | 3.55    | 3.72    | 3.89    | 4.07    | 4.26    | 4.46    | 4.67    |
| Major Road projects  | -       | 20.30   | 5.00    | 11.50   | 8.17    | 6.13    | 7.30    | 6.50    | 18.50   | 17.60   |

| Capital Works                    | 2012/13      | 2013/14      | 2014/15      | 2015/16      | 2016/17      | 2017/18      | 2018/19      | 2019/20      | 2020/21      | 2021/22      |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Drainage                         | 1.31         | 0.50         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Footpaths                        | 0.97         | 1.00         | 1.03         | 1.03         | 2.03         | 1.03         | 1.03         | 1.03         | 1.03         | 1.03         |
| Parks Hard Infrastructure        | 3.54         | 3.47         | 4.27         | 4.85         | 4.54         | 3.00         | 4.36         | 3.32         | 3.33         | 2.23         |
| Bibra Lake Man Plan              | -            | 1.25         | 1.30         | 1.35         | 1.25         | 1.20         | 1.00         | 1.00         | 1.00         | 0.70         |
| Buildings & Land                 | 36.38        | 4.34         | 2.95         | 9.95         | 13.05        | 15.76        | 18.78        | 17.34        | 17.10        | 26.99        |
| RARCF @ CCW                      | -            | 13.33        | 40.00        | 26.67        | -            | -            | -            | -            | -            | -            |
| Furniture & Equipment            | 0.37         | 0.35         | 0.36         | 0.36         | 0.36         | 0.36         | 0.36         | 0.36         | 0.36         | 0.36         |
| Computers                        | 0.87         | 0.50         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         | 0.51         |
| Sundry capital expenditure       | -            | 2.00         | 2.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         | 3.00         |
| Plant & Machinery                | 3.63         | 4.30         | 3.08         | 3.08         | 3.08         | 3.08         | 3.08         | 3.08         | 3.08         | 3.08         |
| <b>Total Capital Expenditure</b> | <b>57.62</b> | <b>54.58</b> | <b>64.40</b> | <b>66.36</b> | <b>40.22</b> | <b>38.46</b> | <b>44.00</b> | <b>40.90</b> | <b>52.87</b> | <b>60.67</b> |

The key points from the above table are:

- The LTFP provides for an increase in funding available for asset renewal purposes. Funding for asset renewal increases from the present level of \$5.51M to a proposed level of \$14.02M over the life of this LTFP. This funds the known asset renewal requirements but it should be noted that asset management modelling remains incomplete and this requirement can be expected to increase as more data is obtained.
- Asset renewal funding in 2013/14 and 2014/15 is however impacted upon by \$9.0M in order for the City to fund its likely contribution of \$9.0M to RARCF at CCW.

Funding for the Development Contributions Plan is substantially funded from contributions received from Developers. The City expects to receive \$2M to \$3M per annum.

- Major Project funding remains significant over the life of the LTFP with the exception of 2013/14 where it is fully devoted to funding the RARCF at CCW. Again it is stressed these allocations are only indicative and remain subject to Council approval through the Budget process. Where major project funding is not required it will add to the amount of funding remaining available for discretionary new capital.
- The LTFP has included an allowance of \$65.0M towards the construction of the RARCF at CCW. This is funded by \$25M loan funds, and the balance of \$40.0M from the City's reserve funds and a capital works contribution.
- An annual provision has been made for the upgrade of one pavilion per annum. In some cases the projected costs of these upgrades will exceed the \$1 million allowed and where this is the case, funds will need to be drawn from the unallocated major project funding.
- Discretionary funding over the life of the LTFP has largely been maintained although funds available will be lower in 2013/14 and 2014/15 due to the impact of the RARCF at CCW Project on available funding.
- A detailed listing of community, civic and road projects is listed in Appendix 3



## 4.2 CAPITAL FUNDING SOURCES

In terms of the funding sources currently applied in the LTFF, the below table highlights these outcomes:

Table 11 – Summary of Capital Income 2012/13 to 2021/22 (\$M)

| Capital Grants              | 2012/13      | 2013/14      | 2014/15      | 2015/16      | 2016/17     | 2017/18     | 2018/19     | 2019/20     | 2020/21      | 2021/22      |
|-----------------------------|--------------|--------------|--------------|--------------|-------------|-------------|-------------|-------------|--------------|--------------|
| Capital Grants & Subsidies  | 6.94         | -            | -            | -            | -           | -           | -           | -           | -            | -            |
| Road Grants                 | -            | 5.53         | 2.68         | 2.00         | -           | -           | -           | -           | 7.70         | 7.53         |
| DCA Road Contributions      | -            | 2.00         | -            | 3.25         | 3.72        | 2.07        | 3.73        | 3.25        | 4.00         | 5.30         |
| Building Grants             | -            | -            | 1.25         | 1.57         | -           | -           | -           | 0.45        | -            | -            |
| Ext Rd Projects-Developers  | -            | 10.90        | 1.00         | 2.00         | -           | -           | -           | -           | 3.00         | -            |
| RARCF Grants                | -            | 6.00         | 6.00         | 2.35         | -           | -           | -           | -           | -            | -            |
| DCP Contributions RARCF     | 4.00         | 2.00         | 2.00         | 2.00         | 2.00        | 2.00        | 2.00        | 2.00        | 2.00         | 2.00         |
| DCP Contributions Other     | -            | 1.50         | 1.50         | 1.50         | 1.50        | 1.50        | 1.50        | 1.50        | 1.50         | 1.50         |
| <b>Total Capital Grants</b> | <b>10.94</b> | <b>27.93</b> | <b>14.43</b> | <b>14.67</b> | <b>7.22</b> | <b>5.57</b> | <b>7.23</b> | <b>7.20</b> | <b>18.20</b> | <b>16.33</b> |

The table highlights that over the LTFF the City will commit \$390M of its own funds to capital projects for both asset renewal and new projects with only an estimated \$129M coming from external sources such as the State and Federal Governments and the Development industry.

Table 12 – Summary of Strategic Outcomes – Capital Income and Expenditure

|   |  |
|---|--|
| <b>Section 4:</b><br>Capital Works Forward Plan and Funding Sources | 1. That Council note the forecast level of capital expenditure over the ten year period of the LTFF. |
|---|--|

## 5. LONG TERM BORROWING STRATEGIES

The areas covered by the LTFF in this section area as follows:

- Background to the City's current level of indebtedness;
- Future loan strategies; and
- Future loan requirements.

### 5.1 BACKGROUND TO THE CITY'S CURRENT DEBT PORTFOLIO

The City has budgeted but has not been required to borrow to fund its Capital expenditure program over the last five years to 2011/12.

### 5.2 FUTURE LOAN STRATEGIES

What is the City's philosophy on debt?

Many Western Australian Cities are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community. Cockburn and Melville would fit into the former category whereas Kwinana and Rockingham would conform to the latter category.

The use of loans to fund capital expenditure can be an effective mechanism of linking the payment for the asset (via debt redemption payments) to the successive City populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

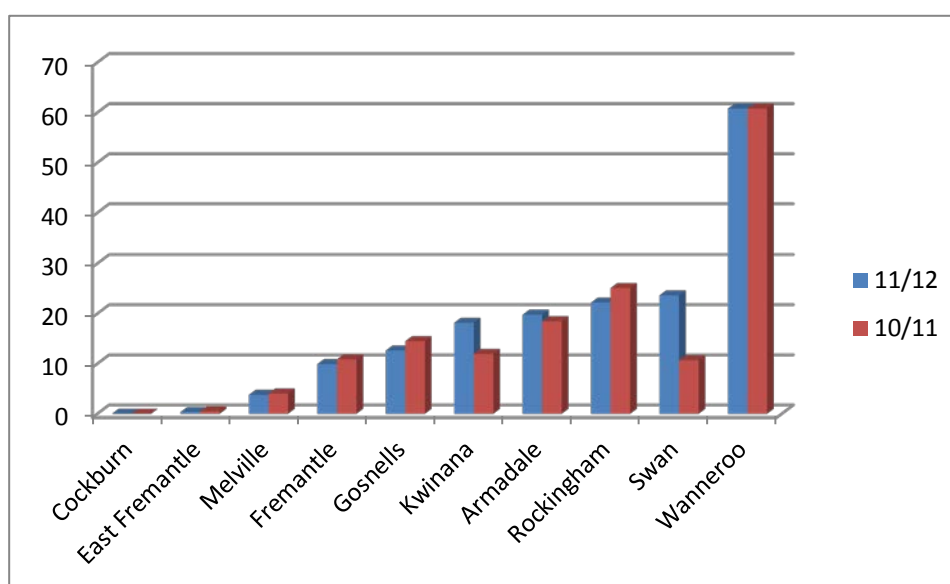
The City has a number of large scale projects, both in train and proposed that will further require significant loan borrowings. These include the construction of the CCW Regional Aquatic and Recreational Centre Underground Power in Hamilton Hill and Coolbellup plus the Emergency Services Headquarters.

One of the key considerations for the City in the application of future loan borrowing is the premise that its long-term financial strategies should strive for a financial structure where its annual operational and asset renewal needs can be met from annual funding sources. (ie. that the City does not have to access funding from non-renewable sources such as loans, asset sales or reserves to meet its annual expenditure needs).

Measuring what level of debt is appropriate:

The maximum levels of indebtedness are prescribed for the City by way of prudential limits established by the State Government. The three principle prudential limits are:

- Debt Servicing (interest repayments) as a percentage of total revenue should not exceed 5%.
- Total Indebtedness as a percentage of rate revenue should not exceed 50% (with this latter prudential limit – where ratios exceed 60%, the City's are required to demonstrate long-term strategies to reduce indebtedness prior to undertaking further borrowings.
- Working capital ratio (current assets/current liabilities) to remain in excess of 1.0.
- Local Government as an industry has been relatively debt averse over the past decade with several councils seeking debt free status. The following graph highlights the pure dollar value of indebtedness of Councils within the South West Group and Outer Metro Growth Councils, which provides an indication on Cockburn's debt in relation to other Councils. That is at 30 June 2012 Cockburn had no debt.



Graph 4 - Debt Levels SWG & OMGC Councils 2011/ 12 and 2010/ 11 (All figures in \$M)

The more meaningful comparison is however gained by using the dollar indebtedness, contrasted against other measures (e.g. rate revenue) that account for the varying financial size of the City's in the group.

The below table highlights the outcomes of a debt level review based on the figures to 30 June 2012 with debt servicing costs and rate revenue and total revenue from the 2012/13 annual budget (as this the source of revenues to service the debt as at the end of the prior financial year).

As at the end of June 2012 Cockburn is the best placed City in having no debt.

*Table 13 – Debt servicing ratios for comparison group of Councils*

|                | Debt service<br>Cost/Operating<br>Revenue | Debt service<br>Cost/Rates<br>Revenue | Total Debt to Rates<br>Revenue |
|----------------|---|---------------------------------------|--------------------------------|
| Cockburn       | 0%  | 0%                                    | 0%                             |
| East Fremantle | 2.1%                                      | 3.0%                                  | 5.7%                           |
| Melville       | 0.5%                                      | 1.0%                                  | 7.2%                           |
| Gosnells       | 3.2%                                      | 6.2%                                  | 29.1%                          |
| Fremantle      | 9.8%                                      | 14.5%                                 | 24.2%                          |
| Kwinana        | 3.8%                                      | 6.7%                                  | 69.1%                          |
| Wanneroo       | 3.2%                                      | 5.3%                                  | 47.3%                          |
| Rockingham     | 3.4%                                      | 7.3%                                  | 43.9%                          |
| Swan           | 3.2%                                      | 4.7%                                  | 27.5%                          |
| Armadale       | 2.7%                                      | 3.7%                                  | 61.3%                          |

The table highlights the following points:

The City's current indebtedness ratio's places it at the lowest level in the comparative grouping and reflects the debt adverse nature the City has been in prior years.

As outlined above, a certain level of debt can be viewed as a positive mechanism in financing infrastructure within Cockburn. The key is ensuring that the City does not rely so strongly on debt funding that it increases the level of debt (and therefore annual debt servicing and redemption costs) beyond a prudent level or which unduly impacts on the City's ability to fund capital works on an annual basis.

### 5.3 FUTURE LOAN REQUIREMENTS – MUNICIPAL BUILDING PROJECT

The Long Term Financial Plan has included the borrowing assumptions associated with completing the CCW facility Project. At a total cost of \$82 million, the project encompasses estimated borrowings of \$25 million over a fifteen year period commencing 1 July 2015.

At the outset it must be noted that the inclusion of the proposed borrowings in the Long Term Financial Plan does not represent final endorsement of the project by Council. Such an endorsement will only occur when the City agrees to a Contract for Development with the Fremantle Football Club Limited.

The table below highlights the projected borrowings by year for the three loans projected in the LTFP. This is a draft schedule only and will not be finalised until the loans are drawn and the interest rates and principal repayments are set by WATC.



Table 14 – Future loan & servicing (principal & interest) requirements 2012/13 to 2021/22

| Loan Schedule       | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Principal (P)       | 4.87    | 4.92    | 27.93   | 25.82   | 24.36   | 22.85   | 21.27   | 19.63   | 17.92   | 16.14   |
| Interest (I)        | 0.05    | 0.17    | 0.10    | 1.07    | 1.01    | 0.95    | 0.88    | 0.82    | 0.74    | 0.67    |
| P&I payment         | -       | 2.17    | 2.17    | 2.53    | 2.53    | 2.53    | 2.53    | 2.53    | 2.53    | 2.53    |
| Closing Balance     | 4.92    | 2.93    | 25.86   | 24.36   | 22.85   | 21.27   | 19.63   | 17.92   | 16.14   | 14.28   |
| Principal Repayment | -       | 2.00    | 0.14    | 1.45    | 1.51    | 1.58    | 1.64    | 1.71    | 1.78    | 1.85    |

In terms of highlighting the impact of these borrowings on the City's Indebtedness to rates ratio, the below table provides these outcomes. Projected future borrowings have been structured to ensure at no point does the City exceed the prudential limit of an indebtedness level in excess of 45% of annual rate revenue.

Table 15 – Debt servicing ratios for Cockburn 2012/13 to 2021/22

| Debt Service Ratios       | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Projected Rates           | 55.89   | 59.77   | 63.91   | 67.85   | 71.93   | 76.24   | 80.82   | 85.66   | 90.80   | 96.25   |
| Total Debt                | 4.92    | 2.93    | 25.86   | 24.36   | 22.85   | 21.27   | 19.63   | 17.92   | 16.14   | 14.28   |
| total debts to rates      | 8.8%    | 4.9%    | 40.5%   | 35.9%   | 31.8%   | 27.9%   | 24.3%   | 20.9%   | 17.8%   | 14.8%   |
| Debt service cost/Revenue | 0.0%    | 1.8%    | 1.7%    | 1.9%    | 1.8%    | 1.7%    | 1.6%    | 1.5%    | 1.5%    | 1.4%    |
| Debt service cost/Rates   | 0.1%    | 3.6%    | 3.4%    | 3.7%    | 3.5%    | 3.3%    | 3.1%    | 2.9%    | 2.8%    | 2.6%    |

The maximum ratio obtained is 40.5% with an immediate reduction to 35.9% in the following financial period.

The LTFP does NOT include any further borrowings and it is recommended that the City seek to return its indebtedness to rate revenue ratio below 20% before contemplating any further significant borrowings. Based on the projections contained in the LTFS, this will occur in 2020/21 although such an outcome may be achieved earlier dependant on rate growth due to ongoing development.

Table 16 – Summary of Strategic Outcomes for Borrowing requirements

|   |   |
|---|---|
| <b>Section 5:</b><br>Long Term<br>Borrowing<br>Strategies | <ol style="list-style-type: none"> <li>1. That Council continues the use of loan funding as a viable and equitable mechanism of funding new/significantly upgraded major assets that provide a broad community benefit and;</li> <li>2. That Council note the proposed borrowings for the CCW Facility project and the impact on Council's indebtedness ratio's; and</li> <li>3. That in the event that Council elects to proceed with the proposed borrowings for the CCW Facility project, that Council endorse a strategy of reducing the Indebtedness to Rates ratio to below a level of 20% prior to Council undertaking any further significant loan borrowings.</li> </ol> |
|---|---|

## 6 LONG TERM RESERVE USAGE STRATEGIES

Councils in Western Australia have traditionally operated with Reserve funds that are amounts of money set aside for specific purposes in later years. In general these funds do not have bank accounts of their own but are a theoretical split up of the cash surplus that the City has on hand. The following sections provide a picture of what Reserve funds the City holds and their purpose.

### 6.1 NATURE AND PURPOSE OF CURRENT RESERVES

The following summary outlines the purpose of each current reserve and its typical inflows and outflows. The current Reserve funds utilised by City of Cockburn are:

Table 17 – Summary of Cash Backed Reserves 2012/13 to 2021/22

| Summary of Reserves Balances | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total Opening Balance        | 60.43   | 55.01   | 58.49   | 61.55   | 68.34   | 66.29   | 75.51   | 85.35   | 96.33   | 103.04  |
| Contributions from MF        | 46.79   | 20.99   | 20.50   | 20.12   | 22.26   | 22.93   | 23.64   | 24.08   | 23.34   | 23.81   |
| Contributions to MF          | 54.21   | 19.04   | 19.35   | 15.34   | 26.57   | 15.89   | 16.31   | 15.95   | 19.86   | 17.03   |
| Interest                     | 2.01    | 1.53    | 1.91    | 2.01    | 2.25    | 2.18    | 2.50    | 2.85    | 3.23    | 3.47    |
| Total Closing Balance        | 55.01   | 58.49   | 61.55   | 68.34   | 66.29   | 75.51   | 85.35   | 96.33   | 103.04  | 113.29  |

### 6.2 DEVELOPER CONTRIBUTIONS FUNDS & RESTRICTED ASSETS

The City also has two other types of restricted reserves. The first is for Developer Contributions for specific precincts and is designed for the construction of hard infrastructure assets such as road and drains plus a specific reserve for community infrastructure. The second type is the restricted reserve where the City receives funds for specific assets such as public open spaces. A Restricted Asset is a Reserve that is comprised of funds, which the City is legally obliged to apply to a certain purpose.

Table 18a - Summary of General cash backed reserves – 2012/13 to 2021/22

| General Reserves             | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Total Opening Balance</b> | 46.72   | 43.90   | 46.52   | 48.63   | 54.41   | 51.28   | 59.37   | 68.00   | 77.69   | 83.05   |
| Contributions from MF        | 42.10   | 20.35   | 19.84   | 19.42   | 21.54   | 22.18   | 22.86   | 23.27   | 22.50   | 22.94   |
| Contributions to MF          | 46.51   | 19.04   | 19.35   | 15.34   | 26.57   | 15.89   | 16.31   | 15.95   | 19.86   | 17.03   |
| Interest                     | 1.59    | 1.31    | 1.62    | 1.70    | 1.90    | 1.79    | 2.07    | 2.37    | 2.71    | 2.90    |
| Total Closing Balance        | 43.90   | 46.52   | 48.63   | 54.41   | 51.28   | 59.37   | 68.00   | 77.69   | 83.05   | 91.86   |

Table 18b – Summary of Restricted Cash Backed Reserves 2012/13 to 2021/22

| Restricted Reserves          | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Total Opening Balance</b> | 8.78    | 4.63    | 4.77    | 4.94    | 5.11    | 5.29    | 5.48    | 5.67    | 5.87    | 6.07    |
| Contributions from MF        | 1.21    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    |
| Contributions to MF          | 5.67    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    |
| Interest                     | 0.31    | 0.14    | 0.17    | 0.17    | 0.18    | 0.19    | 0.19    | 0.20    | 0.21    | 0.21    |
| Total Closing Balance        | 4.63    | 4.77    | 4.94    | 5.11    | 5.29    | 5.48    | 5.67    | 5.87    | 6.07    | 6.28    |

Table 18c – Summary of Development Contributions Cash Backed Reserves 2012/13 to 2021/22

| Developer Contributions (DCA1) | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Total Opening Balance</b>   | 4.93    | 6.48    | 7.20    | 7.98    | 8.82    | 9.71    | 10.67   | 11.68   | 12.77   | 13.92   |
| Contributions from MF          | 3.47    | 0.64    | 0.67    | 0.69    | 0.72    | 0.75    | 0.78    | 0.81    | 0.84    | 0.88    |
| Contributions to MF            | 2.03    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    | 0.00    |
| Interest                       | 0.11    | 0.08    | 0.12    | 0.14    | 0.17    | 0.21    | 0.24    | 0.27    | 0.31    | 0.35    |
| <b>Total Closing Balance</b>   | 6.48    | 7.20    | 7.98    | 8.82    | 9.71    | 10.67   | 11.68   | 12.77   | 13.92   | 15.15   |

Table 19 - Summary of Strategic Outcomes for long term reserves

|  |  |
|--|--|
| <b>Section 6:</b><br>Long Term Reserve usage<br>Strategies | That Council endorse the continued use of the Reserve funds noted in this section. |
|--|--|

## 7 RATING AND OTHER REVENUE STRATEGIES

The topics addressed in this section are:

- Assessment of current rating levels
- Rating Strategy for the future
- Grant revenues
- Approach to fees and charges revenue

### 7.1 ASSESSMENT OF CURRENT RATING LEVELS

Comparing the relativity of rating levels between Councils can be a difficult exercise with each Council employing differing rating strategies. The various approaches include the use of differential rating, and the various options that the City has in respect of municipal charges and waste management charges.

Table 20 – Rating Income and Property Numbers for 2012/13

| Rating Type                    | No of rateable Properties in 2012/13 | Relative %  | Rates in 2012/13 | Relative %  |
|--------------------------------|--------------------------------------|-------------|------------------|-------------|
| Residential Improved           | 34,198                               | 86%         | \$27.66M         | 53%         |
| Residential Vacant             | 2,698                                | 7%          | \$3.40M          | 7%          |
| Industrial/Commercial Improved | 2,285                                | 6%          | \$18.79M         | 36%         |
| Industrial/Commercial Vacant   | 378                                  | 1%          | \$1.98M          | 4%          |
| <b>Total</b>                   | <b>39,559</b>                        | <b>100%</b> | <b>51.83M</b>    | <b>100%</b> |

The most commonly accepted measure of rating levels is the total amount of residential rate revenue compared to the number of rateable residential assessments within the municipality. The table below highlights that using this measure:



Table 21 – Comparison of average rates for residential properties for SWG/OMGC

| Average Residential Rates 2012-13                                   | No of Residential properties | Rates raised | Average Rates |
|---|------------------------------|--------------|---------------|
| Cockburn  | 36,896                       | \$31.06M     | \$841.85      |
| Rockingham  | 44,892                       | \$41.47M     | \$923.66      |
| Wanneroo  | 57,730                       | \$74.70M     | \$954.02      |
| Gosnells  | 39,860                       | \$39.59M     | \$993.23      |
| Melville  | 40,084                       | \$40.08M     | \$999.98      |
| Kwinana   | 11,216                       | \$12.37M     | \$1,103.25    |
| Swan  | 39,474                       | \$43.87M     | \$1,111.26    |
| East Fremantle  | 3,114                        | \$4.74M      | \$1,183.44    |
| Fremantle   | 14,259                       | \$27.65M     | \$1,599.34    |
| Armadale (not included as COA does not split out residential rates) | -                            | -            | \$0.00        |

Cockburn has the lowest average residential rates in the SWG/OMGC grouping of nine Councils. This data has been drawn from the 2011/12 Annual Reports of the abovementioned Councils.

The City of Cockburn is very cognisant of the comparative low level of income received by its residential communities compared to that of other municipalities. Accordingly the City has structured its approach to rating to raise a higher proportion of its rate revenue from its industrial and commercial sector and its residential rates are among the lowest in metropolitan Perth on average. The question is, are residential rates on average too low?

The tables below highlight the various rating differentials that are currently applied by the City of Cockburn.

Table 22 – Differential Rates for Cockburn 2012/13

| Rating Type                          | Rate cents in \$ of GRV 2012-13 | Variance to General Rate |
|--------------------------------------|---------------------------------|--------------------------|
| Residential Improved                 | 4.589                           | -                        |
| Residential Vacant                   | 9.67                            | 111%                     |
| Industrial/Commercial Improved       | 7.319                           | 59%                      |
| Large Industrial/Commercial Improved | 8.358                           | 82%                      |
| Industrial/Commercial Vacant         | 9.67                            | 111%                     |
| Caravan parks                        | 8.883                           | 94%                      |
| Special Industrial                   | 11.676                          | 154%                     |

With the higher differentials applied to commercial and industrial properties and the strength of these sectors within Cockburn, significant rate revenue is derived from these sources as compared to the residential sector.

Table 20 highlights that 40% of all City's rate income is provided by the Commercial and Industrial sectors.

## 7.2 RATING STRATEGY FOR THE FUTURE

The City's rating strategy for the future should essentially be based around meeting two core principles. They are:

1. Ensuring that the rating strategy is consistent with the principles of sound financial management as espoused in the Local Government Act (1995) in that the City must

“pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden”.

2. Balancing the competing needs of confining increases in rates to as low as practicable whilst also ensuring that The City's financial decisions in the present day prudently account for both existing needs and those of future generations in terms of both accessing services and providing the appropriate facilities and infrastructure.

In terms of the first principle, the table below highlights the percentage rate increases that have been applicable at the City of Cockburn over the past seven years.

*Table 23 – Rates increases for Cockburn from 2006/07 to 2012/13*

| Financial Year | Rate Increase |
|----------------|---------------|
| 2006/07        | 5.00%         |
| 2007/08        | 5.50%         |
| 2008/09        | 5.50%         |
| 2009/10        | 3.00%         |
| 2010/11        | 4.50%         |
| 2011/12        | 5.00%         |
| 2012/13        | 4.50%         |

The City's historical record portrays a reasonable approach in ensuring a stable outcome in terms of rating levels. This stability is considered to be prudent financial management and it is crucial that future approaches provided for in this Long Term Financial Plan continue to enhance the ability of the City to deliver this outcome. Whilst the City may wish to deliver a low rate outcome, such a decision will inevitably be matched in the future with consequently higher increases and an unstable rating climate and the community demand for more services.

In terms of determining the most balanced approach to future rate increases, this section of the Long Term Financial Plan must be read in conjunction with the following section dealing with Asset Management. The City has significant challenges in terms of meeting the asset renewal requirements of a vast range of infrastructure that was established in the 1950's-80's and which over the next decade will reach the end of its useful life.

It will not be possible however to meet this challenge with rate increases linked solely to the Consumer Price Index. With the City dealing with grant revenues that do not keep pace with the real cost of construction and the cost of providing the City services escalating at a rate higher than the CPI, this approach is not sustainable and will ultimately result in another significant rate adjustment in the years to come.

Accordingly this Long Term Financial Plan is premised on linking the base increase in rate revenue to the cost escalation of providing City services. As highlighted in the section of this strategy dealing with Asset Management, the City has significant challenges to meet in order to deal appropriately with its ageing infrastructure. These challenges are not able to be met from within the existing resource base without a significant alteration to the current provision of operational services.

The City has established the rating increase for 2012-13 at 4.50%. Beyond this period, the rating strategy recommended in this report is for base rates to be set at 4.5% and GRV growth at 3.0%.

### 7.3 GRANT REVENUES

Operating grant revenue is an extremely important source of revenue for the City, contributing 20% of the total revenue received. Whilst being essential to the City, it is frequently unpredictable and movements in grants (above and below the annual cost escalation in delivering the services related to the grants) has a direct impact on the level of funds the City requires from rate revenue and fees.

Operational grants on average increase only slightly on an annual basis compared to the cost of providing these same services supported by the grants. As a result the City's funding share of these services continues to increase every year, effectively a cross-subsidy.

The City's performance in attracting grant revenue has been very positive compared to the SWG and OMGC Group of Councils with the City ranking fifth of the nine Councils in attracting grant revenue. It is recommended that the City strives to continue to maximise the revenues it receives from government grants.

### 7.4 FEES AND CHARGES REVENUE

The final major source of revenue for the City is that gained from user charges and fees contributing 40.0% of the total revenue received in the 2012/13 budget. Fees and Charges come in two broad categories. A number of City fees and charges are statutory in nature in that the amount levied is fixed by statute and can only be increased in line with the annual increases announced by State Government such as Planning and Building Fees.

The balance of fees and charges is discretionary in that the City can levy the amounts it believes are equitable primarily on a cost recovery basis. In a similar fashion to grant revenue, the amount of revenue that the City obtains directly from the users of City services has a direct impact on the residual amount required to be obtained from rate revenue.

Cockburn is first in terms of the fees and charges revenue it collects in comparison to other SWG/OMGC Group of Councils.

In terms of other fees and charges, over which the City has discretion in the setting, this Long Term Financial Plan includes the assumption that these fees will be increased by the cost escalation factor in providing these services on an annual basis. Through the adoption of this approach, the City is endeavouring to ensure that greater pressure is not placed on annual rate increases to offset shortfalls in fee revenue. It is further recommended that the City seek to maximise its fee revenue through its review of annual fees and charges through the annual budget process. It is acknowledged that a great number of fees are specifically cross-subsidised from the municipal fund (that is rates income). Services such as the provision of sport's grounds for sport and the City's aquatic centre receive subsidies from rate income.

*Table 24 – Summary of Strategic Outcomes for Rating*

|   |  |
|---|--|
| <b>Section 7:</b><br>Rating and Other<br>Revenue Strategies | <ol style="list-style-type: none"> <li>1. That Council endorse the rating parameters applied in this LTFP of a base rate increase of 4.5%, with an annual growth rate of GRV of 3%.</li> <li>2. That Council continue to seek to maximise its revenues from government grant funding.</li> </ol> |
|---|--|



|  |   |
|--|---|
|  | 3. That this LTFP apply the annual CPI or relevant cost increase factor as the index to all discretionary fees and charges and Council seek to maximise revenue from fees during the Annual Budget processes. |
|--|---|

## 8 ASSET MANAGEMENT

Asset Management is an essential component of the LTFP as it provides an indicator of the necessary financial commitment which would adequately sustain the City's asset base in future years. To achieve long-term financial sustainability, effective asset management processes are essential.

### 8.1 GOALS AND OBJECTIVES OF ASSET MANAGEMENT

The City of Cockburn exists to provide services to its community. A number of these services are provided by infrastructure assets. The City has acquired infrastructure assets by 'purchase', by contract, construction by the City staff and by donation of assets constructed by developers and others to meet increased levels of service.

Cockburn's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.

This asset management plan is prepared under the direction of the City's vision, mission, goals and objectives.

### 8.2 FUNDING STRATEGY

Projected expenditure identified in Section 6.1 is to be funded from the City's operating and capital budgets. The funding strategy was detailed in the City's 2010-2020 year Plan for the District and Capital Works program.

The City plans to spend up to 80% of the free cash generated by the depreciation expense to renew/refurbish assets. This plan will take five to seven years to move from the current 30% of depreciation currently expended on the capital renewal program. This is included as part of the improvement strategy.

The City relies heavily on the provision of road funding from other sources including the Federal and State Governments. Additionally, under the Local Government Act (1995) the City can levy developers to provide a contribution to road funding, where this is directly linked to their development activities. The City has been receiving funds from this source for many years.

### 8.3 SUSTAINABILITY OF SERVICE DELIVERY

The asset management framework is part of the of the Western Australian Government's Local Government Reform Program. The aim of the framework is to enhance the sustainable management of local government assets by encouraging 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of the assets.

There are three key performance indicators for financial sustainability as recommended in the National Framework guidelines that have been considered in the analysis of the Roads infrastructure financial data and these are outlined below.

#### 1. Summary of the City's Fixed Assets

Non-current assets incorporate land (at a current value of \$100M) and the City's fixed assets. Fixed assets include buildings, plant, furniture, roads, drainage, playgrounds, footpaths and other infrastructure assets. The total gross value of fixed assets as at 30 June 2012 was \$929M. It is the sound management and financial planning for the eventual renewal of the \$929M worth of fixed assets that is the prime consideration in this section of the LTFP.

The following highlights the various fixed assets owned and managed by the City.  
Open Space – 1,459 hectare

- Local roads – 787 km
- Drainage pipes – 440 km
- Drainage pits – 17,871
- Kerb and channel – 1,418 km
- Footpaths – 576 km
- Playgrounds – 153
- Buildings – 126
- Car parks – 115,140 sq metres
- Footbridges – 27
- Road bridges - 6

#### 2. Managing the City's assets for the future

Effective management of the City's fixed assets is critical to ensure that these assets deliver a service into the future. The supporting Asset Management Plans indicate that the City's asset base is ageing, with 34% (by asset value) of the useful life already utilised. As these assets move into the latter part of their lives, strategic maintenance and timely replacement of these assets becomes essential if effective service for the community is to be maintained.

#### 3. Condition Rating of Assets

The City uses the following five point condition rating classification for all infrastructure assets. (A pictorial guide is used in Roads Infrastructure)

| Rating |           | Condition description   |
|--------|-----------|---|
| 1      | Excellent | A new asset or an asset in overall excellent condition with only a slight condition decline   |
| 2      | Good      | An asset in an overall good condition but with minor signs of deterioration evident, serviceability may be slightly impaired. Minor |

| Rating |           | Condition description  |
|--------|-----------|--|
|        |           | maintenance is required  |
| 3      | Moderate  | An asset with obvious signs of deterioration. Significant maintenance is required  |
| 4      | Poor      | An asset in a poor condition. Condition deterioration is severe and serviceability is becoming limited. Significant renewal or upgrade is required |
| 5      | Very poor | An asset that has failed and is no longer serviceable. There would be a risk in leaving the asset in service. Replacement is required              |

#### 8.4 ROADS

The Road Infrastructure Asset Management Plan (RAMP) covers Roads, Car parks and Road Items. The data utilised in the creation of the RAMP is based on the City's operational asset register and is considered to be approximately 95% accurate. The condition ratings were established as a result of a full road and footpath network assessment conducted by leading engineering consultant's Cardno in 2009.

As this is the first RAMP developed by the City of Cockburn and is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The road infrastructure asset category is currently the City's highest value asset grouping.

Further details of the City's road Infrastructure assets are listed below.

*Table 25 - Breakdown of surface type by road hierarchy*





| Road Hierarchy         | Surface material | Length (km)   | Area (m <sup>2</sup> ) |
|------------------------|------------------|---------------|------------------------|
| District Distributor A | Asphalt          | 81.28         | 890,292                |
|                        | Red Asphalt      | 0.93          | 14,003                 |
|                        | Brick            | 0.15          | 1,672                  |
| District Distributor B | Asphalt          | 44.65         | 422,395                |
|                        | Red Asphalt      | 0.09          | 1,434                  |
|                        | Brick            | 0.18          | 2,283                  |
| Local Distributor      | Asphalt          | 67.73         | 613,816                |
|                        | Red Asphalt      | 2.44          | 23,075                 |
|                        | Brick            | 2.78          | 31,467                 |
| Access Road            | Asphalt          | 541.97        | 3,988,367              |
|                        | Red Asphalt      | 29.56         | 198,074                |
|                        | Brick            | 16.12         | 135,052                |
| TOTAL                  |                  | <b>787.46</b> | <b>6,321,930</b>       |
|                        | Kerbing          | 1,418.23      |                        |



1. Asset Age and summary of Asset Condition

Asset Condition

The Condition profile of the City of Cockburn's road infrastructure assets is measured using a 1 to 5 rating system as outlined below.

| Rating | Description |  |   |
|--------|-------------|--|---|
| 1      | Excellent   |    | A new asset or an asset in overall excellent condition with only a slight condition decline.  |
| 2      | Good        |   | An asset in an overall good condition but with minor signs of deterioration evident, serviceability may be slightly impaired. Minor maintenance is required |
| 3      | Moderate    |  | An asset with obvious signs of deterioration. Significant maintenance is required   |
| 4      | Poor        |  | An asset in a poor condition. Condition deterioration is severe and serviceability is becoming limited. Significant renewal or upgrade is required.         |

| Rating | Description |  |  |
|--------|-------------|--|--|
| 5      | Very Poor   |  | An asset that has failed and is no longer serviceable. There would be a risk in leaving the asset in service. Replacement is required. |

All assets in the road asset database have been visually assessed on site and given an appropriate condition rating based on the above criteria. The roads were surveyed by Cardno in 2009 and the car park and road items by City of Cockburn staff in 2011.

Conclusions that can be drawn from these reviews include:

- All roads built prior to 1975 have been resurfaced
- The oldest recorded road surface is 37 years
- Approximately half of all roads within the City of Cockburn have been resurfaced

*Table 26 - Summary of road infrastructure assets - Condition*

| Condition | Road                | Road Item | Car Park |
|-----------|---------------------|-----------|----------|
|           | % of Asset Category |           |          |
| 1         | 31.73%              | 35.80%    | 13.35%   |
| 2         | 42.44%              | 61.68%    | 63.43%   |
| 3         | 20.04%              | 2.40%     | 15.79%   |
| 4         | 5.38%               | 0.11%     | 6.45%    |
| 5         | 0.40%               | 0         | 0.98%    |

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on the cost of the desired levels of service and current and projected future asset performance. This will be addressed as part of the improvement strategy.

*Table 27 - Current replacement cost and depreciation*

| Asset         | Current Replacement Cost (CRC) | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense | Annual Asset Consumption |
|---------------|--------------------------------|------------------------------------|-----------------------------|--------------------------|
| Road surface  | \$90,739,069                   | \$62,179,137                       | \$4,536,953                 | 5%                       |
| Road base     | \$105,151,717                  | \$71,979,595                       | \$1,314,396                 | 1.25%                    |
| Road sub base | \$147,404,777                  | \$110,360,427                      | \$1,474,048                 | 1%                       |
| Kerb          | \$52,899,924                   | \$36,376,782                       | \$1,057,998                 | 2%                       |
| Road Items    | \$11,049,247                   | \$8,389,556                        | \$308,932                   | 5% & 2%                  |
| Car Parks     | \$6,778,822                    | \$5,065,383                        | \$146,067                   | 5%                       |
| Total         | <b>\$414,023,558</b>           | <b>\$294,350,880</b>               | <b>\$8,837,726</b>          | <b>2.14%</b>             |

*Table 28 - Projected Renewals and Expenditure Gap – Road Resurfacing*

| Year  | Projected Renewals |             | Total Renewals | Planned Renewal expenditure (2012 + CPI) | Funding gap | Cumulative gap |
|-------|--------------------|-------------|----------------|--|-------------|----------------|
|       | AR                 | DA, DB, LD  |                |  |             |                |
| 12/13 | \$673,355          | \$212,299   | \$885,654      | \$935,000                                | -\$49,346   | -\$49,346      |
| 13/14 | \$951,523          | \$1,075,906 | \$2,027,429    | \$963,050                                | \$1,064,379 | \$1,015,033    |
| 14/15 | \$757,502          | \$869,951   | \$1,627,452    | \$991,942                                | \$635,511   | \$1,650,544    |
| 15/16 | \$1,151,450        | \$460,659   | \$1,612,109    | \$1,021,700                              | \$590,409   | \$2,240,953    |
| 16/17 | \$779,786          | \$634,292   | \$1,414,078    | \$1,052,351                              | \$361,727   | \$2,602,680    |
| 17/18 | \$2,725,881        | \$852,475   | \$3,578,356    | \$1,083,921                              | \$2,494,434 | \$5,097,115    |
| 18/19 | \$2,240,166        | \$643,275   | \$2,883,441    | \$1,116,439                              | \$1,767,003 | \$6,864,117    |
| 19/20 | \$2,352,610        | \$1,226,101 | \$3,578,711    | \$1,149,932                              | \$2,428,778 | \$9,292,896    |
| 20/21 | \$1,720,841        | \$1,114,556 | \$2,835,397    | \$1,184,430                              | \$1,650,968 | \$10,943,863   |
| 21/22 | \$6,358,363        | \$1,490,609 | \$7,848,972    | \$1,219,963                              | \$6,629,010 | \$17,572,873   |

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap. As part of the improvement strategy the following items are to be addressed that will help to manage the funding gap:

1. Review intervention, deterioration and serviceability.
2. Continue to refine asset consumption/depreciation by:
  - the reassessment of useful life
  - annual inspections to validate and manage the Condition 3 & 4's
  - The revalidation of the asset database every 5 to 7 years
3. Develop strategies to level out the peaks and troughs (the annual spend)
4. Look at funding opportunities to maximise external funding for the renewal program
5. To fully fund depreciation. i.e. To bridge the gap between current renewal expenditure and current/projected depreciation. The need for this is further identified in the Asset Sustainability.

## 2. Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from the City's operating and capital budgets. The funding strategy is detailed in the City's 2010-2020 year Plan for the District and Capital Works program.

The City plans to spend up to 80% of the depreciation expense to renew/refurbish assets. This plan will take five to seven years to move from the current 30% of depreciation currently expended on the capital renewal program. This is included as part of the improvement strategy.

The City relies heavily on the provision of road funding from other sources including the Federal and State Governments. Additionally, under the Local Government Act (1995) the City can levy developers to provide a contribution to road funding, where this is directly linked to their development activities. The City has been receiving funds from this source for many years.

## 8.5 PARKS AND ENVIRONMENT

The Parks & Environment Asset Management Plan covers Irrigation, Park Infrastructure and Playgrounds. The data utilised in the creation of the Parks & Environment Asset Management Plan is based on the City's operational asset register which is considered to be approximately 95% accurate. The condition ratings were established by the undertaking of a comprehensive Parks and Reserves data pick up conducted by Parks consultants, OPUS in 2012.

As this is the first PEAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its desire to move towards an advanced approach for asset management practice and methodologies.

Further details of the City's Parks & Environment assets are listed below.

*Table 29 – Parks and Environment Assets*

| Asset Category                     | Replacement value |
|------------------------------------|-------------------|
| Amenities                          | \$4.28m           |
| Artwork                            | \$0.4m            |
| Bins                               | \$0.1m            |
| Bridges                            | \$2.04m           |
| Fences                             | \$6.51m           |
| Footpaths                          | \$9.05m           |
| Irrigation                         | \$18.60m          |
| Lighting                           | \$3.61m           |
| Minor structure                    | \$5.64m           |
| Minor structure area               | \$3.01m           |
| Playground equipment               | \$13.23m          |
| Playground surface                 | \$1.02m           |
| Playground walls                   | \$0.26m           |
| Signs                              | \$0.91m           |
| <b>Total Parks and Environment</b> | <b>\$68.66m</b>   |

### 1. Level of Service and Risk Management

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following findings have been drawn from the CATALYSE Pty Ltd Survey 2012.

- Community satisfaction for the City's parks, reserves and ovals is high, with 89% of those surveyed either delighted or satisfied.
- Community satisfaction with the City's conservation and environmental management is also high with 80% of those surveyed either delighted or satisfied.
- Midge and mosquito control is still a concern with 24% and 23% respectively of those surveyed rating this as dissatisfied.



- Existing controls and expenditure to mitigate risk are considered adequate, thus reducing the impact on service delivery.

## 2. Future Growth and Demand Management

Future growth projections are supported by the City's Community Strategic Plan population and demographic research, whilst Demand for new services will be administered through upgrading existing and providing new assets.

- A cumulative growth of 66.6ha of parks and recreation land over the next 5 years. This represents a 0.94% growth per annum.

## 3. Lifecycle Cost Management

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels.
- Planned maintenance work represents 90.2% of total Parks Service unit maintenance expenditure and 92.8% of total Environment service unit maintenance expenditure.
- From 09/10 to 12/13 the Parks and Environment Operations and Maintenance expenditure has remained fairly consistent with an average of \$9,570,184 per annum for Parks and \$2,296,225 for Environment.
- By 21/22 required expenditure for Operations and Maintenance is expected to be around \$13,445,000 per year for Parks and \$3,300,000 for Environment. Including a 3% CPI increase per year forward.

*Table 30 - Current value of Parks and Environment assets and depreciation*

| Asset Category   | Current Replacement Cost | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense |
|------------------|--------------------------|------------------------------------|-----------------------------|
| Amenities        | \$4,281,808              | \$2,859,569                        | \$310,900                   |
| Bins             | \$94,100                 | \$65,157                           | \$5,300                     |
| Bridges          | \$2,038,468              | \$1,355,980                        | \$63,406                    |
| Fencing          | \$6,514,013              | \$4,273,857                        | \$230,923                   |
| Irrigation       | \$18,573,563             | \$10,896,377                       | \$869,973                   |
| Lighting         | \$3,606,750              | \$2,484,345                        | \$184,757                   |
| Minor structures | \$7,217,466              | \$4,969,735                        | \$203,305                   |
| Playgrounds*     | \$13,495,519             | \$9,320,539                        | \$922,404                   |
| Signs            | \$910,135                | \$582,179                          | \$60,049                    |
| <b>TOTAL</b>     | <b>\$56,731,822</b>      | <b>\$36,807,738</b>                | <b>\$2,851,017</b>          |

## 4. Renewal Forecasts

The City has developed a 10 year renewal plan which will drive the budget planning process and form the basis to the City's long term financial planning.

- There are currently \$1.06m of irrigation assets that are considered to be beyond their useful life. The current renewal budget for irrigation of \$310,000 for 12/13 is considered an inadequate level of expenditure.
- The current renewal budget of \$200,000 for playgrounds is considered to be inadequate by approximately \$550,000 per year.
- The current renewal budget for infrastructure of \$100,000 is considered adequate until 2014/15.
- Overall the majority of the City's Parks and Environment assets are in a good condition with 76% of the assets currently rating as either a 1 or a 2. (Excellent or Good)
- The higher risk rated assets (condition 4 & 5) which were identified during August/September 2012 by the Opus data pick up, are currently being either renewed or removed.

20 years projections indicate a potential cumulative gap estimated at \$44.5m.

*Table 31 - Parks & Environment - Projected and planned renewals and expenditure gap*

| Year  | Projected Renewal<br>(inc. 3% cpi) | Planned Renewal<br>Expenditure<br>(inc. 3% cpi) | Funding Gap  | Cumulative Gap |
|-------|------------------------------------|---|--------------|----------------|
| 12/13 | \$1,893,023                        | \$610,000                                       | -\$1,283,023 | -\$1,283,023   |
| 13/14 | \$1,058,500                        | \$576,800                                       | -\$481,700   | -\$1,764,723   |
| 14/15 | \$1,417,371                        | \$562,277                                       | -\$855,094   | -\$2,619,817   |
| 15/16 | \$1,446,575                        | \$644,709                                       | -\$801,866   | -\$3,421,683   |
| 16/17 | \$1,470,890                        | \$787,857                                       | -\$683,033   | -\$4,104,716   |
| 17/18 | \$1,968,172                        | \$985,383                                       | -\$982,789   | -\$5,087,505   |
| 18/19 | \$2,629,205                        | \$991,063                                       | -\$1,638,142 | -\$6,725,647   |
| 19/20 | \$3,070,495                        | \$1,008,496                                     | -\$2,061,999 | -\$8,787,646   |
| 20/21 | \$3,052,487                        | \$1,106,840                                     | -\$1,945,647 | -\$10,733,293  |
| 21/22 | \$2,733,066                        | \$1,140,046                                     | -\$1,593,020 | -\$12,326,313  |

## 8.6 FOOTPATH INFRASTRUCTURE

The Footpath Infrastructure Asset Management Plan (FAMP) covers all footpaths within the City. The data utilised in the creation of the Footpath Asset Management Plan is based on the City's operational asset register and is considered to be approximately 95% accurate. The condition ratings were established as a result of a full road and footpath network assessment conducted by Cardno in 2009.

As this is the first FAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognises the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The footpath infrastructure asset category is currently the City's fourth highest value asset grouping.

Further details of the City's footpath Infrastructure assets are listed below.

Table 32 - Footpath assets and Statistics

| Asset category | Category             | Dimension | Replacement Value |
|----------------|----------------------|-----------|-------------------|
| Roads          | < 1.5m width         | 60.51 km  | \$37.71m          |
|                | > or = to 1.5m width | 419.83 km |                   |
| Parks          | < 1.5m width         | 5km       | \$9.05m           |
|                | > or = to 1.5m width | 91.88km   |                   |

The key messages from the 2013 Footpath Infrastructure Asset Management Plan are summarised below.

### 1. Level of Service and Risk Management

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following findings have been drawn from the CATALYSE Pty Ltd Survey 2012.

- Overall Satisfaction with the City of Cockburn has increased by 15% from 2008 to 90% in 2012
- Community satisfaction for the City's footpath maintenance service is high, with 74% of those surveyed either delighted or satisfied.
- Business satisfaction for the City's footpath maintenance service is high, with 64% of those surveyed either delighted or satisfied
- There are 7.4% of footpaths that do not currently meet the desired service level of a minimum width of 1.5m.

### 2. Future Growth and Demand Management

Future growth projections are supported by the City's Strategic Planning Service Population and demographic research, whilst Demand for new services will be administered through upgrading existing and providing new assets.

- A cumulative growth of 55 kilometres to the footpath network over the next 5 years. This represents a 1.91% growth per annum and an increase in replacement cost of \$0.89 million per year
- Estimated project costs of \$5 million invested through the delivery of the ten year new capital works program.

### 3. Lifecycle Management findings

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Planned maintenance work was 44% of total maintenance expenditure for 11/12.

The value of assets as at August 2012 covered by this asset management plan are summarised below. Assets were last re-valued in August 2012.

*Table 33 - Current value of Footpath assets and depreciation*

| Jurisdiction | Current Replacement Cost | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense | Annual Asset Consumption |
|--------------|--------------------------|------------------------------------|-----------------------------|--------------------------|
| Roads        | \$37,712,896             | \$26,643,383                       | \$819,052                   | 2% & 5%                  |
| Parks        | \$9,048,243              | \$6,083,755                        | \$246,216                   | 2% & 5%                  |
| Total        | \$46,761,139             | \$32,727,138                       | \$1,066,268                 |                          |

#### 4. Footpath Renewal Forecasts

The City has developed a 10 year footpath renewal plan which will drive the budget planning process and form the basis to the City's long term financial planning:

- The renewal budget for 12/13 is \$477,920 and is considered an adequate level of expenditure until 2017/2018.
- The City's footpath network is in excellent condition with 78% currently rating as either a 1 or a 2.
- Currently only 4% of footpaths have reached the renewal intervention level of condition 4. These assets currently form the basis of the 10 year renewal program
- The higher risk rated assets (condition 4&5) were internally reassessed late 2011 and form the basis of the 5 year Renewal Program.
- The City also has a young footpath network with only 8% currently over the age of 20 years.
- 10 years projections identified a cumulative surplus estimated at \$367,859
- 20 years projections identified a cumulative gap estimated at \$6.6m.
- Up until 24/25 there is an opportunity to divert funding from renewal's to the Footpath and Cycleway Plan (capital path programs including the 1.2m path network) from 13/14.
- Renewal expenditure has been based on 2012/13 budget allocation.

*Table 34 - Projected and Planned Renewals and Expenditure Gap*

| Year  | Projected Renewals |        | Planned Renewals (2012) | Funding gap   | Cumulative Gap |
|-------|--------------------|--------|-------------------------|---------------|----------------|
|       | Roads              | Parks  |                         |               |                |
| 12/13 | \$483,297.12       | \$0.00 | \$477,920.00            | \$5,377.11    | \$5,377.11     |
| 13/14 | \$338,660.50       | \$0.00 | \$492,257.60            | -\$153,597.10 | -\$148,219.99  |
| 14/15 | \$357,776.30       | \$0.00 | \$507,025.33            | -\$149,249.02 | -\$297,469.01  |
| 15/16 | \$359,951.22       | \$0.00 | \$522,236.09            | -\$162,284.86 | -\$459,753.88  |



| Year  | Projected Renewals |              | Planned Renewals (2012) | Funding gap   | Cumulative Gap |
|-------|--------------------|--------------|-------------------------|---------------|----------------|
|       | Roads              | Parks        |                         |               |                |
| 16/17 | \$363,931.49       | \$0.00       | \$537,903.17            | -\$173,971.68 | -\$633,725.56  |
| 17/18 | \$491,351.56       | \$14,023.91  | \$554,040.27            | -\$48,664.80  | -\$682,390.35  |
| 18/19 | \$650,411.15       | \$178,400.13 | \$570,661.47            | \$258,149.81  | -\$424,240.55  |
| 19/20 | \$652,619.40       | \$183,752.14 | \$587,781.32            | \$248,590.22  | -\$175,650.32  |
| 20/21 | \$684,273.01       | \$189,264.70 | \$605,414.76            | \$268,122.95  | \$92,472.63    |
| 21/22 | \$704,021.06       | \$194,942.64 | \$623,577.20            | \$275,386.50  | \$367,859.13   |

## 8.7 DRAINAGE INFRASTRUCTURE

The Drainage Asset Management Plan (DAMP) covers the drainage Pipes, Pits and Sump Fencing. The data utilised in the creation of the DAMP is based on the City's operational asset register and is considered to be approximately 85% accurate, with fences receiving a full audit and condition assessment in August 2012.

As this is the first DAMP developed by the City of Cockburn the plan will be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The Drainage infrastructure asset category is currently the City's second highest value asset grouping.

Further details of the City's stormwater Infrastructure assets are listed below.

*Table 35 – Drainage assets and statistics*

| Asset Type | Quantity | Replacement Value (2012) |
|------------|----------|--------------------------|
| Pits       | 17,817   | \$48.25 m                |
| Pipes      | 440kms   | \$163.43 m               |
| Fences     | 13.47kms | \$2.39 m                 |
|            | Total    | \$214.07m                |

The key messages from the 2013 Drainage Asset Management Plan are summarised below:

### 1. Level of Service, Risk Management and Performance Deficiencies

Level of Service is a measurable target which determines the type and extent of services delivered to the Community.

- A 10% reduction in customer service requests from the community is targeted for the financial year 13/14.
- Minimal risks identified; however the Very High risk rated can be reduced by implementing a recommended treatment of monthly scheduled inspections.
- A Drainage Catchment Study (DCS) conducted in 2009 has reported the drainage system/ catchment deficiencies; totalling over \$5 million.

- 15% of the pipes network are under 300mm diameter, are considered substandard and requiring replacing. These have been scheduled over a 20 year period and based on 13/14 costs and including CPI (3%) have an estimated replacement cost of \$ 27.7 million.
- 10 Reserves/Parks require the installation of a Gross Pollutant Trap (GPT) These have been scheduled (1 per year) and based on 13/14 costs and including CPI (3%) the estimated project cost is \$314,465.

## 2. Future Growth and Demand Management

Future growth projections are supported by the City's Strategic Planning Service Units Population and demographic research, whilst Demand for new services will be catered for through upgrading existing and providing new assets.

- A cumulative growth of 66 kilometres to the Drainage network over the next 5 years. This represents a 1.46% growth per annum and an increase in replacement cost of \$3 million per year
- Estimated project costs of \$3.4 million invested through the delivery of the 10 year capital works program outlined in the Plan for the District 2010-2020 (8% of Road Infrastructure Capital Projects).
- Demographics are expecting higher density developments reflecting an increase in impervious areas and capacity required for runoff.
- The changing weather patterns have increased the frequency of intense storm events resulting in flooding and the requirement for larger capacity systems.

## 3. Lifecycle Management

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Planned maintenance in the form of educting equates to 81% of the total maintenance expenditure for 2011/12.
- From 2008/09 to 2011/12 the total operating and maintenance expenditure has increased from \$409,373 to \$692,384.
- By 2021/22 required expenditure for Operations and Maintenance is expected to be around \$840,450 per year.

The current replacement cost, depreciated replacement cost (also known as written down value WDV) and the annual depreciation expense are shown in Table 6.

Table 36 - Current Replacement Cost and Depreciation

| Asset        | Current Replacement Cost (CRC) | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense |
|--------------|--------------------------------|------------------------------------|-----------------------------|
| Pits         | \$48,256,812                   | \$39,595,037                       | \$482,568                   |
| Pipes        | \$163,427,431                  | \$134,281,296                      | \$1,634,274                 |
| Fences       | \$2,391,995                    | \$1,743,913                        | \$ 62,364                   |
| <b>TOTAL</b> | <b>\$214,076,239</b>           | <b>175,620,247</b>                 | <b>\$2,179,207</b>          |

#### 4. Drainage Renewal Forecasts

The City has developed a 10 year renewal program which will drive the budget planning process and form the basis to the City's long term financial planning.

- There is an opportunity to assign funds to capital improvement programs in the short term (including pipe and sump upgrade strategies).
- The age of the City's drainage system is young however the level of service needs to be addressed at this point in time to increase performance capacity.
- 66% of Infrastructure was constructed between 1950 – 2012
- 1.8% of Fence infrastructure has reached intervention level of condition 4.
- 20 year projected renewal expenditure totalling \$29.6 million.
- Based on Age Analysis: 0.71% of Drainage infrastructure has reached an age where a formal condition assessment is required to determine remaining life and optimum intervention
- Based on Age analysis: Less than 1% of total pits & pipes are rated in condition 4; with no assets rated at condition 5.
- The table below shows the gap between projected expenditure renewals and the planned renewals.

Table 37 - Projected and Renewals Expenditure Gap

| Year  | Projected Renewals  | Renewal Expenditure (2012/13 + CPI) | Funding gap         | Cumulative Gap      |
|-------|---------------------|-------------------------------------|---------------------|---------------------|
| 13/14 | \$ 1,030,802        | \$226,600                           | -\$804,202          | -\$804,202          |
| 14/15 | \$ 1,071,864        | \$233,398                           | -\$838,466          | -\$1,642,668        |
| 15/16 | \$ 1,093,244        | \$240,400                           | -\$852,844          | -\$2,495,512        |
| 16/17 | \$ 1,125,719        | \$247,612                           | -\$878,107          | -\$3,373,620        |
| 17/18 | \$ 1,159,913        | \$255,040                           | -\$904,873          | -\$4,278,492        |
| 18/19 | \$ 1,194,734        | \$262,692                           | -\$932,042          | -\$5,210,534        |
| 19/20 | \$ 1,230,770        | \$270,572                           | -\$960,198          | -\$6,170,732        |
| 20/21 | \$ 1,312,955        | \$278,689                           | -\$1,034,266        | -\$7,204,998        |
| 21/22 | <b>\$ 1,306,057</b> | <b>\$287,050</b>                    | <b>-\$1,019,007</b> | <b>-\$8,224,004</b> |

## 8.8 COMMUNITY, CIVIC AND RECREATION BUILDINGS

The Buildings Asset Management Plan (BAMP) covers the management of the City's 126 buildings. The data utilised in the creation of the BAMP is based on the City's operational asset register and is considered to be approximately 85% accurate. The condition ratings were established as a result of a full assessment conducted by SPM in 2009 and 2011.

As this is the first BAMP developed by the City of Cockburn the plan is to be reviewed and updated on a yearly basis, this reflects the plans core level status whilst recognising the City's current maturity and its wish to move towards an advanced approach for asset management practice and methodologies.

The Buildings infrastructure asset category is currently the City's third highest value asset grouping.

Further details of the City's Buildings Infrastructure assets are listed below.

*Table 38 – Buildings assets and statistics*

| Facility Type        | Number     | Current Replacement Cost |
|----------------------|------------|--------------------------|
| Civic Buildings      | 27         | \$22.31 m                |
| Community Buildings  | 70         | \$56.65 m                |
| Recreation Buildings | 29         | \$45.85 m                |
| <b>TOTALS</b>        | <b>126</b> | <b>\$125.81 m</b>        |

The key messages from the 2013 Buildings Infrastructure Asset Management Plan are summarised below:

### 1. Level of Service and Risk Management

Level of Service is a measurable target which determines the type and extent of services delivered to the Community. The following findings have been drawn from the CATALYSE Pty Ltd Survey 2012.

Community satisfaction for the City's Building Maintenance services is as follows:

- 70% of residents are satisfied that buildings are clean and functional
- 65% of residents are satisfied that buildings are accessible to users
- 72% of residents are satisfied that buildings are safe, well lit and free from hazards
- 66% of residents are satisfied that suitable measures of control for graffiti, vandalism & anti-social behaviour are in place.

### Risk Management

- Existing controls and expenditure to mitigate risk are considered adequate, thus reducing the impact on service delivery.
- Risk Management Strategies are in place to ensure that each of the 14 identified risks has a residual risk rating of Low.

### 1. Future Growth and Demand Management

Future growth projections are supported by the City's Strategic Planning Service Units Population and demographic research, whilst Demand for new services will be catered for through upgrading existing and providing new assets.



- Estimated project costs of \$238 million to be invested in new and upgraded buildings through the delivery of the 10 year capital works program as outlined in the Plan for the District 2010-2020.
- By the year 2022 the City's buildings Current Replacement Cost will total \$425 million, representing a 338% increase (affected by the 3% CPI compounded yearly).
- Based on the above Growth the City's building asset value will increase by an average of 42% per year

## 2. Lifecycle Management

The lifecycle management section details how the City plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Planned maintenance work was 66% of total maintenance expenditure for 2011/12.
- From 2008/09 to 2012/13 buildings maintenance expenditure has increased from \$2,959,787 to \$3,414,609, a 15.37% increase.
- By 2021/22 required expenditure for Operations and Maintenance is expected to be around \$11,500,000 per year.

From the financial asset register, the current replacement cost, depreciated replacement cost (also known as written down value WDV) and the annual depreciation expense are shown in Table below.

*Table 39 -Current Replacement Cost and Depreciation*

| Asset        | Current Replacement Cost | Depreciated Replacement Cost (WDV) | Annual Depreciation Expense |
|--------------|--------------------------|------------------------------------|-----------------------------|
| Civic        | \$22,316,105.11          | \$13,423,967.47                    | \$557,902.63                |
| Community    | \$56,648,550.98          | \$32,505,736.49                    | \$1,416,213.77              |
| Recreation   | \$46,850,200.20          | \$23,476,907.15                    | \$1,152,378.57              |
| <b>TOTAL</b> | <b>\$125,814,856.29</b>  | <b>\$69,406,611.11</b>             | <b>\$3,126,494.97</b>       |

## 3. Building Asset Renewal Forecasts

The City has developed a 10 year renewal plan which will drive the budget planning process and form the basis to the City's long term financial planning.

- The City's buildings are in excellent condition with 88% of the asset components currently have a condition rating as either 1 or 2. (Excellent or Good)
- Currently from the City's 14,000 components only 29 have been identified as reaching the intervention condition level 4 (Poor).

The renewal cost to manage these intervention level assets is \$173,831.

The table below shows the gap between projected expenditure renewals and the planned renewals.

Table 40 - Projected and Planned Renewals and Expenditure Gap

| Year    | Projected renewals | Planned Renewals | Funding Gap | Cumulative Gap |
|---------|--------------------|------------------|-------------|----------------|
| 2013/14 | \$1,283,831        | \$1,283,831      | \$0         | \$0            |
| 2014/15 | \$1,710,412        | \$1,322,346      | \$388,066   | \$388,066      |
| 2015/16 | \$1,133,645        | \$1,362,016      | -\$228,371  | \$159,695      |
| 2016/17 | \$1,754,395        | \$1,402,877      | \$351,518   | \$511,213      |
| 2017/18 | \$1,780,530        | \$1,444,963      | \$335,567   | \$846,780      |
| 2018/19 | \$1,699,951        | \$1,488,312      | \$211,639   | \$1,058,419    |
| 2019/20 | \$955,729          | \$1,532,961      | -\$577,232  | \$481,186      |
| 2020/21 | \$2,358,128        | \$1,578,950      | \$779,178   | \$1,260,365    |
| 2021/22 | \$1,958,155        | \$1,626,319      | \$331,836   | \$1,592,201    |

One of the challenges for City of Cockburn is the fact that a substantial portion of its assets were constructed in the period between 1970-1980. As a consequence the majority of its infrastructure assets are now approaching 30 – 50 years old and in many cases will become a renewal issue over the coming 10 – 20 year period.

The City needs to commit significant funding to asset renewal in this category, in conjunction with reviewing the functional use requirements of these buildings. There are a number of buildings built for a purpose that is no longer relevant to meet today's needs. Further the City in many instances is achieving significant service delivery benefits through the combination of current buildings into integrated service hubs such as the Coolbellup Hub.

It is essential that any approach towards strategic financial planning be linked closely with asset management plans developed by the City. This will ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of the City's assets into the future. The Asset Management Plans identify the operational and strategic practices which will ensure that the City manages assets across their life cycle in a financially sustainable manner. Implicit in the delivery of these plans is an understanding that the best available data be used to interpret current performance of The City's asset base and develop financial projections for future service delivery.

As the City further refines its Asset Management approaches and reviews Asset Management Plans, it is probable that further gaps in required funding to adequately plan and renew existing assets will be identified. This LTFP is based on addressing the current known gaps and will need to be re-considered in light of the further refined information as it becomes available.

The challenge for the City is align its future continuous improvement programs to address these funding gaps. Until now, the gaps have only been partially funded in allocations through the annual budget process.

## 8.9 THE CITY'S CURRENT ASSET MANAGEMENT GAPS

Each of the Asset Management Plans noted above have funding gaps (for all but Footpath Infrastructure). In terms of considering the full extent of the City's asset management funding gap, it is essential that The City ultimately consider both the renewal funding gap and the maintenance funding gap as shortfalls in maintenance

funding actually accelerates the need to renew assets. Work has been undertaken on funding the gaps post the construction of RARCF@CCW.

The table included below highlights the estimated annual renewal requirements based on information obtained from asset management data base and the planned renewal expenditure in LTFP.

*Table 41 – Summary of the Funding Gap for 2012/13 to 2021/22*

| Year  | Projected Renewals | Planned Renewals<br>(2012) | Funding gap  | Cumulative Gap |
|-------|--------------------|----------------------------|--------------|----------------|
|       | All                |                            |              |                |
| 12/13 | \$5,076,699        | \$3,053,057                | -\$2,023,641 | -\$2,023,641   |
| 13/14 | \$4,985,218        | \$3,343,389                | -\$1,641,829 | -\$3,665,470   |
| 14/15 | \$5,483,398        | \$3,290,551                | -\$2,192,847 | -\$5,858,317   |
| 15/16 | \$5,523,807        | \$7,000,000                | \$1,476,193  | -\$4,382,125   |
| 16/17 | \$5,542,345        | \$9,000,000                | \$3,457,655  | -\$924,470     |
| 17/18 | \$8,184,016        | \$9,000,000                | \$815,984    | -\$108,486     |
| 18/19 | \$8,585,143        | \$9,000,000                | \$414,857    | \$306,370      |
| 19/20 | \$11,006,343       | \$9,000,000                | -\$2,006,343 | -\$1,699,972   |
| 20/21 | \$10,089,924       | \$11,000,000               | \$910,076    | -\$789,896     |
| 21/22 | \$14,317,537       | \$15,000,000               | \$682,463    | -\$107,433     |

It must be noted however that these figures will be reviewed annually as the City progresses with the implementation of the Asset Management Program and Improvement Plans.

The LTFP has been based substantially on providing funding that equates to the renewal needs.

The only caution to the above is that asset management planning has modelled the future requirements of the major sub-groups under each of the above categories. There remain other sub-groups (e.g. tennis, netball courts, skate parks, active recreation reserve playing surfaces) that are not included in the modelling at this point and as asset management improves – the above estimates are likely to increase further.

#### 1. Key outcomes of the Asset Management Plans

The City's asset management planning provides the City with a sound base to understand and manage the risk associated with managing its assets for the community's benefit. A further refinement of the process for establishing standards of service the City chooses to deliver to the community will be the incorporation of specific refinements to levels of service after consultation feedback from the community. These revised levels of service will need to be based around the City's assessment of risk and affordability and policy in this regard will guide funding decisions into the long term.

Sound asset management practices will ensure that Cockburn continues to meet the needs of current and future generations in a sustainable manner. Funding will need to be continually provided into the future to improve data collection and enable better understanding of asset performance. This will place the City in a position to move to a more proactive strategy built around agreed service levels and risk management.

Each of the individual asset management plans to be delivered by the City will detail a methodology for responsible management of that asset class,

incorporate knowledge of the condition of the asset group, risk assessment issues, establishment of intervention and service levels, and the identification of renewal, backlog and maintenance funding requirements projected over a period not less than 10 to 20 years.

The challenges in managing infrastructure assets may differ as each group is reassessed however common themes are expected to be present across all grouping.

These issues include:

- Collection and management of data;
- Understanding the relationship between maintenance and renewal works;
- Quantifying the backlog;
- Lifecycle costing; and
- Accurately projecting future renewal requirements and updating the City's LTFP to reflect these.

The objectives for the next ten years are to continue to strive for a sustainable asset base in future years. To achieve this, the following actions should be considered:

- Continue to implement the Corporate Asset Management Program that aims to re-fine existing as well as develop asset management plans for all asset groupings.
- Allocate more funds to asset renewal and maintenance as more funds become available for Capital Works and consider loan borrowings as a source of funds for major projects.
- Target the allocation of funds to managing existing assets rather than the construction of new assets, which will increase the City's liability.

The intent of these points on asset management is to highlight that whilst the City's short-term financial issues have been addressed, the journey ahead remaining is still a considerable one. The outcomes of this component of the LTFP link closely with that of the Rates / Revenue section where rating decisions (given rates are the most significant funding source) will have a major impact on the City's ability to achieve the targets established above.

*Table 42 – Summary of Strategic Outcomes for Asset Management*

|  |  |
|--|--|
| <b>Section 8:</b><br><b>Asset Management</b> | <ol style="list-style-type: none"> <li>1. That Council continues to enhance existing asset management planning to further enhance the knowledge of future asset renewal and maintenance requirements, including reviewing the service potential of the existing asset infrastructure and how this matches the current community needs;</li> <li>2. That Council endorse an in-principle strategy of allocating funds to meet asset renewal and maintenance requirements as a priority in the development of annual recurrent budgets.</li> </ol> |
|--|--|



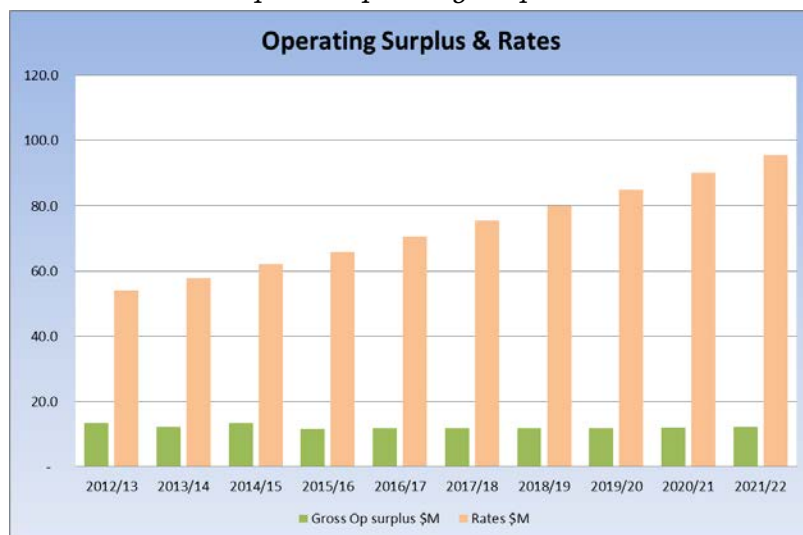
## 9. KEY INDICATORS

Seven (7) Key Indicators have been calculated and are used to summarise the Financial Statements. Indicators 9.1 and 9.3 to 9.6 are highlighted within the Department of Local Government's *Advisory Standard*, and will be produced as part of the annual accounts from June 2013. Indicator 9.2 while not currently required by the *Advisory Standard* is a required ratio under the *Local Government (Financial Management) Regulations 1996* and therefore has been included. Indicator 9.7, Asset Consumption Ratio, which is required by the *Advisory Standard*, has not been able to be calculated.

### 9.1 OPERATING SURPLUS RATIO

The Operating Surplus indicator is the primary indicator in measuring long term financial sustainability. This is an indicator of the extent to which revenues raised cover operational expenses and the extent to which surpluses are generated to fund capital projects. Graph 5 below shows the Operating Surplus estimated to 2021/22. Graph 6 below shows the Operating Surplus %, compared to the Department of Local Government Advanced standard of 15%, and a more realistic standard of 5%. The very low or slightly negative operating surpluses in the years 2012/13 to 2016/17 compared to 2017/18 onwards are caused by the high capital investment program in this period combined with keeping rate increases to no greater than 5%. Graph 7 then compares Cockburn with member Councils in the SWG and OMGC for 2011/12.

Graph 5 – Operating Surplus - \$M



Graph 6 – Operating Surplus Ratio/Operating Surplus %



Graph 7 – Operating Surplus – Comparison with SWG&OMGC Member Councils

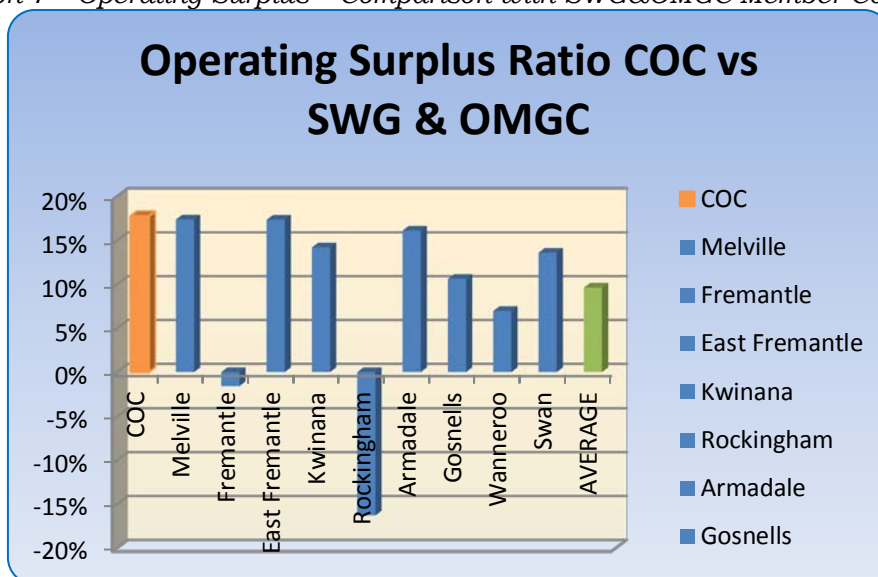


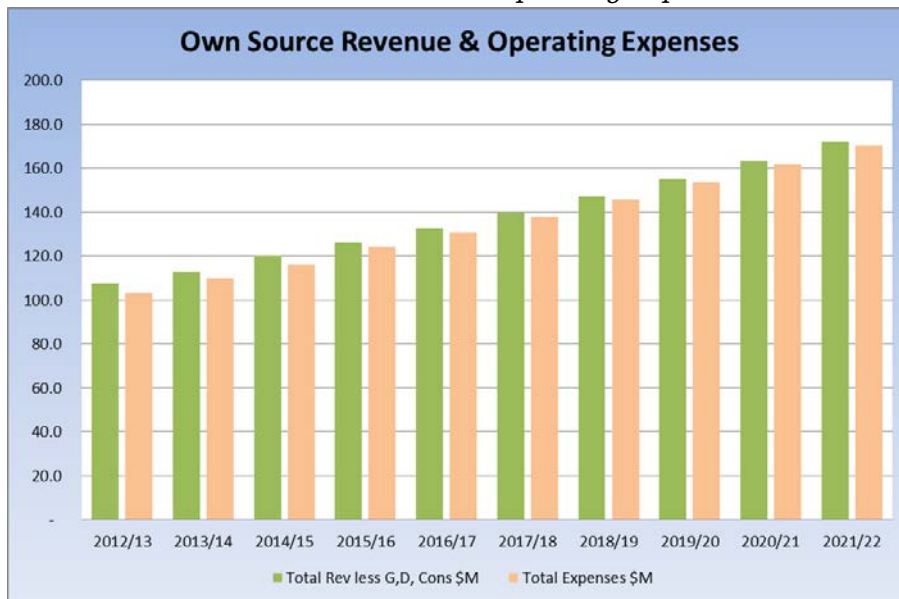
Table 43 - Operating Surplus Key Comments

| Department of Local Government Standard  | Projection   | Comment   |
|--|--|---|
| <p>Calculation is Operating Surplus divided by own source revenue.</p> <p>The criteria for the standards is:</p> <ol style="list-style-type: none"> <li>Standard is not met if surplus is less than 0%.</li> <li>Basic standard is met if ratio is between 0% and 15%.</li> <li>Advanced standard is met if greater than 15%.</li> </ol> | <p>All of the 10 years achieves greater than 15%, and therefore achieves the Department of Local Government Advanced standard.</p> | <p>The City already has a strategy for operating surpluses, as outlined in the Ten Year Long Term Financial.</p> <p>The sentiment of the Department of Local Government 15% Advanced standard is consistent with the City's existing approach, in trying to generate adequate surpluses to fund new projects.</p> |

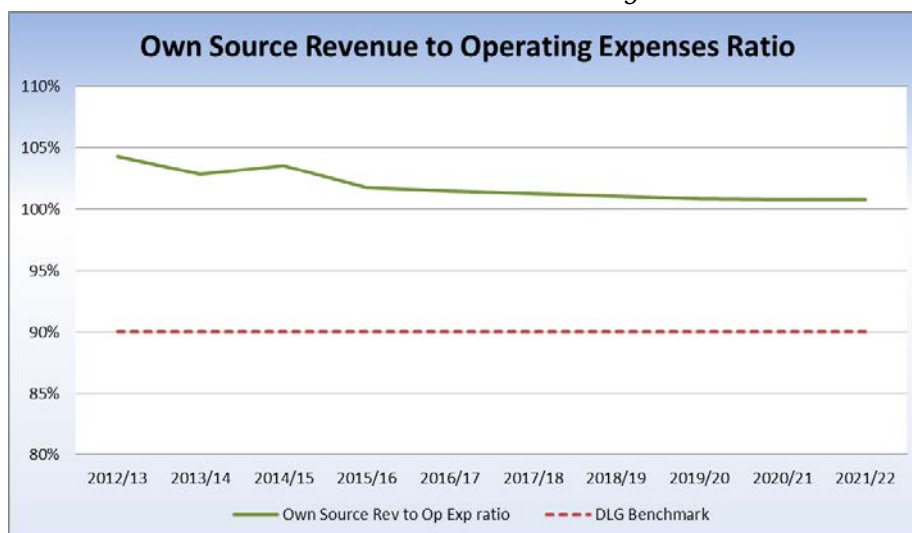
## 9.2 OWN SOURCE REVENUE COVERAGE

This is an indicator of how much of the City's operating expenditure is covered by revenues that it directly generates by itself. This excludes revenue from external sources such as grants and contributions. Graph 8 below shows the revenues and expenses that are used to calculate the ratio. Graph 9 below then shows the projections for the City versus the Department of Local Government proposed standard. Graph 10 then compares Cockburn with member Councils in the SWG and OMGC for 2011/12

Graph 8 – Own Source Revenue & Operating Expenses  
Own Source Revenue and Operating Expenses \$M



Graph 9 – Own Source Revenue Coverage %  
Own Source Revenue Coverage %



Graph 10 – Own Source Revenue Ratio – Comparison with SWG&OMGC Member Councils

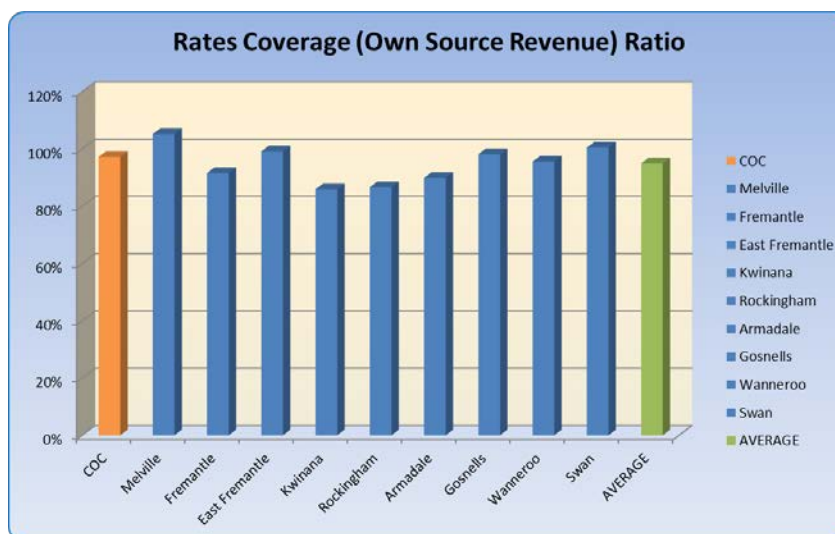


Table 44 - Own Source Revenue Comments

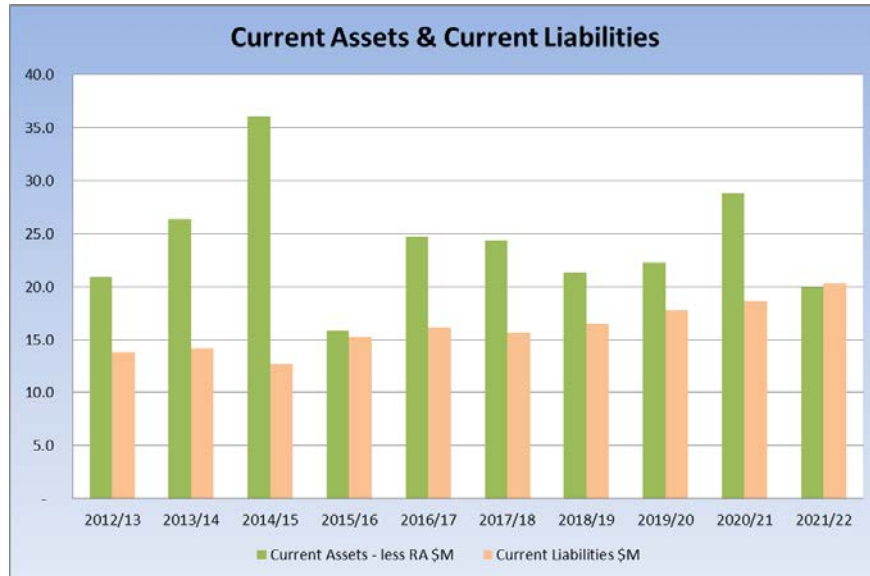
| Department of Local Government Standard   | Projection   | Comment  |
|---|--|--|
| <p>Calculation is Own Source Revenue as a Percentage of Operating Expenditure.</p> <p>Not included in the <i>Advisory Standard</i>, but has been included in the Financial Management Regulations. No formal guidelines have been provided yet on evaluation criteria. However initial view from Department of Local Government is that standard to be achieved is 90%.</p> | <p>Projections range from 101% to 104%, with an overall average of 102%.</p> | <p>Based on the initial notification of the performance criteria, the City achieves this standard.</p> |

### 9.3 CURRENT RATIO

This is based on a standard indicator used by most businesses. The ratio is designed to focus on the liquidity position ('working capital') at a point in time. The ratio compares the current assets (excluding cash backed reserves) versus current liabilities. Graph 11 below summarises the values used for the projections. Graph 12 below then shows the projected % compared to the Department of Local Government standard. Graph 13 then compares Cockburn with member Councils in the SWG and OMGC for 2011/12



Graph 11 - Current Assets & Current Liabilities  
Current Assets and Current Liabilities \$M



Graph 12 - Current Ratio  
Current Ratio %



Graph 13 – Current Ratio – Comparison with SWG&OMGC Member Councils

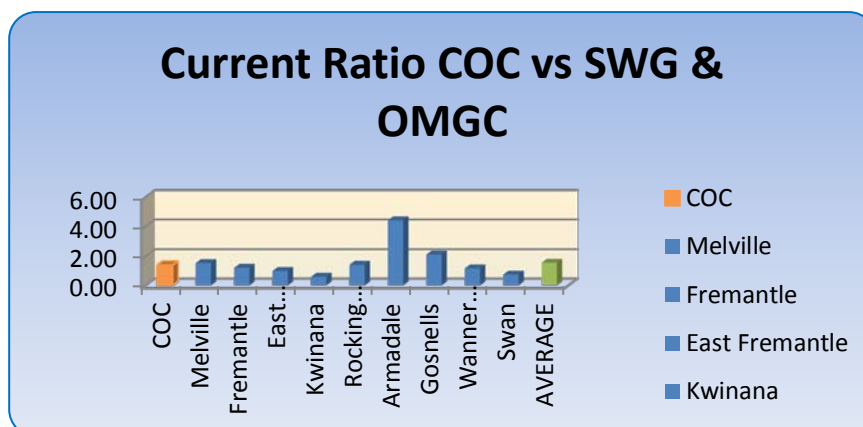


Table 45 – Current Ratio Comments

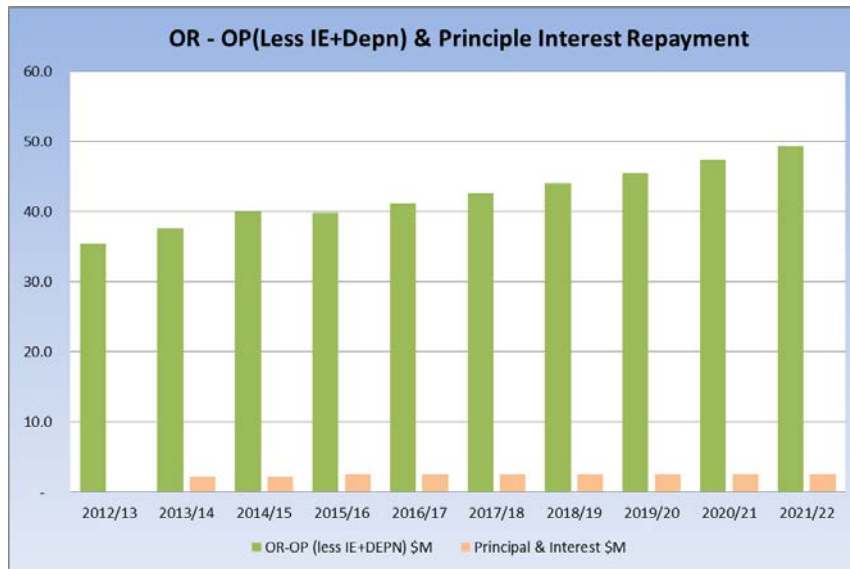
| Department of Local Government Standard  | Projection   | Comment  |
|--|--|--|
| <p>Calculation is Current Assets (excluding Reserves) divided by Current Liabilities.</p> <p>The Standard is to have a ratio of greater than 100%.</p> | <p>Projections range from 98% to 258%, with an overall average of 154%. However removing the skewing effect of a loan in 2015/16 the average falls to 139%.</p> <p>The ratio continues to decrease over the life of the <i>10 Long Term Financial Plan</i>. This is due to the careful balance of avoiding building up excessive cash funds while investing in new infrastructure.</p> | <p>Standard achieved.</p> <p>This ratio is a key ratio for any business as it demonstrates its liquidity i.e. its ability to meet its current liabilities on a day to day basis.</p> <p>One of the disadvantages of this ratio is that it only plots the values at a moment in time (i.e. at June 30 each year), as opposed to the ratio at end of each month. As the City obtains the majority of its rates revenue early in the financial year the current ratio is generally very high in the early months and then declines towards the end of the financial year.</p> |

#### 9.4 - DEBT SERVICE COVERAGE RATIO

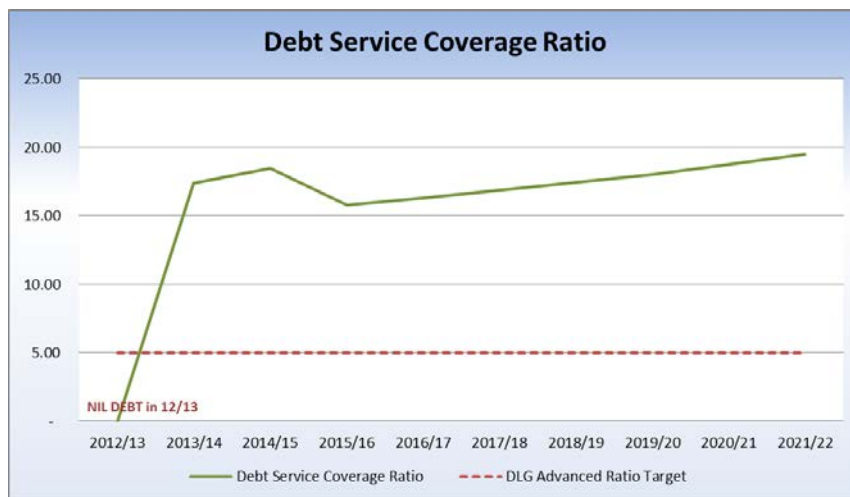
This indicator shows how much of the annual surplus is going towards debt repayments. This is intended to demonstrate that local governments have sufficient operating surplus to cover debt repayments. The City performs well in this area. When interest rate conditions are right, it can be financially healthy for the City to borrow, even where cash is held in reserves.

Graph 14 below shows the values that are used in the calculation. Graph 15 shows the projected ratio versus Department of Local Government standards. Graph 16 then compares Cockburn with member Councils in the SWG and OMGC for 2011/12.

Graph 14 – Operating Surplus & Loan Repayments  
Operating Surplus and Loan Repayments



Graph 15– Debt Service Ratio  
Debt Service Ratio



Graph 16 – Debt Service Ratio – Comparison with SWG&OMGC Member Councils

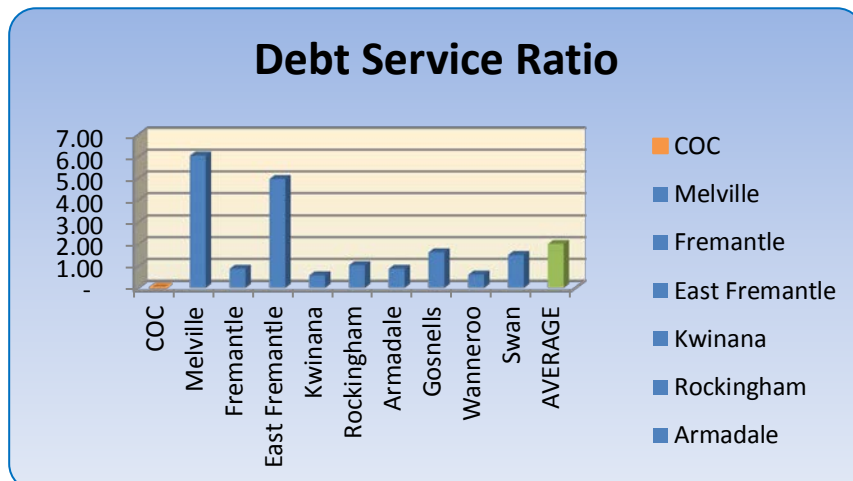


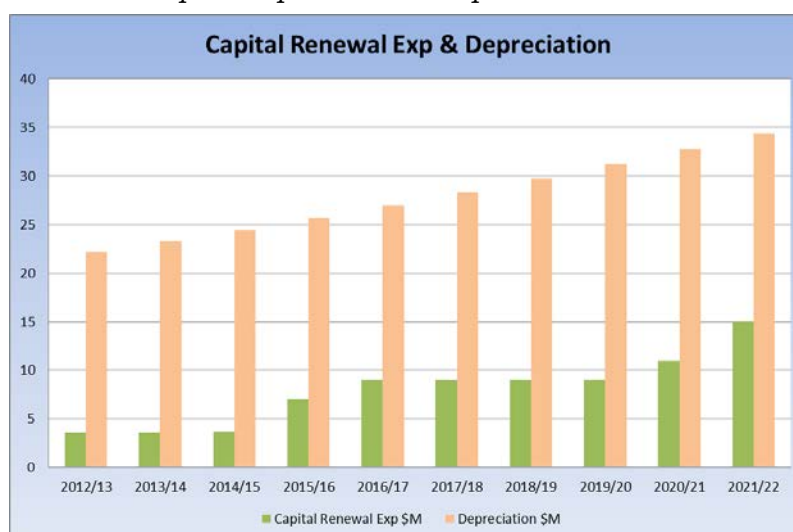
Table 46 – Debt Service Ratio Comments

| Department of Local Government Standard  | Projection  | Comment  |
|--|---|--|
| <p>Calculated as annual surplus (before interest and depreciation) divided by annual debt service payments.</p> <p>The evaluation criteria is:</p> <ol style="list-style-type: none"> <li>1. Standard is NOT met if ratio is less than two.</li> <li>2. Basic Standard if ratio is between two (2) and five (5).</li> <li>3. Advanced standard if greater than five (5). This indicator is used by the Western Australian Treasury Corporation (WATC) in considering loan applications from the City.</li> </ol> | <p>The City achieves the DLG Advanced Standard over the entire length of the LTFP</p> | <p>Despite the increase in the use of loans in the majority of the years, the advanced standard is still achieved.</p> <p>The loans for the CCW Project and other building assets are covered by the strong financial position of Council.</p> |

## 9.5 ASSET SUSTAINABILITY RATIO

The Asset Sustainability ratio measures the extent to which the assets managed by the City are being replaced as they reach the end of their economic life. Graph 17 below shows the values that go into the calculation. Graph 18 below shows the projections compared to the DLG standard. Graph 20 then compares Cockburn with member Councils in the SWG and OMGC for 2011/12

Graph 17 – Capital Expenditure & Depreciation  
Capital Expenditure & Depreciation \$M





Graph 18 – Asset Sustainability  
Asset Sustainability %

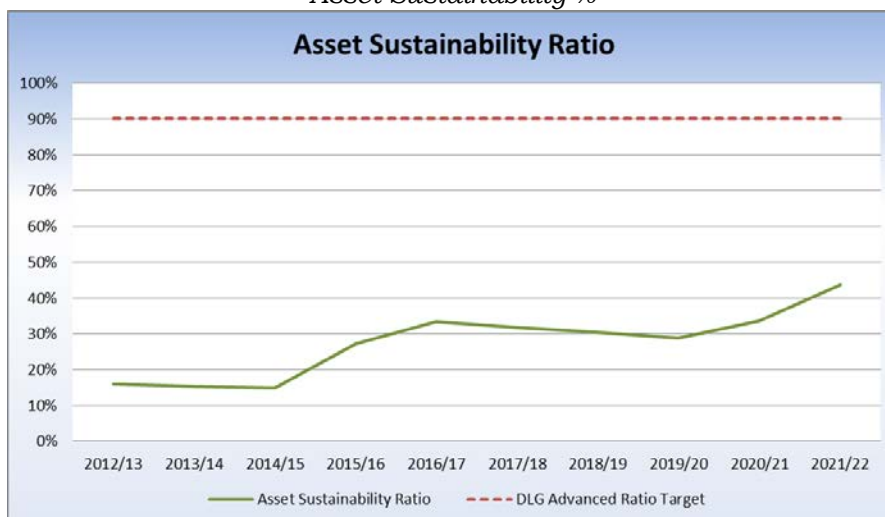


Chart 19 – Asset Sustainability Ratio - Comparison with SWG & OMGC Member Councils

This is not available as the data could not be sourced from other Councils

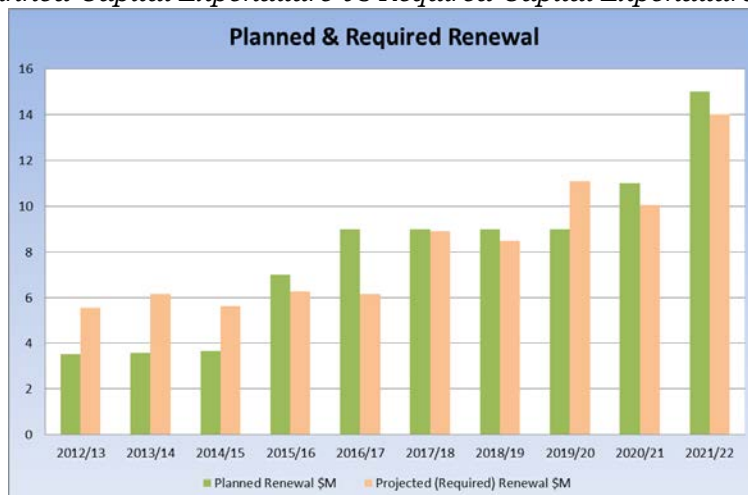
Table 47 – Asset Sustainability Comments

| Department of Local Government Standard  | Projection   | Comment  |
|--|--|--|
| <p>Calculation is Capital Expenditure on replacement/renewal of assets divided by depreciation expense.</p> <p>1. Standard is not met if less than 90%.</p> <p>2. Basic if greater than 90%.</p> <p>3. Advanced if between 90% and 110%.</p> | <p>The City does not meet the basis standard set by the DLG.</p> | <p>The ratio suggests that the City is not spending enough capital expenditure on replacement/renewal of existing assets.</p> <p>This ratio will be subject to further scrutiny during the update of the <i>Asset Management Plan</i> (to be completed by March 2013), and will incorporate recommendations on how the ratio should be improved.</p> |

## 9.6 ASSET RENEWAL FUNDING RATIO

This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of service in future. Graph 20 below shows the values that are used to calculate the rate, Graph 21 below shows the ratio compared to the DLG standard. Graph 22 then compares Cockburn with member Councils in the SWG and OMGC for 2011/12 (for which data is unavailable at present).

Graph 20 – Planned Capital Expenditure & Required Capital Expenditure  
Planned Capital Expenditure vs Required Capital Expenditure \$M



Graph 21 – Asset Renewal Funding Ratio  
Asset Renewal Funding Ratio %

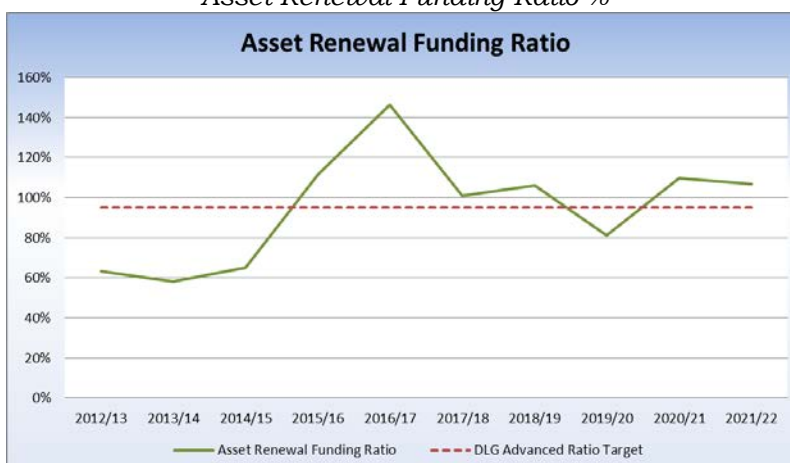


Table 48 – Asset Renewal Funding Comments

| Department of Local Government Standard                                | Projection   | Comment   |
|--|--|---|
| 1. Standard is not met if ratio cannot be identified or less than 75%. | Advanced standard is achieved in six of the ten years with the other years not achieving the basic standard. | The Ten LTFP has used the values from the Capital Works Program and the Asset Management Plans. |
| 2. Basic if between 75% and 95%.                                       |  |   |
| 3. Advanced if between 95% and 105%.                                   |  |   |

## 9.7 ASSET CONSUMPTION RATIO

There is insufficient information to calculate the Asset Consumption Ratio at this time. The City does not have current replacement costs for all depreciable assets to enable this ratio to be calculated. The City has current replacement costs for the majority of

asset classes, but not for land and buildings. Until recently it was not a requirement for the City to have replacement costs.

Table 49 – Asset Consumption Comments

| <b>Department of Local Government Standard</b>  | <b>Projection</b>    | <b>Comment</b>  |
|---|----------------------|---|
| <p>Calculation is Depreciated Replacement Cost of Assets (written down value) divided by Current Replacement Costs of Depreciable Assets.</p> <p>1. Standard is not met if ratio cannot be identified or is less than 50%.</p> <p>2. Basic if ratio is 50% or greater.</p> <p>3. Advanced if between 60% and 75%.</p> | Standard is not met. | Data on Current Replacement Costs of Depreciable Assets will be compiled during 2012/13 to enable this ratio to be calculated by June 2013. |

## 10. MAJOR COMMUNITY, CIVIC AND ROAD INFRASTRUCTURE PROJECTS 2013/14 – 2021/22

The City will undertake a series of major capital projects over the life of the LTFP for Community, Civic and Road Infrastructure as noted below. The cost is an estimate based on the known costs with limited cost escalations. The list is not comprehensive and covers the major known projects but excludes the significant funding required for Asset Management Plans.

Table 50 – Major Capital Projects 2013/14 to 2021/22

| <b>Capital Project</b>                                   | <b>Financial Year to be Delivered</b> | <b>Estimated Cost (\$M)</b> |
|--|---------------------------------------|-----------------------------|
| <b>Community Infrastructure</b>                          |                                       |                             |
| Visko Park - New Bowling Club Current lease expires 2015 | 2016/17                               | \$7.5                       |
| Wally Hagan Recreation Centre                            | 2018/19                               | \$5.0                       |
| Beale Park Clubroom - Upgrade                            | 2017/18                               | \$5.0                       |
| Golf Course - 9 holes                                    | 2019/20                               | \$10.0                      |
| Atwell - Synthetic Hockey Pitch                          | 2021/22                               | \$1.0                       |
| Frankland Park Recreation Centre                         | 2019/20                               | \$2.5                       |
| Lakelands Reserve - New Clubrooms                        | 2021/22                               | \$2.5                       |
| Wetlands Education Centre/ Native Arc                    | 2018/19                               | \$2.5                       |
| Bibra Lake Management Plan                               | to 2020/21                            | \$13.6                      |
| Learning for Life Centre at Spearwood                    | 2017/18                               | \$16.5                      |
| Regional Aquatic and Recreation Facility                 | 2014/15                               | \$82.0                      |
| <b>Total Major Community Infrastructure</b>              |                                       | <b>\$148.1</b>              |
| <b>Civic Infrastructure</b>                              |                                       |                             |
| Operations Depot Upgrade                                 | 2013/14                               | \$6.4                       |

| Capital Project   | Financial Year to be Delivered | Estimated Cost (\$M) |
|---|--------------------------------|----------------------|
| Council Admin & Community Facilities, Spearwood - Improvements & Refurbishments | 2021/22                        | \$8.4                |
| <b>Total Civic Infrastructure</b>   |                                | <b>\$14.8</b>        |
| <b>Road Infrastructure</b>  |                                |                      |
| HAMMOND RD - Bartram Rd to Branch Circus  | 2016/17                        | \$7.0                |
| HAMMOND ROAD (Frankland Av)- Russel Rd to Gaebler Rd                            | 2011/12                        | \$2.0                |
| HAMMOND ROAD - Gaebler Rd to Frankland Av                                       | 2016/17                        | \$3.3                |
| HAMMOND ROAD - Frankland Av to Rowley Rd  | 2018/19                        | \$5.3                |
| BEELIAR DR/ WENTWORTH PD -INTERSECTION  | 2013/14                        | \$1.0                |
| BEELIAR DR - Wentworth Road to Freeway  | 2012/13                        | \$5.0                |
| BEELIAR DR/ HAMMOND RD - INTERSECTION   | 2012/13                        | \$2.8                |
| BEELIAR DRIVE - Spearwood Av to Stock Rd  | 2017/18                        | \$3.0                |
| BEELIAR DRIVE - Stock Rd to Fawcett Road  | 2018/19                        | \$2.0                |
| BERRIGAN DRIVE - Freeway to Jandakot Rd   | 2015/16                        | \$5.0                |
| BERRIGAN DRIVE/JANDAKOT RD - INTERSECTION                                       | 2013/14                        | \$1.0                |
| ORION ROAD - Berrigan Dr to JAH boundary  | 2012/13                        | \$3.7                |
| KAREL AV/BERRIGAN DR – INTERSECTION   | 2013/14                        | \$1.0                |
| NORTH LAKE RD - Kentucky Ct/over Freeway  | 2014/17                        | \$0.0                |
| NORTH LAKE RD - Kentucky Ct/Kwinana Freeway                                     | 2013/14                        | \$2.0                |
| NORTH LAKE RD - Prinsep Rd/Armada Rd  | 2014/15                        | \$13.0               |
| NORTH LAKE RD - Hammond Rd to Kentucky Ct                                       | 2013/14                        | \$4.1                |
| NORTH LAKE ROAD/DISCOVERY DR - INTERSECTION                                     | 2013/14                        | \$0.5                |
| FARRINGTON ROAD DUPLICATION   | 2013/14                        | \$4.0                |
| PRINSEP ROAD - Cutler Rd to North Lake Road                                     | 2019/20                        | \$2.5                |
| POLETTI RD/NORTH LAKE RD - INTERSECTION   | 2017/18                        | \$1.0                |
| POLETTI RD - Beeliar DR to Nth Lake Rd  | 2019/20                        | \$4.0                |
| MIDGEGOOROO AVENUE  | 2013/14                        | \$2.5                |
| INTERSECTION KNOCK/SOLOMAN/ARMADALE   | 2013/14                        | \$1.0                |
| ROCKINGHAM RD - Spearwood Av to Phoenix Rd                                      | 2014/15                        | \$4.0                |
| <b>Total Road Infrastructure</b>  |                                | <b>\$85.7</b>        |
| <b>Total Major Capital Projects 2012/13 to 2021/22</b>                          |                                | <b>\$248.6</b>       |

## 11. RISK ASSESSMENT

### 11.1 OVERALL COMMENT

The Ten Year LTFP is a planning tool. It is based on many assumptions. It also includes projects and proposals that in some cases:

- Have been approved by Council and are in progress,
- Have been considered by Council but are yet to receive final approval,
- Have only been considered by Elected Members at a strategy level,



- Have only been considered by Officers
- Are operational in nature and based on the continued provision of services and maintenance of City assets and
- Infrastructure in accordance with management and other plans

Any of the assumptions and any of the projects or proposals not already approved could prove to be inaccurate both as to likely requirement, timing and financial estimates or may not come to pass at all. They have, however, been included based on the best available information and knowledge to hand at this time in relation to likely requirement, timing and financial estimates. Adoption of the Ten Year LTFP by Council does not constitute a commitment or agreement to any of the projects or proposals that have not already been approved or the financial estimates and projections.

Annual review and update of the Ten Year LTFP will ensure that it remains a relevant and useful document to manage the City's financial affairs into the future.

## 11.2 PROJECTS NOT INCLUDED IN THE LTFP

There are a number of projects which have been subject to some discussion, but not included in the Ten Year LTFP as they have not yet sufficiently been clarified. This could be due to a requirement for a Council decision, the need to determine some financial basis for how it may happen, unresolved external factors such as State Government participation or some combination of these.

The list of projects discussed but NOT included are as follows:

1. Roe Highway – Extension
2. Bridge over the Freeway at Northlake Road
3. Latitude 32 development
4. Outer Harbour development and Road Network

## 11.3 ANALYSIS OF RISKS & OPPORTUNITIES

High level analysis is underway against some of the key assumptions, so that we can understand the potential risk and opportunity over a 10 year period. A number of comments can be made in the mean time:

- New Capital Expenditure. High level review of each project is being prepared, to understand the range (low, med, high) for the estimated expense.
- New Income & Operating Expenditure. For those new projects, such as the Regional Aquatic Centre, there remains some uncertainty on the estimated recurring maintenance and operating expenses and uncertainty on the income streams. The Business Plan is now being reviewed.
- Proceeds from Land Sales. These relate to different projects including land sale to Landcorp of HWRP land. These estimates have the potential to increase or decrease.
- Projects not included. There is no cost yet able to be attributed to the projects not included in the Ten Year LTFP.
- Operating Expenditure. The day to day expenses and income make up the vast majority of the cash flows in the Ten Year LTFP, over and above the new capital projects. Although the projections are based on sound principles, there are risks and opportunities in the future projections, and the table shows the extent of a 3% risk or opportunity.

## 12. CONCLUSIONS AND RECOMMENDATIONS

1. The City has a well-considered and constructed Strategic Community Plan comprising of detailed informing strategies such as the LTFP, Workforce Plan and Asset Management Plans. The history of prior strategic and plans for the district has served the Council well.
2. The LTFP has sufficient strategic modelling to ensure a high level of robustness given the assumptions and the current future economic outlook for the municipality, the State and the Commonwealth.
3. The delivery of operating surpluses over the LTFP will provide the dollars that the capital works program needs but with a number of caveats. The first is the lack of DCA funds for the integrated transport strategy, secondly, the uncertainty around road grants and finally the low level of grants for community infrastructure from the State Government.
4. Rate and Fee increases proposed over the LTFP are sustainable given the services required by the Council and the Community. A further caveat is the interest rate environment. Low interest rates for the City's surplus funds will curtail spending in the short term.
5. Expenditure control will be a key aspect of achieving a number of key performance indicators over the LTFP. Payroll costs, being the largest single cost incurred by the City are rising by unsustainable levels. This is not aided by State Government bases agencies. General costs are also under pressure with State Agencies such as power, water and DEC all pushing for significant cost increases.
6. Capital spending is a concern, not in the aspect that the requirement or need is not there, the need is there what is lacking is the internal resources to completed year in year out record capital spending.
7. The City has sound reserves and reserve management and the use of debt including the funding of its repayment have been well factored into the LTFP.
8. Asset management plans have been well structured and the funding gap is real. Fortunately, planning for the gap has occurred over the last three years and will be available post construction of the RARCF@CCW. A sum of \$9M will be re-directed to the RARCF to assist in its construction. More importantly the move to spend more of the free cash generated by cash backing depreciation will move the City to commit more cash to asset management over the life of the LTFP.
9. The City Officers recommend implementing the recommendations contained in this LTFP and review the LTFP annually in conjunction with the Strategic Community Plan, Asset Management Plan and the Workforce Plan.

# LONG TERM FINANCIAL PLAN - 2012/13-2021/22



## APPENDIX 2 – FULL LIST OF RESERVES AND THEIR APPROVED USES

### Staff Payments and Entitlements

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 its previous purpose of providing only for Leave Liability

### Plant & Vehicle Replacement

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

This Reserve Fund was set up to provide for the upgrading/replacement of The City'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

This Reserve Fund was set up to provide funds for future major refurbishment requirements for The City buildings as they become necessary. The identified target balance for this Reserve is 10% of the insured value of buildings (\$7.5M). 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

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

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

### Roads & Drainage Infrastructure

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

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.

### Mobile Rubbish Bins

In 1989 the City introduced the use of Mobile Rubbish Bins for its waste collection service. In 1992, this reserve was established to provide for the replacement of the bins in due course. Based on current pricing for the bins, no additional transfers to this Reserve are required. Future interest earnings will maintain an adequate balance in this Reserve.

### Community Infrastructure

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. Accordingly, transfers to this Reserve need to be increased substantially in the future.

### Workers Compensation

The City's Workers Compensation cover is provided by Municipal Workcare, which is a self-insurance scheme. If at a future date claims exceed income, then the City will be required to contribute further funds



towards any deficit. These funds are held so that any additional contribution that may be called for would not impact on the annual budget.

#### **Greenhouse Action Fund**

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**

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.

#### **Family Day Care Accumulation Fund**

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

#### **Aged and Disabled Asset Replacement Reserve**

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.

#### **Welfare Projects Employee Entitlements**

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

#### **Bibra Lake Nutrient Management**

This Reserve Fund was established in 2002/03 to provide funds to manage the nutrients in Bibra Lake once an acceptable solution to the problem is found. An annual allocation of \$25,000 is made

#### **Contaminated Sites**

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**

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

#### **DCD Redundancies Reserve**

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

#### **Port Coogee Special Maintenance - SAR**

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 Reserve**

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.

#### **Public Open Space (POS) Cash in Lieu Trust**

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

#### **Community Surveillance Levy Reserve**

This Reserve was established to hold funds relating to the Community Surveillance prescribed service charge.

#### **Carbon Pollution Reduction Scheme Reserve (CPRS)**

This reserve will contain funds that are levied for the purpose of CPRS including payments to the Federal Government.

**Community Infrastructure – Development Contributions Reserve**

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**

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

**Cockburn Super Clinic**

This reserve was established for the purpose of managing and meeting the accountability requirements for the federal grant funds towards the construction of the GP super clinic on Wentworth Pde, Success.

**Naval Base Leaseholder Dwelling Removal**

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 (Coolbellup East) - SAR**

This Reserve is being established to account for and manage the funds raised through the specified area rate for the undergrounding of power in East Coolbellup. The funds are completely restricted to this purpose.

**Environmental Offset**

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.

**Bibra Lake Management Plan Reserve**

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

# DRAFT

OCM 14 MAR 2013 - ATTACH 13.4

City of  
**Cockburn**



## City of Cockburn Corporate Business Plan 2012/13 - 2016/17



*Image: Cockburn Town Centre – which represents Strategic Objective 3.1*

*“Sustainable development that ensures Cockburn Central becomes a Strategic Regional Centre”*





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# 1. The Corporate Business Plan

This Corporate Business Plan represents the activation of the City of Cockburn's Strategic Community Plan. The Strategic Community Plan articulates the City's long term vision, aspiration and strategic priorities around seven key themes:

- Growing the City
- Community and Lifestyles
- A Prosperous City
- Environment and Sustainability
- Infrastructure
- Moving Around
- Leading and Listening

For more detail on the *Strategic Community Plan 2012-22* use this to access this document.

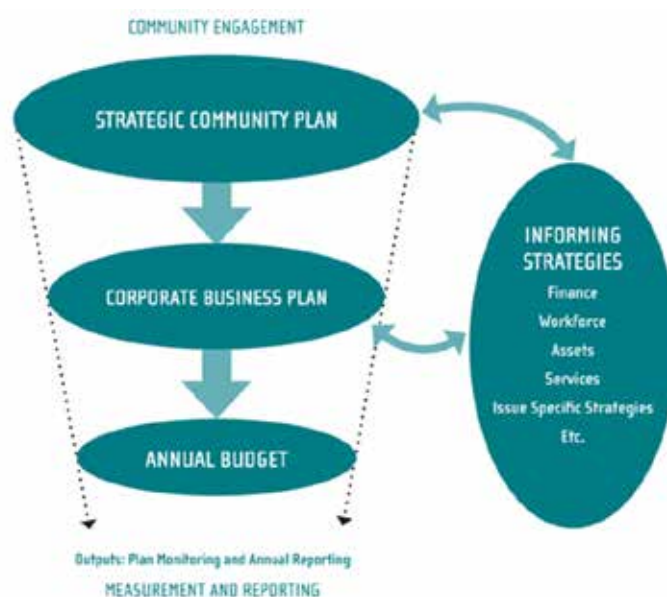
[http://www.cockburn.wa.gov.au/templates/template48/frame2.asp?url=/Your\\_Council/Corporate\\_Strategic\\_Plans/3027-strategic\\_community\\_plan\\_2012-22-web.pdf&EventID=3027&TemplateID=48](http://www.cockburn.wa.gov.au/templates/template48/frame2.asp?url=/Your_Council/Corporate_Strategic_Plans/3027-strategic_community_plan_2012-22-web.pdf&EventID=3027&TemplateID=48)

The Corporate Business Plan follows the seven key themes and outlines what Council will do over the next five years to work towards the achievement of the community aspirations and objectives of each of these themes. For each theme, the actions and major projects are supported by a summary of the resource requirements and recognition of supporting strategies and plans.

The Corporate Business Plan is reviewed annually; where a reprioritisation of activities places to ensure that the City is capable of meeting the Corporate Business Plan priorities and long term priorities established by the Strategic Community Plan.

## 1.1 Strategic and Business Planning Framework

Local governments Western Australia are required to plan for the future in accordance with Section 5.56(1) of the *Local Government Act 1995* and adopt an Integrated Planning and Reporting Framework:

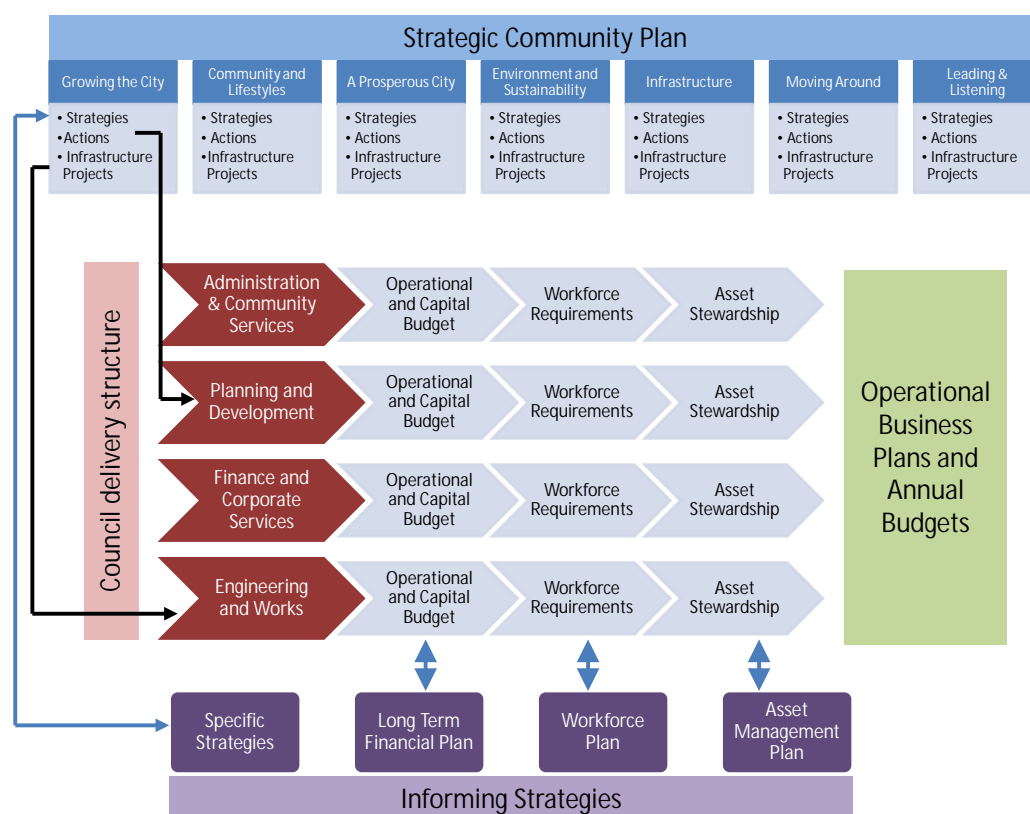


Source: Department of Local Government, Integrated Planning and Reporting Guidelines, 2010.

The table below summaries each of the key documents:

| Component                 | Purpose  | Our Document   |
|---------------------------|--|--|
| Strategic Community Plan  | To articulate a long term vision, aspiration an strategic for their communities  | City of Cockburn Strategic Community Plan 2012-2022  |
| Corporate Business Plan   | Details the actions Council will undertake, and resources required, over a five year period to achieve the community aspirations and objectives of the Strategic Community Plan  | This Document  |
| Annual Operational Plan   | Details by functional areas of Council, the work programs required to deliver the actions outlined in the Corporate Plan   | Presented to Council annually in June  |
| Annual Budget             | Detailed budget to support the Annual Operational Plan   | Presented to Council annually in June  |
| Long Term Financial Plan  | Provides an outline of the financial position for Council for the next ten years. It indicates Council's long term financial sustainability and allows early identification of financial issues and their longer term impacts. | Incorporated into the Corporate Plan   |
| Asset Management Plan     | Outlines how the City's assets will meet the service delivery needs of the community into the future the long term sustainable management of the assets based on a 'whole of life' and 'whole of organisation' approach.       | Incorporated into the Corporate Plan   |
| Workforce Plan            | Outlines the workforce requirements and workforce strategies for the delivery of the current and future operations of Council.   | Incorporated into the Corporate Plan   |
| Issue Specific Strategies | These are specific strategies that council has developed to respond specific issues or guide council approach to a program of work.  | Listed in under each of the key themes, with a link to the one page summary for each of these documents. |

## 1.2 How does this all fit together?



The Corporate Business Plan is an internal business planning tool that translates Council priorities into operations within the resources available. The Corporate Business Plan outlines the strategic priorities of Council, which in turn drive the operation of the City over the short to medium term.

The Corporate Business Plan is reviewed annually; this ensures it is capable of meeting and responding to changes that impact on the City. The delivery of the Corporate Business Plan is achieved through the City's Annual Business Plan and budget. The achievements of the Corporate Business Plan are also reported annually in the City's Annual Report.

## 1.3 Structure of this document

Each of the Objectives contained in the Strategic Plan is listed as a 'Strategic Objective' in the Corporate Business Plan. In turn these are devolved into a series of sub-objectives that are then broken down to tasks. Over the five year cycle each of these tasks is listed for completion in a particular year. An example is shown below:

**Strategic Objective 2.1: Community environments that are socially cohesive and embrace diversity**

| Strategies and Council Actions   | Responsibility | Corporate Business Plan: Delivery Program |         |         |         |         |
|--|----------------|---|---------|---------|---------|---------|
|  |                | Operational Plan 2012/13                  | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| Strategy 2.1 .1 Develop local community plans across the City that create cohesiveness and recognise diversity |                |   |         |         |         |         |
| Develop and implement city wide Place Making Strategy  |                |   |         | ✓       |         |         |



As the Corporate Business Plan is a 'living document', its five year cycle progresses through the ten year timeframe of the Strategic Plan. Sub-objectives / tasks that are no longer relevant to this evolving timeframe; ie they have been achieved in year one of the Corporate Business Plan, are then deleted from the schedule with any new tasks added. Refreshing the list annually also allows for the re-prioritisation of the tasks if required.

To keep the data in this document relevant to the current five-year period, the list of objectives shown above are held in an external database and hyperlinked to this document.

Under each of the Strategic Objectives is also a summary of the relevant Strategies that are 'Specific' to this objective'. These are specific to a particular topic: eg Library Strategy; Sports and Recreation Facilities Strategy; Aged Friendly Strategy, etc. There are in excess of 30 such strategic plans, each having been considered and adopted by Council.

As these strategies are also living documents, they have been summarised into a 'Plan on a Page'. The key details of the strategy are shown, along with a list of objectives to be achieved within the current five year timeframe of the Corporate Business Plan. Hyperlinks are embedded to the 'Plan on a Page' format, with a complete copy of all of these strategies available on the City's website [http://www.cockburn.wa.gov.au/Your\\_Council/Corporate\\_Strategic\\_Plans/](http://www.cockburn.wa.gov.au/Your_Council/Corporate_Strategic_Plans/)

## **1.4 Annual Business Plan and Budget**

The delivery of the Corporate Business Plan is through the City's annual Business Plan and budget process. These documents are adopted annually at the June Council meeting, in accordance with the City policy SC34 *Budget Management*.

The Long-Term Financial Plan, Workforce Plan and Asset Management Plans referred to later in this document, contain the detailed list of objectives that are considered during the development of the budget. Targets for revenue and expenditure are combined with staff forecasts, all of which are designed to deliver the asset development and replacement programs.

Having refined a financial budget, the Business Plan articulates the objectives each of the City's Business Units are to achieve. These objectives are referenced to the tasks identified in the Corporate Business Plan, thus completing the cycle from ten-year strategy and five year objectives, down the delivery that year. The current Annual Business Plan can also be accessed at the 'Corporate Strategic Plans' link above.

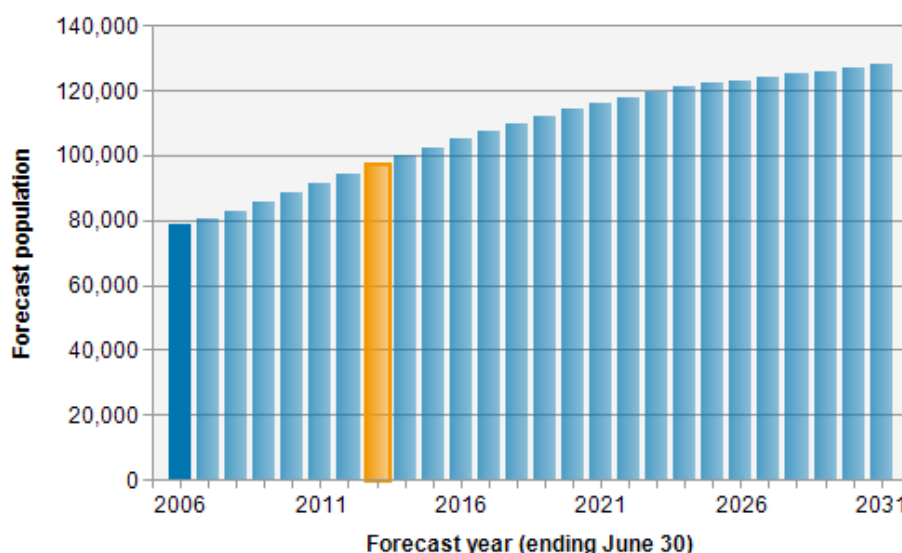
## 2. Corporate Plan – Environmental Analysis

The current Corporate Business Plan extends from FY12/13 to FY16/17. While it is not possible to describe or predict all of the activities that will occur over this timeframe, this section highlights those known factors that will impact on the City's development during this time period. Similarly a brief synopsis of emerging issues is included, with a commentary on the impact these issues could have.

### 2.1 Growth Drivers

The coming ten year period for the City will see strong rates of growth, with the City's population forecast to grow from 97,088 in 2013 to 119,526 in 2023 - an average annual growth rate of approximately 2.3%. Annual growth over the period is shown in the following diagram:

Forecast population, City of Cockburn



The projected growth will largely be accounted for by new urban development in 'greenfield' (ie previously undeveloped) areas, but with this comprising a growing mix of development typologies such as transit orientated development and coastal development. The City, however, is working on a number of major urban renewal projects, often referred to as brownfield developments. Both development types are governed by the State Government's objectives for land use planning under the *Directions 2031* framework. The following is a summary of major residential projects, as well as industrial and commercial growth.

**Greenfield Development.** Key growth areas over this coming ten year period will be in three precincts: Cockburn Coast (North Coogee); Southern Suburbs (Hammond Park) and Cockburn Central (Success).

A variety of other projects adjacent to these suburbs also underpin the extensive rates of growth. Banjup North, Branch Circus, and Cockburn Central West all have structure planning underway or approved for development.

Brownfield (Urban Infill) Development. The City had identified opportunities in several older suburbs for improving residential density through urban consolidation. Projects that have been approved include the: Muriel Court Redevelopment (Cockburn Central); Phoenix Revitalisation Plan (Spearwood) and the Hamilton Hill Revitalisation Plan. While work has also been done of parcels of land within Coolbellup, the City will also commence a review of opportunities across the whole suburb.

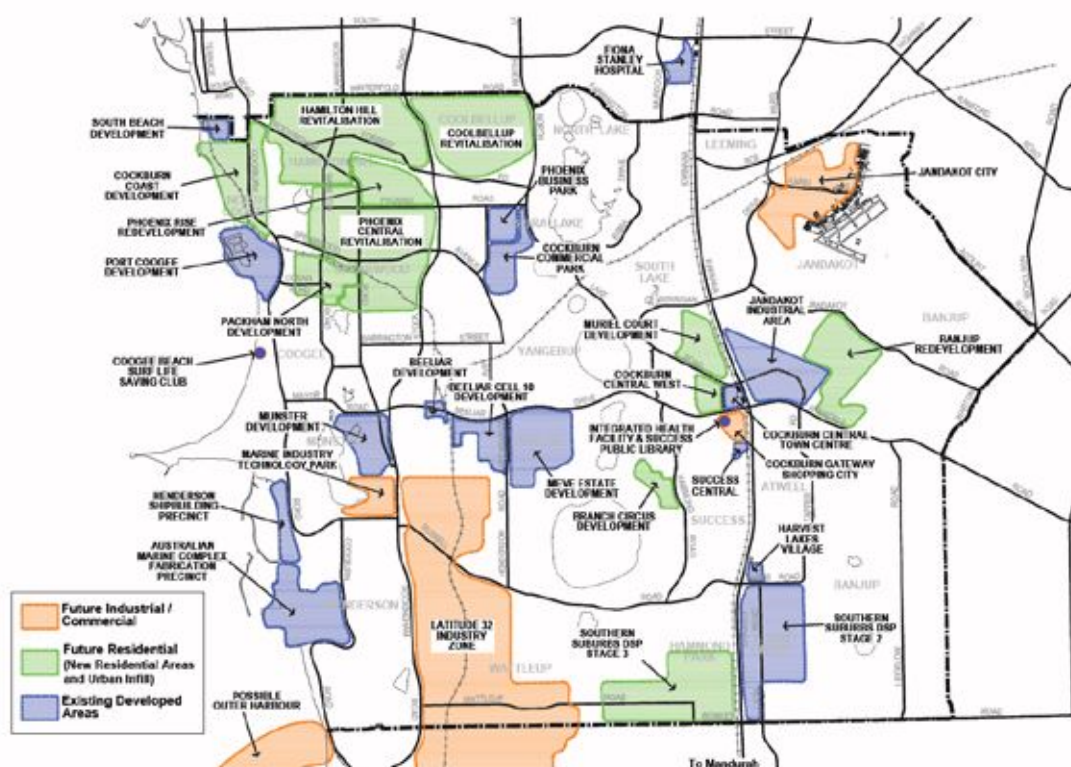
Industrial and Commercial Development. While there is opportunity for development of within most of the City's industrial estates, three key precincts will drive the larger share of industrial expansion over the next ten years; the Australian Marine Complex, Jandakot Airport Precinct (Jandakot City) and Latitude 32.

With regard to the latter project there still needs to be major decision making by the State Government in respect of the future outer harbour and associated intermodal terminal. The decision making on these has been slow to date, but an announcement on the harbour is expected in 2013.

The development of Cockburn Central, as an approved Secondary Centre under the *Directions 2031* and State Planning Policy No. 4.2 (*Activity Centres for Perth and Peel*), will major expansion of the Gateways Shopping Centre. Commercial activity will also develop across the Cockburn Central town site as well as the future Cockburn Central West precinct.

Geographically these projects stretch across the breadth of the City, as shown overleaf. For a more detailed summary on the current status of all of the City's major strategic projects go to:

<http://www.cockburn.wa.gov.au/projects>



## 2.2 Emerging Issues

**Local Government Reform.** The Barnett Government commenced a review into the structure of Local Government shortly it was elected to office in 2008. This process has been ongoing for the past four years, with no formal position reached at this time. In June 2011 the Government refined the focus of the review to concentrate on the structure of Local Government in the metropolitan area. An academic panel was appointed to consider the matter. The Panel produced a draft report into its findings in April 2012 and a final report in October 2012. The Panel's Final Report recommends a significant structural change, with a reduction in the number of Local Governments from 30 to 12.

The reform of the sector could considerably impact on the City. The Panel produced two models; the first leaves the City intact as one of the 12 new Local Governments, the second proposes major changes to boundaries and would reduce the City's current population by 12%.

The City's response to the Panel's findings was an acceptance of the first option, but rejection of the second. The City has also resolved to pursue an alternative structure, through an amalgamation of the Cities of Cockburn and Kwinana. This would be on a voluntary basis. This option is still in development at this time.

**Waste Management.** How the City manages its waste has been an evolving issue for well over a decade. The City is a partner in the Southern Metropolitan Regional Council (SMRC), but also owns its own waste disposal facility at Henderson. The SMRC has experienced operational problems, but as these are resolved its financial viability is questionable.

The operational lifespan of the municipal solid waste processing plant is to 2023, beyond this timeframe there is no current alternative other than landfill. Waste to energy (W2E) facilities are being proposed that may fill this void, but these would not be managed by the SMRC. What happens to the SMRC in the near term is likely to be influenced by financial considerations. What happens in the longer-term will the impact of these alternate waste disposal options.

The City will retain its landfill operations for the medium term, but this too will be impacted by economics of W2E. As the landfill is a significant commercial operation for the City, this issue is of considerable importance to the City.



## 3. Achieving the Key Themes

### 3.1 Growing the City

***Our Vision is for the City to grow sustainably – integrating social, economic, environment and cultural considerations, and ensuring that the City embraces the natural environment.***

*By 2022 the City will:*

- *Be more compact: made up of mixed use neighbourhoods integrated with industrial and commercial areas;*
- *Have high quality infrastructure that encourages walking, cycling and public transit; and*
- *Create high quality, accessible and safe public places, which express public culture and community values.*

To deliver this outcome five strategic objectives were established:

- Strategic Objective 1.1: To grow our City in a sustainable way by: using land efficiently, protecting the natural environment, and conserving biodiversity
- Strategic Objective 1.2: Development that is soundly balanced between new and existing areas
- Strategic Objective 1.3: Reduction in energy dependency and greenhouse gas emissions within our City.
- Strategic Objective 1.4: Diversity of housing to respond to changing needs and expectations
- Strategic Objective 1.5: Investment in industrial and commercial areas, provide employment, careers and increase economic capacity in the City

These are further refined into eight Sub-Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

### Informing Strategies

The following strategies are relevant to the strategic objectives above:

| Informing Strategy                                   | Plan on Page        |
|--|---------------------|
| Hamilton Hill Revitalisation Strategy (2012)         | <a href="#">Yes</a> |
| Local Planning Strategy (2002)                       | <a href="#">Yes</a> |
| Phoenix Central Revitalisation Strategy (2009)       | <a href="#">Yes</a> |
| Revitalisation Staging Plan (2012/13)                | No                  |
| District Structure Plan (2013/14)                    | No                  |
| Town Planning Scheme (2013/14)                       | No                  |
| Housing Affordability and Diversity Scheme (2013/14) | No                  |

## 3.2 Community and Lifestyle

***Our vision is to develop liveable, vibrant, socially cohesive and inclusive communities within the City of Cockburn.***

*By 2022:*

- *Our local communities will be places where everyone feels they belong and are valued;*
- *Communities will be attractive, healthy and safe places to live; and*
- *We will have strong recognition for our indigenous culture and heritage and the multicultural society we have become.*

To deliver this outcome eight strategic objectives were established:

- Strategic Objective 2.1: Community environments that are socially cohesive and embrace diversity
- Strategic Objective 2.2: Communities that are connected, inclusive and promote intergenerational opportunities
- Strategic Objective 2.3: Communities that take pride and aspire to a greater sense of community
- Strategic Objective 2.4: People of all ages and abilities to have equal access to our facilities and to services in our communities
- Strategic Objective 2.5: Safe communities and to improve the community's sense of safety
- Strategic Objective 2.6: Promotion of active and healthy communities
- Strategic Objective 2.7: The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated
- Strategic Objective 2.8: Conservation of our heritage and areas of cultural significance

These are further refined into nine Sub-Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

## Informing Strategies

The following strategies are relevant to the strategic objectives:

| Informing Strategy   | Plan on a Page      |
|--|---------------------|
| Age Friendly Strategic Plan (2009)                                 | <a href="#">Yes</a> |
| Children's Services Strategic Plan (2010 – 2016)                   | <a href="#">Yes</a> |
| Community Development Strategic Plan (2011 - 2014)                 | <a href="#">Yes</a> |
| Crime Prevention Plan (2011 – 2015)<br>CCTV Strategy (2011 - 2014) | <a href="#">Yes</a> |
| Disability Access and Inclusion Plan (2007 – 2012)                 | <a href="#">Yes</a> |
| Library Strategic Plan (2007 – 2010)                               | <a href="#">Yes</a> |
| Local Government Inventory & Heritage List (2011)                  | <a href="#">Yes</a> |
| Public Artworks Strategy (2009 – 2013)                             | <a href="#">Yes</a> |
| Rangers and Community Safety Review (2012)                         | <a href="#">Yes</a> |
| Reconciliation Action Plan (2011 - 2013)                           | <a href="#">Yes</a> |
| Sport and Recreation Strategic Plan (2009)                         | <a href="#">Yes</a> |
| Youth Services Strategic Plan (2011 – 2016)                        | <a href="#">Yes</a> |
| Social Cohesion Plan (2012/13)                                     | No                  |
| Public Open Spaces Strategy (2013/14)                              | No                  |
| Events Strategy (2013/14)  | No                  |
| Arts and Culture Strategy (2014/15)                                | No                  |
| Place Making Strategy (2014/15)                                    | No                  |
| Multicultural Strategic Plan (2016/17)                             | No                  |

### 3.3 A Prosperous City

***Our vision is for a prosperous, diverse, innovative and sustainable economy that provides high levels of employment opportunities.***

*By 2022:*

- Cockburn Central will become a Strategic Regional Centre;*
- The City will have a diverse range of business activities, offering new employment and career opportunities;*
- There will be a variety of education facilities, programs and partnerships; and*
- There will be various leisure and tourism destinations.*

To deliver this outcome five strategic objectives were established:

- Strategic Objective 3.1: Development that ensures Cockburn Central becomes a Strategic Regional Centre
- Strategic Objective 3.2: Investment in the local economy to achieve a broad base of services and activities
- Strategic Objective 3.3: Promotion and support for the growth and sustainability of local businesses and local business centres
- Strategic Objective 3.4: A range of leading educational facilities and opportunities
- Strategic Objective 3.5: Creation and promotion of opportunities for destination based leisure and tourism facilities

These are further refined into six Sub-Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

#### **Informing Strategies**

The following strategies are relevant to the strategic objectives above:

| Informing Strategy                                  | Plan on a Page      |
|---|---------------------|
| Local Commercial & Activity Centres Strategy (2011) | <a href="#">Yes</a> |
| Economic Development Strategy (2013/14)             | No                  |
| Cockburn Central Activity Centre Plan (2013/14)     | No                  |
| Digital Economy Strategy (2013/14)                  | No                  |
| Tourism Strategy (2014/15)                          | No                  |
| Business Marketing Strategy (2015/16)               | No                  |



### 3.4 Environment and Sustainability

***Our vision is for a sustainable future that includes responsible environmental management and minimising risk to human health.***

*By 2022:*

- The Community will be active in conserving and preserving the natural environment;*
- The City will sustainably manage waste energy and carbon use;*
- The City will demonstrate and promote the sustainable use of natural resources; and*
- The City, Community and business will be active partners in public health risk management.*

To deliver this outcome five strategic objectives were established:

- Strategic Objective 4.1: A community that uses resources in a sustainable manner
- Strategic Objective 4.2: To protect, manage and enhance our natural open spaces and coastal landscapes
- Strategic Objective 4.3 - Identification and minimisation of impacts to human health risk
- Strategic Objective 4.4: Community and businesses that are supported to reduce resource consumption, recycle, and manage waste
- Strategic Objective 4.5: Greenhouse gas emission and energy management objectives set, achieved and reported.

These are further refined into 10 Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

## Informing Strategies

The following strategies are relevant to the strategic objectives:

| Informing Strategy                                       | Plan on a Page      |
|--|---------------------|
| Bibra Lake Management Plan (2009)                        | <a href="#">Yes</a> |
| Contaminated Sites Strategy (2008)                       | <a href="#">Yes</a> |
| Greenhouse Gas Emission Reduction Strategy (2011 – 2020) | <a href="#">Yes</a> |
| Greening Plan (2001)                                     | <a href="#">Yes</a> |
| Public Health Strategy (2013)                            | <a href="#">Yes</a> |
| Strategic Waste Management Plan (2008)                   | <a href="#">Yes</a> |
| Water Conservation Strategy (2007)                       | <a href="#">Yes</a> |
| Natural Areas Management Strategy (2012/13)              | No                  |
| Mosquito Management Plan (2012/13)                       | No                  |
| Sustainable Resource Management Strategy (2013/14)       | No                  |
| Coastal Management Strategy (2013/14)                    | No                  |
| Bushfire Management Strategy (2013/14)                   | No                  |
| Climate Adaptation Strategy (2014/15)                    | No                  |

### 3.5 Infrastructure

***Our vision is a city with 'state-of-the-art', well maintained and functional community and civic infrastructure.***

*By 2022:*

- The City will have inclusive and accessible outdoor space, structures and buildings that makes living in Cockburn enjoyable;*
- The City's infrastructure and community facilities will be multi-use, and fit for purpose; and*
- A City that the Community will take pride in.*

To deliver this outcome five strategic objectives were established:

- Strategic Objective 5.1: Community facilities that meet the diverse needs of the community now and into the future
- Strategic Objective 5.2: Community infrastructure that is well planned, managed, safe, functional, sustainable, and aesthetically pleasing
- Strategic Objective 5.3: Partnerships that help provide community infrastructure
- Strategic Objective 5.4: Facilities that promote the identity of Cockburn and its communities

These are further refined into six Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

#### Informing Strategies

The following strategies are relevant to the strategic objectives above:

| Informing Strategy  | Plan on a Page      |
|---|---------------------|
| Asset Management Strategy (2008 – 2013)<br>(Being replaced by Long Term Asset Management Plan once adopted) | <a href="#">Yes</a> |
| Drainage Management and Maintenance Strategy (2013)   | <a href="#">Yes</a> |
| North Coogee Foreshore Management Plan (2009)   | <a href="#">Yes</a> |
| Underground Power Plan (2013)   | <a href="#">Yes</a> |
| Integrated Community Infrastructure Plan (2012/13)  | No                  |

### 3.6 Moving around

***Our vision is a robust, safe and integrated transport network that meets people and industry needs while minimising environmental impacts.***

*By 2022:*

- The City will have a safe, efficient and connected integrated transport network;*
- There will be multiple networks enabling transport choice including roads, walkways, cycleways and public transport for the mobile and mobility impaired; and*
- A City with planned and coordinated freight linkages.*

To deliver this outcome five strategic objectives were established:

- Strategic Objective 6.1: An integrated transport system which balances environmental impacts and community needs
- Strategic Objective 6.2: Facilitate and promote healthy transport opportunities
- Strategic Objective 6.3: A safe and efficient transport system
- Strategic Objective 6.4: A defined freight transport network
- Strategic Objective 6.5: Infrastructure that supports the uptake of public transport and pedestrian movement

These are further refined into eight Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

#### **Informing Strategies**

These are current strategies that have relevance to the strategic objectives above:

| Informing Strategy                             | Plan on a Page      |
|--|---------------------|
| Integrated Transport Strategy (2012)           | <a href="#">Yes</a> |
| District Traffic Study (2012/13)               | No                  |
| TravelSmart Program (2012/13)                  | No                  |
| Major Regional Road Program (2012/13)          | No                  |
| Functional Road Hierarchy Strategy (2012/13)   | No                  |
| Road Safety Strategy (2013/14)                 | No                  |
| Walkway Master Plan (2013/14)                  | No                  |
| Cycleway Master Plan (2013/14)                 | No                  |
| Trails Master Plan (2013/14)                   | No                  |
| Parking Strategy (On and Off Street) (2013/14) | No                  |



### 3.7 Leading and Listening

***Our vision is to be leaders in governance excellence.***

*By 2022:*

- *A City that is accountable to its residents, ratepayers and relevant stakeholders;*
- *The City is recognized for operating with integrity and providing quality service to its customers; and*
- *A Local Government that is innovate, responsible and sustainable.*

To deliver this outcome five strategic objectives were established:

- Strategic Objective 7.1: Effective and constructive dialogue with all City stakeholders
- Strategic Objective 7.2: Effective advocacy that builds and manages relationships with all stakeholders
- Strategic Objective 7.3: A responsive, accountable and sustainable organisation
- Strategic Objective 7.4: Quality customer service that promotes business process improvement and innovation that delivers on our strategic goals
- Strategic Objective 7.5: Manage our financial and infrastructure assets to provide a sustainable future
- Strategic Objective 7.6: A skilled and engaged workforce
- Strategic Objective 7.7: A culture of risk management and compliance with relevant legislation, policy, and guidelines

These are further refined into 12 Objectives, which in turn will be delivered through a range of different tasks. The detailed delivery program to achieve these objectives can be accessed [here](#).

## Informing Strategies

These are current strategies that have relevance to the strategic objectives:

| Informing Strategy                                     | Plan on a Page      |
|--|---------------------|
| Communications Strategy (2012 - 2017)                  | <a href="#">Yes</a> |
| Community Emergency Risk Management (2009)             | <a href="#">Yes</a> |
| Information Services (IS) Strategic Plan (2010 – 2015) | <a href="#">Yes</a> |
| Land Management Strategy (2011 – 2016)                 | <a href="#">Yes</a> |
| Rating Strategy (2010)                                 | <a href="#">Yes</a> |
| Sustainability Strategy (2012 – 2016)                  | <a href="#">Yes</a> |
| Local Emergency Management Arrangements (2011)         | No                  |
| Customer Service Charter                               | No                  |
| Governance Charter (2007)                              | No                  |
| Long Term Financial Plan (2012/13)                     | No                  |
| Workforce Plan (2012/13)                               | No                  |
| Enterprise Risk Management Strategy (2013/14)          | No                  |
| Corporate Risk Register (2013/14)                      | No                  |
| Integrated Branding Strategy (2014/15)                 | No                  |
| Stakeholder Engagement & Management Strategy (2016/17) | No                  |

## 4. Informing Strategies

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The strategic objectives, sub-objective and tasks identified above were developed with consideration of the City's fiscal position. The City's capacity to fund and deliver a long-term capital and operating budget are crucial elements for the 'sustainability' of a Local Government. Likewise, the City being an employer of choice is critical if it is to have the staff required to deliver services. As a custodian of around \$1Bn in assets, the Council has a fiduciary duty to ensure funds are available to care and maintain these.

To achieve these outcomes the City has developed a Long-Term Financial Plan, Workforce Plan and detailed Asset Management Plans for the major asset categories in the City's Asset Register. A summary of these plans is outlined below.

### 4.1 Long-Term Financial Plan

From a fiscal perspective, the City has been acknowledged as one of the best performing Local Governments in the metropolitan area. The Long-Term Financial Plan (LTFP) demonstrates that the City has a fiscally sustainable approach to management of its finances.

The City has developed its LTFP in accordance with the Department of Local Governments *Long-Term Financial Planning Framework and Guidelines*. The guidelines require the City to look how and where the City will develop, changes in any demographics, the need for new or expanded community services, as well as the needs of industry and commerce. Sources of data used in this analysis include:

- Town Planning Scheme
- Capital Asset development plans
- Workforce Plan – (details below)
- Asset Management Plans – (details below)

The LTFP provides guidance to Council on a variety of financial issues including; future income and expenditure forecasts, rate setting requirements and debt management. Sensitivity analysis is included as predictability of these outcomes can never be fully guaranteed. Likewise risk management is also a key feature of the LTFP. The City is not immune from the volatility in world and domestic financial markets, so it is essential the LTFP plans for and mitigates against financial risk.

Monitoring and Reporting Performance. Key performance indicators are applied to this analysis using the following metrics:

1. Current Ratio
2. Operating Surplus Ratio
3. Rates Coverage Ratio
4. Debt Service Cover Ratio
5. Asset Sustainability Ratio
6. Asset Consumption Ratio
7. Asset Renewal Ratio

The Long Term Financial Plan can be accessed [here](#).

## 4.2 Workforce Plan

The Workforce Plan details how the City will achieve its vision, aspirations and strategic priorities for the community through its people and the services they provide. It is based on an analysis of the internal and external environment, identifying economic, market and labour issues which impact on the City's ability to deliver services and provide support to the community and civic infrastructure. Workforce data has been mapped with gaps and risks identified.

Strategies to meet future workforce needs are detailed including supporting policies and frameworks, the structure and organisational design of the City and a five year forecast of new staff positions required by Business Unit, Position Title, Level and Full Time Equivalent (FTE). Organisational and workforce development strategies are listed under the areas of:

1. Recruitment and Retention;
2. Capacity Building;
3. Aboriginal Employment;
4. Succession Planning; and
5. Safety and Wellbeing.

The City currently has 816 employees with an FTE of 439. There are a significant number of casual staff and staff who work on a part time basis. Over the next five years the workforce is expected to grow to an FTE of approximately 520.

The City has a wide range of metrics to provide information on how well it is meeting its objectives and thus community needs. Each Business Unit has Key Performance Indicators about people such as performance in meeting customer service standards; performance in meeting customer needs and expectations; and absenteeism. These are reported to senior managers each month and reviewed at an executive level. Each Business Unit also raises a yearly action plan which includes performance measurement and indicates where the action is aligned to the Strategic Community Plan. External and Internal Customer service is surveyed along with Community Perceptions and these indicate the level to which Council is meeting identified needs.

The Human Resources Business Unit maintains an array of data on turnover, FTE, remuneration, training, EEO, new hires, vacancies and employee demographics such as age and gender. It provides a quarterly report covering staffing information; health and safety; workers compensation; industrial relations; learning and development; and Human Resources projects; to the Executive and senior managers. This is tabled and discussed with the Executive.

The Workforce Plan can be accessed [here](#).

## 4.3 Asset Management Plans

The City has developed its Asset Management Plans (AMPs) in accordance with strategic policy *SC39 Asset Management*. Details of this policy can be found at: [http://www.cockburn.wa.gov.au/documents/CouncilDoc/Policies/Strategic\\_Policy\\_Statements/Council/sc39.pdf](http://www.cockburn.wa.gov.au/documents/CouncilDoc/Policies/Strategic_Policy_Statements/Council/sc39.pdf)

These plans are aligned with the Department of Local Government's *Asset Management National Framework and Guidelines*. They focus on the management of infrastructure, within 'asset groups', to ensure the City manages its assets in a manner that provides; appropriate levels of service, addresses risk and optimises the whole of life cost of its asset base. The City has adopted AMPs for the following major asset categories:



- Road Infrastructure
- Footpath Infrastructure
- Parks & Environment
- Drainage Infrastructure
- Buildings

A summary of each of these AMP's can be accessed [here](#).

The AMP's prioritise the preservation and renewal of existing assets whilst also allowing for future growth. The AMPs seek to meet community expectations, while balancing the technical requirements in respect to levels of service that the assets provide.

Monitoring and Reporting Performance. The AMP's provide the current status of the City's Asset Management in respect to the key performance indicators of financial sustainability of Service Delivery. These are reported as:

1. Asset Consumption Ratio
2. Asset Sustainability Ratio
3. Asset Renewal Funding Ratio (10 years)

Development and Continuous Improvement. Over the next five year the City's Asset Management practices will increase in maturity and evolve to encourage a 'whole of life' and 'whole of organisation' approach. A number of key objectives have been identified and are summarised below:

1. Revise and Update the Asset Strategy
2. Further development of the City's Asset Management System
3. Scheduled audits for all major asset categories
4. Advanced deterioration modelling to improve the understanding of assets expected life and optimal renewal timing for optimisation of renewal/rehabilitation programs
5. Creation of Asset Management Plans for further asset types including:
  - Fleet & Plant
  - Waste Infrastructure
  - Roadside Furniture
  - Maritime Infrastructure

# Growing the City

## APPENDIX

Strategic Objective 1.1: To grow our City in a sustainable way by: using land efficiently, protecting the natural environment, and conserving biodiversity

| Strategies and Council Actions  | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|---|---|---|---------|---------|---------|---------|---|---|
|   |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 1.1.1 - Ensure our strategic land use planning embraces sustainable development principles and reflects the values held by the community |   |   |         |         |         |         |   |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning  |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning  |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme  | <ul style="list-style-type: none"><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Align the Planning and Engineering Functions of the City with the Sustainability Strategy   | Manager Parks & Environment,<br>Manager Strategic Planning,<br>Sustainability Officer | ✓   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul> | Sustainability Strategy   |
| Develop and adopt <b>Housing Affordability and Diversity Strategy</b>   | Manager Strategic Planning  |   | ✓       | ✓       |         |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |
| Develop and adopt an <b>Economic Development Strategy</b> and associated portfolio within the City administration                                 | Manager Strategic Planning  | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Establishment of an Economic Development Office</li></ul>   | <ul style="list-style-type: none"><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.5.1</li></ul>   |

Strategic Objective 1.2: Development that is soundly balanced between new and existing areas

| Strategies and Council Actions   | Responsibility             | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|--|----------------------------|---|---------|---------|---------|---------|---|---|
|  |                            | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 1.2.1 - Continue with the development of existing urban revitalisation strategies and plan for new ones       |                            |   |         |         |         |         |   |   |
| Develop and implement the new <b>Local Planning Strategy</b>   | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>  | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Develop and adopt <b>Revitalisation Staging Plan</b> relating to the timing and progress of revitalisation strategies  | Manager Strategic Planning | ✓   |         |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Revitalisation Staging Plan</li><li>• Maintain existing Revitalisation Strategies (Hamilton Hill/Phoenix Central)</li></ul>     | <ul style="list-style-type: none"><li>• Town Planning Scheme</li><li>• Hamilton Hill Revitalisation Strategy</li><li>• Phoenix Central Revitalisation Strategy</li></ul>  |
| Implement the <b>Local Commercial and Activity Centres Strategy (2011)</b>   | Manager Strategic Planning | ✓   | ✓       |         |         |         | Amend Town Planning Scheme  | <ul style="list-style-type: none"><li>• 3.4.1</li><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |
| Ensure that the adopted Sustainability principles are incorporated into the <b>Revitalisation Staging Plan</b>         | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | <ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul> | Sustainability Strategy   |
| Strategy 1.2.2 - Apply structure planning for new development areas which embrace best practice and community creation |                            |   |         |         |         |         |   |   |
| Develop and implement the new <b>Local Planning Strategy</b>   | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |

# Growing the City

|  |                            |  |   |   |   |  |   |   |
|--|----------------------------|--|---|---|---|--|---|---|
| Develop and implement the new <b>Town Planning Scheme</b>  | Manager Strategic Planning |  | ✓ | ✓ | ✓ |  | Adoption of Town Planning Scheme  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Ensure that the adopted Sustainability principles are incorporated into all structure plans for new development. | Manager Strategic Planning |  | ✓ | ✓ | ✓ |  | <ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul> | Sustainability Strategy   |
| Develop and implement a new <b>District Structure Plan</b>   | Manager Strategic Planning |  | ✓ | ✓ |   |  | Adoption of District Structure Plan   | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |

Strategic Objective 1.3: Reduction in energy dependency and greenhouse gas emissions within our City

| Strategies and Council Actions  | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|---|---|---|---------|---------|---------|---------|--|---|
|   |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 1.3.1 Ensure that our neighbourhoods are designed to be more compact, attractive and energy efficient to accommodate a mixture of uses   |   |   |         |         |         |         |  |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning                            |   | ✓       | ✓       | ✓       |         | • Adoption of Strategy by Council  | • 1.1.1<br>• 1.2.1 & 1.2.2<br>• 1.3.2<br>• 1.4.1<br>• 1.5.1 & 1.5.2<br>• 3.1.1<br>• 3.2.1 & 3.2.2<br>• 3.5.1<br>• 6.4.1 |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning                            |   | ✓       | ✓       | ✓       |         | • Adoption of Town Planning Scheme   | • 1.1.1<br>• 1.2.1 & 1.2.2<br>• 1.3.2<br>• 1.4.1<br>• 1.5.1 & 1.5.2<br>• 3.1.1<br>• 3.2.1 & 3.2.2<br>• 3.5.1<br>• 6.4.1 |
| Align future Local Planning Schemes to the <b>Sustainability Strategy (2012)</b>  | Manager Strategic Planning,<br>Sustainability Officer |   | ✓       | ✓       | ✓       |         | • Relevant KPI's outlined in the City's SAP are achieved.<br>• Report on outcomes of the SAP (within the SOS report) annually.                     | Sustainability Strategy   |
| Develop and implement a <b>Housing Affordability and Diversity Strategy</b>   | Manager Strategic Planning                            |   | ✓       | ✓       |         |         | • Adoption of Strategy by Council  | • Local Planning Strategy<br>• Town Planning Scheme   |
| Develop and implement a <b>Digital Economy Strategy</b>   | Director Finance                                      |   | ✓       | ✓       |         |         | • Adoption of Strategy by Council<br>• Digitising the Council Agenda and linking of the business community with City of Cockburn via LinkedIn etc. | • 1.5.1<br>• 3.2.2<br>• 3.3.1   |
| Strategy 1.3.2 Ensure that neighbourhoods are interconnected physically economically, socially and technologically, to minimise energy dependency |   |   |         |         |         |         |  |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning                            |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council  | • 1.1.1<br>• 1.2.1 & 1.2.2<br>• 1.3.1<br>• 1.4.1<br>• 1.5.1 & 1.5.2<br>• 3.1.1<br>• 3.2.1 & 3.2.2<br>• 3.5.1<br>• 6.4.1 |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning                            |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme   | • 1.1.1<br>• 1.2.1 & 1.2.2<br>• 1.3.1<br>• 1.4.1<br>• 1.5.1 & 1.5.2<br>• 3.1.1<br>• 3.2.1 & 3.2.2<br>• 3.5.1<br>• 6.4.1 |

# Growing the City

## Strategic Objective 1.4: Diversity of housing to respond to changing needs and expectations

| Strategies and Council Actions  | Responsibility              | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|---|-----------------------------|---|---------|---------|---------|---------|--|---|
|   |                             | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 1.4.1 Ensure our strategic land use planning in the form of: the Local Planning Strategy, Town Planning Scheme, revitalisation strategies and structure plans, achieves a robust planning framework delivering adequate supply and diversity in housing choice |                             |   |         |         |         |         |  |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning  |   | ✓       | ✓       | ✓       |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council.</li><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul> | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Sustainability Strategy</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning  |   | ✓       | ✓       | ✓       |         | <ul style="list-style-type: none"><li>• Adoption of Scheme by Council.</li><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Sustainability Strategy</li></ul> |
| Develop and implement a <b>Housing Affordability and Diversity Strategy</b>   | Manager Strategic Planning  |   | ✓       | ✓       |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council.</li><li>• Report against KPI in SAP.</li></ul>  | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li><li>• Sustainability Strategy</li></ul>  |
| Develop and implement ongoing Revitalisation Strategies   | Manager, Strategic Planning | ✓   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>• Adoption of Revitalisation Strategies</li><li>• Implementation of Revitalisation Strategy Recommendations</li></ul>  | 1.2.1   |

## Strategic Objective 1.5: Investment in industrial and commercial areas, provide employment, careers and increase economic capacity in the City

| Strategies and Council Actions  | Responsibility                                     | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|---|--|---|---------|---------|---------|---------|---|---|
|   |  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 1.5.1 Work with stakeholders to ensure serviced and accessible industrial land incorporating technology and education is planned and delivered |  |   |         |         |         |         |   |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning                         |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning                         |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li></ul> |
| Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration                                      | Manager Strategic Planning                         | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Number of jobs created within City of Cockburn</li></ul>  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 3.1.1</li><li>• 3.5.1</li><li>• Local Planning Strategy</li></ul>   |
| Implement the <b>Local Commercial and Activity Centres Strategy (2011)</b>  | Manager Strategic Planning                         | ✓   | ✓       |         |         |         | % of initiatives of Strategy implemented  | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |
| Align Land use planning and development with the <b>Sustainability Strategy (2012)</b>  | Manager Strategic Planning, Sustainability Officer |   | ✓       | ✓       | ✓       |         | <ul style="list-style-type: none"><li>• Relevant KPI's outlined in the City's SAP are achieved.</li><li>• Report on outcomes of the SAP (within the SOS report) annually.</li></ul>                     | Sustainability Strategy   |
| Develop and implement an <b>Integrated Transport Strategy</b> .   | Manager Engineering Services                       | ✓   |         | ✓       |         |         | ITS adopted by Council. Freight and transport linkages defined and embedded into TPS.   | <ul style="list-style-type: none"><li>• 6.1.1</li></ul>   |
| Develop and implement a <b>Digital Economy Strategy</b>   | Director Finance                                   |   | ✓       | ✓       |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Digitising the Council Agenda and linking of the business community with City of Cockburn via LinkedIn etc.</li></ul> | <ul style="list-style-type: none"><li>• 1.3.1</li><li>• 3.2.2</li><li>• 3.3.1</li></ul>   |
| Strategy 1.5.2 Work with stakeholders to establish, renew or expand commercial centres that increase diversity, accessibility, employment and amenity   |  |   |         |         |         |         |   |   |
| Implement the <b>Local Commercial and Activity Centres Strategy (2011)</b>  | Manager Strategic Planning                         | ✓   | ✓       |         |         |         | % of initiatives of Strategy implemented  | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |



# Community and Lifestyles

## Strategic Objective 2.1: Community environments that are socially cohesive and embrace diversity

| Strategies and Council Actions  | Responsibility                    | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?                                    |
|---|-----------------------------------|---|---------|---------|---------|---------|--|--|
|   |                                   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |  |
| Strategy 2.1.1 Develop local community plans across the City that create cohesiveness and recognise diversity |                                   |   |         |         |         |         |  |  |
| Review <b>Community Development Strategic Plan (2011)</b>   | Manager Community Services        |   |         |         |         | ✓       | <ul style="list-style-type: none"><li>• Number of community organisations assisted each year.</li><li>• Number of consultation processes in which community development was involved.</li><li>• 10% annual increase in page loads on the Cockburn Community Portal</li></ul> | <ul style="list-style-type: none"><li>• 2.3.2</li></ul>  |
| Develop and implement city wide <b>Place Making Strategy</b>  | Community Development Coordinator |   |         | ✓       |         |         | Adoption of new Strategy by Council  | <ul style="list-style-type: none"><li>• 3.5.1</li><li>• Community Development Strategy</li></ul> |

## Strategic Objective 2.2: Communities that are connected, inclusive and promote intergenerational opportunities

| Strategies and Council Actions  | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|---|---|---|---------|---------|---------|---------|---|---|
|   |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| 2.2.1 Provide and facilitate quality community services that meet diverse recreational, cultural and community needs of all age groups                |   |   |         |         |         |         |   |   |
| Review <a href="#">Library Strategic Plan (2007 - 2010)</a>   | Manager Libraries   |   | ✓       |         |         |         | % of actions in Plan completed  | No  |
| Develop and implement an an <a href="#">Arts and Culture Strategy</a> (incorporating it into review of <a href="#">Public Artwork Strategy 2009</a> ) | Coordinator Cultural Services   |   |         | ✓       |         |         | <ul style="list-style-type: none"><li>• Public Artwork Inventory Updated</li><li>• New Arts and Culture Strategy/Public Artworks Strategies Adopted</li></ul>   | <ul style="list-style-type: none"><li>• 2.3.1</li><li>• Public Artworks Strategy</li></ul>  |
| Review <a href="#">Youth Services Strategic Plan (2011 - 2016)</a>  | Manager Human Services  |   |         |         | ✓       |         | <ul style="list-style-type: none"><li>• % of actions implemented in accordance with the timeline identified in the plan</li><li>• Community perception of services and facilities provided for young people</li></ul>                                 | No  |
| Review <a href="#">Reconciliation Action Plan (2011 - 2013)</a>   | Manager Family Services   |   | ✓       |         |         |         | New Reconciliation Action Plan adopted by Council   | No  |
| Review <a href="#">Age Friendly Strategic Plan (2009)</a>   | Manager Human Services  |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• The Percentage of strategies implemented in accordance with the timeline identified in the plan</li><li>• Community perception of services and infrastructure for seniors</li></ul>                           | No  |
| Review <a href="#">Children's Services Strategic Plan (2010 - 2016)</a>   | Manager Human Services  |   |         |         | ✓       |         | <ul style="list-style-type: none"><li>• The Percentage of strategies implemented in accordance with the timeline identified in the plan</li><li>• Community perception of services provided for children and families</li></ul>                       | No  |
| Review <a href="#">Sport and Recreation Strategic Plan (2009)</a>   | Manager Community Services  |   | ✓       |         |         |         | Projects are completed on time and within the allocated budget once approved by Council.  | <ul style="list-style-type: none"><li>• 2.6.1</li><li>• 5.1.1</li><li>• 5.2.1</li></ul>   |
| Develop and adopt <a href="#">Public Open Spaces Strategy</a>   | Manager Parks and Environment   |   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>• Adoption of strategy</li><li>• Active and Passive Open Space areas meet community expectations.</li><li>• New CAPEX are completed on time and within the allocated budget once approved by Council.</li></ul> | <ul style="list-style-type: none"><li>• Sport and Recreation Strategic Plan.</li><li>• Sustainability Strategy</li></ul>                |
| Develop and implement <a href="#">Trails, Footpath and Cycleway Master Plans</a>  | Manager Engineering, Manager Parks and Environment, Manager Health, Travelsmart Officer | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of strategies</li><li>• New CAPEX are completed on time and within the allocated budget once approved by Council.</li></ul>  | <ul style="list-style-type: none"><li>• 6.2.1</li><li>• Sport and Recreation Strategic Plan</li><li>• Sustainability Strategy</li></ul> |
| Develop and implement <a href="#">Social Cohesion Plan</a>  | Manager Human Services  | ✓   |         |         |         |         | Adoption of new Strategy by Council   | No  |


## Strategic Objective 2.3: Communities that take pride and aspire to a greater sense of community

| Strategies and Council Actions  | Responsibility                   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?                               |
|---|----------------------------------|---|---------|---------|---------|---------|---|---|
|   |                                  | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 2.3.1 Provide and facilitate community activities, events and programs that draw a wide cross-section of the community |                                  |   |         |         |         |         |   |   |
| Implement <b>Public Artworks Strategy (2009 - 2013)</b>   | Manager Corporate Communications |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• A program will be initiated to incorporate arts works into the design Cockburn Integrated Health Facility (CIHF) (P24 Business plan)</li><li>• Public Art included as part of Friendship Way program. (P27 Business plan)</li></ul> | <ul style="list-style-type: none"><li>• 5.4.2</li><li>• Arts and Culture Strategy</li></ul> |
| Develop and implement <b>Events Strategy</b>  | Manager Corporate Communications |   | ✓       |         |         |         | Adoption of new Strategy by Council   | Community Development Strategy  |

# Community and Lifestyles

|  |                                   |  |  |  |   |  |  |   |
|--|-----------------------------------|--|--|--|---|--|--|---|
| Strategy 2.3.2 Support the development of local community associations and other advocacy groups |                                   |  |  |  |   |  |  |   |
| Ensure specific activities and programs are incorporated in the Community Development Strategy   | Community Development Coordinator |  |  |  | ✓ |  | Reveiwed Strategy adopted including relevant activites | <ul style="list-style-type: none"><li>2.1.1</li><li>Events Strategy</li></ul> |

Strategic Objective 2.4: People of all ages and abilities to have equal access to our facilities and to services in our communities

| Strategies and Council Actions   | Responsibility         | Corporate Business Plan: Delivery Program |         |         |         |   | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|--|------------------------|---|---------|---------|---------|---|--|---|
|  |                        | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17   |  |   |
| Strategy 2.4.1 Facilitate equal access for all of the community to our facilities and services |                        |   |         |         |         |   |  |   |
| Review <b>Disability Access and Inclusion Plan (2012 - 2017)</b>                               | Manager Human Services |   |         |         |         |  | <ul style="list-style-type: none"><li>• Annual reports on the progress that has been made in relation to the DAIP have been submitted to and approved by the Disability Services Commission.</li><li>• Progress on the achievement of outcomes must be reported on in the City of Cockburn annual report.</li><li>• The percentage of strategies implemented in accordance with the nominated time frame will be measured.</li></ul> | <ul style="list-style-type: none"><li>• Walkway Master Plan</li><li>• Cycleway Master Plan</li><li>• Trails Master Plan</li><li>• Sustainability Strategy</li><li>• Enterprise Risk Management Strategy</li></ul> |

Strategic Objective 2.5: Safe communities and to improve the community’s sense of safety

| Strategies and Council Actions   | Responsibility                       | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|--|--------------------------------------|---|---------|---------|---------|---------|--|---|
|  |                                      | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 2.5.1 Provide and facilitate initiatives that improve safety for our communities  |                                      |   |         |         |         |         |  |   |
| Incorporate a <b>Stakeholder Engagement &amp; Management Strategy</b> to address concerns regarding community safety into <b>Crime Prevention Plan (2011 - 2015)</b> | Manager Rangers and Community Safety |   |         |         | ✓       |         | Stakeholder Engagement Strategy incorporated into review of Current Plan   | <ul style="list-style-type: none"><li>• 5.3.1</li><li>• 7.1.1</li><li>• 7.2.1</li><li>• Crime Prevention Plan</li><li>• Communications Strategy</li></ul> |
| Review <b>Crime Prevention Plan (2011 - 2015)</b>  | Manager Rangers and Community Safety |   |         |         | ✓       |         | Community perception survey demonstrates an improvement in the sense of safety and security in the City  | No  |
| Review <b>CCTV Strategy (2011 - 2014)</b>  | Manager Rangers and Community Safety |   |         | ✓       |         |         | <ul style="list-style-type: none"><li>• Installation of CCTV across the identified site is completed and operations</li><li>• Investigate partnerships with businesses in vulnerable areas</li></ul> | No  |
| Review <b>Local Emergency Risk Management Arrangements (2009) and Community Emergency Risk Management (2009)</b>   | Manager Rangers and Community Safety |   |         | ✓       |         |         | Assessment of effectiveness of current plan by Local Emergency Management Committee  | <ul style="list-style-type: none"><li>• 4.2.3</li><li>• 7.7.1</li></ul>   |
| Review <b>Rangers and Community Safety Review (2012)</b>   | Manager Rangers and Community Safety |   |         |         |         | ✓       | Reviewed and adopted by Council  | No  |

Strategic Objective 2.6: Promotion of active and healthy communities

| Strategies and Council Actions   | Responsibility                        | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?                           |
|--|---------------------------------------|---|---------|---------|---------|---------|---|---|
|  |                                       | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 2.6.1 Provide and promote activities, services and recreational facilities that encourage our community towards an active and healthy lifestyle |                                       |   |         |         |         |         |   |   |
| Implement <b>Sport and Recreation Strategic Plan(2009)</b> initiatives   | Coordinator Recreation Services       |   | ✓       |         |         |         | % of Initiatives in Plan Implemented  | <ul style="list-style-type: none"><li>• 2.2.1</li><li>• 5.1.1</li><li>• 5.2.1</li></ul> |
| Incorporate Healthy Lifestyles Initiatives in <b>Public Health Strategy (2013)</b>   | Manager Environmental Health Services | ✓   | ✓       |         |         |         | Specific initiatives identified and included in adopted Plan  | <ul style="list-style-type: none"><li>• 4.3.1</li></ul>                                 |
| Develop and implement <b>TravelSmart Program</b>   | TravelSmart Officer                   |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• TravelSmart Program adopted by Council</li><li>• Specific initiatives identified and included in adopted Plan</li></ul> | <ul style="list-style-type: none"><li>• 6.1.2</li><li>• 6.2.2</li></ul>                 |

Strategic Objective 2.7: The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated

| Strategies and Council Actions   | Responsibility          | Corporate Business Plan: Delivery Program |         |         |         |         | KPI                                  | Is this task relevant to other strategies? If so, which ones? |
|--|-------------------------|---|---------|---------|---------|---------|--------------------------------------|---|
|  |                         | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |                                      |   |
| Strategy 2.7.1 Recognise, engage, include and celebrate the significance and richness of local Indigenous and diverse multicultural groups |                         |   |         |         |         |         |                                      |   |
| Implement <b>Reconciliation Action Plan (2011 - 2013)</b> Initiatives  | Manager Family Services |   | ✓       |         |         |         | % of Initiatives in Plan Implemented | No  |
| Develop and implement a <b>Multicultural Strategic Plan</b>  | Manager Human Services  |   |         |         |         | ✓       | Adoption of Plan by Council          | No  |

# Community and Lifestyles

Strategic Objective 2.8: Conservation of our heritage and areas of cultural significance

| Strategies and Council Actions   | Responsibility             | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones? |
|--|----------------------------|---|---------|---------|---------|---------|---|---|
|  |                            | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 2.8.1 Protect the heritage of the City through advocacy, statutory controls and promotion |                            |   |         |         |         |         |   |   |
| Maintain the Local Government Inventory and Heritage List (2011)                                   | Manager Strategic Planning |   |         |         |         | ✓       | <ul style="list-style-type: none"><li>• The percentage of places of cultural heritage significance that are identified and maintained within the Local Government Inventory, based on identified assessment criteria;</li><li>• The degree to which assessment criteria for local heritage assessment, published by the Heritage Council, are employed</li><li>• The percentage of people who feel they connect with heritage places within their community</li><li>• The percentage of people who are satisfied with the quality and protection of heritage places within their community.</li></ul> | Town Planning Scheme  |

# A Prosperous City

## Strategic Objective 3.1: Sustainable development that ensures Cockburn Central becomes a Strategic Regional Centre

| Strategies and Council Actions  | Responsibility             | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|---|----------------------------|---|---------|---------|---------|---------|---|---|
|   |                            | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 3.1.1 Identify, target and facilitate sustainable development in Cockburn Central reflecting the status of a Strategic Regional Centre |                            |   |         |         |         |         |   |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul> |
| Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration                              | Manager Strategic Planning |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Creation of Cockburn Central as a Regional Centre</li></ul> | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.5.1</li><li>• 3.5.1</li><li>• Local Planning Strategy</li></ul>   |
| Develop and implement <b>Cockburn Central Activity Centre Plan</b>  | Manager Strategic Planning |   | ✓       | ✓       |         |         |   | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |

## Strategic Objective 3.2: Investment in the local economy to achieve a broad base of services and activities

| Strategies and Council Actions  | Responsibility                        | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|---|---------------------------------------|---|---------|---------|---------|---------|--|---|
|   |                                       | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 3.2.1 Engage stakeholders on the delivery of industrial, commercial and infrastructure projects                              |                                       |   |         |         |         |         |  |   |
| Develop and implement an <b>Economic Development Strategy</b> and associated portfolio within the City administration                 | Manager Strategic Planning            |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Number of new business's created in City of Cockburn</li></ul>                   | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning            |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1</li><li>• 1.4.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning            |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1</li><li>• 1.4.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.2.2</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul> |
| Implementation of the <b>Local Commercial and Activity Centres Strategy (2011)</b>  | Manager Strategic Planning            | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Amend Town Planning Scheme</li></ul>   | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |
| Implementation of the City's Development Guidelines.  | Deveopment Engineer                   | ✓   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>• Development Guidelines followed.</li><li>• Civil Infrastructure updated through Dspec.</li></ul>                           | Integrated Transport Strategy, District Traffic Study   |
| Strategy 3.2.2 Ensure that the City’s sustainable development framework drives and enables diverse business investment and activities |                                       |   |         |         |         |         |  |   |
| Develop and implement the new <b>Local Planning Strategy</b>  | Manager Strategic Planning            |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1</li><li>• 1.4.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.2.1</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul> |
| Develop and implement the new <b>Town Planning Scheme</b>   | Manager Strategic Planning            |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1</li><li>• 1.4.1</li><li>• 1.5.1</li><li>• 3.1.1</li><li>• 3.2.1</li><li>• 3.5.1</li><li>• 6.4.1</li><li>• Place Making Strategy</li></ul> |
| Implementation of the <b>Local Commercial and Activity Centres Strategy (2011)</b>  | Manager Strategic Planning            | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Amend Town Planning Scheme</li></ul>   | <ul style="list-style-type: none"><li>• Local Planning Strategy</li><li>• Town Planning Scheme</li></ul>  |
| Develop and adopt an <b>Integrated Transport Strategy</b>   | Manager Engineering Services          | ✓   |         | ✓       |         |         | <ul style="list-style-type: none"><li>• ITS adopted by Council.</li><li>• Freight and transport linkages defined and embedded into Town Planning Scheme.</li></ul> |   |
| Develop and implement a <b>Digital Economy Strategy</b>   | Director Finance & Corporate Services |   | ✓       | ✓       |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Creation of a website and associated tools to assist local business</li></ul>    | <ul style="list-style-type: none"><li>• 1.3.1</li><li>• 1.5.1</li><li>• 3.3.1</li></ul>   |



# A Prosperous City

## Strategic Objective 3.3: Promotion and support for the growth and sustainability of local businesses and local business centres

| Strategies and Council Actions   | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?                     |
|--|---|---|---------|---------|---------|---------|--|---|
|  |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 3.3.1 Facilitate and promote economic development aligned to business centre growth                       |   |   |         |         |         |         |  |   |
| Develop and implement <b>Business Marketing Strategy</b>   | Director Finance & Corporate Services   |   |         |         | ✓       |         | Adoption of Strategy by Council  | Economic Development Strategy   |
| Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration | Manager Strategic Planning  |   |         | ✓       |         |         | <ul style="list-style-type: none"><li>Adoption of Strategy by Council</li><li>Liaison Officer appointed to facilitate business growth through planning (Statutory and Strategic)</li></ul> |   |
| Implementation of the <b>Local Commercial and Activity Centres Strategy (2011)</b>                                 | Manager Strategic Planning  | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>Adoption of Strategy by Council</li><li>Amend Town Planning Scheme</li></ul>   | Local Planning Strategy Town Planning Scheme                                      |
| Develop and implement <b>Digital Economy Strategy</b>  | Director Finance & Corporate Services   |   | ✓       | ✓       |         |         | <ul style="list-style-type: none"><li>Adoption of Strategy by Council</li><li>Creation of a website and associated tools to assist local business</li></ul>                                | <ul style="list-style-type: none"><li>1.3.1</li><li>1.5.1</li><li>3.2.2</li></ul> |
| Foster Economic Development which is aligned to the Sustainability Strategy  | <ul style="list-style-type: none"><li>Manager Strategic Planning</li><li>Sustainability Officer</li></ul> |   |         | ✓       |         |         | <ul style="list-style-type: none"><li>Relevant KPI's outlined in the City's SAP are achieved.</li><li>Report on outcomes of the SAP (within the SOS report) annually.</li></ul>            | Sustainability Strategy   |

## Strategic Objective 3.4: A range of leading educational facilities and opportunities.

| Strategies and Council Actions   | Responsibility             | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones? |
|--|----------------------------|---|---------|---------|---------|---------|---|---|
|  |                            | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 3.4.1 Identify initiatives and incentives to broaden the range of educational facilities, programs and partnerships |                            |   |         |         |         |         |   |   |
| Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration           | Manager Strategic Planning |   |         |         | ✓       |         | • Adoption of Strategy by Council<br>• Number of education institutions in City of Cockburn | 1.2.1   |
| Implementation of the <b>Local Commercial and Activity Centres Strategy (2011)</b>   | Manager Strategic Planning | ✓   | ✓       |         |         |         | • Adoption of Strategy by Council<br>• Amend Town Planning Scheme                           | • Local Planning Strategy<br>• Town Planning Scheme           |

## Strategic Objective 3.5: Creation and promotion of opportunities for destination based leisure and tourism facilities

| Strategies and Council Actions   | Responsibility               | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|--|------------------------------|---|---------|---------|---------|---------|--|---|
|  |                              | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 3.5.1 Develop and promote a strategy for the growth of leisure and tourism based activities               |                              |   |         |         |         |         |  |   |
| Develop and implement the new <b>Local Planning Strategy</b>   | Manager Strategic Planning   |   | ✓       | ✓       | ✓       |         | • Adoption of Strategy by Council  | • 1.1.1<br>• 1.2.1 & 1.2.2<br>• 1.3.1<br>• 1.4.1<br>• 1.5.1<br>• 3.1.1<br>• 3.2.1 & 3.2.2<br>• 6.4.1<br>• Place Making Strategy |
| Develop and implement the new <b>Town Planning Scheme</b>  | Manager Strategic Planning   |   | ✓       | ✓       | ✓       |         | • Adoption of Town Planning Scheme   | • 1.1.1<br>• 1.2.1 & 1.2.2<br>• 1.3.1<br>• 1.4.1<br>• 1.5.1<br>• 3.1.1<br>• 3.2.1 & 3.2.2<br>• 6.4.1<br>• Place Making Strategy |
| Develop and implement an <b>Integrated Transport Strategy</b>  | Manager Engineering Services | ✓   |         | ✓       |         |         | • ITS adopted by Council.<br>• Tourism and destination linkages are defined based on the user and embedded into Town Planning Scheme | • 6.2.2<br>• 6.3.2  |
| Develop and implement a <b>Tourism Strategy</b>  | Manager Strategic Planning   |   |         | ✓       |         |         | • Adoption of Strategy by Council  | Local Planning Strategy   |
| Develop and implement <b>Economic Development Strategy</b> and associated portfolio within the City administration | Manager Strategic Planning   |   |         |         | ✓       |         | • Adoption of Strategy by Council<br>• All tourist sites identified and promoted   | • 1.1.1<br>• 1.5.1<br>• 3.1.1<br>• Local Planning Strategy  |

# Environment and Sustainability

Strategic Objective 4.1: A community that uses resources in a sustainable manner.

| Strategies and Council Actions   | Responsibility   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones? |
|--|--|---|---------|---------|---------|---------|--|---|
|  |  | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 4.1.1 - Implement sustainable resource management strategies                                  |  |   |         |         |         |         |  |   |
| Review the <b>Water Conservation Strategy (2007)</b>   | Manager Parks & Environment  | ✓   |         |         |         |         | <ul style="list-style-type: none"><li>Complete review of the Water Conservation Strategy.</li><li>Targets / KPI's identified in revised strategy.</li><li>Reduce water consumption by 1/3 of 2005 levels.</li></ul>  |   |
| Implement the City's <b>Sustainability Strategy (2012)</b>   | Sustainability Officer   | ✓   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>Annual review of SAP.</li><li>Produce an annual SoS Report.</li></ul>  | All   |
| Develop and implement <b>Sustainable Resource Management Strategy</b>                                  | Manager Environmental Services   |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>Review alternative fleet options.</li><li>Consider energy efficiency opportunities.</li></ul>  |   |
| Strategy 4.1.2 - Promote sustainable practices within the community                                    |  |   |         |         |         |         |  |   |
| Waste education, natural resource usage & conservation education                                       | <ul style="list-style-type: none"><li>Manager Environmental Services</li><li>Manager Waste</li></ul>           | ✓   | ✓       | ✓       | ✓       | ✓       | Delivery of Sustainable September events. Annual Living Smart initiatives  | <ul style="list-style-type: none"><li>4.4.2</li></ul>         |
| Establish an education program that seeks to demonstrate efficient use of resources for the community. | <ul style="list-style-type: none"><li>Manager Parks &amp; Environment</li><li>Sustainability Officer</li></ul> | ✓   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>Maintain our partnership with the City of Mandurah to showcase the Sustainable Home initiative.</li><li>Develop a business case for construction of a Sustainable Home within Cockburn.</li><li>Develop an education campaign around Sustainable Living.</li></ul> |   |

Strategic Objective 4.2: To protect, manage and enhance our natural open spaces and coastal landscapes

| Strategies and Council Actions  | Responsibility   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?  |
|---|--|---|---------|---------|---------|---------|--|--|
|   |  | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |  |
| Strategy 4.2.1 - Adopt best practice management for our natural environment   |  |   |         |         |         |         |  |  |
| Develop and implement the <b>Natural Areas Management Strategy</b> (Revegetation component/Fire management component & incorporating the Greening Plan) | Manager Environmental Services   | ✓   |         |         |         |         | Natural Areas Management Strategy prepared and adopted by Council.   | <ul style="list-style-type: none"><li>4.2.3</li><li>Greening Plan</li></ul>  |
| Strategy 4.2.2 - Develop a coastal area management strategy   |  |   |         |         |         |         |  |  |
| Develop and implement an overall <b>Coastal Management Strategy</b>   | <ul style="list-style-type: none"><li>Manager Infrastructure</li><li>Manager Parks &amp; Environment</li><li>Manager Strategic Planning</li><li>Manager Environmental Services</li></ul> |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>Coastal Management Strategy prepared and adopted by Council.</li><li>Coastal Vulnerability considered in TPS review.</li></ul> |  |
| Engage with the Cockburn Sound Management Council (CSMC) in the development of the Owen Anchorage State Environmental Policy                            | <ul style="list-style-type: none"><li>Manager Environmental Services</li></ul>   |   | ✓       |         |         |         | Owen Anchorage State Environmental Policy adopted by Council   | <ul style="list-style-type: none"><li>5.3.1</li><li>7.2.1 &amp; 7.2.2</li></ul>  |
| Strategy 4.2.3 - Actively pursue remediation and adaptation strategies in areas where the natural environment is at risk                                |  |   |         |         |         |         |  |  |
| Develop and implement <b>Climate Adaptation Strategy</b>  | Manager Environmental Services   |   |         | ✓       |         |         | Adoption of Climate Adaptation Strategy  |  |
| Review the <b>Contaminated Sites Strategy (2008)</b>  | Manager Environmental Health Services  |   |         |         | ✓       |         | Review of Stratgey completed   |  |
| Implement the <b>Natural Area Management Strategy</b> (Revegetation component/Fire management component & incorporating the Greening Plan)              | Manager Environmental Services   | ✓   |         |         |         |         | NRM Strategy prepared and adopted by Council.  | <ul style="list-style-type: none"><li>4.2.1</li><li>Greening Plan</li></ul>  |
| Develop and implement <b>Bushfire Management Strategy</b>   | Manager Rangers & Community Safety   |   | ✓       |         |         |         | Acceptance of Strategy by LEMC and Council   | <ul style="list-style-type: none"><li>2.5.1</li><li>7.7.1</li><li>Community Emergency Risk Management Plan</li><li>Local Emergency Management Arrangements</li></ul> |

Strategic Objective 4.3 - Identification and minimisation of impacts to human health risk

| Strategies and Council Actions   | Responsibility                        | Corporate Business Plan: Delivery Program |         |         |         |         | KPI                                | Is this task relevant to other strategies? If so, which ones? |
|--|---------------------------------------|---|---------|---------|---------|---------|------------------------------------|---|
|  |                                       | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |                                    |   |
| Strategy 4.3.1 - Implement human health risk management strategies   |                                       |   |         |         |         |         |                                    |   |
| Develop and implement a <b>Public Health Strategy</b> - (that includes noise, dust, odour, pollution management) | Manager Environmental Health Services | ✓   | ✓       |         |         |         | Adoption of Public Health Strategy | • 2.6.1   |
| Implement <b>Mosquito Management Plan</b>  | Manager Environmental Health Services | ✓   | ✓       | ✓       | ✓       | ✓       | % of actions in MMP implemented    |   |

# Environment and Sustainability

Strategic Objective 4.4: Community and businesses are supported to reduce resource consumption, recycle, and manage waste



| Strategies and Council Actions  | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones? |
|---|---|---|---------|---------|---------|---------|---|---|
|   |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 4.4.1 - Review the Waste Management Strategy   |   |   |         |         |         |         |   |   |
| Review Strategic Waste Management Strategy (2008)   | Manager Waste   |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>Proves waste management techniques.</li><li>Prepare a new waste management strategy.</li><li>Establish clear targets for waste minimisation and recycling.</li><li>Increase potential for gas capture through</li></ul> |   |
| Strategy 4.4.2 - Investigate and implement appropriate waste minimisation programs and new technologies |   |   |         |         |         |         |   |   |
| Implement community and schools education programs (recycling, consumption)                             | <ul style="list-style-type: none"><li>Manager Waste</li><li>Environmental Education Officer</li></ul> | ✓   | ✓       | ✓       | ✓       | ✓       | Waste education strategy deveoped and delivered.  |   |
| Implemnt industrial waste management initiatives  | Manager Waste   |   | ✓       |         |         |         | Waste management strategy prepared which details initiatives for industrial waste stream.   | <ul style="list-style-type: none"><li>4.1.2</li></ul>         |

Strategic Objective 4.5: Greenhouse gas emission and energy management objectives are set, achieved and reported

| Strategies and Council Actions   | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones? |
|--|---|---|---------|---------|---------|---------|--|---|
|  |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 4.5.1- Implement programs to reduce and manage the City's and community's carbon footprint                |   |   |         |         |         |         |  |   |
| Implement Greenhouse Gas Emission Reduction Strategy   | Manager Environmental Services  | ✓   | ✓       | ✓       | ✓       | ✓       | Meet targets contained in GGERS                  |   |
| Initiate community education on GHG emission reduction and carbon footprint reduction                              | Climate Change Officer  | ✓   | ✓       | ✓       | ✓       | ✓       | Meet targets contained in GGERS                  |   |
| Meet targets contained in GGERS  |   |   |         |         |         |         |  |   |
| Pursue other energy management actions which may result in a reduction in energy consumption or reduced emissions. | • Manager Infrastrcture<br>• Manager Parks & Environment<br>• Environmental Services Team | ✓   | ✓       |         |         |         | Alternative opportunities explored and reported. |   |

# Infrastructure

Strategic Objective 5.1: Community facilities that meet the diverse needs of the community now and into the future

| Strategies and Council Actions   | Responsibility  | Corporate Business Plan: Delivery Program   |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?  |
|--|---|---|---------|---------|---------|---------|--|--|
|  |   | Operational<br>2012/13  | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |  |
| Strategy 5.1.1 Develop and implement a City infrastructure plan that meets current and future needs, that cater for all ages, abilities and cultural groups to promote community interaction |   |   |         |         |         |         |  |  |
| Develop and implement <b>Integrated Community Infrastructure Plan</b>  | <ul style="list-style-type: none"><li>Executive</li><li>Manager Infrastructure</li><li>Manager Community Services</li></ul> |  |         |         |         |         | Infrastructure Plan adopted and reviewed annually by Council                       | <ul style="list-style-type: none"><li>2.2.1</li><li>2.6.1</li><li>5.2.1</li><li>Sports and Recreation Strategic Plan</li></ul> |
| Strategy 5.1.2 Develop multi-use facilities that cater for all ages, abilities and cultures to promote community interaction   |   |   |         |         |         |         |  |  |
| Establish broad Facility guidelines that incorporate <b>Disability Access Inclusion Plan (2012 - 2017)</b> and functionality requirements.   | Manager Infrastructure  |  |         |         |         |         | Facility Guidelines Prepared for incorporation into City's standard specification. |  |

Strategic Objective 5.2: Community infrastructure that is well planned, managed, safe, functional, sustainable, and aesthetically pleasing

| Strategies and Council Actions   | Responsibility              | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?  |
|--|-----------------------------|---|---------|---------|---------|---------|---|--|
|  |                             | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |  |
| Strategy 5.2.1 - Develop Infrastructure provision and renewal strategies that direct investment in ongoing infrastructure provision and management |                             |   |         |         |         |         |   |  |
| Develop and implement Long Term Asset Management Plan (Replaces Asset Management Plan)   | Manager Infrastructure      | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• AM Plans for all asset categories adopted by Council.</li><li>• The principles identified in the Sustainability Strategy relating to long term asset management are achieved.</li></ul> | <ul style="list-style-type: none"><li>• 2.2.1</li><li>• 2.6.1</li><li>• 5.1.1</li><li>• Sports and Recreation Strategic Plan</li></ul> |
| Develop and implement Underground Power Submission in accordance with the Underground Power Plan   | Manager Engineering         |   | ✓       |         |         |         | Underground power submission made to Government   |  |
| Replace Drainage Catchment Study with Drainage Management and Maintenance Strategy   | Manager Engineering         |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Adoption of Strategy by Council</li><li>• Implementation of strategy</li></ul>  |  |
| Review and implement Bibra Lake Management Plan (2009)   | Manager Parks & Environment |   | ✓       |         |         |         | Management Plan reviewed  |  |
| Review and implement North Coogee Foreshore Management Plan (2009)   | Manager Parks & Environment |   |         | ✓       |         |         | Management Plan reviewed  |  |

Strategic Objective 5.3: Partnerships that help provide community infrastructure

| Strategies and Council Actions  | Responsibility                   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|---|----------------------------------|---|---------|---------|---------|---------|---|---|
|   |                                  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 5.3.1 - Work in partnerships with Federal and State Government and other key stakeholders to provide integrated infrastructure                       |                                  |   |         |         |         |         |   |   |
| Develop and implement <b>Stakeholder Engagement and Management Strategy</b>   | Manager Corporate Communications |   | ✓       |         |         |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 2.5.1</li><li>• 4.4.2</li><li>• 7.1.1</li><li>• 7.2.1 &amp; 7.2.2</li><li>• Communications Strategy</li></ul> |
| Develop and implement <b>Stakeholder Engagement and Management Strategy</b> to maximise funding/delivery opportunities for essential community infrastructure | Executive                        |   | ✓       |         |         |         | Stakeholder Engagement and Management Strategy adopted by Council   | <ul style="list-style-type: none"><li>• 2.5.1</li><li>• 4.4.2</li><li>• 7.1.1</li><li>• 7.2.1 &amp; 7.2.2</li></ul>                                   |
| Engage with State and Federal Government agencies in order to secure partnership funding arremengements   | Executive                        | ✓   | ✓       | ✓       | ✓       | ✓       | <ul style="list-style-type: none"><li>• Submissions made to State and Federal Government agencies</li><li>• Grants received</li></ul> | <ul style="list-style-type: none"><li>• 4.2.2</li><li>• 7.2.1</li></ul>   |

Strategic Objective 5.4: Facilities that promote the identity of Cockburn and its communities

| Strategies and Council Actions  | Responsibility                   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones? |
|---|----------------------------------|---|---------|---------|---------|---------|---|---|
|   |                                  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 5.4.1 - Develop and implement the branding strategy of the City across all our communities and services                    |                                  |   |         |         |         |         |   |   |
| Develop and implement <b>Integrated Branding Strategy</b>   | Manager Corporate Communications |   |         | ✓       |         |         | Integrated Branding Strategy adopted by Council       | Communications Strategy                                       |
| Strategy 5.4.2 Maintain urban art investment and other initiatives the create interesting community places and encourage creativity |                                  |   |         |         |         |         |   |   |
| Incorporate initiatives in review of <b>Public Artworks Strategy (2009 - 2013)</b>  | Cultural Development Coordinator |   | ✓       |         |         |         | Initiatives included in review of Public Art Strategy | • 2.3.1   |



# Moving Around

## Strategic Objective 6.1: An integrated transport system which balances environmental impacts and community needs

| Strategies and Council Actions   | Responsibility  | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?  |
|--|---|---|---------|---------|---------|---------|---|--|
|  |   | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |  |
| Strategy 6.1.1 Develop and implement strategies to facilitate the efficient and sustainable movement of people and goods |   |   |         |         |         |         |   |  |
| Develop and implement an <b>Integrated Transport Strategy</b>  | Manager Engineering Services  | ✓   |         |         |         | ✓       | <ul style="list-style-type: none"><li>• Integrated Transport Strategy adopted by Council.</li><li>• Freight and transport linkages defined and embedded into TPS.</li></ul> | <ul style="list-style-type: none"><li>• 3.5.1</li><li>• 6.2.2</li><li>• 6.31 &amp; 6.3.2</li><li>• 6.4.1</li><li>• District Traffic Study</li><li>• Road Safety Strategy</li></ul> |
| Develop a <b>District Traffic Study</b>  | Manager Engineering Services  | ✓   |         |         |         | ✓       | District Traffic Study developed and adopted.   |  |
| Strategy 6.1.2 Enhance the City's public transport advocacy programs   |   |   |         |         |         |         |   |  |
| Improve engagement with Public Transport Authority (PTA)   | <ul style="list-style-type: none"><li>• Director Engineering</li><li>• Manager Engineering</li><li>• Transport Engineer</li></ul> | ✓   | ✓       |         |         |         | Establish a Public Transport Authority (PTA) reference group to review bus and rail services within the City.   | <ul style="list-style-type: none"><li>• 2.6.1</li><li>• 6.2.2</li></ul>  |

## Strategic Objective 6.2: Facilitate and promote healthy transport opportunities

| Strategies and Council Actions  | Responsibility                         | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|---|--|---|---------|---------|---------|---------|--|---|
|   |  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 6.2.1 - Develop and implement walkway, bike and trails master plan |  |   |         |         |         |         |  |   |
| Develop and implement <b>Walkway Master Plan</b>                            | Manager Engineering                    |   | ✓       | ✓       |         |         | <ul style="list-style-type: none"><li>• Walkway Mater Plan adopted by Council.</li><li>• Walkway Master Plan incorporated into the City's Integrated Transport Strategy.</li></ul>   | <ul style="list-style-type: none"><li>• Cycleway Strategy</li><li>• Trails Strategy</li><li>• Integrated Transport Strategy</li></ul>   |
| Develop and implement <b>Cycleway Master Plan</b>                           | Manager Engineering                    |   | ✓       | ✓       |         |         | <ul style="list-style-type: none"><li>• Cycleway Mater Plan adopted by Council.</li><li>• Cycleway Master Plan incorporated into the City's Integrated Transport Strategy.</li></ul> | <ul style="list-style-type: none"><li>• Walkway Strategy</li><li>• Trails Strategy</li><li>• Integrated Transport Strategy</li></ul>  |
| Develop and implement <b>Trails Master Plan</b>                             | Manager Engineering,<br>Manager Health | ✓   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Trails Master Plan adopted by Council</li><li>• Trails Master Plan incorporated into the City's Integrated Transport Strategy</li></ul>      | <ul style="list-style-type: none"><li>• Walkway Strategy</li><li>• Trails Strategy</li><li>• Integrated Transport Strategy</li></ul>  |
| Strategy 6.2.2 - Develop and promote the City's TravelSmart initiative      |  |   |         |         |         |         |  |   |
| Implement the <b>TravelSmart Program</b>                                    | TravelSmart Officer                    |   |         |         |         |         | TravelSmart Program implemented.   | <ul style="list-style-type: none"><li>• 2.6.1</li><li>• 6.2.1</li><li>• Walkway Master Plan</li><li>• Cycleway Master Plan</li><li>• Trails Master Plan</li><li>• Integrated Transport Strategy</li></ul> |

## Strategic Objective 6.3: A safe and efficient transport system

| Strategies and Council Actions  | Responsibility   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones?   |
|---|--|---|---------|---------|---------|---------|--|---|
|   |  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 6.3.1 - Identify and improve safety issues across the transport networks                                     |  |   |         |         |         |         |  |   |
| Develop and implement a <b>Road Safety Strategy</b>   | Manager Engineering  |   | ✓       |         |         |         | <ul style="list-style-type: none"><li>• Road Safety Strategy adopted by Council</li><li>• Continual review of problematic road sections and intersections and crash data</li><li>• Continual review of intersection design and configuration, PAW's, bus stop locations, school crossings etc to minimise conflict between pedestrians/cyclists/cars/bikes and imrove safety</li><li>• Make application to respective Blackspot programs in accordance</li></ul> | <ul style="list-style-type: none"><li>• 6.1.1</li><li>• Integrated Transport Strategy</li></ul>                                 |
| Strategy 6.3.2 - Develop a transport network that effectively caters for demand and growth across various modes       |  |   |         |         |         |         |  |   |
| Develop and implement <b>Long Term Asset Management Plan</b> (replaces the <b>Asset Management Plan 2008 - 2013</b> ) | <ul style="list-style-type: none"><li>• Manager Engineering</li><li>• Manager Infrastructure</li></ul> | ✓   | ✓       |         |         |         | AM Plans for road categories adopted by Council.   | <ul style="list-style-type: none"><li>• 3.5.1</li><li>• 6.2.2</li><li>• Integrated Transport Strategy</li></ul>                 |
| Develope and implement a Major Regional Road Program  | <ul style="list-style-type: none"><li>• Manager Engineering</li><li>• Manager Infrastructure</li></ul> | ✓   | ✓       |         |         |         | Regional Road Program develeoped and adopted by Council through Integrated Transport Strategy.   |   |
| Implement <b>Walkway, Cycleway and Trails Master Plans</b>  | Manager Engineering  |   | ✓       |         |         |         | Incorporated into Integrated Transport Strategy.   | <ul style="list-style-type: none"><li>• 2.2.1</li><li>• 2.4.1</li><li>• 6.2.1</li><li>• Integrated Transport Strategy</li></ul> |

# Moving Around

## Strategic Objective 6.4: A defined freight transport network

| Strategies and Council Actions   | Responsibility             | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?   |
|--|----------------------------|---|---------|---------|---------|---------|---|---|
|  |                            | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 6.4.1 - Work with the other stakeholders to identify a holistic regional approach to freight management |                            |   |         |         |         |         |   |   |
| Develop and adopt a <b>Functional Road Hierarchy Strategy</b>  | Manager Engineering        | ✓   |         |         |         |         | FRH adopted by Council. Policy prepared detailing classifications of roads. | Integrated Transport Strategy   |
| Develop and adopt the new <b>Local Planning Strategy</b>   | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Strategy by Council   | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li></ul> |
| Develop and adopt the new <b>Town Planning Scheme</b>  | Manager Strategic Planning |   | ✓       | ✓       | ✓       |         | Adoption of Town Planning Scheme  | <ul style="list-style-type: none"><li>• 1.1.1</li><li>• 1.2.1 &amp; 1.2.2</li><li>• 1.3.1 &amp; 1.3.2</li><li>• 1.4.1</li><li>• 1.5.1 &amp; 1.5.2</li><li>• 3.1.1</li><li>• 3.2.1 &amp; 3.2.2</li><li>• 3.5.1</li></ul> |

## Strategic Objective 6.5: Infrastructure that supports the uptake of public transport and pedestrian movement

| Strategies and Council Actions   | Responsibility             | Corporate Business Plan: Delivery Program |         |         |         |         | KPI                                 | Is this task relevant to other strategies? If so, which ones? |
|--|----------------------------|---|---------|---------|---------|---------|-------------------------------------|---|
|  |                            | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |                                     |   |
| Strategy 6.5.1 Work with other stakeholders to provide and support end of journey facilities |                            |   |         |         |         |         |                                     |   |
| Develop and adopt <b>Parking Strategy (On and Off Street)</b>                                | Manager,Community Services |   | ✓       |         |         |         | Parking Strategy adopted by Council | Local Planning Strategy, Integrated Transport Strategy        |
| Review end of journey facilities and develop a Capital Program for budget consideration      | Manager Engineering        |   | ✓       |         |         |         | Capital Program developed           | Town Planning Scheme  |

# Leading and Listening

## Strategic Objective 7.1: Effective and constructive dialogue with all City stakeholders

| Strategies and Council Actions   | Responsibility                   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones? |
|--|----------------------------------|---|---------|---------|---------|---------|--|---|
|  |                                  | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 7.1.1 Establish and maintain effective communication channels and processes |                                  |   |         |         |         |         |  |   |
| Review and implement Communications Strategy (2012 - 2017)                           | Manager Corporate Communications |   |         |         |         | ✓       | New Communications Strategy adopted by Council | • 7.2.1   |

## Strategic Objective 7.2: Effective advocacy that builds and manages relationships with all stakeholders

| Strategies and Council Actions   | Responsibility                   | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones?       |
|--|----------------------------------|---|---------|---------|---------|---------|---|---|
|  |                                  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 7.2.1 Advocate for the needs of the community and continue to progress opportunities for the City |                                  |   |         |         |         |         |   |   |
| Incorporate in review of <a href="#">Communications Strategy (2012 - 2017)</a>                             | Manager Corporate Communications |   |         |         |         | ✓       | Initiatives incorporated in review of Communications Strategy | <ul style="list-style-type: none"><li>4.2.2</li><li>7.1.1</li></ul> |
| Strategy 7.2.2 Develop and manage relationships with key stakeholders                                      |                                  |   |         |         |         |         |   |   |
| Incorporate in review of <a href="#">Communications Strategy (2012 - 2017)</a>                             | Manager Corporate Communications |   |         |         |         | ✓       | Initiatives incorporated in review of Communications Strategy | <ul style="list-style-type: none"><li>7.1.1</li></ul>               |
| Engage with the South West Group (SWG) in the development of advocacy programs for regional needs.         | Executive                        | ✓   | ✓       | ✓       | ✓       | ✓       | SWG submissions   | <ul style="list-style-type: none"><li>5.3.1</li></ul>               |

## Strategic Objective 7.3: A responsive, accountable and sustainable organisation

| Strategies and Council Actions   | Responsibility                                 | Corporate Business Plan: Delivery Program |         |         |         |         | KPI   | Is this task relevant to other strategies? If so, which ones? |
|--|--|---|---------|---------|---------|---------|---|---|
|  |  | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |   |   |
| Strategy 7.3.1 Determine community requirements and report on performance and outcomes                                 |  |   |         |         |         |         |   |   |
| Review and implement <a href="#">Governance Charter (2007)</a>   | Director Community and Administration Services | ✓   |         |         |         |         | New Governance Charter adopted by Council   | No  |
| Develop internal/external Audit Management Plans   | Director Finance and Corporate Services        | ✓   |         |         |         |         | <ul style="list-style-type: none"><li>• Reporting structure on how to measure implement</li><li>• Target of 80% of audit programs completed</li><li>• Target of issues raised less than 10%</li></ul> |   |
| Strategy 7.3.2 Ensure appropriate governance systems are in place  |  |   |         |         |         |         |   |   |
| Report to the key stakeholders through Council’s Annual Report, the Community Perceptions and Customer Service surveys | Manager Corporate Communications               | ✓   | ✓       | ✓       | ✓       | ✓       | Reporting of identified information to relevant stakeholders annually   | Communications Strategy                                       |
| Implement <a href="#">Sustainability Strategy (2012)</a>   | Executive                                      | ✓   | ✓       | ✓       | ✓       | ✓       | % of initiatives in Strategy completed  | All   |

## Strategic Objective 7.4: Quality customer service that promotes business process improvement and innovation that delivers on our strategic goals

| Strategies and Council Actions   | Responsibility                           | Corporate Business Plan: Delivery Program |         |         |         |         | KPI                                 | Is this task relevant to other strategies? If so, which ones? |
|--|--|---|---------|---------|---------|---------|-------------------------------------|---|
|  |  | Operational<br>2012/13                    | 2013/14 | 2014/15 | 2015/16 | 2016/17 |                                     |   |
| Strategy 7.4.1 Identify and implement initiatives to improve customer service, business processes and innovation in service delivery |  |   |         |         |         |         |                                     |   |
| Review the <a href="#">Customer Service Charter (2012)</a>   | Customer Services Coordinator            | ✓   |         |         |         |         | Customer Satisfaction Survey rating | Communications Strategy                                       |
| Strategy 7.4.2 Develop a framework for continuous business process improvements  |  |   |         |         |         |         |                                     |   |
| Develop and implement a continuous improvement strategy for staff  | Strategic Business Managers Group (SBMG) |   | ✓       | ✓       | ✓       | ✓       | Customer Satisfaction Survey rating | Communications Strategy                                       |

## Strategic Objective 7.5: Manage our financial assets to provide a sustainable future

| Strategies and Council Actions  | Responsibility                          | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones? |
|---|---|---|---------|---------|---------|---------|--|---|
|   |   | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 7.5.1 Implement a Long Term Financial Plan to deliver a sustainable financial future |   |   |         |         |         |         |  |   |
| Implement <span>Land Management Strategy</span> (2011 - 2016)                                 | Director Finance and Corporate Services |   | ✓       |         |         |         | % of initiatives in Strategy completed   |   |
| Develop and implement <span>Long Term Financial Plan</span>                                   | Director Finance and Corporate Services | ✓   |         |         |         |         | Adoption of Strategy by Council  | All   |
| Implement <span>Information Systems (IS) Strategic Plan</span> (2010 - 2015)                  | Director Finance and Corporate Services |   |         | ✓       |         |         | <ul style="list-style-type: none"><li>% of initiatives in strategy completed</li><li>Review of existing strategy</li></ul> |   |
| Biennial review of <span>Rating Strategy</span>   | Director Finance and Corporate Services |   | ✓       |         | ✓       |         | <ul style="list-style-type: none"><li>Review of existing strategy</li></ul>  |   |

# Leading and Listening

|  |                         |   |         |         |         |         |  |   |
|--|-------------------------|---|---------|---------|---------|---------|--|---|
| Strategic Objective 7.6: A skilled and engaged workforce   |                         |   |         |         |         |         |  |   |
| Strategies and Council Actions   | Responsibility          | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones? |
|  |                         | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 7.6.1 Attract, engage, develop and retain our staff in accordance with a long term Workplace Plan.            |                         |   |         |         |         |         |  |   |
| Develop and implement the Workforce Plan   | Manager Human Resources | ✓   |         |         |         |         | Adoption of Workforce Plan by Council  |   |
| Strategic Objective 7.7: A culture of risk management and compliance with relevant legislation, policy, and guidelines |                         |   |         |         |         |         |  |   |
| Strategies and Council Actions   | Responsibility          | Corporate Business Plan: Delivery Program |         |         |         |         | KPI  | Is this task relevant to other strategies? If so, which ones? |
|  |                         | Operational 2012/13                       | 2013/14 | 2014/15 | 2015/16 | 2016/17 |  |   |
| Strategy 7.7.1 Identify and manage corporate risk  |                         |   |         |         |         |         |  |   |
| Develop and Maintain Corporate Risk Register   | Executive               |   | ✓       |         |         |         | Incorporated in Enterprise Risk Management Strategy                          | Enterprise Risk Management Strategy                           |
| Review Community Emergency Risk Management (2009)  | Executive               |   |         | ✓       |         |         | Plan reviewed by Local Emergency Management Committee and adopted by Council | • 2.5.1<br>• 4.2.3  |
| Review Local Emergency Management Arrangements (2011)  | Executive               |   |         |         |         | ✓       | Plan reviewed by Local Emergency Management Committee and adopted by Council | • 2.5.1<br>• 4.2.3  |
| Strategy 7.7.2 Ensure active compliance with relevant legislation, policy and guidelines                               |                         |   |         |         |         |         |  |   |
| Develop and implement Enterprise Risk Management Strategy  | Executive               |   | ✓       |         |         |         | Adoption of Strategy by Council  | • 7.7.1   |



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*DIVIDING FENCES ACT 1961*

**LOCAL GOVERNMENT ACT 1995**

***City of Cockburn Fencing Amendment Local Law 2013***

Under the powers conferred by the *Local Government Act 1995* and under all other powers enabling it, the Council of the City of Cockburn resolved on ..... to make the following local law.

**1. Citation**

This local law may be cited as the *City of Cockburn Fencing Amendment Local Law 2013*.

**2. Commencement**

This local law will commence 14 days after the date of the publication in the *Government Gazette*.

**3. Principal Local Laws**

In this local law the *City of Cockburn Fencing Local Law 2012* as published in the *Government Gazette* of 3 July 2012, is referred to as the Principal Local Law. The Principal Local Law is amended.

**4. Clause 1.5 amended**

In clause 1.5 delete the definition for **AS/NZS 3016-2002** and replace with the following:

**AS/NZS 3016:2002** means Australian Standard/New Zealand Standard AS/NZS 3016:2002 Electrical installations-Electric security fences published by Standards Australia on 10 January 2003 as amended from time to time;

**5. Clause 4.1 amended**

Clause 4.1 is amended as follows:

- (a) In subclause (1)(a)(iii) delete 'AS/NZS 3016:1994' and insert 'AS/NZS 3016:2002'; and (b) In subclause (2)(b) delete 'AS/NZS 3016:1994' and insert 'AS/NZS 3016:2002'.

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Dated:

The Common Seal of the City of Cockburn was affixed by authority of a resolution of the Council in the presence of—

LOGAN K HOWLETT, Mayor.

STEPHEN CAIN, Chief Executive Officer.

**HEALTH ACT 1911**

**LOCAL GOVERNMENT ACT 1995**

*City of Cockburn*

**HEALTH AMENDMENT LOCAL LAW 2013**

Under the powers conferred by the *Health Act 1911* and all other powers enabling it, the Council of the City of Cockburn resolved on ..... to make the following local law amendments made by the Council of the City of Cockburn under section 342 of the *Health Act 1911* in accordance with subdivision 2 of Part 3 of the *Local Government Act 1995*.

**1. Citation**

This local law may be cited as the *City of Cockburn Health Amendment Local Law 2013*.

**2. Commencement**

This local law comes into operation on the day of its publication in the *Government Gazette*.

**3. Principal Local Law amended**

The *City of Cockburn Health Local Laws 2000* published in the *Government Gazette* on 9 October 2000 is referred to as the principal local law. The principal local law is amended.

**4. Corrections**

Throughout the principal local laws, wherever the words ‘subsection’ and ‘subsections’ occurs, delete and insert ‘subclause’ and ‘subclauses’ respectively, except if the reference is made to a subsection or subsections of an Act.

**5. Clause 4 amended**

- (a) In subclause 4(1) delete ‘as published by the Water and Rivers Commission in October 1997’ from the definition of ‘Highest known water table’.
- (b) In subclause 4(1) delete the definition of ‘AS’, and insert ‘means Australian Standard or New Zealand Standard published by Standards Australia;’

**6. Clause 4 amended**

- (a) In clause 4, delete the definition of “**water**” and insert ‘ “**water**” means drinking water as described in the “Australian Drinking Water Guidelines (2004) prepared by the National Health and Medical Research Council and the Australian Water Resources Council;
- (b) In clause 4, delete all references to the word ‘Council’ and insert ‘local government’, except within the definition of “**water**”.



**7. Clause 14 amended**

In subclause 14(1)(c)(i) delete the word 'wash' which occurs after 'a', and before 'hand wash basin'.

**8. Clause 20 amended**

In subclause 20(c) delete the words 'Principal Environmental Health Officer' and insert 'Environmental Health Services Manager'.

**9. Clause 65 amended**

(a) In clause 65(d) after 'cororis);' insert the word 'and'.

(b) In clause 65(e) delete 'capitis); and' and insert 'capitia).'

**10. Clause 86 amended**

Delete subclause 86(1).

\_\_\_\_\_

Dated:.....

The Common Seal of the City of Cockburn was affixed under the authority of a resolution of Council in the presence of –

Logan K Howlett, Mayor

Stephen Cain, Chief Executive Officer

Consented to \_\_\_\_\_  
EXECUTIVE DIRECTOR  
PUBLIC HEALTH

Dated this .....day of .....

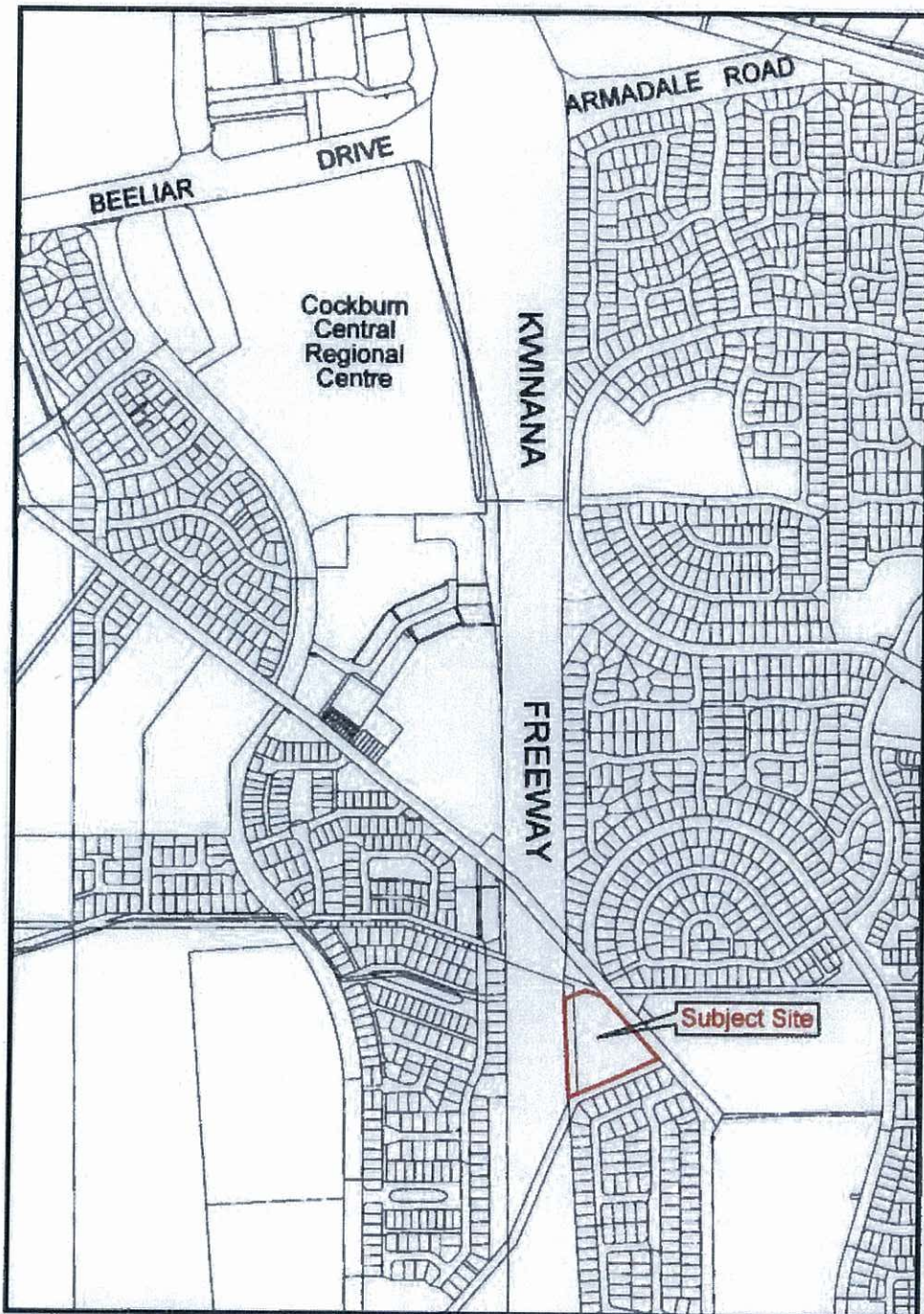
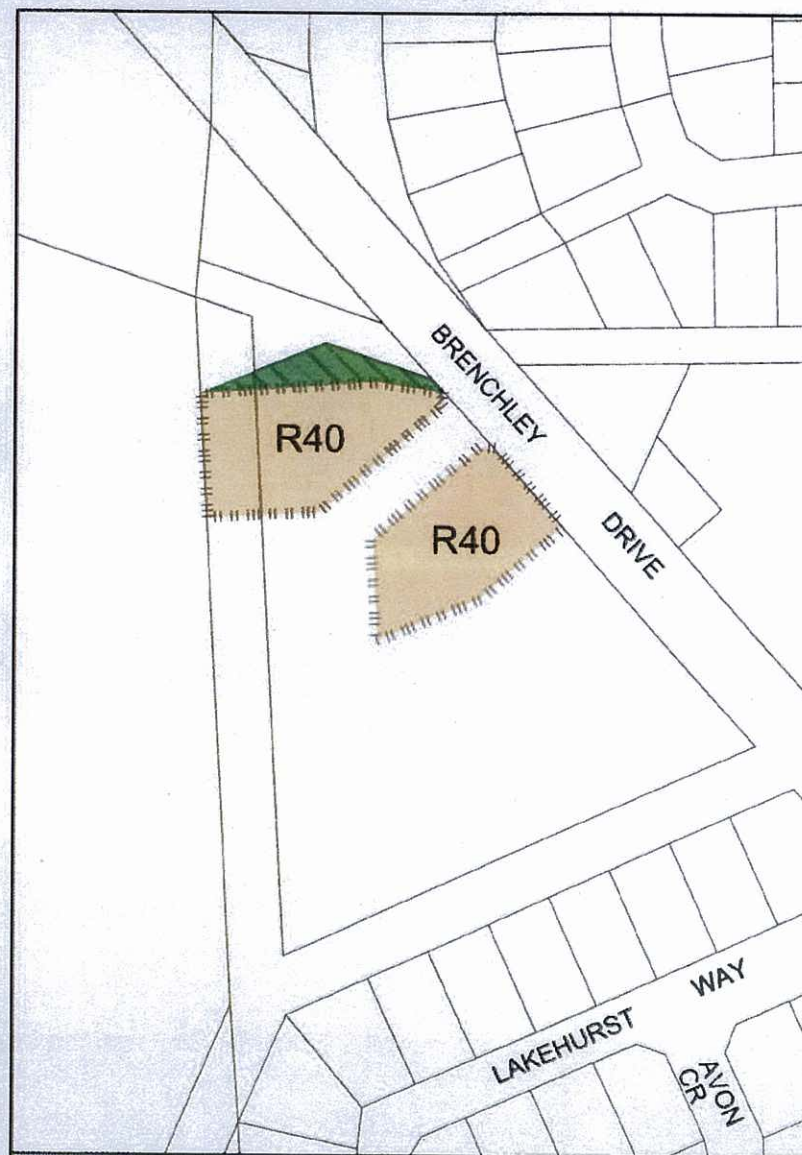
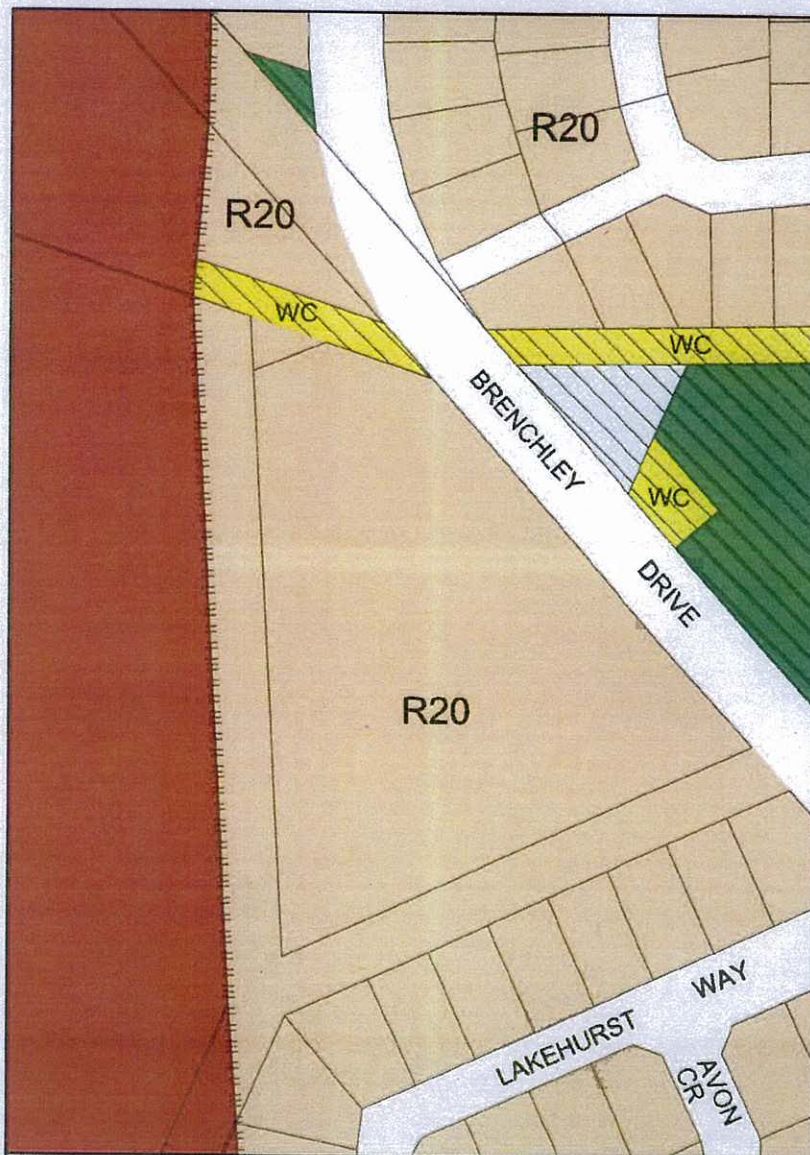


Figure 1. Location Plan



# CITY OF COCKBURN TOWN PLANNING SCHEME No. 3

-Amendment No.



## LEGEND

METROPOLITAN REGION  
SCHEME RESERVE

 Primary Regional Roads

LOCAL SCHEME RESERVES

 Lakes & Drainage

 Local Road

 Public Purposes

Denoted as Follows:  
WC Water Corporation

 Parks & Recreation

ZONES

 Residential

OTHER

 R Codes

SCALE 1:2000

ATTACH 2



|     |                               |       |
|-----|-------------------------------|-------|
| POL | RESIDENTIAL DESIGN GUIDELINES | APD58 |
|-----|-------------------------------|-------|

|                           |                             |
|---------------------------|-----------------------------|
| POLICY CODE:              | APD58                       |
| DIRECTORATE:              | Planning and Development    |
| BUSINESS UNIT:            | Planning and Development    |
| SERVICE UNIT:             | Statutory Planning Services |
| RESPONSIBLE OFFICER:      | Manager, Statutory Planning |
| FILE NO.:                 | SM/P/002                    |
| DATE FIRST ADOPTED:       | 8 April 2010                |
| DATE LAST REVIEWED:       | 11 October 2012             |
| ATTACHMENTS:              | N/A                         |
| DELEGATED AUTHORITY REF.: | APD54                       |
| VERSION NO.               | 1                           |

|                                       |                                   |
|---------------------------------------|-----------------------------------|
| <b>Dates of Amendments / Reviews:</b> |                                   |
| DAPPS Meeting:                        | <a href="#">27 September 2012</a> |
| OCM:                                  |                                   |

## BACKGROUND:

This policy articulates the City of Cockburn's specific expectations of landowners/applicants in meeting the relevant acceptable development provisions and the performance criteria listed in the *Residential Design Codes of Western Australia* (R-Codes) as they relate to:

- [Grouped dwellings;](#)
- [Multiple dwellings;](#)
- [Dwellings on lots with a frontage less than 10m in width;](#) -and
- [Single houses on lots less than 350m<sup>2</sup> \(which are not subject to a Detailed Area Plan\).](#)

## PURPOSE:

This purpose of the policy is to:

- Encourage sustainable dwelling design.
- Provide for safe vehicular access and efficient traffic movements.
- [Deliver improved urban form outcomes in residential urban infill developments.](#)
- Set out the criteria for split-[coded](#) ~~coded (R30/R40)~~ lots.
- Enhance existing streetscapes by:
  - discouraging double garages from dominating the appearance of dwellings, creating inactive frontages and restricting passive surveillance of the street;
  - Encouraging and maximising passive surveillance opportunities between dwellings and their surroundings;



|     |                               |       |
|-----|-------------------------------|-------|
| POL | RESIDENTIAL DESIGN GUIDELINES | APD58 |
|-----|-------------------------------|-------|

- setting out the requirements for existing dwellings to be upgraded where they are retained as part of a grouped dwelling development;
- setting out requirements for the installation and/or upgrading of appropriate landscaping and lighting; and
- restricting the introduction of additional crossovers.

## POLICY:

- (1) This policy applies to all grouped dwellings; multiple dwellings; dwellings on lots with a frontage less than 10m wide; and single house developments on lots less than 350sqm<sup>2</sup> within the City of Cockburn. This policy does not apply to land which is subject to a Detailed Area Plan adopted under the City of Cockburn Town Planning Scheme No. 3.
- (2) This policy does not exempt compliance with all other requirements of the City of Cockburn Town Planning Scheme No. 3, the *Residential Design Codes of Western Australia* (R-Codes), other relevant City of Cockburn Policies and/or the Building Code of Australia/relevant Australian Standard(s).

### (3) Retained Dwellings

The following requirements apply to developments where landowners/applicants propose to retain existing dwellings as part of a subdivision or development of grouped or multiple dwellings on a site. In these cases, the existing dwelling must be of a standard capable of being upgraded as determined by the City of Cockburn, so that its appearance is not out of character with the new development. In this regard, upgrading may involve the following requirements where deemed applicable by the City of Cockburn:

- 3.1 Bagging or rendering external walls, replacing or professionally recoating non-masonry walls or professionally cleaning existing brickwork;
- 3.2 Replacing or professionally recoating faded or discoloured roof tiles or metal sheeting;
- 3.3 Replacing/repairing and painting gutters and downpipes;
- 3.4 Replacing/upgrading driveways which are un-drained and extensively cracked or in a state of disrepair;
- 3.5 Modifying, upgrading or replacing damaged or dilapidated windows and frames;

|     |                               |       |
|-----|-------------------------------|-------|
| POL | RESIDENTIAL DESIGN GUIDELINES | APD58 |
|-----|-------------------------------|-------|

~~3.6~~ Where visible from the street or public domain - demolishing unauthorised or poorly maintained additions, flat roof carports/extensions, sleep outs and constructing quality replacement structures (if required) which match or complement the existing dwelling and new development;

~~3.7~~ Improvement of existing landscaping and replacing substandard or asbestos boundary fencing.

Where deemed appropriate the City will impose a planning condition requiring the upgrading of an existing dwelling to be retained, and will also recommend the inclusion of a subdivision condition to this effect. All works to be undertaken on the existing dwelling shall be completed prior to subdivision clearance or occupation of the new dwelling (whichever comes first).

#### (4) Garages and Minimum Lot Frontages

~~4.1~~ A single-storey dwelling with a double width garage or carport will generally not be supported on a lot with a frontage of less than 10 metres (at the boundary). Double width shall refer to an opening of 4.8m or greater capable of accommodating two vehicles side by side.

#### (5) Vehicle Access and Parking

The design of car parking spaces and siting of crossovers are important to ensure safe and efficient traffic flows are maintained, and in promoting an attractive streetscape. In this regard, the following requirements apply:

~~5.1~~ No additional crossovers to lots abutting Regional Roads or major roads (refer to Appendix 1) will generally be permitted, unless it can be demonstrated that the existing crossover cannot be utilised for the pproposed development;

~~5.2~~ New grouped or multiple dwelling developments containing a shared/common property access way shall utilise that shared/common property access way for vehicle access without the need for an additional crossover(s) unless it can be clearly demonstrated to the satisfaction of the City that access from the shared/common property access way is not possible;

~~5.32~~ All new or modified crossovers should be at least 1 metre from an existing street tree. In cases where removal of an existing street tree is necessary, a replacement tree should be located and installed to the City's satisfaction;

~~5.4~~



5.3 New carports and garages added to existing retained dwellings shall be designed to complement the style and finish of an existing dwelling. Matters to consider include materials, colour and roof pitch. Carports and garages must be designed to be consistent with the style, finish and roof pitch of an existing dwelling if it is to be retained;

## 5.5

5.4 Garages and carports proposed to be located in front of an existing dwelling must allow at least one major opening (window) of the dwelling facing the primary street to enable adequate surveillance of the street;

5.6 In the case of three vacant strata lots or more (or one existing dwelling and two vacant strata lots) containing a shared/common property access way being created in the absence of built form, the access way shall be fully sealed and drained prior to subdivision clearance and bonding shall generally not be accepted. In this case, it is recommended that the treatment of the access way be constructed of asphalt or similar to avoid damage during dwelling construction.

## (6) Corner Lots

To ensure development of corner lots contributes to the enhancement of existing streetscapes by improving passive surveillance, the following design guidelines apply for the development of corner lots:

- 6.1 One dwelling facing each street (where possible);
- 6.2 A proposed dwelling on the corner lot to be designed to address both primary and secondary streets;
- 6.3 Blank/solid fencing to the secondary street to be removed and replaced with open style fencing for no less than 50% of the boundary length;
- 6.4 Battleaxe subdivision designs on corner lots will generally not be supported (see diagram below);
- 6.5 Subdivision designs resulting in two long narrow lots with narrow frontages to the primary street will generally not be supported (see Figure 1).

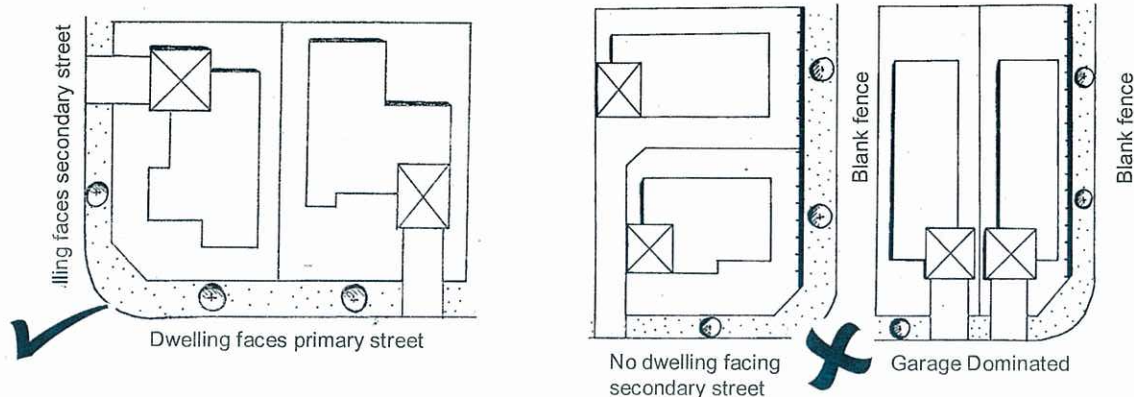


Figure 1. Corner Lots

## (7) Sustainable Building Design for New Dwellings

- 7.1** Internal living areas and outdoor living areas should be located on the northern side of the dwelling to capture the benefits of passive solar design;
- 7.2** Windows and openings should be located facing the direction of prevailing breezes with openings located opposite each other to maximise air flow through the dwelling creating cross-ventilation;
- 7.3** Windows on the east and west elevations should be minimised. Eaves or fixed awnings shall be used to shade all major openings on the northern, eastern and western sides of a dwelling;  
~~Windows on the east and west elevations should be minimised. For lots where the street frontage is on the east or west side, the use of verandahs, wide eaves and awnings should be used to shade windows;~~
- 7.4** Notwithstanding the requirements of the Building Codes of Australia,  
~~Dark roof and wall colours will generally not be supported so that heat is reflected and the internal temperature of the dwelling is reduced. (Please refer to the City's Preferred Building Colours and Materials Information Sheet.);~~
- 7.5** All dwellings shall be designed to maximise daylight to reduce the need for artificial lighting.

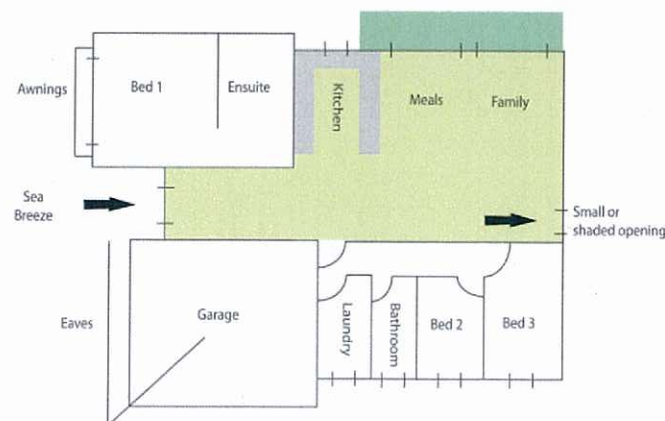




Figure 2. Sustainable House Layout

## (8) Outdoor Living Areas

- 8.1 To assist with passive surveillance and to bring activity to the street, outdoor living areas are encouraged in the front setback for all new dwellings and retained dwellings where the front of the dwelling faces north. Outdoor living areas proposed in the front setback area shall be fully developed including provision of a level area which is either paved and drained or lawned and shall be semi-privatised through the use of fencing compliant with the front fencing requirements of the R-Codes and the area shall be directly accessible from a habitable room. In this regard, a floor plan of the existing dwelling may be required to be submitted which demonstrates that this has been achieved;
- 8.2 For outdoor living areas proposed in the front setback, any roofing material must match the existing colour and material (where possible) of the respective dwelling;
- 8.3 Flat roof patios visible from the primary street will generally not be supported unless it can be clearly demonstrated to the satisfaction of the City that the patio complements the dwelling to which it attached to and will not detract from the streetscape~~Flat roof patios visible from the primary street will generally not be supported.~~

(9) Landscaping and Lighting

The installation and/or upgrading of appropriate landscaping can enhance the streetscape, contribute to the character of an area, provide privacy screening, shade and create a comfortable living environment. Therefore the following requirements for the provision of landscaping apply:

- 9.1 Preparation of a landscaping plan and installation of landscaping for all development involving three grouped dwellings or more and for all multiple dwelling developments;
- 9.2 Upgrading of retained dwelling may include the requirement to install and/or upgrade existing landscaping;
- 9.3 Deciduous trees (trees that lose their leaves in winter) are encouraged to be planted on the north side of the dwelling to enable solar access in winter and shade in summer;
- 9.4 Locally native species are encouraged around all other sides of the dwelling as they generally require less water and nutrients and provide habitat for native fauna;

- 9.5 In the case of three vacant strata lots or more (or one existing dwelling and two vacant strata lots) containing a shared/common property access way being created in the absence of built form, landscaping of the shared/common property access way shall be installed prior to subdivision clearance. Alternatively the City may accept the provision of a bond for the cost of the landscaping works plus a 25% contingency fee;
- 9.6 Bollard style lighting in the shared/common property access way shall be included for all development involving three grouped dwellings or more;
- 9.7 In the case of three vacant strata lots (or one existing dwelling and two vacant strata lots) or more containing a shared/common property access way being created in the absence of built form, bollard lighting shall be installed prior to subdivision clearance.

#### (10) Fencing

- 10.1** With the exception of lots abutting major roads (as identified on Appendix 1), all secondary street fencing should be permeable above 1.2 metres for no less than 50% of the boundary length. Consideration should also be given to the provision of a gate and clearly defined path leading to the front door.

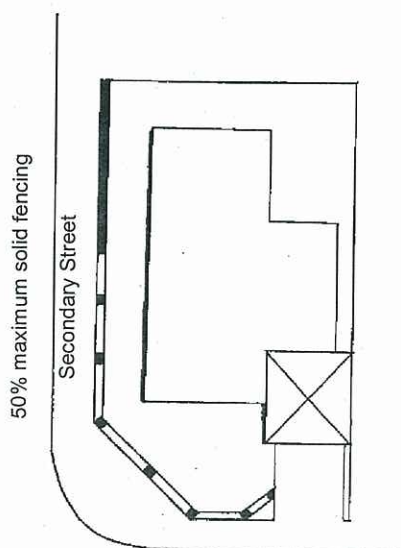


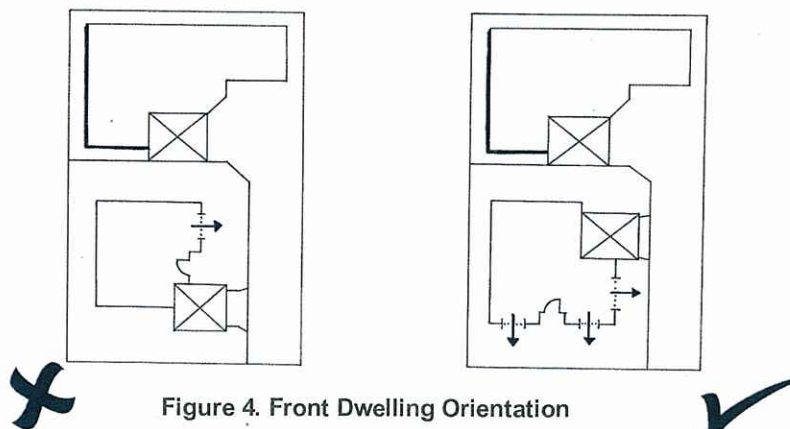
Figure 3. Fencing on corner lots

#### (11) Split Coded R30/40 Lots

Split coded residential lots which are located opposite or adjacent to Public Open Space (POS) may be developed up to the stated maximum R40 density, where development is consistent with the requirements of this policy and the following criteria:



- ~~11.1~~ At least one of the dwellings is two storey or incorporates a habitable mezzanine/loft (excluding bedrooms) in order to create variety in design, height and rooflines and provide opportunity for surveillance of the POS;
- 11.25 New dwellings located on the front portion of a lot should have major windows fronting the street, and must not be orientated to solely face internal driveways (as shown in Figure 4).demonstrated below).
- ~~11.32~~ Rear dwellings should be designed so that significant sections of the front elevations can be seen from the street (i.e. major openings to internal living areas)(as shown in Figure 5see diagram below);
- ~~11.3~~ Provision of an outdoor living area within the front setback of an existing or proposed front dwelling which complies with the requirements of Section 8 of this Policy in order to promote surveillance of the POS;
- ~~11.4~~ Development on lots larger than 1500m<sup>2</sup> shall also demonstrate a suitable level of variety in design, height and rooflines in a manner that promotes surveillance of the POS.
- ~~11.5~~ New dwellings located on the front portion of a lot should have major windows fronting the street, and must not be orientated to solely face internal driveways (as demonstrated below).



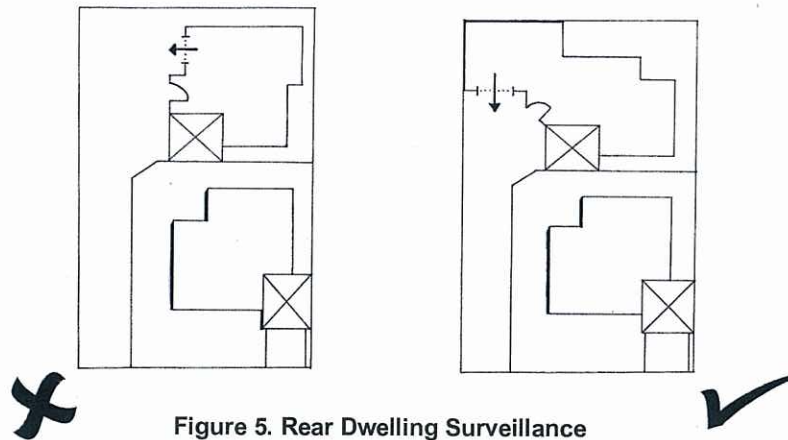


Figure 5. Rear Dwelling Surveillance

- 4 Provision of an outdoor living area within the front setback of an existing or proposed front dwelling which complies with the requirements of Section 8 of this Policy in order to promote surveillance of the POS;
- 5 Development on lots larger than 1500m<sup>2</sup> shall also demonstrate a suitable level of variety in design, height and rooflines and in a manner that promotes surveillance of the POS.

#### (12) Split Coded R30/40/60 Lots

The purpose of the split coding R30/40/60 is to encourage improved development outcomes through:

1. The assembly of land parcels into larger development sites that can be developed in a more coordinated manner; and
2. Promotion of two storey construction for higher density developments so as to achieve an improved balance between open space and dwelling floorspace.

12.13 Split coded residential lots may be developed at R40 or R60, where development is consistent with the requirements of this policy and the following criteria:



12.1 Split coded residential lots may be developed at R40 or R60, where development is consistent with the requirements of this policy and the following criteria:

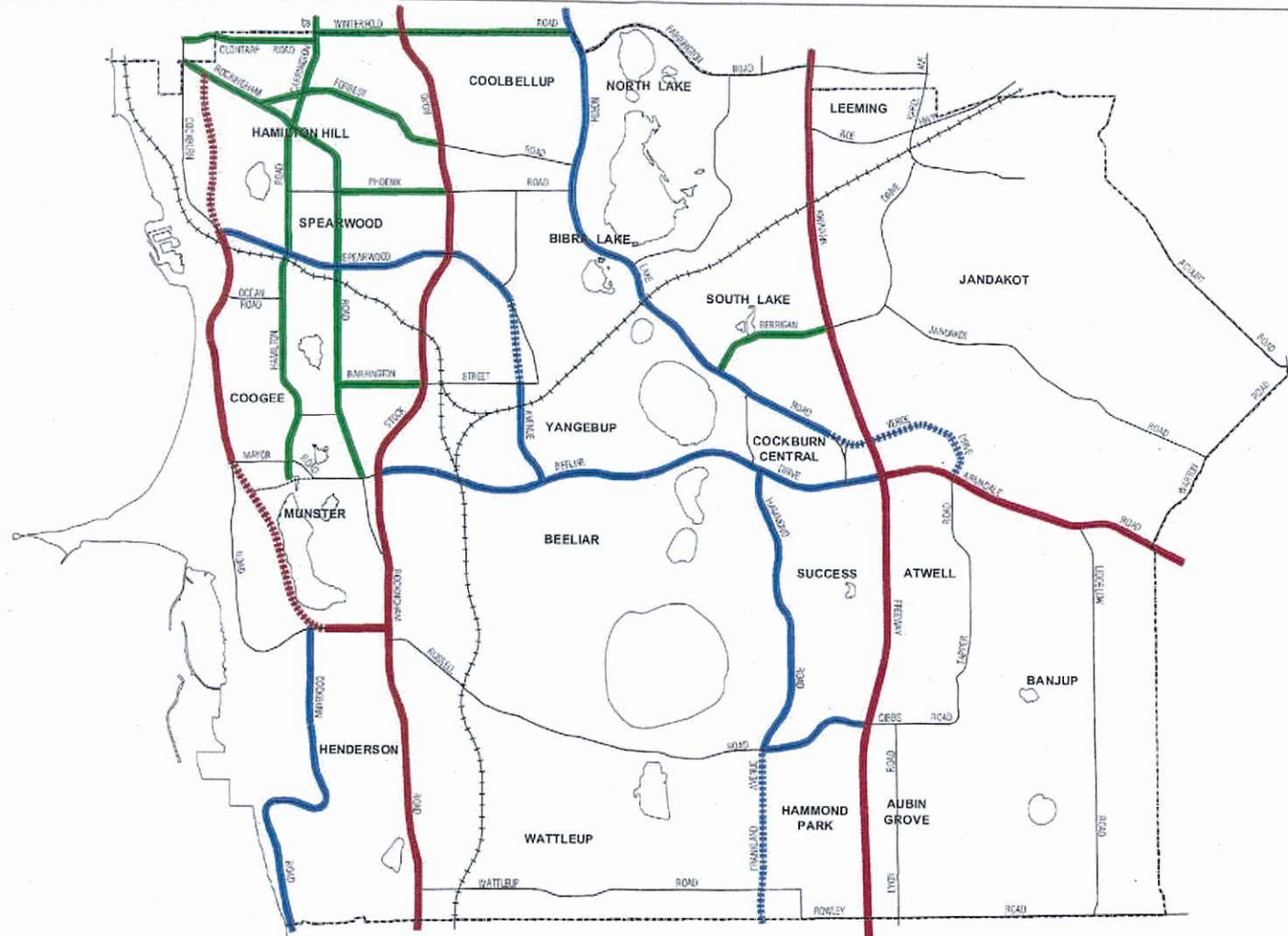
| <u>R40 Development Criteria</u>   | <u>R60 Development Criteria</u>  |
|---|--|
| <ol style="list-style-type: none"> <li><u>1. Dwellings/buildings fronting/adjacent to a public streets are two storey.:</u></li> <li><u>2. Dwellings –fronting a public street must address the primary street by way of design, fenestration, entry and must contain major opening(s) to a living area and/or master bedroom.</u></li> <li><u>3. aximum. The minimum average site area per dwelling shall not exceed 240m<sup>2</sup>.</u></li> <li><u>4. Development shall demonstrate a suitable level of variety in design, height and rooflines and in a manner that promotes surveillance of the street and private access way.</u></li> <li><u>5. Development adjacent to POS must comply with the criteria requirements set out in Section 11.</u></li> </ol> | <ol style="list-style-type: none"> <li><u>1. Development assembles more than one existing lot or the development site is over 2,500m<sup>2</sup> in area.</u></li> <li><u>2. The majority of buildingsdwellings (50%) are two storeys or more.</u></li> <li><u>3. Dwellings fronting a public street must address the primary street by way of design, fenestration, entry and must contain major opening(s) to a living area and/or master bedroom.</u></li> <li><u>4. The minimum average site area per dwelling shall not exceed Development achieves a minimum average site area per dwelling of 190m<sup>2</sup>.</u></li> <li><u>5. Development shall demonstrate a suitable level of variety in design, height and rooflines in a manner thatand promotes surveillance of the street and private access way.</u></li> <li><u>6. Development adjacent to POS must comply with the criteriarequirements set out in Section 11.</u></li> </ol> |

### (13) Implementation of Split Codes

13.1 In the absence of built development, support for applications for the subdivision of land within any of the split coded areas depicted on the Scheme Map, will only be given for subdivision up to a maximum of the base density.

13.1 In the absence of built development, support for applications for the subdivision of land within any of the split coded areas depicted on the Scheme Map, will only be given for subdivision up to a maximum of the base density.

13.2 13.2—Built development referred to in clause –point 13.1 includes development constructed to plate it height –satisfies which is in accordance with an approved Development Application.



0 1.7km  
SCALE

- Primary Regional Road
- Other Regional Road
- Major Road

## REGIONAL & MAJOR ROADS

### APPENDIX 1







| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date      | Value      |
|----------------|----------------|--|-----------|------------|
| EF068704       | 11865          | <b>VALMA LUCY OLIVER</b><br>MONTHLY COUNCILLOR ALLOWANCE / MILEAGE / PRINTER INK | 4/01/2013 | 1,248.24   |
| EF068705       | 11867          | <b>KEVIN JOHN ALLEN</b><br>MONTHLY COUNCILLOR ALLOWANCE                          | 4/01/2013 | 1,833.33   |
| EF068706       | 12740          | <b>MAYOR LOGAN HOWLETT</b><br>MONTHLY COUNCILLOR ALLOWANCE / CONFERENCE EXPENSES | 4/01/2013 | 6,413.07   |
| EF068707       | 15883          | <b>TONY ROMANO - COUNCILLOR</b><br>MONTHLY COUNCILLOR ALLOWANCE                  | 4/01/2013 | 583.33     |
| EF068708       | 19059          | <b>CAROL REEVE-FOWKES</b><br>MONTHLY COUNCILLOR ALLOWANCE                        | 4/01/2013 | 583.33     |
| EF068709       | 20634          | <b>LEE-ANNE SMITH</b><br>MONTHLY COUNCILLOR ALLOWANCE                            | 4/01/2013 | 583.33     |
| EF068710       | 21185          | <b>BART HOUWEN</b><br>MONTHLY COUNCILLOR ALLOWANCE                               | 4/01/2013 | 583.33     |
| EF068711       | 23338          | <b>STEVE PORTELLI</b><br>MONTHLY COUNCILLOR ALLOWANCE / MILEAGE CLAIM            | 4/01/2013 | 1,529.39   |
| EF068712       | 23339          | <b>STEPHEN PRATT</b><br>MONTHLY COUNCILLOR ALLOWANCE                             | 4/01/2013 | 583.33     |
| EF068713       | 23340          | <b>SHAHYAZ MUBARAKAI</b><br>MONTHLY COUNCILLOR ALLOWANCE                         | 4/01/2013 | 583.33     |
| EF068714       | 10154          | <b>AUST TAXATION DEPT</b><br>PAYROLL DEDUCTIONS                                  | 7/01/2013 | 194,977.00 |
| EF068715       | 10365          | <b>COC VOLUNTARY SES</b><br>EXPENSES REIMBURSEMENTS                              | 7/01/2013 | 4,865.27   |
| EF068716       | 10788          | <b>JANDAKOT VOLUNTEER BUSH FIRE BRIGADE</b><br>EXPENSE REIMBURSEMENTS            | 7/01/2013 | 375.00     |
| EF068717       | 10944          | <b>MCLEODS</b><br>LEGAL SERVICES   | 7/01/2013 | 3,548.05   |
| EF068718       | 15363          | <b>JONES LANG LASALLE (WA) PTY LTD</b><br>SHOP RENT - GATEWAY SHOPPING CENTRE    | 7/01/2013 | 21,216.00  |
| EF068719       | 18553          | <b>SELECTUS PTY LTD</b><br>PAYROLL DEDUCTIONS                                    | 7/01/2013 | 10,620.23  |
| EF068720       | 22332          | <b>MACQUARIE EQUIPMENT RENTALS PTY LTD</b><br>LEASE RENTAL                       | 7/01/2013 | 14,514.57  |
| EF068721       | 24178          | <b>MELANIE CARTER</b><br>STUDY FEES CONTRIBUTION                                 | 7/01/2013 | 1,935.00   |
| EF068722       | 24297          | <b>SOUTH CENTRAL CHURCH</b><br>COMMUNITY GRANT                                   | 7/01/2013 | 2,000.00   |
| EF068723       | 24587          | <b>NATASHA READ</b><br>COUNCIL SPONSORSHIP                                       | 7/01/2013 | 2,000.00   |
| EF068724       | 10152          | <b>AUST SERVICES UNION</b><br>PAYROLL DEDUCTIONS                                 | 7/01/2013 | 3,087.28   |
| EF068725       | 10305          | <b>CHILD SUPPORT AGENCY</b><br>PAYROLL DEDUCTIONS                                | 7/01/2013 | 4,325.88   |
| EF068726       | 10733          | <b>HOSPITAL BENEFIT FUND</b><br>PAYROLL DEDUCTIONS                               | 7/01/2013 | 2,068.80   |
| EF068727       | 11001          | <b>MUNICIPAL EMPLOYEES UNION</b><br>PAYROLL DEDUCTIONS                           | 7/01/2013 | 931.20     |
| EF068728       | 11856          | <b>WA LOCAL GOVERNMENT SUPER PLAN</b><br>PAYROLL DEDUCTIONS                      | 7/01/2013 | 317,056.37 |
| EF068729       | 11857          | <b>CHAMPAGNE SOCIAL CLUB</b><br>PAYROLL DEDUCTIONS                               | 7/01/2013 | 1,172.00   |
| EF068730       | 11859          | <b>STAFF SOCIAL CLUB</b><br>PAYROLL DEDUCTIONS                                   | 7/01/2013 | 56.10      |



CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date      | Value     |
|----------------|----------------|--|-----------|-----------|
| EF068731       | 11860          | <b>45S CLUB</b><br>PAYROLL DEDUCTIONS                                      | 7/01/2013 | 52.00     |
| EF068732       | 18005          | <b>COLONIAL FIRST STATE</b><br>PAYROLL DEDUCTIONS                          | 7/01/2013 | 359.27    |
| EF068733       | 18247          | <b>ELLIOTT SUPERANNUATION FUND</b><br>PAYROLL DEDUCTIONS                   | 7/01/2013 | 301.36    |
| EF068734       | 18432          | <b>HESTA SUPER FUND</b><br>PAYROLL DEDUCTIONS                              | 7/01/2013 | 1,986.70  |
| EF068735       | 18718          | <b>FIRST STATE SUPER</b><br>PAYROLL DEDUCTIONS                             | 7/01/2013 | 971.99    |
| EF068736       | 18719          | <b>COLONIAL FIRST STATE - DAVID GIBSON</b><br>PAYROLL DEDUCTIONS           | 7/01/2013 | 194.17    |
| EF068737       | 18795          | <b>SUPERWRAP</b><br>PAYROLL DEDUCTIONS                                     | 7/01/2013 | 263.42    |
| EF068738       | 19010          | <b>SUMMIT PERSONAL SUPER PLAN</b><br>PAYROLL DEDUCTIONS                    | 7/01/2013 | 366.94    |
| EF068739       | 19193          | <b>REST SUPERANNUATION</b><br>PAYROLL DEDUCTIONS                           | 7/01/2013 | 43.02     |
| EF068740       | 19706          | <b>ING MASTERFUND</b><br>PAYROLL DEDUCTIONS                                | 7/01/2013 | 6.57      |
| EF068741       | 19726          | <b>HEALTH INSURANCE FUND OF WA</b><br>PAYROLL DEDUCTIONS                   | 7/01/2013 | 3,008.89  |
| EF068742       | 19727          | <b>MTAA SUPER FUND</b><br>PAYROLL DEDUCTIONS                               | 7/01/2013 | 181.53    |
| EF068743       | 19997          | <b>AUSTRALIANSUPER</b><br>PAYROLL DEDUCTIONS                               | 7/01/2013 | 10,884.10 |
| EF068744       | 20056          | <b>CBUS</b><br>PAYROLL DEDUCTIONS  | 7/01/2013 | 816.90    |
| EF068745       | 20217          | <b>DOWNING SUPERANNUATION FUND</b><br>PAYROLL DEDUCTIONS                   | 7/01/2013 | 3,009.77  |
| EF068746       | 20300          | <b>CATHOLIC SUPER &amp; RETIREMENT FUND</b><br>PAYROLL DEDUCTIONS          | 7/01/2013 | 639.55    |
| EF068747       | 20755          | <b>COLONIAL FIRST STATE - ROBERT GRAEME WATSON</b><br>PAYROLL DEDUCTIONS   | 7/01/2013 | 88.57     |
| EF068748       | 20929          | <b>AUSTRALIAN ETHICAL RETAIL SUPERANNUATION FUND</b><br>PAYROLL DEDUCTIONS | 7/01/2013 | 137.68    |
| EF068749       | 21365          | <b>ING LIFE - ONEANSWER PERSONAL SUPER</b><br>PAYROLL DEDUCTIONS           | 7/01/2013 | 112.10    |
| EF068750       | 21526          | <b>TASPLAN SUPER</b><br>PAYROLL DEDUCTIONS                                 | 7/01/2013 | 136.91    |
| EF068751       | 21921          | <b>MAURICIO FAMILY SELF MANAGED SUPER FUND</b><br>PAYROLL DEDUCTIONS       | 7/01/2013 | 1,747.37  |
| EF068752       | 21996          | <b>ANZ ONEANSWER PERSONAL SUPER</b><br>PAYROLL DEDUCTIONS                  | 7/01/2013 | 361.64    |
| EF068753       | 22067          | <b>STEPHENS SUPERANNUATION FUND</b><br>PAYROLL DEDUCTIONS                  | 7/01/2013 | 730.81    |
| EF068754       | 22901          | <b>FONTANA SUPER PLAN</b><br>PAYROLL DEDUCTIONS                            | 7/01/2013 | 1,178.48  |
| EF068755       | 23552          | <b>AGEST SUPER PLEASE REFER TO AUSTRALIAN SUPER</b><br>PAYROLL DEDUCTIONS  | 7/01/2013 | 209.02    |
| EF068756       | 23695          | <b>NETWEALTH INVESTMENT &amp; SUPERANNUATION</b><br>PAYROLL DEDUCTIONS     | 7/01/2013 | 1,023.91  |
| EF068757       | 23993          | <b>ONEPATH LIFE LIMITED</b><br>PAYROLL DEDUCTIONS                          | 7/01/2013 | 442.88    |

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| Cheque/<br>EFT | Account<br>No. | Account/Payee   | Date       | Value      |
|----------------|----------------|---|------------|------------|
| EF068758       | 24379          | <b>AUSTSAFE SUPER</b><br>PAYROLL DEDUCTIONS                                       | 7/01/2013  | 27.79      |
| EF068759       | 10118          | <b>AUSTRALIA POST</b><br>POSTAGE CHARGES  | 14/01/2013 | 21,112.01  |
| EF068760       | 10154          | <b>AUST TAXATION DEPT</b><br>PAYROLL DEDUCTIONS                                   | 14/01/2013 | 66,819.00  |
| EF068761       | 10888          | <b>LJ CATERERS</b><br>CATERING SERVICES   | 14/01/2013 | 892.50     |
| EF068762       | 10944          | <b>MCLEODS</b><br>LEGAL SERVICES  | 14/01/2013 | 5,456.85   |
| EF068763       | 11404          | <b>SOUTH LAKE DOLPHINS SWIMMING CLUB</b><br>SWIMMING REGISTRATION / GRANT         | 14/01/2013 | 489.00     |
| EF068764       | 11722          | <b>WA HINO SALES &amp; SERVICE</b><br>REPAIRS/MAINTENANCE SERVICES                | 14/01/2013 | 740.01     |
| EF068765       | 11740          | <b>SWIMMING WA</b><br>COMMUNITY GRANT   | 14/01/2013 | 5,500.00   |
| EF068766       | 11789          | <b>WALGA</b><br>ADVERTISING/TRAINING SERVICES                                     | 14/01/2013 | 14,297.73  |
| EF068767       | 12656          | <b>COOGEE BEACH SURF LIFESAVING CLUB INC</b><br>POOR GROVE SLSC DEVELOPMENT COSTS | 14/01/2013 | 16,647.31  |
| EF068768       | 15327          | <b>LKL CONTRACTING</b><br>BOBCAT HIRE / LANDSCAPING SERVICES                      | 14/01/2013 | 19,577.88  |
| EF068769       | 15883          | <b>TONY ROMANO - COUNCILLOR</b><br>STATE COUNCIL SITTING FEES                     | 14/01/2013 | 1,550.00   |
| EF068770       | 16631          | <b>LUBA KAMBOURAKIS</b><br>REIMBURSEMENT OF EXPENSES                              | 14/01/2013 | 58.85      |
| EF068771       | 18433          | <b>CENTREPOINT CHURCH</b><br>CULTURAL GRANT                                       | 14/01/2013 | 1,650.00   |
| EF068772       | 18684          | <b>ROAN BARRETT</b><br>CPA STUDY FEES CONTRIBUTION                                | 14/01/2013 | 407.50     |
| EF068773       | 22211          | <b>BRYAN WILLIAMS</b><br>SPONSORSHIP  | 14/01/2013 | 2,000.00   |
| EF068774       | 22568          | <b>SUCCESS NETBALL ASSOCIATION INCORPORATED</b><br>REGISTRATION FEES              | 14/01/2013 | 200.00     |
| EF068775       | 23250          | <b>DEPARTMENT OF PLANNING</b><br>DAP APPLICATIONS & DAP FEES                      | 14/01/2013 | 6,320.00   |
| EF068776       | 23518          | <b>KEVIN GILL</b><br>CPA FEES CONTRIBUTION  | 14/01/2013 | 407.50     |
| EF068777       | 24044          | <b>SARAH HYDE</b><br>TAFE FEES REIMBURSEMENT                                      | 14/01/2013 | 92.47      |
| EF068778       | 24588          | <b>MICHAEL HOSSEN</b><br>UNIVERSITY FEES CONTRIBUTION                             | 14/01/2013 | 754.50     |
| EF068779       | 24589          | <b>GISELLE ALLIEX</b><br>UNI FEES CONTRIBUTION                                    | 14/01/2013 | 503.00     |
| EF068780       | 24597          | <b>ROSALIND SERVENTY</b><br>UNI FEES CONTRIBUTION                                 | 14/01/2013 | 6,606.50   |
| EF068781       | 10154          | <b>AUST TAXATION DEPT</b><br>PAYROLL DEDUCTIONS                                   | 21/01/2013 | 222,905.00 |
| EF068782       | 10788          | <b>JANDAKOT VOLUNTEER BUSH FIRE BRIGADE</b><br>EXPENSE REIMBURSEMENTS             | 21/01/2013 | 123.61     |
| EF068783       | 10944          | <b>MCLEODS</b><br>LEGAL SERVICES  | 21/01/2013 | 2,549.87   |
| EF068784       | 18553          | <b>SELECTUS PTY LTD</b><br>PAYROLL DEDUCTIONS                                     | 21/01/2013 | 10,620.23  |

## CITY OF COCKBURN

## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date       | Value        |
|----------------|----------------|--|------------|--------------|
| EF068785       | 18628          | <b>UNILEVER AUSTRALIA LTD</b><br>BEVERAGES                                       | 21/01/2013 | 158.61       |
| EF068786       | 20925          | <b>JANDAKOT LAKES JUNIOR CRICKET CLUB</b><br>JUNIOR CRICKET                      | 21/01/2013 | 1,000.00     |
| EF068787       | 23961          | <b>SANDRA SWANN</b><br>STUDY FEES REIMBURSEMENT                                  | 21/01/2013 | 384.00       |
| EF068788       | 24087          | <b>ADAM HARRIS</b><br>SALARY PACKAGED LAPTOP REIMBURSEMENT                       | 21/01/2013 | 282.50       |
| EF068789       | 24143          | <b>KEVIN GLOVER</b><br>STUDY FEES REIMBURSEMENT                                  | 21/01/2013 | 163.00       |
| EF068790       | 24600          | <b>ROSA PICARO</b><br>DONATION - TOBY PLAYPAD SUBSIDY                            | 21/01/2013 | 100.00       |
| EF068791       | 24601          | <b>DARREN NOCK</b><br>DONATION - TOBY PLAYPAD SUBSIDY                            | 21/01/2013 | 100.00       |
| EF068792       | 24602          | <b>TANYA LINFORD</b><br>STUDY FEES CONTRIBUTION                                  | 21/01/2013 | 1,250.00     |
| EF068793       | 24603          | <b>THOMAS COOKE</b><br>SAFETY PRESCRIPTION GLASSES SUBSIDY                       | 21/01/2013 | 250.00       |
| EF068794       | 24573          | <b>MICHELLE LISEL GRIFFIN</b><br>RATES REFUND                                    | 22/01/2013 | 440.37       |
| EF068795       | 11753          | <b>WASTE MANAGEMENT &amp; RECYCLING FUND</b><br>QUARTERLY LANDFILL LEVY PAYMENT  | 25/01/2013 | 1,275,894.74 |
| EF068796       | 20377          | <b>SINTA NG</b><br>UNI FEES CONTRIBUTION   | 25/01/2013 | 200.00       |
| EF068797       | 10154          | <b>AUST TAXATION DEPT</b><br>PAYROLL DEDUCTIONS                                  | 29/01/2013 | 62,719.00    |
| EF068798       | 10944          | <b>MCLEODS</b><br>LEGAL SERVICES   | 29/01/2013 | 12,925.51    |
| EF068799       | 11867          | <b>KEVIN JOHN ALLEN</b><br>TRAVEL EXPENSES REIMBURSEMENT                         | 29/01/2013 | 242.31       |
| EF068800       | 13860          | <b>KRS CONTRACTING</b><br>VERGE COLLECTION SERVICES                              | 29/01/2013 | 1,616.45     |
| EF068801       | 23250          | <b>DEPARTMENT OF PLANNING</b><br>DAP APPLICATIONS & DAP FEES                     | 29/01/2013 | 5,213.00     |
| EF068802       | 24125          | <b>BASSAM SAHAR</b><br>UNI FEES CONTRIBUTION                                     | 29/01/2013 | 754.50       |
| EF068803       | 24593          | <b>PA LEWIS</b><br>EXERCISE SERVICES   | 29/01/2013 | 250.00       |
| EF068804       | 24616          | <b>UNIVERSITY OF WESTERN AUSTRALIA BILJANA GASPAR</b><br>UNIVERSITY FEES - STAFF | 29/01/2013 | 3,800.00     |
| EF068805       | 24617          | <b>COCKBURN FREMANTLE PISTOL CLUB</b><br>SPONSORSHIP GRANT                       | 29/01/2013 | 10,000.00    |
| EF068806       | 10035          | <b>ADVENTURE WORLD WA PTY LTD</b><br>ENTERTAINMENT SERVICES                      | 31/01/2013 | 1,606.00     |
| EF068807       | 10043          | <b>AKN LOCK SERVICE</b><br>SECURITY SERVICES                                     | 31/01/2013 | 198.00       |
| EF068808       | 10058          | <b>ALSCO PTY LTD</b><br>HYGIENE SERVICES/SUPPLIES                                | 31/01/2013 | 691.97       |
| EF068809       | 10071          | <b>AUSTRALASIAN PERFORMING RIGHT ASSOC. LTD</b><br>LICENCE - PERFORMING RIGHTS   | 31/01/2013 | 1,611.94     |
| EF068810       | 10086          | <b>ARTEIL WA PTY LTD</b><br>ERGONOMIC CHAIRS                                     | 31/01/2013 | 843.70       |
| EF068811       | 10091          | <b>ASLAB PTY LTD</b><br>ASPHALTING SERVICES/SUPPLIES                             | 31/01/2013 | 2,222.34     |

## CITY OF COCKBURN

## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee   | Date       | Value     |
|----------------|----------------|---|------------|-----------|
| EF068812       | 10160          | <b>DORMA AUTOMATICS</b><br>AUTOMATIC DOOR SERVICES                            | 31/01/2013 | 3,464.28  |
| EF068813       | 10190          | <b>BETTA TURF</b><br>TURFING SERVICES   | 31/01/2013 | 3,220.00  |
| EF068814       | 10207          | <b>BOC GASES</b><br>GAS SUPPLIES  | 31/01/2013 | 2,126.13  |
| EF068815       | 10221          | <b>BP AUSTRALIA LIMITED</b><br>DIESEL/PETROL SUPPLIES                         | 31/01/2013 | 11,142.04 |
| EF068816       | 10226          | <b>BRIDGESTONE AUSTRALIA LTD</b><br>TYRE SERVICES                             | 31/01/2013 | 39,848.05 |
| EF068817       | 10239          | <b>BUDGET RENT A CAR - PERTH</b><br>MOTOR VEHICLE HIRE                        | 31/01/2013 | 1,285.44  |
| EF068818       | 10246          | <b>BUNNINGS BUILDING SUPPLIES PTY LTD</b><br>HARDWARE SUPPLIES                | 31/01/2013 | 832.37    |
| EF068819       | 10247          | <b>BUNZL AUSTRALIA LTD</b><br>PAPER/PLASTIC/CLEANING SUPPLIES                 | 31/01/2013 | 328.43    |
| EF068820       | 10255          | <b>CABCHARGE AUSTRALIA PTY LTD</b><br>CABCHARGES                              | 31/01/2013 | 301.62    |
| EF068821       | 10279          | <b>CASTROL AUSTRALIA PTY LTD</b><br>GREASE/LUBRICANTS                         | 31/01/2013 | 8,692.44  |
| EF068822       | 10295          | <b>CHALLENGER INSTITUTE OF TECHNOLOGY - BEACONSFIELD</b><br>TRAINING SERVICES | 31/01/2013 | 806.85    |
| EF068823       | 10333          | <b>CJD EQUIPMENT PTY LTD</b><br>HARDWARE SUPPLIES                             | 31/01/2013 | 1,922.68  |
| EF068824       | 10335          | <b>CLASSIC HIRE</b><br>EQUIPMENT HIRING SERVICES                              | 31/01/2013 | 1,128.60  |
| EF068825       | 10346          | <b>COATES HIRE OPERATIONS PTY LTD</b><br>EQUIPMENT HIRING SERVICES            | 31/01/2013 | 653.40    |
| EF068826       | 10348          | <b>COCA COLA AMATIL</b><br>SOFT DRINK SUPPLIES                                | 31/01/2013 | 4,796.84  |
| EF068827       | 10358          | <b>COCKBURN LIQUOR CENTRE</b><br>LIQUOR SUPPLIES                              | 31/01/2013 | 6,322.82  |
| EF068828       | 10359          | <b>COCKBURN PAINTING SERVICE</b><br>PAINTING SUPPLIES/SERVICES                | 31/01/2013 | 1,182.50  |
| EF068829       | 10375          | <b>VEOLIA ENVIRONMENTAL SERVICES</b><br>WASTE SERVICES                        | 31/01/2013 | 7,714.75  |
| EF068830       | 10378          | <b>COLOUR STICK LABELS</b><br>LABELS - SELF ADHESIVE                          | 31/01/2013 | 528.00    |
| EF068831       | 10380          | <b>COLQUHOUNS FREMANTLE BAG COMPANY</b><br>WOVEN BAGS                         | 31/01/2013 | 1,023.00  |
| EF068832       | 10386          | <b>COMMUNITY NEWSPAPER GROUP</b><br>ADVERTISING SERVICES                      | 31/01/2013 | 20,802.24 |
| EF068833       | 10394          | <b>CD'S CONFECTIONERY WHOLESALEERS</b><br>CONFECTIONERY                       | 31/01/2013 | 4,496.85  |
| EF068834       | 10483          | <b>LANDGATE</b><br>MAPPING/LAND TITLE SEARCHES                                | 31/01/2013 | 10,005.40 |
| EF068835       | 10485          | <b>DEPARTMENT OF SPORT AND RECREATION</b><br>ACCOMMODATION DEPOSIT            | 31/01/2013 | 752.00    |
| EF068836       | 10486          | <b>DEPARTMENT FOR PLANNING AND INFRASTRUCTURE</b><br>SEARCH FEES & LICENCES   | 31/01/2013 | 34.95     |
| EF068837       | 10512          | <b>DOMUS NURSERY</b><br>VARIOUS PLANTS  | 31/01/2013 | 480.70    |
| EF068838       | 10522          | <b>DYMOCKS HAY ST</b><br>BOOKS  | 31/01/2013 | 1,690.88  |



CITY OF COCKBURN  
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|----------------|----------------|---|------------|-----------|
| EF068839       | 10526          | <b>E &amp; MJ ROSHER PTY LTD</b><br>MOWER PARTS                               | 31/01/2013 | 7,560.95  |
| EF068840       | 10535          | <b>ECOSYSTEM MANAGEMENT SERVICES</b><br>PLANTS                                | 31/01/2013 | 1,128.60  |
| EF068841       | 10537          | <b>EDUCATIONAL ART SUPPLIES CO</b><br>ART/CRAFT SUPPLIES                      | 31/01/2013 | 268.24    |
| EF068842       | 10557          | <b>ENVAR SERVICE PTY LTD</b><br>PREVENTATIVE MAINTENANCE SERVICES             | 31/01/2013 | 9,853.94  |
| EF068843       | 10567          | <b>ESSENTIAL OFFICE PRODUCTS</b><br>OFFICE SUPPLIES                           | 31/01/2013 | 33.00     |
| EF068844       | 10580          | <b>FC COURIERS</b><br>COURIER SERVICES  | 31/01/2013 | 2,655.86  |
| EF068845       | 10597          | <b>FLEXI STAFF PTY LTD</b><br>EMPLOYMENT SERVICES                             | 31/01/2013 | 94,174.59 |
| EF068846       | 10603          | <b>FLOORING SOLUTIONS</b><br>FLOOR COVERINGS                                  | 31/01/2013 | 715.00    |
| EF068847       | 10636          | <b>FUJI XEROX AUSTRALIA PTY LTD</b><br>PHOTOCOPY CHARGES                      | 31/01/2013 | 126.70    |
| EF068848       | 10641          | <b>GALVINS PLUMBING PLUS</b><br>PLUMBING SERVICES                             | 31/01/2013 | 3,354.23  |
| EF068849       | 10644          | <b>COCKBURN GATEWAYS SHOPPING CITY</b><br>REFUND OF INCORRECT PAYMENT         | 31/01/2013 | 1,750.00  |
| EF068850       | 10668          | <b>GOODCHILD ENTERPRISES</b><br>BATTERY SUPPLIES                              | 31/01/2013 | 124.85    |
| EF068851       | 10683          | <b>GRONBEK SECURITY</b><br>LOCKSMITH SERVICES                                 | 31/01/2013 | 3,801.55  |
| EF068852       | 10691          | <b>KELLOG BROWN &amp; ROOT PTY LTD</b><br>CONSULTANCY SERVICES                | 31/01/2013 | 550.00    |
| EF068853       | 10697          | <b>HARDWARE DISTRIBUTORS WA</b><br>HARDWARE SUPPLIES                          | 31/01/2013 | 495.14    |
| EF068854       | 10699          | <b>HARMONY SOFTWARE</b><br>SOFTWARE SUPPORT FEES                              | 31/01/2013 | 1,056.77  |
| EF068855       | 10709          | <b>HECS FIRE</b><br>FIRE SYSTEM MAINTENANCE                                   | 31/01/2013 | 3,899.50  |
| EF068856       | 10711          | <b>HERALD PUBLISHING COMPANY PTY LTD</b><br>ADVERTISING SERVICES              | 31/01/2013 | 537.90    |
| EF068857       | 10726          | <b>HOLTON CONNOR ARCHITECTS &amp; PLANNERS</b><br>ARCHITECTURAL SERVICES      | 31/01/2013 | 65,384.00 |
| EF068858       | 10741          | <b>HYDROJET</b><br>GRAFFITI REMOVAL SERVICES/PRODUCTS                         | 31/01/2013 | 2,161.50  |
| EF068859       | 10743          | <b>ICON-SEPTECH PTY LTD</b><br>DRAINAGE PRODUCTS                              | 31/01/2013 | 11,183.70 |
| EF068860       | 10778          | <b>IWF FENCING</b><br>FENCING REPAIRS/MAINTENANCE                             | 31/01/2013 | 7,393.10  |
| EF068861       | 10779          | <b>J F COVICH &amp; CO PTY LTD</b><br>ELECTRICAL SERVICES                     | 31/01/2013 | 58,380.48 |
| EF068862       | 10781          | <b>JANDAKOT EARTHMOVING &amp; RURAL CONTRACTORS</b><br>FIREBREAK CONSTRUCTION | 31/01/2013 | 6,600.00  |
| EF068863       | 10783          | <b>JANDAKOT METAL INDUSTRIES</b><br>METAL SUPPLIES                            | 31/01/2013 | 902.00    |
| EF068864       | 10792          | <b>JASOL AUSTRALIA</b><br>CLEANING PRODUCTS                                   | 31/01/2013 | 116.18    |
| EF068865       | 10794          | <b>JASON SIGNMAKERS</b><br>SIGNS  | 31/01/2013 | 506.00    |

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|------------------------|------------------------|--|-------------|--------------|
| EF068866               | 10796                  | <b>JCA DEALER SERVICES</b><br>REPAIRS/MAINTENANCE SERVICES                         | 31/01/2013  | 176.00       |
| EF068867               | 10803                  | <b>GECKO CONTRACTING TURF &amp; LANDSCAPE MTNCE</b><br>MOWING/LANDSCAPING SERVICES | 31/01/2013  | 102,540.00   |
| EF068868               | 10814                  | <b>JR &amp; A HERSEY PTY LTD</b><br>SAFETY CLOTHING SUPPLIES                       | 31/01/2013  | 1,237.82     |
| EF068869               | 10817                  | <b>JUST A BUNCH</b><br>FLOWER DELIVERIES   | 31/01/2013  | 1,045.00     |
| EF068870               | 10824                  | <b>KCI INDUSTRIES PTY LTD</b><br>REPAIRS/MAINTENANCE SERVICES                      | 31/01/2013  | 247.42       |
| EF068871               | 10836                  | <b>KERB DOCTOR</b><br>CONCRETE KERBING - SUPPLY & LAYING                           | 31/01/2013  | 10,726.65    |
| EF068872               | 10879                  | <b>LES MILLS AEROBICS</b><br>INSTRUCTION/TRAINING SERVICES                         | 31/01/2013  | 3,115.01     |
| EF068873               | 10892                  | <b>LOCAL GOVT MANAGERS AUSTRALIA</b><br>SUBSCRIPTION                               | 31/01/2013  | 77.00        |
| EF068874               | 10903                  | <b>LOVEGROVE TURF SERVICES PTY LTD</b><br>TURF MAINTENANCE SERVICES                | 31/01/2013  | 30,064.00    |
| EF068875               | 10912                  | <b>M2 TECHNOLOGY PTY LTD</b><br>MESSAGING SERVICES                                 | 31/01/2013  | 396.00       |
| EF068876               | 10913                  | <b>MACDONALD JOHNSTON ENGINEERING CORP</b><br>REPAIR SERVICES                      | 31/01/2013  | 5,972.14     |
| EF068877               | 10923                  | <b>MAJOR MOTORS PTY LTD</b><br>REPAIRS/MAINTENANCE SERVICES                        | 31/01/2013  | 12,436.04    |
| EF068878               | 10938                  | <b>MAXWELL ROBINSON &amp; PHELPS</b><br>PEST & WEED MANAGEMENT                     | 31/01/2013  | 12,189.00    |
| EF068879               | 10939                  | <b>LINFOX ARMAGUARD</b><br>BANKING SECURITY SERVICES                               | 31/01/2013  | 1,869.75     |
| EF068880               | 10942                  | <b>MCGEES PROPERTY</b><br>PROPERTY CONSULTANCY SERVICES                            | 31/01/2013  | 1,980.00     |
| EF068881               | 10946                  | <b>MEDIA ON MARS</b><br>GRAPHIC DESIGN SERVICES                                    | 31/01/2013  | 2,474.71     |
| EF068882               | 10950                  | <b>MELVILLE MITSUBISHI</b><br>MOTOR VEHICLES & PARTS                               | 31/01/2013  | 18,833.85    |
| EF068883               | 10960                  | <b>METRO FILTERS</b><br>FILTER SUPPLIES  | 31/01/2013  | 62.10        |
| EF068884               | 10972                  | <b>MIRACLE RECREATION EQUIPMENT</b><br>PLAYGROUND/PARK EQUIPMENT                   | 31/01/2013  | 28,187.50    |
| EF068885               | 10976                  | <b>MISTYS COFFEE LOUNGE</b><br>CATERING SERVICES                                   | 31/01/2013  | 350.00       |
| EF068886               | 10981                  | <b>MOBILE MASTERS</b><br>COMMUNICATIONS EQUIPMENT/SERVICES                         | 31/01/2013  | 2,812.70     |
| EF068887               | 10990                  | <b>MOWER CITY SALES &amp; SERVICES PTY LTD</b><br>LAWN MOWING EQUIPMENT            | 31/01/2013  | 1,291.80     |
| EF068888               | 10997                  | <b>WILSON PARKING AUSTRALIA</b><br>SECURITY SERVICES                               | 31/01/2013  | 8,776.02     |
| EF068889               | 11022                  | <b>NATIVE ARC</b><br>DONATION  | 31/01/2013  | 250.00       |
| EF068890               | 11026                  | <b>NESTLE FOOD SERVICES</b><br>CATERING SUPPLIES                                   | 31/01/2013  | 1,151.60     |
| EF068891               | 11028                  | <b>NEVERFAIL SPRINGWATER LIMITED</b><br>BOTTLED WATER SUPPLIES                     | 31/01/2013  | 1,102.81     |
| EF068892               | 11036                  | <b>NORTH LAKE ELECTRICAL</b><br>ELECTRICAL SERVICES                                | 31/01/2013  | 14,460.69    |

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|----------------|----------------|---|------------|------------|
| EF068893       | 11039          | <b>NOVUS AUTO GLASS</b><br>WINDSCREEN REPAIR SERVICES                     | 31/01/2013 | 264.00     |
| EF068894       | 11077          | <b>P &amp; G BODY BUILDERS PTY LTD</b><br>PLANT BODY BUILDING SERVICES    | 31/01/2013 | 4,939.00   |
| EF068895       | 11161          | <b>PLAYQUIP CENTRE</b><br>VARIOUS TOYS & GAME SUPPLIES                    | 31/01/2013 | 5,391.38   |
| EF068896       | 11182          | <b>PREMIUM BRAKE &amp; CLUTCH SERVICE</b><br>BRAKE SERVICES               | 31/01/2013 | 374.00     |
| EF068897       | 11208          | <b>QUICK CORPORATE AUSTRALIA PTY LTD</b><br>STATIONERY/CONSUMABLES        | 31/01/2013 | 7,200.45   |
| EF068898       | 11235          | <b>REINFORCED CONCRETE PIPES PTY LTD</b><br>CONCRETE PIPE SUPPLIES        | 31/01/2013 | 8,461.53   |
| EF068899       | 11240          | <b>PINK HYGIENE SOLUTIONS</b><br>SANITARY SERVICES                        | 31/01/2013 | 457.39     |
| EF068900       | 11244          | <b>RESEARCH SOLUTIONS PTY LTD</b><br>RESEARCH SERVICES                    | 31/01/2013 | 12,512.50  |
| EF068901       | 11267          | <b>ROLLOWAYS</b><br>ENTERTAINMENT SERVICES                                | 31/01/2013 | 184.00     |
| EF068902       | 11284          | <b>ROYAL LIFE SAVING SOCIETY AUSTRALIA</b><br>TRAINING SERVICES           | 31/01/2013 | 410.00     |
| EF068903       | 11294          | <b>SAFEMAN (WA) PTY LTD</b><br>PROTECTIVE CLOTHING/EQUIPMENT              | 31/01/2013 | 221.67     |
| EF068904       | 11304          | <b>SANAX MEDICAL &amp; FIRST AID SUPPLIES</b><br>MEDICAL SUPPLIES         | 31/01/2013 | 164.89     |
| EF068905       | 11307          | <b>SATELLITE SECURITY SERVICES PTY LTD</b><br>SECURITY SERVICES           | 31/01/2013 | 18,425.49  |
| EF068906       | 11308          | <b>SBA SUPPLIES</b><br>HARDWARE SUPPLIES                                  | 31/01/2013 | 2,225.31   |
| EF068907       | 11318          | <b>SELECT SECURITY WA PTY LTD</b><br>SECURITY SERVICES                    | 31/01/2013 | 881.10     |
| EF068908       | 11328          | <b>SHACKS HOLDEN</b><br>VEHICLE PURCHASES                                 | 31/01/2013 | 14,426.10  |
| EF068909       | 11333          | <b>SHELFORD CONSTRUCTIONS PTY LTD</b><br>CONSTRUCTION SERVICES            | 31/01/2013 | 49,712.30  |
| EF068910       | 11361          | <b>SIGMA CHEMICALS PTY LTD</b><br>CHEMICAL SUPPLIES                       | 31/01/2013 | 3,070.53   |
| EF068911       | 11380          | <b>SNAP PRINTING FREMANTLE</b><br>PRINTING SERVICES                       | 31/01/2013 | 4,005.85   |
| EF068912       | 11387          | <b>BIBRA LAKE SOILS</b><br>SOIL & LIMESTONE SUPPLIES                      | 31/01/2013 | 2,123.00   |
| EF068913       | 11425          | <b>SOUTHERN METROPOLITAN REGIONAL COUNCIL</b><br>WASTE DISPOSAL GATE FEES | 31/01/2013 | 402,531.72 |
| EF068914       | 11447          | <b>SPEARWOOD DALMATINAC CLUB INC</b><br>COMMUNITY GRANT                   | 31/01/2013 | 1,917.00   |
| EF068915       | 11453          | <b>SPEARWOOD NEWSROUND</b><br>NEWSPAPER SUPPLIES                          | 31/01/2013 | 1,932.09   |
| EF068916       | 11459          | <b>SPEARWOOD VETERINARY HOSPITAL</b><br>VETERINARY SERVICES               | 31/01/2013 | 295.40     |
| EF068917       | 11463          | <b>SPECTRUM CABINETS</b><br>CABINET SUPPLIES                              | 31/01/2013 | 99.00      |
| EF068918       | 11470          | <b>SPORTSWORLD OF WA</b><br>SPORT SUPPLIES                                | 31/01/2013 | 597.30     |
| EF068919       | 11483          | <b>ST JOHN AMBULANCE AUST WA OPERATIONS</b><br>FIRST AID COURSES          | 31/01/2013 | 252.00     |

## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date       | Value        |
|----------------|----------------|--|------------|--------------|
| EF068920       | 11505          | STATE LIBRARY OF WESTERN AUSTRALIA<br>BOOK SUPPLIES                  | 31/01/2013 | 3,452.90     |
| EF068921       | 11511          | STATEWIDE BEARINGS<br>BEARING SUPPLIES                               | 31/01/2013 | 290.83       |
| EF068922       | 11525          | STRACHAN RA & TD<br>PLUMBING SERVICES                                | 31/01/2013 | 2,783.00     |
| EF068923       | 11533          | SUPERBOWL MELVILLE<br>ENTERTAINMENT SERVICES                         | 31/01/2013 | 417.00       |
| EF068924       | 11546          | T FAULKNER & CO<br>INSTALLATIONS/SUPPLY OF HAND RAILS                | 31/01/2013 | 7,495.00     |
| EF068925       | 11557          | TECHNOLOGY ONE LTD<br>IT CONSULTANCY SERVICES                        | 31/01/2013 | 20,630.50    |
| EF068926       | 11625          | TOTAL EDEN PTY LTD<br>RETICULATION SUPPLIES                          | 31/01/2013 | 42,007.81    |
| EF068927       | 11642          | TRAILER PARTS PTY LTD<br>TRAILER PARTS                               | 31/01/2013 | 75.24        |
| EF068928       | 11651          | TREE WATERING SERVICES<br>TREE WATERING SERVICES                     | 31/01/2013 | 28,568.00    |
| EF068929       | 11652          | TRENCHBUSTERS<br>HIRING SERVICES                                     | 31/01/2013 | 1,474.83     |
| EF068930       | 11655          | TRISLEYS HYDRAULIC SERVICES PTY LTD<br>POOL EQUIPMENT/REPAIRS        | 31/01/2013 | 4,504.50     |
| EF068931       | 11657          | TRUCKLINE PARTS CENTRES<br>AUTOMOTIVE SPARE PARTS                    | 31/01/2013 | 3,038.70     |
| EF068932       | 11659          | TRUGRADE MEDICAL SUPPLIES<br>MEDICAL SUPPLIES                        | 31/01/2013 | 660.00       |
| EF068933       | 11663          | TUDOR HOUSE<br>BANNERS/FLAGS   | 31/01/2013 | 720.00       |
| EF068934       | 11667          | TURFMASTER FACILITY MANAGEMENT<br>TURFING SERVICES                   | 31/01/2013 | 70,544.20    |
| EF068935       | 11682          | UNIVERSITY OF SOUTH AUSTRALIA<br>MARKETING CONSULTANCY               | 31/01/2013 | 3,950.00     |
| EF068936       | 11697          | VAT MAN-FAT FILTERING SYSTEMS<br>FILTER CLEANING SERVICES            | 31/01/2013 | 1,657.50     |
| EF068937       | 11701          | VIBRA INDUSTRIAL FILTRATION A/ASIA<br>FILTER SUPPLIES                | 31/01/2013 | 666.49       |
| EF068938       | 11708          | VITAL PACKAGING PTY LTD<br>PACKAGING SUPPLIES                        | 31/01/2013 | 1,908.50     |
| EF068939       | 11722          | WA HINO SALES & SERVICE<br>PURCHAE OF NEW REFUSE COMPACTOR - 1EBM014 | 31/01/2013 | 343,553.80   |
| EF068940       | 11726          | WA LIMESTONE<br>LIMESTONE SUPPLIES                                   | 31/01/2013 | 14,845.16    |
| EF068941       | 11773          | WESFARMERS LANDMARK LIMITED<br>CHEMICAL SUPPLIES                     | 31/01/2013 | 2,601.58     |
| EF068942       | 11789          | WALGA<br>ADVERTISING/TRAINING SERVICES                               | 31/01/2013 | 456.50       |
| EF068943       | 11793          | WESTERN IRRIGATION PTY LTD<br>IRRIGATION SERVICES/SUPPLIES           | 31/01/2013 | 75,638.59    |
| EF068944       | 11795          | WESTERN POWER<br>ELECTRICAL SERVICES -UNDERGROUND PROJECTS           | 31/01/2013 | 1,121,605.00 |
| EF068945       | 11806          | WESTRAC PTY LTD<br>REPAIRS/MTNCE - EARTHMOVING EQUIPMENT             | 31/01/2013 | 1,045.41     |
| EF068946       | 11807          | WESTRAL<br>BLINDS & CURTAINS   | 31/01/2013 | 120.00       |



## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date       | Value      |
|----------------|----------------|--|------------|------------|
| EF068947       | 11810          | <b>ABAXA PREVIOUSLY WH LOCATIONS</b><br>LOCATING SERVICES  | 31/01/2013 | 594.00     |
| EF068948       | 11824          | <b>WORK CLOBBER</b><br>SAFETY CLOTHING   | 31/01/2013 | 475.50     |
| EF068949       | 11828          | <b>WORLDWIDE ONLINE PRINTING - O'CONNOR</b><br>PRINTING SERVICES                                   | 31/01/2013 | 1,770.09   |
| EF068950       | 11835          | <b>WURTH AUSTRALIA PTY LTD</b><br>HARDWARE SUPPLIES  | 31/01/2013 | 1,134.28   |
| EF068951       | 11855          | <b>Z-REST FURNITURE</b><br>FURNITURE SUPPLIES  | 31/01/2013 | 157.30     |
| EF068952       | 11972          | <b>COBEY MAINTENANCE SERVICES</b><br>TURF MANAGEMENT   | 31/01/2013 | 9,576.95   |
| EF068953       | 11987          | <b>SAFETY ZONE AUSTRALIA PTY LTD</b><br>SAFETY EQUIPMENT   | 31/01/2013 | 281.18     |
| EF068954       | 11990          | <b>EARTHCARE (AUSTRALIA) P/L</b><br>LANDSCAPING SERVICES   | 31/01/2013 | 871.20     |
| EF068955       | 11993          | <b>BLUE HEELER TRADING</b><br>CLOTHING SUPPLIES  | 31/01/2013 | 1,139.71   |
| EF068956       | 11999          | <b>SOUTHERN SCENE PTY LTD</b><br>BOOK SUPPLIES   | 31/01/2013 | 105.27     |
| EF068957       | 12007          | <b>SHANE MCMASTER SURVEYS</b><br>SURVEYING SERVICES  | 31/01/2013 | 8,910.00   |
| EF068958       | 12014          | <b>TUTT BRYANT EQUIPMENT BT EQUIPMENT PTY LTD</b><br>EXCAVATING/EARTHMOVING EQUIPMENT              | 31/01/2013 | 13,737.29  |
| EF068959       | 12018          | <b>O'CONNOR LAWMOWER &amp; CHAINSAW CENTRE</b><br>MOWING EQUIPMENT/PARTS/SERVICES                  | 31/01/2013 | 185.50     |
| EF068960       | 12101          | <b>THE GREAT ESCAPE</b><br>ENTRY FEES  | 31/01/2013 | 1,913.50   |
| EF068961       | 12153          | <b>HAYS PERSONNEL SERVICES PTY LTD</b><br>EMPLOYMENT SERVICES                                      | 31/01/2013 | 1,509.73   |
| EF068962       | 12200          | <b>THORPE-BOWKER</b><br>BOOKS  | 31/01/2013 | 512.33     |
| EF068963       | 12207          | <b>CIVICA PTY LTD</b><br>SOFTWARE SUPPORT/LICENCE FEES   | 31/01/2013 | 12,109.14  |
| EF068964       | 12542          | <b>SEALIN GARLETT</b><br>CEREMONIAL SERVICES   | 31/01/2013 | 400.00     |
| EF068965       | 12561          | <b>CATEK EQUIPMENT REPAIRS</b><br>REPAIRS/MAINTENANCE SERVICES                                     | 31/01/2013 | 250.35     |
| EF068966       | 12585          | <b>PIA WA</b><br>PLANNING AWARD NOMINATION FEE   | 31/01/2013 | 1,950.00   |
| EF068967       | 12589          | <b>AUSTRALIAN INSTITUTE OF MANAGEMENT</b><br>TRAINING SERVICES                                     | 31/01/2013 | 3,060.00   |
| EF068968       | 12656          | <b>COOGEE BEACH SURF LIFESAVING CLUB INC</b><br>CONSTRUCTION SERVICES - PINDAN PROGRESS CLAIM NO 9 | 31/01/2013 | 531,733.54 |
| EF068969       | 12672          | <b>NORMAN DISNEY &amp; YOUNG</b><br>CONSULTANCY SERVICES   | 31/01/2013 | 2,090.00   |
| EF068970       | 12779          | <b>WESTERN RESOURCE RECOVERY PTY LTD</b><br>WASTE DISPOSAL SERVICES                                | 31/01/2013 | 1,841.18   |
| EF068971       | 12796          | <b>MEDIA MONITORS AUSTRALIA PTY LTD</b><br>MEDIA MONITORING SERVICES                               | 31/01/2013 | 2,217.45   |
| EF068972       | 12820          | <b>MONTELEONE FENCING</b><br>FENCING SERVICES/MAINTENANCE  | 31/01/2013 | 10,175.00  |
| EF068973       | 12998          | <b>PLAYRIGHT AUSTRALIA PTY LTD</b><br>INSPECTION SERVICES - PLAYGROUNDS                            | 31/01/2013 | 1,278.05   |

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date       | Value     |
|----------------|----------------|--|------------|-----------|
| EF068974       | 13000          | <b>BORAL ASPHALT WA</b><br>SUPPLY OF ASPHALT                               | 31/01/2013 | 89,311.42 |
| EF068975       | 13037          | <b>PPCA LTD</b><br>LICENCE FEE - SOUND & MUSIC                             | 31/01/2013 | 3,951.99  |
| EF068976       | 13111          | <b>OCE-AUSTRALIA LIMITED</b><br>COPIERS/PRINTERS                           | 31/01/2013 | 359.12    |
| EF068977       | 13409          | <b>KLEENIT</b><br>CLEANING SERVICES  | 31/01/2013 | 5,128.20  |
| EF068978       | 13462          | <b>ATI-MIRAGE PTY LTD</b><br>TRAINING SERVICES                             | 31/01/2013 | 1,560.67  |
| EF068979       | 13476          | <b>THE HISTORICAL SOCIETY OF COCKBURN</b><br>EXPENSES REIMBURSEMENT        | 31/01/2013 | 1,920.00  |
| EF068980       | 13563          | <b>ECOJOBS ENVIRONMENTAL PERSONNEL</b><br>EMPLOYMENT SERVICES              | 31/01/2013 | 4,016.38  |
| EF068981       | 13582          | <b>DBS FENCING</b><br>FENCING SERVICES                                     | 31/01/2013 | 693.00    |
| EF068982       | 13608          | <b>ALLFLOORS SANDING</b><br>SANDING/POLISHING SERVICES                     | 31/01/2013 | 9,935.00  |
| EF068983       | 13670          | <b>HISCO PTY LTD</b><br>HOSPITALITY SUPPLIES                               | 31/01/2013 | 154.00    |
| EF068984       | 13671          | <b>STAPLES AUSTRALIA PTY LTD</b><br>OFFICE/STATIONERY SUPPLIES             | 31/01/2013 | 2,575.68  |
| EF068985       | 13767          | <b>ELLIOTTS IRRIGATION PTY LTD</b><br>IRRIGATION SERVICES                  | 31/01/2013 | 617.10    |
| EF068986       | 13779          | <b>PORTER CONSULTING ENGINEERS</b><br>ENGINEERING CONSULTANCY SERVICES     | 31/01/2013 | 1,760.00  |
| EF068987       | 13825          | <b>JACKSON MCDONALD</b><br>LEGAL SERVICES                                  | 31/01/2013 | 7,944.64  |
| EF068988       | 13832          | <b>INSIGHT CALL CENTRE SERVICES</b><br>COMMUNICATION SERVICES              | 31/01/2013 | 7,786.06  |
| EF068989       | 13991          | <b>CAESARS PLUMBING &amp; GAS</b><br>PLUMBING & GAS SERVICES/INSTALLATIONS | 31/01/2013 | 435.00    |
| EF068990       | 14111          | <b>POLYTECHNIC WEST</b><br>EDUCATIONAL SERVICES                            | 31/01/2013 | 284.00    |
| EF068991       | 14195          | <b>PIONEER CREDIT MANAGEMENT SERVICES</b><br>DEBT COLLECTION SERVICES      | 31/01/2013 | 29,980.65 |
| EF068992       | 14405          | <b>LANDSCAPE AUSTRALIA PTY LTD</b><br>LANDSCAPE MAINTENANCE SERVICES       | 31/01/2013 | 15,257.00 |
| EF068993       | 14447          | <b>ANDOVER DETAILERS</b><br>DETAILING SERVICES                             | 31/01/2013 | 892.00    |
| EF068994       | 14459          | <b>BIDVEST (WA) PTY LTD</b><br>FOOD/CATERING SUPPLIES                      | 31/01/2013 | 1,559.46  |
| EF068995       | 14593          | <b>AUSTREND INTERNATIONAL PTY LTD</b><br>ALUMINIUM SUPPLIES                | 31/01/2013 | 4,447.30  |
| EF068996       | 14667          | <b>APPEALING SIGNS</b><br>SIGNS  | 31/01/2013 | 3,737.80  |
| EF068997       | 14777          | <b>LGIS INSURANCE BROKING</b><br>INSURANCE PREMIUMS                        | 31/01/2013 | 330.00    |
| EF068998       | 14834          | <b>GILDEN TREE FARM</b><br>PLANT/TREE SUPPLIES                             | 31/01/2013 | 5,126.00  |
| EF068999       | 14908          | <b>OAKVALE CAPITAL LIMITED</b><br>CONSULTANCY SERVICES                     | 31/01/2013 | 4,274.14  |
| EF069000       | 15072          | <b>DRUM PRINT &amp; PUBLICATIONS</b><br>PRINTING SERVICES                  | 31/01/2013 | 926.00    |

## CITY OF COCKBURN

## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee   | Date       | Value     |
|----------------|----------------|---|------------|-----------|
| EF069001       | 15267          | <b>CHEMSEARCH</b><br>CHEMICAL SUPPLIES  | 31/01/2013 | 448.51    |
| EF069002       | 15327          | <b>LKL CONTRACTING</b><br>BOBCAT HIRE / LANDSCAPING SERVICES                  | 31/01/2013 | 14,641.28 |
| EF069003       | 15330          | <b>COMMERCIAL &amp; INDUSTRIAL MOWING</b><br>MOWING/SLASHING SERVICES         | 31/01/2013 | 352.00    |
| EF069004       | 15337          | <b>CHUBB SECURITY SERVICES LTD</b><br>SECURITY SERVICES                       | 31/01/2013 | 1,173.00  |
| EF069005       | 15363          | <b>JONES LANG LASALLE (WA) PTY LTD</b><br>SHOP RENT - GATEWAY SHOPPING CENTRE | 31/01/2013 | 21,216.00 |
| EF069006       | 15416          | <b>FIRE ENGINE FUN - INGLEWOOD</b><br>ENTERTAINMENT SERVICES                  | 31/01/2013 | 600.00    |
| EF069007       | 15462          | <b>GREENSLADES &amp; CO P/L</b><br>PET FOOD SUPPLIES                          | 31/01/2013 | 191.60    |
| EF069008       | 15507          | <b>HART SPORT</b><br>SPORTING GOODS   | 31/01/2013 | 559.62    |
| EF069009       | 15515          | <b>ANYBODY'S FITNESS</b><br>WATER AEROBICS                                    | 31/01/2013 | 559.00    |
| EF069010       | 15541          | <b>JANDAKOT NEWS</b><br>NEWSPAPER SUPPLIERS                                   | 31/01/2013 | 374.88    |
| EF069011       | 15588          | <b>NATURAL AREA MANAGEMENT &amp; SERVICES</b><br>WEED SPRAYING                | 31/01/2013 | 7,484.40  |
| EF069012       | 15678          | <b>A2Z PEST CONTROL</b><br>PEST CONTROL                                       | 31/01/2013 | 1,862.00  |
| EF069013       | 15786          | <b>AD ENGINEERING INTERNATIONAL PTY LTD</b><br>SIGNS - ELECTRONIC             | 31/01/2013 | 132.00    |
| EF069014       | 15850          | <b>ECOSCAPE</b><br>ENVIRONMENTAL CONSULTANCY                                  | 31/01/2013 | 7,975.00  |
| EF069015       | 15862          | <b>FREMANTLE MILK DISTRIBUTORS</b><br>MILK DELIVERY                           | 31/01/2013 | 960.85    |
| EF069016       | 16050          | <b>SOUTH METROPOLITAN PERSONNEL</b><br>EMPLOYMENT SERVICES                    | 31/01/2013 | 191.15    |
| EF069017       | 16064          | <b>CMS ENGINEERING PTY LTD</b><br>AIRCONDITIONING SERVICES                    | 31/01/2013 | 9,580.56  |
| EF069018       | 16226          | <b>PERTH EXPO HIRE</b><br>DISPLAY/EXHIBITION EQUIPMENT/SERVICES               | 31/01/2013 | 1,562.00  |
| EF069019       | 16291          | <b>WA PROFILING</b><br>ROAD PROFILING SERVICES                                | 31/01/2013 | 8,857.75  |
| EF069020       | 16386          | <b>LITTLE RED APPLE PUBLISHING</b><br>BOOK SUPPLIES                           | 31/01/2013 | 25.95     |
| EF069021       | 16396          | <b>MAYDAY EARTHMOVING</b><br>GRADER HIRE                                      | 31/01/2013 | 19,140.00 |
| EF069022       | 16403          | <b>ROBINSON BUILDTECH</b><br>BUILDING SERVICES - ALTERATIONS                  | 31/01/2013 | 58,162.86 |
| EF069023       | 16431          | <b>SPYDER DISPLAYS</b><br>DISPLAYS & BANNERS                                  | 31/01/2013 | 4,950.00  |
| EF069024       | 16533          | <b>TOTAL PACKAGING</b><br>PACKAGING   | 31/01/2013 | 154.00    |
| EF069025       | 16535          | <b>WIDDESON'S HIRE SERVICE</b><br>HIRE OF CATERING SUPPLIES                   | 31/01/2013 | 83.60     |
| EF069026       | 16568          | <b>BIOWISE</b><br>SOIL SUPPLIES   | 31/01/2013 | 1,320.00  |
| EF069027       | 16574          | <b>JONATHON DE HADLEIGH</b><br>ENTERTAINMENT SERVICES                         | 31/01/2013 | 210.00    |

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| Cheque/<br>EFT | Account<br>No. | Account/Payee   | Date       | Value     |
|----------------|----------------|---|------------|-----------|
| EF069028       | 16698          | <b>TIDY UP RUBBISH BAG SERVICE</b><br>RUBBISH BAG SERVICE                 | 31/01/2013 | 72.00     |
| EF069029       | 16778          | <b>SPECIALTY TIMBER FLOORING WA</b><br>FLOORING SERVICES                  | 31/01/2013 | 3,927.00  |
| EF069030       | 16894          | <b>TREBLEX INDUSTRIAL PTY LTD</b><br>CHEMICALS - AUTOMOTIVE               | 31/01/2013 | 1,529.00  |
| EF069031       | 16911          | <b>SUPERSEALING</b><br>ROAD SEALING                                       | 31/01/2013 | 32,560.00 |
| EF069032       | 16985          | <b>WA PREMIX</b><br>CONCRETE SUPPLIES                                     | 31/01/2013 | 43,956.31 |
| EF069033       | 16997          | <b>AUS SECURE</b><br>SECURITY SERVICES/PRODUCTS                           | 31/01/2013 | 300.00    |
| EF069034       | 17097          | <b>VALUE TISSUE</b><br>PAPER PRODUCTS                                     | 31/01/2013 | 545.60    |
| EF069035       | 17147          | <b>DJ PALMER (WA) PTY LTD</b><br>FENCING MATERIALS                        | 31/01/2013 | 56.41     |
| EF069036       | 17178          | <b>THE CLEAN UP COMPANY</b><br>WASTE DISPOSAL SERVICES                    | 31/01/2013 | 1,705.00  |
| EF069037       | 17316          | <b>RICHARD L HILL</b><br>CONSULTANCY SERVICES                             | 31/01/2013 | 600.00    |
| EF069038       | 17362          | <b>JOHN EARLEY</b><br>TRAINING  | 31/01/2013 | 480.00    |
| EF069039       | 17397          | <b>KNOWLEDGEONE CORPORATION</b><br>TRAINING                               | 31/01/2013 | 24,310.00 |
| EF069040       | 17471          | <b>PIRTEK (FREMANTLE) PTY LTD</b><br>HOSES & FITTINGS                     | 31/01/2013 | 4,683.91  |
| EF069041       | 17587          | <b>WEST COAST SHADE</b><br>SHADE STRUCTURES                               | 31/01/2013 | 61,490.00 |
| EF069042       | 17608          | <b>NU-TRAC RURAL CONTRACTING</b><br>BEACH CLEANING/FIREBREAK CONSTRUCTION | 31/01/2013 | 7,551.00  |
| EF069043       | 17798          | <b>WESTERN DIAGNOSTIC PATHOLOGY</b><br>ANALYTICAL SERVICES                | 31/01/2013 | 316.75    |
| EF069044       | 17942          | <b>MRS MAC'S</b><br>FOOD SUPPLIES   | 31/01/2013 | 744.45    |
| EF069045       | 17966          | <b>GC SALES (WA)</b><br>WASTE DISPOSAL EQUIPMENT                          | 31/01/2013 | 2,109.25  |
| EF069046       | 17967          | <b>PREMIUM PLASTICS</b><br>PLASTIC PRODUCTS                               | 31/01/2013 | 119.69    |
| EF069047       | 17992          | <b>JANELLE MUNRO</b><br>DISABILITY CONSULTANCY SERVICES                   | 31/01/2013 | 8,580.00  |
| EF069048       | 18017          | <b>INSTANT PRODUCTS GROUP</b><br>HIRE OF PORTABLE TOILETS                 | 31/01/2013 | 363.00    |
| EF069049       | 18019          | <b>INSTITUTE OF PUBLIC ADMINISTRATION AUST</b><br>SUBSCRIPTION            | 31/01/2013 | 650.00    |
| EF069050       | 18048          | <b>ARMADALE REPTILE PARK</b><br>ENTERTAINMENT                             | 31/01/2013 | 239.80    |
| EF069051       | 18073          | <b>PARAMOUNT SECURITY SERVICES</b><br>SECURITY SERVICES                   | 31/01/2013 | 1,227.60  |
| EF069052       | 18086          | <b>DONALD CANT WATTS CORKE (WA) P/L</b><br>PROJECT MANAGEMENT SERVICES    | 31/01/2013 | 7,700.00  |
| EF069053       | 18092          | <b>MARILYN MCLEAN</b><br>EXPENSES REIMBURSEMENT                           | 31/01/2013 | 600.00    |
| EF069054       | 18100          | <b>DAVIS LANGDON AUSTRALIA</b><br>COST MANAGEMENT SERVICES                | 31/01/2013 | 4,769.05  |



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| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date       | Value        |
|----------------|----------------|--|------------|--------------|
| EF069055       | 18111          | <b>CLARK EQUIPMENT</b><br>EARTHMOVING/EXCAVATING EQUIPMENT                         | 31/01/2013 | 585.28       |
| EF069056       | 18126          | <b>DELL AUSTRALIA PTY LTD</b><br>COMPUTER HARDWARE                                 | 31/01/2013 | 551.10       |
| EF069057       | 18203          | <b>NATSYNC ENVIRONMENTAL</b><br>PEST CONTROL                                       | 31/01/2013 | 350.00       |
| EF069058       | 18272          | <b>AUSTRACLEAR LIMITED</b><br>INVESTMENT SERVICES                                  | 31/01/2013 | 59.10        |
| EF069059       | 18389          | <b>GAVIN CONSTRUCTION</b><br>BUILDING CONSTRUCTION SERVICES - GP SUPER CLINIC      | 31/01/2013 | 1,012,833.74 |
| EF069060       | 18436          | <b>J.C.S PLUMBING SERVICES</b><br>PLUMBING SERVICES                                | 31/01/2013 | 350.00       |
| EF069061       | 18508          | <b>JOHN TURNER</b><br>BRICK LAYING SERVICES  | 31/01/2013 | 15,950.00    |
| EF069062       | 18533          | <b>FRIENDS OF THE COMMUNITY INC.</b><br>ACTIVE CITIZEN AWARD 2013                  | 31/01/2013 | 2,650.00     |
| EF069063       | 18613          | <b>ECO-HIRE</b><br>EQUIPMENT HIRE  | 31/01/2013 | 15,718.00    |
| EF069064       | 18628          | <b>UNILEVER AUSTRALIA LTD</b><br>BEVERAGES   | 31/01/2013 | 1,301.95     |
| EF069065       | 18639          | <b>HAMILTON HILL DELIVERY ROUND</b><br>NEWSPAPER DELIVERY SERVICE                  | 31/01/2013 | 103.60       |
| EF069066       | 18678          | <b>DOWNER EDI ENGINEERING ELECTRICAL PTY LTD</b><br>ELECTRICAL SERVICES            | 31/01/2013 | 32,211.51    |
| EF069067       | 18695          | <b>MYAREE CRANE HIRE</b><br>CRANE HIRE   | 31/01/2013 | 495.00       |
| EF069068       | 18721          | <b>LINC INTEGRATED MARKETING</b><br>MARKETING CONSULTANCY SERVICES                 | 31/01/2013 | 995.50       |
| EF069069       | 18731          | <b>OCCMEDIC</b><br>MEDICAL SERVICES  | 31/01/2013 | 85.00        |
| EF069070       | 18734          | <b>P &amp; R EDWARDS</b><br>ENTERTAINMENT SERVICES                                 | 31/01/2013 | 550.00       |
| EF069071       | 18764          | <b>AFFIRMATIVE PAVING</b><br>BRICK PAVING SERVICES                                 | 31/01/2013 | 15,311.52    |
| EF069072       | 18799          | <b>DOWN TO EARTH TRAINING &amp; ASSESSING</b><br>TRAINING SERVICES                 | 31/01/2013 | 450.00       |
| EF069073       | 18884          | <b>SILICH ENTERPRISES PTY LTD</b><br>BOLLARDS                                      | 31/01/2013 | 12,575.10    |
| EF069074       | 18962          | <b>SEALANES (1985) P/L</b><br>CATERING SUPPLIES                                    | 31/01/2013 | 373.64       |
| EF069075       | 19017          | <b>AIRBRUSH TATTOOS WA</b><br>TATTOOING SERVICES                                   | 31/01/2013 | 470.00       |
| EF069076       | 19058          | <b>VALENTINE'S CAMERA HOUSE FREMANTLE</b><br>PHOTOGRAPHIC EQUIPMENT                | 31/01/2013 | 2,327.00     |
| EF069077       | 19133          | <b>INNOVA GROUP PTY LTD</b><br>FURNITURE   | 31/01/2013 | 37,161.82    |
| EF069078       | 19306          | <b>ZIP HEATERS (AUST) PTY LTD</b><br>HEATERS                                       | 31/01/2013 | 251.02       |
| EF069079       | 19396          | <b>ACP EVENTS</b><br>PARTY EQUIPMENT HIRE  | 31/01/2013 | 9,900.00     |
| EF069080       | 19436          | <b>WHITCHURCH REFRIGERATION &amp; AIRCONDITIONING</b><br>AIR CONDITIONING SERVICES | 31/01/2013 | 195.80       |
| EF069081       | 19494          | <b>THE ARCHERY CENTRE</b><br>ARCHERY   | 31/01/2013 | 660.00       |

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| EF069082       | 19533          | <b>WOOLWORTHS LTD</b><br>GROCERIES                                       | 31/01/2013 | 1,090.83  |
| EF069083       | 19545          | <b>GRASSWEST</b><br>BUILDING & GARDEN MAINTENANCE                        | 31/01/2013 | 5,310.00  |
| EF069084       | 19619          | <b>SKIPPER TRUCKS</b><br>TRUCKS  | 31/01/2013 | 3,253.91  |
| EF069085       | 19623          | <b>ERGOLINK</b><br>OFFICE FURNITURE                                      | 31/01/2013 | 147.81    |
| EF069086       | 19628          | <b>PAPERBARK TECHNOLOGIES</b><br>ARBORICULTURAL CONSULTANCY SERVICES     | 31/01/2013 | 5,307.50  |
| EF069087       | 19652          | <b>TMS SERVICES</b><br>SECURITY SERVICES                                 | 31/01/2013 | 2,431.00  |
| EF069088       | 19657          | <b>BIGMATE MONITORING SERVICES PTY LTD</b><br>COMPUTER HARDWARE/SOFTWARE | 31/01/2013 | 1,558.70  |
| EF069089       | 19755          | <b>EMBROIDME MYAREE</b><br>EMBROIDERY                                    | 31/01/2013 | 1,095.60  |
| EF069090       | 19829          | <b>BALLMARA PLUMBING &amp; DRAINAGE</b><br>PLUMBING SERVICES             | 31/01/2013 | 2,915.00  |
| EF069091       | 19830          | <b>AUTO MASTERS - SPEARWOOD</b><br>MECHANICAL SERVICES                   | 31/01/2013 | 2,895.69  |
| EF069092       | 19847          | <b>PFD FOOD SERVICES PTY LTD</b><br>CATERING SERVICES                    | 31/01/2013 | 4,738.20  |
| EF069093       | 19856          | <b>WESTERN TREE RECYCLERS</b><br>SHREDDING SERVICES                      | 31/01/2013 | 13,332.00 |
| EF069094       | 19867          | <b>VERTICAL TELECOMS (WA) PTY LTD</b><br>COMMUNICATIONS                  | 31/01/2013 | 2,258.03  |
| EF069095       | 20000          | <b>AUST WEST AUTO ELECTRICAL P/L</b><br>AUTO ELECTRICAL SERVICES         | 31/01/2013 | 1,008.65  |
| EF069096       | 20124          | <b>SHIRLEY BICKLEY SCHOOL OF DANCING</b><br>TRAINING SERVICES - DANCING  | 31/01/2013 | 296.00    |
| EF069097       | 20125          | <b>PENGUIN ISLAND CRUISES P/L</b><br>BOAT CHARTER                        | 31/01/2013 | 964.58    |
| EF069098       | 20146          | <b>DATA#3 LIMITED</b><br>COMPUTER SOFTWARE                               | 31/01/2013 | 85,207.10 |
| EF069099       | 20215          | <b>POWERVAC</b><br>CLEANING EQUIPMENT                                    | 31/01/2013 | 395.10    |
| EF069100       | 20251          | <b>GLADSTONE HEALTH &amp; LEISURE</b><br>COMPUTER SOFTWARE               | 31/01/2013 | 3,960.00  |
| EF069101       | 20299          | <b>REHAB REPAIRS</b><br>REPAIRS - HEALTHCARE EQUIPMENT                   | 31/01/2013 | 278.00    |
| EF069102       | 20307          | <b>OCTAGON-BKG LIFTS</b><br>MAINTENANCE SERVICES                         | 31/01/2013 | 1,318.40  |
| EF069103       | 20556          | <b>DVG MOUNTWAY MELVILLE</b><br>PURCHASE OF NEW VEHICLE - 1EBS830        | 31/01/2013 | 39,415.23 |
| EF069104       | 20583          | <b>ANIMAL PEST MANAGEMENT SERVICES</b><br>FERAL ANIMAL CONTROL           | 31/01/2013 | 1,992.54  |
| EF069105       | 20833          | <b>BOOMERS PLUMBING &amp; GAS</b><br>PLUMBING SERVICES                   | 31/01/2013 | 1,227.00  |
| EF069106       | 20882          | <b>BELL-VISTA FRUIT &amp; VEGETABLE</b><br>FRUIT & VEGETABLE             | 31/01/2013 | 560.51    |
| EF069107       | 20940          | <b>ROBERT HALF AUSTRALIA PTY LTD</b><br>EMPLOYMENT SERVICES              | 31/01/2013 | 4,302.72  |
| EF069108       | 21120          | <b>SHOREWATER MARINE PTY LTD</b><br>MARINE CONSTRUCTION SERVICES         | 31/01/2013 | 3,575.00  |

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| EF069109       | 21127          | <b>JOANNA AYCKBOURN</b><br>INSTRUCTION - SINGING                                      | 31/01/2013 | 450.00     |
| EF069110       | 21147          | <b>FEEL FREEDOM</b><br>ENTERTAINMENT  | 31/01/2013 | 350.00     |
| EF069111       | 21177          | <b>DESERT SHADOW</b><br>ARTISTIC SERVICES   | 31/01/2013 | 260.00     |
| EF069112       | 21193          | <b>SPM CONSULTANTS PTY LTD</b><br>CONSULTANCY SERVICES                                | 31/01/2013 | 1,874.40   |
| EF069113       | 21198          | <b>STUDIO KRAZE</b><br>VIDEO PRODUCTIONS  | 31/01/2013 | 365.00     |
| EF069114       | 21236          | <b>SANDCARDS</b><br>ENTERTAINMENT SERVICES  | 31/01/2013 | 500.00     |
| EF069115       | 21300          | <b>LEASECHOICE</b><br>LEASE AGREEMENT   | 31/01/2013 | 1,862.46   |
| EF069116       | 21363          | <b>TENDERLINK.COM PTY LTD</b><br>COMPUTER SOFTWARE                                    | 31/01/2013 | 550.00     |
| EF069117       | 21371          | <b>SANPOINT PTY LTD</b><br>KERBING SERVICES   | 31/01/2013 | 51,657.00  |
| EF069118       | 21463          | <b>CAPITAL FINANCE AUSTRALIA LTD</b><br>FINANCIAL SERVICES - LEASE FINANCES           | 31/01/2013 | 31,751.14  |
| EF069119       | 21580          | <b>ROLLERDROME MORLEY</b><br>ROLLER-SKATING   | 31/01/2013 | 232.00     |
| EF069120       | 21581          | <b>COASTAL ZONE MANAGEMENT PTY LTD</b><br>CONSULTANCY SERVICES - COCKBURN SOUND STUDY | 31/01/2013 | 30,294.00  |
| EF069121       | 21594          | <b>GREENSENSE PTY LTD</b><br>CONSULTANCY - CLIMATE                                    | 31/01/2013 | 4,324.81   |
| EF069122       | 21658          | <b>LENNY'S COMMERCIAL KITCHEN PTY LTD</b><br>CATERING SERVICES                        | 31/01/2013 | 5,709.00   |
| EF069123       | 21664          | <b>ACT INDUSTRIAL PTY LTD</b><br>SKIP BINS - MANUFACTURE                              | 31/01/2013 | 4,895.00   |
| EF069124       | 21694          | <b>UNITED EQUIPMENT PTY LTD</b><br>USED EQUIPMENT                                     | 31/01/2013 | 533.28     |
| EF069125       | 21775          | <b>OEM GROUP 2006 PTY LTD</b><br>GRAFFITI REMOVAL EQUIPMENT                           | 31/01/2013 | 2,664.23   |
| EF069126       | 21794          | <b>PRACSYS MANAGEMENT SYSTEMS</b><br>MARKET RESEARCH SERVICES                         | 31/01/2013 | 15,400.00  |
| EF069127       | 21796          | <b>GREEN LEAF GARDENS</b><br>LANDSCAPING SERVICES                                     | 31/01/2013 | 2,750.00   |
| EF069128       | 21815          | <b>CIVIL SURVEY SOLUTIONS</b><br>CONSULTANCY - SURVEYING                              | 31/01/2013 | 1,259.50   |
| EF069129       | 21855          | <b>COCKBURN HAWKS ICE HOCKEY CLUB INC</b><br>ICE HOCKEY REGISTRATION FEES             | 31/01/2013 | 200.00     |
| EF069130       | 21879          | <b>SPOTLESS SERVICES AUSTRALIA LTD</b><br>CLEANING SERVICES                           | 31/01/2013 | 127,541.61 |
| EF069131       | 21915          | <b>ECOWATER SERVICES PTY LTD</b><br>MAINTENANCE SERVICES - WASTE SYSTEMS              | 31/01/2013 | 310.60     |
| EF069132       | 21916          | <b>DAVIES FIRST NATIONAL REAL ESTATE</b><br>CONSULTANCY SERVICES - REAL ESTATE        | 31/01/2013 | 12,031.25  |
| EF069133       | 21946          | <b>RYAN'S QUALITY MEATS</b><br>MEAT SUPPLIES  | 31/01/2013 | 256.14     |
| EF069134       | 21990          | <b>MEDIBANK HEALTH SOLUTIONS PTY LTD</b><br>MEDICAL SERVICES                          | 31/01/2013 | 1,912.35   |
| EF069135       | 22012          | <b>ELEGANT GLOVES EVENTS AND SERVICES</b><br>CATERING SERVICES                        | 31/01/2013 | 266.00     |

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|----------------|----------------|---|------------|------------|
| EF069136       | 22126          | <b>HAPPY VALLEY RESOURCES P/L MOLTONI</b><br>WASTE DISPOSAL SERVICES              | 31/01/2013 | 13,926.00  |
| EF069137       | 22133          | <b>AIR-BORN AMUSEMENTS</b><br>AMUSEMENT SERVICES                                  | 31/01/2013 | 4,622.50   |
| EF069138       | 22169          | <b>GREENSTAR GROUP WA PTY LTD GREENSTAR GROUP WA</b><br>AIR CONDITIONING SERVICES | 31/01/2013 | 4,957.98   |
| EF069139       | 22182          | <b>KALAMUNDA FENCING &amp; GATEMAKERS</b><br>FENCING SERVICES                     | 31/01/2013 | 1,404.70   |
| EF069140       | 22185          | <b>THOMAS HASTE</b><br>ENTERTAINMENT SERVICES                                     | 31/01/2013 | 600.00     |
| EF069141       | 22192          | <b>VANESSA PAGET - BUSH WISDOM SURVIVAL</b><br>EDUCATION/ENTERTAINMENT            | 31/01/2013 | 840.00     |
| EF069142       | 22195          | <b>CAFE CORPORATE</b><br>COFFEE SUPPLIES/MACHINE SERVICES                         | 31/01/2013 | 218.80     |
| EF069143       | 22201          | <b>HOLYOAKE AUSTRALIAN INSTITUTE INC</b><br>COUNSELLING/SUPPORT SERVICES          | 31/01/2013 | 484.00     |
| EF069144       | 22242          | <b>ASPHALT SURFACES PTY LTD</b><br>ASPHALTING SERVICES                            | 31/01/2013 | 41,278.24  |
| EF069145       | 22349          | <b>FREMANTLE TRAILERS</b><br>TRAILERS - BOAT AND BOX                              | 31/01/2013 | 1,567.40   |
| EF069146       | 22378          | <b>ABG PAGES PTY LTD</b><br>ADVERTISING SERVICES                                  | 31/01/2013 | 2,199.95   |
| EF069147       | 22379          | <b>GREG ORGLES</b><br>ENTERTAINMENT SERVICES                                      | 31/01/2013 | 1,000.00   |
| EF069148       | 22388          | <b>CARRINGTON'S TRAFFIC SERVICES</b><br>TRAFFIC MANAGEMENT SERVICES               | 31/01/2013 | 5,887.76   |
| EF069149       | 22448          | <b>CAKES WEST PTY LTD</b><br>CATERING   | 31/01/2013 | 40.59      |
| EF069150       | 22553          | <b>BROWNES FOOD OPERATIONS</b><br>CATERING SUPPLIES                               | 31/01/2013 | 1,872.71   |
| EF069151       | 22569          | <b>KINETIC HEALTH GROUP PTY LTD</b><br>MEDICAL SERVICES                           | 31/01/2013 | 1,960.75   |
| EF069152       | 22639          | <b>SHATISH CHAUHAN</b><br>TRAINING SERVICES - YOGA                                | 31/01/2013 | 390.00     |
| EF069153       | 22653          | <b>PCYC FREMANTLE</b><br>SPONSORSHIP  | 31/01/2013 | 600.00     |
| EF069154       | 22682          | <b>BEAVER TREE SERVICES PTY LTD</b><br>TREE PRUNING SERVICES                      | 31/01/2013 | 87,555.04  |
| EF069155       | 22803          | <b>TRANEN PTY LTD</b><br>PAYMENT RELEASED FROM FUNDS IN TRUST                     | 31/01/2013 | 1,183.88   |
| EF069156       | 22805          | <b>COVS PARTS PTY LTD</b><br>MOTOR PARTS  | 31/01/2013 | 1,734.40   |
| EF069157       | 22806          | <b>AUSTRALIAN FUEL DISTRIBUTORS PTY LTD</b><br>FUEL SUPPLIES                      | 31/01/2013 | 174,027.90 |
| EF069158       | 22911          | <b>OILFIELD TRADERS AUSTRALIA</b><br>WATER TRUCK HIRE                             | 31/01/2013 | 6,930.00   |
| EF069159       | 22963          | <b>WEST BIOFUEL TECHNOLOGIES PTY LTD</b><br>EARTHMOVING /EXCAVATION SERVICES      | 31/01/2013 | 25,811.50  |
| EF069160       | 23213          | <b>SPOTLESS FACILITY SERVICES PTY LTD</b><br>LAUNDRY SERVICES                     | 31/01/2013 | 853.87     |
| EF069161       | 23253          | <b>KOTT GUNNING</b><br>LEGAL SERVICES   | 31/01/2013 | 552.86     |
| EF069162       | 23257          | <b>SOUNDGEAR AUSTRALIA</b><br>AUDIO VISUAL EQUIPMENT                              | 31/01/2013 | 860.95     |



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| EF069163       | 23306          | KEVIN & FIONA ETHELTON<br>ENTERTAINMENT SERVICES                                   | 31/01/2013 | 360.00    |
| EF069164       | 23332          | WRIGHTS HEAVY RECOVERY<br>TOWING SERVICES  | 31/01/2013 | 440.00    |
| EF069165       | 23350          | ANALYTICO PTY LTD<br>TRAINING SERVICES   | 31/01/2013 | 412.50    |
| EF069166       | 23375          | HEIRISSON ISLAND TOURNAMENT WATER SKI CLUB INC<br>HIRE SERVICES - SKIING EQUIPMENT | 31/01/2013 | 1,500.00  |
| EF069167       | 23379          | CAMBRON PTY LTD<br>SOFTWARE  | 31/01/2013 | 275.00    |
| EF069168       | 23457          | TOTALLY WORK WEAR FREMANTLE<br>CLOTHING - UNIFORMS                                 | 31/01/2013 | 3,201.00  |
| EF069169       | 23507          | LOCAL GEOTECHNICS<br>GEOTECHNICAL/ANALYTICAL SERVICES                              | 31/01/2013 | 1,980.00  |
| EF069170       | 23559          | PLAN SOLUTION MANAGEMENT<br>AUDITING SERVICES                                      | 31/01/2013 | 10,978.00 |
| EF069171       | 23570          | A PROUD LANDMARK PTY LTD<br>LANDSCAPE CONTRUCTION SERVICES                         | 31/01/2013 | 2,392.50  |
| EF069172       | 23592          | MANDURAH ALL STARS<br>ENTERTAINMENT SERVICES                                       | 31/01/2013 | 1,000.00  |
| EF069173       | 23599          | SOUTHERN DISTRICTS SOFTBALL ASSOCIATION<br>SPORTING EQUIPMENT GRANT                | 31/01/2013 | 200.00    |
| EF069174       | 23617          | AMLEC HOUSE PTY LTD<br>CONSULTANCY - SERVICES                                      | 31/01/2013 | 3,256.00  |
| EF069175       | 23625          | VDM CONSULTING (WA) PTY LTD<br>CONSULTANCY SERVICES                                | 31/01/2013 | 2,904.00  |
| EF069176       | 23685          | ASTRO SYNTHETIC TURF PTY LTD<br>SITE INSPECTIONS                                   | 31/01/2013 | 220.00    |
| EF069177       | 23806          | PAVY RESOURCES (AUST) PTY LTD<br>CONSULTANCY - COMPUTER                            | 31/01/2013 | 8,378.68  |
| EF069178       | 23817          | ARUP PTY LTD<br>CONSULTANCY-ENG, PLANNING, DESIGN                                  | 31/01/2013 | 12,259.50 |
| EF069179       | 23818          | AM & IE MUTCH ENGINEERING CONSULTANTS<br>CONSULTANCY SERVICES                      | 31/01/2013 | 10,098.00 |
| EF069180       | 23858          | SPECIALISED SECURITY SHREDDING<br>DOCUMENT DESTRUCTION SERVICES                    | 31/01/2013 | 10.84     |
| EF069181       | 23859          | SCIENCE ALIVE TRAVELLING SHOW<br>EDUCATION - KIDS                                  | 31/01/2013 | 253.00    |
| EF069182       | 23872          | ASB MARKETING PTY LTD<br>PROMOTIONAL PRODUCTS                                      | 31/01/2013 | 2,651.00  |
| EF069183       | 23971          | FIND WISE LOCATION SERVICES<br>LOCATING SERVICES - UNDERGROUND                     | 31/01/2013 | 1,141.80  |
| EF069184       | 24036          | MULTI SWEEP PTY LTD (WA)<br>SWEEPING SERVICES                                      | 31/01/2013 | 2,228.20  |
| EF069185       | 24038          | ASHLEY GROUP PTY LTD<br>CCTV   | 31/01/2013 | 1,087.90  |
| EF069186       | 24040          | SKYTUNE INVESTMENTS PTY LTD<br>ROCK BREAKING                                       | 31/01/2013 | 1,800.00  |
| EF069187       | 24126          | WA TEMPORARY FENCING SUPPLIES<br>FENCING SERVICES                                  | 31/01/2013 | 1,144.00  |
| EF069188       | 24127          | MAD SLUSH PTY LTD<br>SOFT DRINK SUPPLIES   | 31/01/2013 | 457.70    |
| EF069189       | 24137          | SHAWN BOYLE<br>CONSULTANCY SERVICES  | 31/01/2013 | 2,200.00  |

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| EF069190       | 24141          | <b>PERRY DEGENNARO PHOTOGRAPHY</b><br>PHOTOGRAPHIC SERVICES                      | 31/01/2013 | 800.00    |
| EF069191       | 24154          | <b>UTS SOILTEC PTY LTD</b><br>GROUND TESTING SERVICES                            | 31/01/2013 | 2,200.00  |
| EF069192       | 24157          | <b>PERTH FACE PAINTING COMPANY</b><br>FACE PAINTING SERVICES                     | 31/01/2013 | 1,056.00  |
| EF069193       | 24160          | <b>WILDTHINGS ANIMAL CONTROL SOLUTIONS</b><br>FERAL ANIMAL CONTROL SERVICES      | 31/01/2013 | 1,117.34  |
| EF069194       | 24161          | <b>THE HIDDEN PANTRY</b><br>CATERING SERVICES                                    | 31/01/2013 | 113.00    |
| EF069195       | 24183          | <b>WELLARD GLASS</b><br>GLASS REPAIR SERVICES                                    | 31/01/2013 | 7,037.51  |
| EF069196       | 24185          | <b>HIPPY BELLY DANCE</b><br>TRAINING SERVICES - DANCE CLASSES                    | 31/01/2013 | 130.00    |
| EF069197       | 24186          | <b>ELAN ENERGY MANAGEMENT PTY LTD</b><br>RECYCLING SERVICES - TYRES              | 31/01/2013 | 959.66    |
| EF069198       | 24187          | <b>TOTAL GREEN RECYCLING</b><br>E-WASTE RECYCLING SERVICES                       | 31/01/2013 | 8,027.86  |
| EF069199       | 24189          | <b>COMMUNITY TRANSFORMATIONS INC</b><br>TRAINING SERVICES                        | 31/01/2013 | 1,257.45  |
| EF069200       | 24195          | <b>PAYNE'S WINDOW CLEANING AND SERVICES</b><br>WINDOW CLEANING SERVICES          | 31/01/2013 | 20,335.16 |
| EF069201       | 24276          | <b>COMMERCIAL AQUATICS AUSTRALIA PTY LTD</b><br>SERVICE & MAINTENANCE            | 31/01/2013 | 5,621.00  |
| EF069202       | 24290          | <b>APT GOLDFIELDS PTY LTD</b><br>CONSULTANCY SERVICES                            | 31/01/2013 | 404.80    |
| EF069203       | 24334          | <b>FORCE TOWERS PTY LIMITED</b><br>HIRE SERVICES                                 | 31/01/2013 | 467.50    |
| EF069204       | 24425          | <b>HEAT EXCHANGERS WA PTY LTD</b><br>MAINTENANCE SERVICES                        | 31/01/2013 | 2,506.90  |
| EF069205       | 24432          | <b>TERRA WINES PTY LTD</b><br>LIQUOR SUPPLIES                                    | 31/01/2013 | 297.99    |
| EF069206       | 24436          | <b>DASH PAINTBALL</b><br>ENTRY FEES  | 31/01/2013 | 1,880.00  |
| EF069207       | 24506          | <b>AMARANTI'S PERSONAL TRAINING</b><br>PERSONAL TRAINING SERVICES                | 31/01/2013 | 180.00    |
| EF069208       | 24508          | <b>REBECCA FLANAGAN</b><br>EDUCATIONAL MUSICAL LESSONS                           | 31/01/2013 | 750.00    |
| EF069209       | 24516          | <b>GLEN AUSTIN</b><br>FITNESS TRAINING SERVICES                                  | 31/01/2013 | 1,200.00  |
| EF069210       | 24524          | <b>CALO HEALTH</b><br>HEARTMOVE CLASSES  | 31/01/2013 | 704.00    |
| EF069211       | 24527          | <b>AUSTRALIAN ASSOCIATION FOR ENVIRONMENTAL EDUCATION</b><br>COURSE REGISTRATION | 31/01/2013 | 1,089.00  |
| EF069212       | 24590          | <b>JET FLIGHT SIMULATOR PERTH PTY LTD</b><br>TRAINING SERVICES                   | 31/01/2013 | 880.00    |
| EF069213       | 24591          | <b>BELLY DANCE BOMBSHELL</b><br>ENTERTAINMENT SERVICES                           | 31/01/2013 | 300.00    |
| EF069214       | 24594          | <b>THE GREEN ROOM CREATIVE PTY LTD</b><br>GRAPHIC DESIGN SERVICES                | 31/01/2013 | 3,080.00  |
| EF069215       | 24598          | <b>AIR MOVEMENT SPECIALISTS WA</b><br>HIRE OF AIR CONDITIONER                    | 31/01/2013 | 2,500.00  |
| EF069216       | 24613          | <b>DOLPHIN WATCH PTY LTD</b><br>ENTERTAINMENT                                    | 31/01/2013 | 468.00    |

## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee   | Date       | Value      |
|----------------|----------------|---|------------|------------|
| EF069217       | 24614          | ROCKINGHAM DOLPHINS (WA) PTY LTD<br>ENTERTAINMENT       | 31/01/2013 | 1,188.00   |
| EF069218       | 12286          | P & R WILKINS<br>CAT STERILISATION CONTRIBUTION         | 31/01/2013 | 50.00      |
| EF069219       | 22313          | FOCAS<br>CAT STERILISATION CONTRIBUTION                 | 31/01/2013 | 100.00     |
| EF069220       | 23893          | KAYE POTTIER<br>CAT STERILISATION                       | 31/01/2013 | 100.00     |
| EF069221       | 24370          | VESNA UBOVIC<br>CAT STERILISATION CONTRIBUTION          | 31/01/2013 | 50.00      |
| EF069222       | 24615          | EUGENE LAW<br>CROSSOVER CONTRIBUTION                    | 31/01/2013 | 300.00     |
| EF069223       | 24621          | MJ WJ MARINICH<br>CROSSOVER CONTRIBUTION                | 31/01/2013 | 300.00     |
| EF069224       | 24622          | NICKI XANTHIS<br>CROSSOVER CONTRIBUTION                 | 31/01/2013 | 300.00     |
| EF069225       | 24623          | F & D LAROSA<br>CROSSOVER CONTRIBUTION                  | 31/01/2013 | 300.00     |
| EF069226       | 24624          | GRAHAM DEAS<br>CROSSOVER CONTRIBUTION                   | 31/01/2013 | 300.00     |
| EF069227       | 24625          | SHARON WALKER<br>CROSSOVER CONTRIBUTION                 | 31/01/2013 | 300.00     |
| EF069228       | 24626          | NELSON & DINA FREITAS<br>CROSSOVER CONTRIBUTION         | 31/01/2013 | 300.00     |
| EF069229       | 24627          | GERALDINE LAVERY<br>CROSSOVER CONTRIBUTION              | 31/01/2013 | 300.00     |
| EF069230       | 24628          | GWEN RISELEY<br>CROSSOVER CONTRIBUTION                  | 31/01/2013 | 300.00     |
| EF069231       | 24629          | LIZ AMUDO<br>CROSSOVER CONTRIBUTION                     | 31/01/2013 | 300.00     |
| EF069232       | 24630          | BENJAMIN GRICE & REBECCA HILL<br>CROSSOVER CONTRIBUTION | 31/01/2013 | 300.00     |
| EF069233       | 24631          | LIAM CALLEY<br>CROSSOVER CONTRIBUTION                   | 31/01/2013 | 300.00     |
| EF069234       | 24632          | SIWEI BU<br>CROSSOVER CONTRIBUTION                      | 31/01/2013 | 300.00     |
| EF069235       | 24633          | MI MI AYE<br>CAT STERILISATION CONTRIBUTION             | 31/01/2013 | 50.00      |
| EF069236       | 24634          | JOSEPHINE E RADAICH<br>CAT STERILISATION CONTRIBUTION   | 31/01/2013 | 50.00      |
| EF069237       | 24637          | MARK SMART<br>RATES REFUND                              | 31/01/2013 | 390.00     |
| EF069238       | 24638          | T M TAPPER<br>RATES REFUND                              | 31/01/2013 | 309.11     |
| EF069239       | 11794          | SYNERGY<br>ELECTRICITY USAGE/SUPPLIES                   | 31/01/2013 | 601,047.37 |
| EF069240       | 12025          | TELSTRA CORPORATION<br>COMMUNICATIONS SERVICES          | 31/01/2013 | 45,068.64  |
| 025222         | 13932          | ARMAGUARD<br>BANKING SERVICES                           | 2/01/2013  | 2,273.65   |
| 025223         | 99999          | GLENN D MCROBB<br>PLANNING REFUND - 4 MEADOW GROVE      | 2/01/2013  | 139.00     |
| 025224         | 99999          | TALBOT OLIVER LAWYERS<br>REFUND - DUPLICATE PAYMENT     | 2/01/2013  | 80.00      |

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date      | Value     |
|----------------|----------------|--|-----------|-----------|
| 025225         | 99999          | <b>CHRISTINA M VAN EIJK</b><br>PLANNING REFUND - 69 MONACO AVE                           | 2/01/2013 | 139.00    |
| 025226         | 99999          | <b>PRIMEWEST (381 PHOENIX RD) PTY LTD</b><br>ENVIRO BOND RELEASE - LOT 9000 PHOENIX ROAD | 2/01/2013 | 40,000.00 |
| 025227         | 99999          | <b>HEDLEY J CHAN</b><br>PLANNING REFUND - 15 PODMAN LOOP                                 | 2/01/2013 | 560.00    |
| 025228         | 99999          | <b>SAMANTHA CROOT</b><br>HALL BOND REFUND - BEELIAR                                      | 2/01/2013 | 150.00    |
| 025229         | 99999          | <b>KALO FOTU</b><br>HALL BOND REFUND - JANDAKOT  | 2/01/2013 | 667.50    |
| 025230         | 99999          | <b>TERRANOVIS</b><br>BOND REFUND - LOT 181 TINDAL STAGE 1                                | 2/01/2013 | 1,078.30  |
| 025231         | 99999          | <b>TERRANOVIS</b><br>BOND REFUND - LOT 181 TINDAL STAGE 1                                | 2/01/2013 | 1,551.70  |
| 025232         | 99999          | <b>FERNANDO F MARTINS</b><br>PLANNING REFUND - 12 PORT KEMBLA DRIVE                      | 2/01/2013 | 278.00    |
| 025233         | 99999          | <b>DUANE J SAIN</b><br>PLANNING REFUND - 17 LORIMER ROAD                                 | 2/01/2013 | 139.00    |
| 025234         | 99999          | <b>MILAN PROLIC</b><br>PPLANNING REFUND - 71 COOGEE ROAD                                 | 2/01/2013 | 800.00    |
| 025235         | 99999          | <b>BEELIAR PARTNERSHIP UNIT TRUST</b><br>BOND REFUND - MEVE STAGE 16                     | 2/01/2013 | 17,083.17 |
| 025236         | 99999          | <b>EUNICE L MITUSSIS</b><br>HALL BOND REFUND   | 2/01/2013 | 500.00    |
| 025237         | 99999          | <b>COCKBURN PRIME TIMERS</b><br>BUS BOND REFUND  | 2/01/2013 | 200.00    |
| 025238         | 99999          | <b>LANDCORP</b><br>WORKS BOND REFUND - STAGE 1B RUSSELL ROAD                             | 2/01/2013 | 78,302.25 |
| 025239         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 6A                | 2/01/2013 | 673.86    |
| 025240         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE LOT 785                 | 2/01/2013 | 7,737.49  |
| 025241         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 4C                | 2/01/2013 | 18,141.25 |
| 025242         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE LOT 786                 | 2/01/2013 | 10,450.76 |
| 025243         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 2C                | 2/01/2013 | 13,474.00 |
| 025244         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 2B                | 2/01/2013 | 19,198.25 |
| 025245         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 4A                | 2/01/2013 | 27,449.17 |
| 025246         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 2D                | 2/01/2013 | 43,036.83 |
| 025247         | 99999          | <b>AUSTRALAND PROPERTY GROUP</b><br>LIABILITY BOND - PORT COOGEE STAGE 2D                | 2/01/2013 | 3,978.26  |
| 025248         | 99999          | <b>JULIET COURT BODY CORPORATE</b><br>HALL BOND REFUND                                   | 2/01/2013 | 250.00    |
| 025249         | 99999          | <b>OASIS PATIOS</b><br>PLANNING REFUND - 24 DEAN ROAD                                    | 2/01/2013 | 139.00    |
| 025250         | 99999          | <b>C M MOLSTER</b><br>PLANNING REFUND - 36 SYCAMORE AVE                                  | 2/01/2013 | 139.00    |
| 025251         | 99999          | <b>WAVEBAY PROJECTS</b><br>PLANNING REFUND - 149 CORDELIA AVE                            | 2/01/2013 | 139.00    |



## MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee  | Date       | Value     |
|----------------|----------------|--|------------|-----------|
| 025252         | 99999          | <b>COOGEE CAFÉ</b><br>LEASING BOND REFUND  | 2/01/2013  | 4,000.00  |
| 025253         | 99999          | <b>CBD STRATA MANAGERS</b><br>HALL BOND REFUND                                       | 2/01/2013  | 500.00    |
| 025254         | 13932          | <b>ARMAGUARD</b><br>BANKING SERVICES   | 9/01/2013  | 1,673.75  |
| 025255         | 20751          | <b>DEPARTMENT FOR PLANNING AND INFRASTRUCTURE</b><br>VEHICLE LICENCING REGISTRATIONS | 14/01/2013 | 1,157.35  |
| 025256         | 13932          | <b>ARMAGUARD</b><br>BANKING SERVICES   | 16/01/2013 | 2,301.25  |
| 025257         | 13981          | <b>SOUTH LAKE LEISURE CENTRE</b><br>PETTY CASH REIMBURSEMENT                         | 16/01/2013 | 901.95    |
| 025258         | 18533          | <b>FRIENDS OF THE COMMUNITY INC.</b><br>ACTIVE CITIZEN AWARD 2013                    | 18/01/2013 | 200.00    |
| 025259         | 24604          | <b>DENISE CROSBIE</b><br>ACTIVE CITIZEN AWARD 2013                                   | 18/01/2013 | 200.00    |
| 025260         | 24605          | <b>STEVEN HARWOOD</b><br>ACTIVE CITIZEN AWARD 2013                                   | 18/01/2013 | 50.00     |
| 025261         | 24606          | <b>CHLOE LAWRENCE</b><br>ACTIVE CITIZEN AWARD 2013                                   | 18/01/2013 | 50.00     |
| 025262         | 24607          | <b>RECOVERIESCORP</b><br>DAMAGES - INSURANCE EXCESS                                  | 18/01/2013 | 568.00    |
| 025263         | 24608          | <b>VERO INSURANCE</b><br>DAMAGES - INSURANCE EXCESS                                  | 18/01/2013 | 809.60    |
| 025265         | 13932          | <b>ARMAGUARD</b><br>BANKING SERVICES   | 23/01/2013 | 3,543.65  |
| 025266         | 11795          | <b>WESTERN POWER</b><br>ELECTRICAL SERVICES  | 23/01/2013 | 75,525.00 |
| 025267         | 24618          | <b>JBA SURVERYS</b><br>WAPC SUBDIVISION FEES REIMBURSEMENT                           | 29/01/2013 | 526.00    |
| 025268         | 13932          | <b>ARMAGUARD</b><br>BANKING SERVICES   | 30/01/2013 | 1,432.10  |
| 025269         | 10040          | <b>AIBS WA CHAPTER</b><br>CONFERENCE REGISTRATION                                    | 30/01/2013 | 2,880.00  |
| 025270         | 10320          | <b>CITY OF BAYSWATER</b><br>LOST BOOK FEES   | 30/01/2013 | 2,717.18  |
| 025271         | 10479          | <b>DEPT OF HEALTH WA</b><br>WORKSHOP ATTENDANCES                                     | 30/01/2013 | 40.00     |
| 025272         | 10747          | <b>IINET LIMITED</b><br>INTERNET SERVICES  | 30/01/2013 | 629.45    |
| 025273         | 21471          | <b>WA MACHINERY GLASS</b><br>GLAZING   | 30/01/2013 | 649.00    |
| 025274         | 22903          | <b>UNIQUE INTERNATIONAL RECOVERIES LLC</b><br>DEBT COLLECTORS                        | 30/01/2013 | 678.40    |
| 025275         | 20679          | <b>OFFICE OF STATE REVENUE</b><br>RATES REFUND                                       | 31/01/2013 | 94.36     |
| 025276         | 24492          | <b>PEARSON PROPERTIES</b><br>RATES REFUND  | 31/01/2013 | 261.50    |
| 025277         | 24574          | <b>CWA &amp; TM VAN MIERLO</b><br>RATES REFUND                                       | 31/01/2013 | 542.60    |
| 025278         | 24575          | <b>BETH FERGUSON</b><br>RATES REFUND   | 31/01/2013 | 347.42    |
| 025279         | 24576          | <b>CATHERINE EDITH BASSETT</b><br>RATES REFUND                                       | 31/01/2013 | 372.69    |

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT                                   | Account<br>No. | Account/Payee   | Date         | Value               |
|--|----------------|---|--------------|---------------------|
| 025280   | 24577          | G & L COLLICA<br>RATES REFUND                                   | 31/01/2013   | 589.78              |
| 025281   | 24578          | ELLEN MARY EVERETT<br>RATES REFUND                              | 31/01/2013   | 581.92              |
| 025282   | 24579          | PATRICIA WILSON<br>RATES REFUND                                 | 31/01/2013   | 255.57              |
| 025283   | 24580          | ROBYN MACKAY<br>RATES REFUND                                    | 31/01/2013   | 378.47              |
| 025284   | 24581          | AM & RG JOLLY<br>RATES REFUND                                   | 31/01/2013   | 387.60              |
| 025285   | 24582          | DAVID KLEMM & SHEILA MILLS<br>RATES REFUND                      | 31/01/2013   | 341.10              |
| 025286   | 24635          | ROSA BICKNELL<br>MEMBERSHIP CANCELLATION                        | 31/01/2013   | 342.00              |
| 025287   | 24636          | JASCOT ENTERPRISES<br>RATES REFUND                              | 31/01/2013   | 616.36              |
| 025288   | 10047          | ALINTA ENERGY<br>GAS SUPPLIES                                   | 31/01/2013   | 928.85              |
| 025289   | 11758          | WATER CORP<br>WATER USAGE SUPPLIES<br>ADD RETENTION HELD<br>NIL | 31/01/2013   | 30,231.79           |
| EF067003   | 10040          | LESS PRIOR PERIOD CANCELLED CHEQUES/EFTS<br>AIBS WA CHAPTER     | 25/01/2013 - | 1,490.00            |
| EF068220   | 10040          | AIBS WA CHAPTER   | 25/01/2013 - | 890.00              |
| <b>TOTAL</b>                                     |                |   |              | <b>9,845,590.40</b> |
| <b>TOTAL AS PER AP SOURCE 13GLACT9991000</b>     |                |   |              | 9,845,590.40        |
| <b>TOTAL AS PER TR SOURCE 13GLACT9991000</b>     |                |   |              | <b>9,845,590.40</b> |
| <b>ADDITIONAL DIRECT PAYMENTS</b>                |                |   |              |                     |
| <b>BANK FEES</b>                                 |                |   |              |                     |
| MERCHANT FEES COC                                |                |   |              | 3,819.53            |
| MERCHANT FEES SLLC                               |                |   |              | 2,822.32            |
| MERCHANT FEES VARIOUS OUT CENTRES                |                |   |              | 196.29              |
| NATIONAL BPAY CHARGE                             |                |   |              | 4,125.90            |
| RTGS/ACLR FEE                                    |                |   |              | 9.00                |
| NAB TRANSACT FEE                                 |                |   |              | 3,313.20            |
|  |                |   |              | <b>14,286.24</b>    |
| <b>FAMILY DAY CARE AND IN HOME CARE PAYMENTS</b> |                |   |              |                     |
| FDC PAYMENTS                                     |                |   |              | 55,104.39           |
| IHC PAYMENTS                                     |                |   |              | 141,337.29          |
|  |                |   |              | <b>196,441.68</b>   |
| <b>PAYROLL TRANSACTIONS</b>                      |                |   |              |                     |
| COC 28/12/12 CITY OF COCKBURN 042958             |                |   |              | 5,619.37            |
| COC 31/12/12 CITY OF COCKBURN 042958             |                |   |              | 4,228.01            |
| COC 01/01/13 CITY OF COCKBURN 042958             |                |   |              | 681,074.24          |
| COC 04/01/13 CITY OF COCKBURN 042958             |                |   |              | 2,259.80            |
| COC 07/01/13 CITY OF COCKBURN 042958             |                |   |              | 927.50              |
| COC 08/01/13 CITY OF COCKBURN 042958             |                |   |              | 248,967.20          |
| COC 15/01/13 CITY OF COCKBURN 042958             |                |   |              | 27,905.04           |
| COC 15/01/13 CITY OF COCKBURN 042958             |                |   |              | 736,423.36          |
| COC 18/01/13 CITY OF COCKBURN 042958 REBANK      |                |   |              | 1,347.97            |

CITY OF COCKBURN  
MUNICIPAL BANK ACCOUNT

| Cheque/<br>EFT | Account<br>No. | Account/Payee                        | Date | Value                |
|----------------|----------------|--------------------------------------|------|----------------------|
|                |                | COC 22/01/13 CITY OF COCKBURN 042958 |      | 249,340.19           |
|                |                | COC 25/01/13 CITY OF COCKBURN 042958 |      | 2,377.20             |
|                |                | COC 29/01/13 CITY OF COCKBURN 042958 |      | 708,974.16           |
|                |                | COC 30/01/13 CITY OF COCKBURN 042958 |      | 483.96               |
|                |                | COC 31/01/13 CITY OF COCKBURN 042958 |      | 1,702.73             |
|                |                |                                      |      | <b>2,671,630.73</b>  |
|                |                | <b>CREDIT CARD PAYMENTS</b>          |      |                      |
|                |                | CBA CREDIT CARD PAYMENT              |      | 43,032.22            |
|                |                | CBA CREDIT CARD PAYMENT              |      | 43,626.68            |
|                |                |                                      |      | <b>86,658.90</b>     |
|                |                | <b>TOTAL PAYMENTS FOR JANUARY</b>    |      |                      |
|                |                |                                      |      | <b>12,814,607.95</b> |

## **PAYMENT SUMMARY**

### **CHEQUE PAYMENTS**

025222 - 025289

### **CANCELLED PAYMENTS**

067003; 068220

### **ELECTRONIC FUNDS TRANSFER PAYMENT**

EF068704 – EF069240



# STATEMENT OF FINANCIAL ACTIVITY

for the period ended 31 January 2013

|   | Actuals            | YTD Revised Budget | Variance to YTD Budget | \$ Variance to YTD Budget | Revised Budget     | Adopted Budget     |
|---|--------------------|--------------------|------------------------|---------------------------|--------------------|--------------------|
|   | \$                 | \$                 | %                      | \$                        | \$                 | \$                 |
| <b>Operating Revenue</b>                      |                    |                    |                        |                           |                    |                    |
| Governance                                    | 61,275,680         | 60,672,069         | 1%                     | 603,611 ✓                 | 63,940,162         | 64,033,597         |
| Financial Services                            | 512,567            | 373,639            | 37%                    | 138,928 ✓                 | 581,100            | 581,100            |
| Information Services                          | 270                | 2,121              | -87%                   | (1,851)                   | 3,627              | 3,627              |
| Human Resource Management                     | 119,134            | 73,603             | 62%                    | 45,531                    | 145,395            | 130,340            |
| Library Services                              | 37,071             | 29,440             | 26%                    | 7,631                     | 47,601             | 44,791             |
| Community Services                            | 4,926,151          | 5,010,018          | -2%                    | (83,868)                  | 6,621,466          | 6,295,066          |
| Human Services                                | 4,635,603          | 4,173,858          | 11%                    | 461,746 ✓                 | 6,655,779          | 6,221,506          |
| Corporate Communications                      | 13,800             | 11,687             | 18%                    | 2,112                     | 13,007             | 8,640              |
| Development Services                          | 2,498,985          | 2,384,368          | 5%                     | 114,617 ✓                 | 3,770,407          | 3,126,770          |
| Planning Services                             | 861,344            | 1,017,789          | -15%                   | (156,445) ✗               | 1,342,615          | 1,236,715          |
| Waste Services                                | 26,940,937         | 25,452,193         | 6%                     | 1,488,745 ✓               | 34,135,492         | 31,994,738         |
| Parks & Environmental Services                | 255,398            | 199,344            | 28%                    | 56,054                    | 202,163            | 6,760              |
| Engineering Services                          | 291,066            | 212,973            | 37%                    | 78,093                    | 286,545            | 176,560            |
| Infrastructure Services                       | 259,117            | 259,907            | 0%                     | (789)                     | 263,319            | 8,150              |
|   | 102,627,123        | 99,873,008         | 3%                     | 2,754,115                 | 118,008,678        | 113,868,360        |
| Less: Restricted Grants & Contributions b/fwd | (2,611,520)        | (2,739,963)        | -5%                    | 128,443                   | (2,739,963)        | -                  |
| <b>Total Operating Revenue</b>                | <b>100,015,603</b> | <b>97,133,045</b>  | <b>3%</b>              | <b>2,882,558</b>          | <b>115,268,716</b> | <b>113,868,360</b> |
| <b>Operating Expenditure</b>                  |                    |                    |                        |                           |                    |                    |
| Governance                                    | (1,987,834)        | (2,054,418)        | -3%                    | 66,584                    | (3,641,209)        | (3,456,151)        |
| Financial Services                            | (3,253,578)        | (3,354,247)        | -3%                    | 100,670 ✓                 | (4,462,879)        | (4,471,879)        |
| Information Services                          | (2,278,398)        | (2,379,235)        | -4%                    | 100,836 ✓                 | (3,971,598)        | (3,881,598)        |
| Human Resource Management                     | (1,208,140)        | (1,299,947)        | -7%                    | 91,807                    | (2,160,690)        | (2,189,739)        |
| Library Services                              | (1,476,156)        | (1,610,609)        | -8%                    | 134,454 ✓                 | (2,831,632)        | (2,783,692)        |
| Community Services                            | (4,593,329)        | (5,118,273)        | -10%                   | 524,945 ✓                 | (8,893,372)        | (8,317,725)        |
| Human Services                                | (4,398,578)        | (4,449,416)        | -1%                    | 50,838                    | (7,738,675)        | (7,350,808)        |
| Corporate Communications                      | (1,095,033)        | (1,505,848)        | -27%                   | 410,815 ✓                 | (2,519,511)        | (2,429,044)        |
| Development Services                          | (2,422,622)        | (2,590,083)        | -6%                    | 167,461 ✓                 | (4,727,439)        | (4,232,525)        |
| Planning Services                             | (794,495)          | (1,004,124)        | -21%                   | 209,630 ✓                 | (1,862,616)        | (1,774,180)        |
| Waste Services                                | (11,631,595)       | (10,909,282)       | 7%                     | (722,313) ✗               | (18,596,176)       | (17,902,061)       |
| Parks & Environmental Services                | (5,562,407)        | (6,301,241)        | -12%                   | 738,834 ✓                 | (10,700,332)       | (10,406,522)       |
| Engineering Services                          | (5,859,874)        | (5,937,182)        | -1%                    | 77,308                    | (9,051,293)        | (7,553,872)        |
| Infrastructure Services                       | (4,546,516)        | (4,612,041)        | -1%                    | 65,525                    | (7,722,661)        | (7,448,857)        |
|   | (51,108,554)       | (53,125,947)       | -4%                    | 2,017,393                 | (88,880,083)       | (84,198,652)       |

OCM 14/3/2013 - Item 15.2

## for the period ended 31 January 2013

### Non-Operating Activities

**Less:** Underground Power Infrastructure Contribution

**Add:** Transfer to Reserves



# STATEMENT OF FINANCIAL ACTIVITY

for the period ended 31 January 2013

|  | Actuals                                | YTD Revised Budget | Variance to YTD Budget | \$ Variance to YTD Budget | Revised Budget      | Adopted Budget      |
|--|--|--------------------|------------------------|---------------------------|---------------------|---------------------|
|  | \$                                     | \$                 | %                      | \$                        | \$                  | \$                  |
| <b>Add Funding from</b>  |  |                    |                        |                           |                     |                     |
| Grants & Contributions - Asset Development                     | 4,368,574                              | 7,763,845          | -44%                   | (3,395,272) X             | 12,032,331          | 10,936,929          |
| Less: held in restricted funds from prior years                | (236,916)                              | (418,655)          | -43%                   | 181,739 ✓                 | (439,655)           | (219,500)           |
| Proceeds on Sale of Assets                                     | 7,250,020                              | 21,837,697         | -67%                   | (14,587,677) X            | 23,293,909          | 7,106,000           |
| Reserves   | 21,640,356                             | 34,969,794         | -38%                   | (13,329,438) X            | 55,965,662          | 38,638,204          |
| Loan Funds Raised  | -                                      | 1,000,000          | -100%                  | (1,000,000) X             | 4,865,000           | 4,865,000           |
| Contributed Developer Assets                                   | -                                      | -                  | 0%                     | -                         | -                   | -                   |
|  | <b>39,825,148</b>                      | <b>48,342,603</b>  | <b>-18%</b>            | <b>(8,517,455)</b>        | <b>(13,544,371)</b> | <b>(21,511,296)</b> |
| <br><b>Less: Transfer from Reserves - Impaired Investments</b> | <br>-                                  | <br>-              | <br>0%                 | <br>-                     | <br>-               | <br>-               |
| <br><b>Non-Cash/Non-Current Item Adjustments</b>               |  |                    |                        |                           |                     |                     |
| Depreciation on Assets   | 12,087,785                             | 12,125,960         | 0%                     | (38,175)                  | 21,087,314          | 22,167,314          |
| Profit/(Loss) on Assets Disposal                               | (5,323,716)                            | (16,094,742)       | -67%                   | 10,771,026 ✓              | (17,062,545)        | (874,636)           |
| Non-Current Accrued Debtors                                    | -                                      | -                  | 0%                     | -                         | -                   | -                   |
| Non-Current Leave Provisions                                   | 429,150                                | -                  | 0%                     | 429,150 ✓                 | -                   | -                   |
| Net Change in Restricted/Committed Cash                        | 2,848,436                              | 3,158,618          | -10%                   | (310,182) X               | 3,179,618           | 219,500             |
| Deferred Pensioners Adjustment                                 | -                                      | -                  | 0%                     | -                         | -                   | -                   |
|  | <b>49,866,803</b>                      | <b>47,532,438</b>  | <b>5%</b>              | <b>2,334,365</b>          | <b>(6,339,984)</b>  | <b>882</b>          |
| <br>Opening Funds  | <br>6,355,407                          | <br>6,355,912      | <br>0%                 | <br>(504)                 | <br>6,355,912       | <br>-               |
| <b>Closing Funds</b>   | <b>Note 2, 3.</b><br><b>56,222,210</b> | <b>53,888,350</b>  | <b>4%</b>              | <b>2,333,860</b>          | <b>15,928</b>       | <b>882</b>          |
|  | -                                      | -                  |                        | -                         | -                   | -                   |

## Notes to Statement of Financial Activity

### Note 1.

Additional information on the capital works program including committed orders at end of month:

|                              | Actuals      | Commitments at<br>Month End | Commitments &<br>Actuals YTD | YTD Revised<br>Budget | Full Year<br>Revised Budget | Uncommitted at<br>Month End |
|------------------------------|--------------|-----------------------------|------------------------------|-----------------------|-----------------------------|-----------------------------|
|                              | \$           | \$                          |                              |                       | \$                          | \$                          |
| <b>Assets Classification</b> |              |                             |                              |                       |                             |                             |
| Land and Buildings           | (13,114,235) | (20,953,662)                | (34,067,897)                 | (23,511,053)          | (43,834,544)                | 9,766,646                   |
| Infrastructure Assets        | (10,246,038) | (2,183,061)                 | (12,429,098)                 | (12,558,042)          | (24,096,665)                | 11,667,567                  |
| Plant and Machinery          | (2,369,381)  | (551,577)                   | (2,920,959)                  | (2,662,561)           | (5,543,561)                 | 2,622,602                   |
| Furniture and Equipment      | (41,039)     | (1,800)                     | (42,839)                     | (41,736)              | (51,736)                    | 8,897                       |
| Computer Equipment           | (1,160,307)  | (100,839)                   | (1,261,146)                  | (2,486,061)           | (2,986,727)                 | 1,725,581                   |
|                              | (26,931,001) | (23,790,939)                | (50,721,940)                 | (41,259,452)          | (76,513,233)                | 25,791,294                  |

### Note 2.

Closing Funds in the Financial Activity Statement are represented by:

|  | Actuals      | YTD Revised<br>Budget | Full Year<br>Revised Budget | Adopted<br>Budget |
|--|--------------|-----------------------|-----------------------------|-------------------|
|  | \$           | \$                    | \$                          | \$                |
| <b>Current Assets</b>                                      |              |                       |                             |                   |
| Cash & Investments   | 96,868,723   | 76,052,980            | 48,470,943                  | 56,957,676        |
| Rates Outstanding  | 11,694,900   | 20,729,839            | 1                           | -                 |
| Rubbish Charges Outstanding                                | 1,845,294    | 180,164               | (1)                         | -                 |
| Sundry Debtors   | 5,447,125    | 4,275,663             | 1                           | -                 |
| GST Receivable   | 538,327      | -                     | -                           | -                 |
| Prepayments  | 58,190       | -                     | -                           | -                 |
| Accrued Debtors  | 411,206      | -                     | -                           | -                 |
| Stock on Hand  | 8,410        | -                     | -                           | -                 |
|  | 116,872,175  | 101,238,646           | 48,470,944                  | 56,957,676        |
| <b>Current Liabilities</b>                                 |              |                       |                             |                   |
| Creditors  | (9,337,522)  | (8,893,021)           | 0                           | -                 |
| Income Received in Advance                                 | (784,545)    | -                     | -                           | -                 |
| GST Payable  | (235,645)    | -                     | -                           | -                 |
| Withholding Tax Payable                                    | -            | -                     | -                           | -                 |
| Provision for Annual Leave                                 | (2,420,038)  | -                     | -                           | -                 |
| Provision for Long Service Leave                           | (1,940,955)  | -                     | -                           | -                 |
|  | (14,718,705) | (8,893,021)           | 0                           | -                 |
| <b>Net Current Assets</b>                                  | 102,153,470  | 92,345,625            | 48,470,944                  | 56,957,676        |
| <b>Add: Non Current Investments</b>                        | 5,992,863    | -                     | -                           | -                 |
|  | 108,146,333  | 92,345,625            | 48,470,944                  | 56,957,676        |
| <b>Less: Restricted/Committed Assets</b>                   |              |                       |                             |                   |
| Cash Backed Reserves #                                     | (46,724,784) | (36,115,893)          | (46,134,634)                | (51,676,294)      |
| Deposits & Bonds Liability *                               | (2,467,392)  | -                     | -                           | -                 |
| Grants & Contributions Unspent *                           | (2,731,947)  | (2,341,382)           | (2,320,382)                 | (5,280,500)       |
|  | 56,222,210   | 53,888,350            | 15,928                      | 882               |
| <b>Closing Funds (as per Financial Activity Statement)</b> | 56,222,210   | 53,888,350            | 15,928                      | 882               |

# See attached Reserve Fund Statement

\* See attached Restricted Funds Analysis



**Note 3.**

Amendments to original budget since budget adoption. Surplus/(Deficit)

| Ledger  | Project/<br>Activity | Description  | Council<br>Resolution | Classification                         | Non Change<br>- (Non Cash<br>Items)<br>Adjust. | Increase in<br>Available<br>Cash | Decrease in<br>Available<br>Cash | Amended<br>budget<br>Running<br>Balance |
|---------|----------------------|--|-----------------------|--|--|----------------------------------|----------------------------------|---|
|         |                      |  |                       |  | \$   | \$                               | \$                               | \$                                      |
|         |                      | <b>Budget Adoption</b>   |                       | <b>Closing Funds Surplus(Deficit)</b>  |  |                                  |                                  | <b>882</b>                              |
| OP      | 9144                 | Lease recovery from 13 Kent St property                              |                       | Operating Income                       |  | 3,000                            |                                  | <b>3,882</b>                            |
|         |                      | Community Youth Bus is no longer required, majority of fund was sent |                       |  |  |                                  |                                  |   |
| OP      | 9165                 | to various Disability & Inclusion OP's                               |                       | Operating Expenditure                  |  | 1,481                            |                                  | <b>5,363</b>                            |
| OP      | 8138                 | Environmental OP project was loaded incorrectly                      |                       | Operating Expenditure                  |  | 10,000                           |                                  | <b>15,363</b>                           |
| GL      | 725                  | Reduction in Reserve transfer for Naval Base lease revenue           |                       | Operating Income                       |  | 192,765                          |                                  | <b>208,128</b>                          |
| OP      | 9101                 | Transferring Coogee Caravan Park lease revenue to Reserve            |                       | Operating Income                       |  |                                  | 179,013                          | <b>29,115</b>                           |
| GL      | 202                  | Rounding adjustments   |                       | Operating Income                       |  |                                  | 37                               | <b>29,079</b>                           |
| GL      | 202                  | Increase in insurance recoveries due to grant adjustment             |                       | Operating Income                       |  | 4,823                            |                                  | <b>33,902</b>                           |
|         | 161,                 |  |                       |  |  |                                  |                                  |   |
| GL      | 162, 175             | Rounding adjustments to FESA budget                                  |                       | Operating Income                       |  | 53                               |                                  | <b>33,955</b>                           |
| OP      | 8579                 | Income from developer for private work at Beeliar Drive              |                       | Operating Income                       |  | 100,000                          |                                  | <b>133,955</b>                          |
| OP      | 9193                 | Sale of Bokashi Bins   |                       | Operating Income                       |  | 720                              |                                  | <b>134,675</b>                          |
|         | 230,                 |  |                       |  |  |                                  |                                  |   |
|         | 275,                 |  |                       |  |  |                                  |                                  |   |
|         | 277,                 |  |                       |  |  |                                  |                                  |   |
|         | 328,                 |  |                       |  |  |                                  |                                  |   |
| GL      | 410, 445             | Balancing full grant funded activities                               |                       | Operating Expenditure                  |  |                                  | 23,385                           | <b>111,290</b>                          |
| GL      | 410                  | Depreciation treatment for HACC funded activity                      |                       | Operating Income                       |  |                                  | 59,668                           | <b>51,622</b>                           |
| OP      | 9360                 | New income expected for Human Services Issues                        |                       | Operating Income                       |  | 1,500                            |                                  | <b>53,122</b>                           |
| Various |                      | Mid-year budget review   |                       | Various                                |  |                                  | 37,194                           | <b>15,928</b>                           |
|         |                      |  |                       | <b>Closing Funds Surplus (Deficit)</b> | <b>0</b>                                       | <b>314,344</b>                   | <b>299,298</b>                   | <b>15,928</b>                           |

# Statement of Comprehensive Income *by Nature and Type*

#REF!

|   |        | Actual              | Amended<br>YTD Budget | \$ Variance to YTD<br>Budget | Forecast             | Amended<br>Budget    | Adopted<br>Budget    |
|---|--------|---------------------|-----------------------|------------------------------|----------------------|----------------------|----------------------|
|   |        | \$                  | \$                    | \$                           | \$                   | \$                   | \$                   |
| <b>OPERATING REVENUE</b>  |        |                     |                       |                              |                      |                      |                      |
| 01 Rates  |        | 53,929,311          | 53,896,870            | 32,441                       | 54,197,441           | 54,165,000           | 53,645,000           |
| 05 Fees and Charges   | Note 1 | 37,504,919          | 35,667,556            | 1,837,363                    | 50,200,877           | 48,363,514           | 45,760,634           |
| 10 Grants and Subsidies   |        | 4,772,145           | 4,156,748             | 615,397                      | 7,648,924            | 7,033,527            | 8,456,698            |
| 15 Contributions, Donations and Reimbursements                  |        | 804,759             | 453,186               | 351,573                      | 980,108              | 628,535              | 431,710              |
| 20 Interest Earnings  |        | 2,994,922           | 2,949,371             | 45,552                       | 5,107,716            | 5,062,164            | 5,561,342            |
| 25 Other revenue and Income                                     |        | 9,546               | 9,314                 | 232                          | 16,208               | 15,976               | 12,976               |
| <b>Total Operating Revenue</b>                                  |        | <b>100,015,603</b>  | <b>97,133,045</b>     | <b>2,882,558</b>             | <b>118,151,273</b>   | <b>115,268,716</b>   | <b>113,868,360</b>   |
| <b>OPERATING EXPENDITURE</b>                                    |        |                     |                       |                              |                      |                      |                      |
| 50 Employee Costs - Salaries & Direct Oncosts                   | Note 2 | (22,043,507)        | (22,128,219)          | 84,712                       | (38,257,547)         | (38,342,260)         | (37,798,025)         |
| 51 Employee Costs - Indirect Oncosts                            |        | (418,278)           | (358,543)             | (59,735)                     | (968,199)            | (908,463)            | (898,818)            |
| 55 Materials and Contracts                                      | Note 3 | (18,647,723)        | (20,971,991)          | 2,324,268                    | (32,614,570)         | (34,938,838)         | (31,355,338)         |
| 65 Utilities  |        | (2,230,974)         | (2,567,718)           | 336,744                      | (4,027,412)          | (4,364,156)          | (4,484,950)          |
| 70 Interest Expenses  |        | -                   | -                     | -                            | -                    | -                    | -                    |
| 75 Insurances   |        | (1,768,736)         | (1,856,698)           | 87,962                       | (1,778,738)          | (1,866,700)          | (1,866,700)          |
| 80 Other Expenses   |        | (5,999,840)         | (5,242,777)           | (757,063)                    | (9,216,729)          | (8,459,666)          | (7,794,821)          |
| 85 Depreciation on Non Current Assets                           |        | (12,087,785)        | (12,125,960)          | 38,175                       | (21,049,139)         | (21,087,314)         | (22,167,314)         |
| Add Back: Indirect Costs Allocated to Capital Works             |        | 2,003,330           | 1,818,565             | 184,765                      | 3,302,190            | 3,117,425            | 3,115,859            |
| <b>Total Operating Expenditure</b>                              |        | <b>(61,193,514)</b> | <b>(63,433,341)</b>   | <b>2,239,828</b>             | <b>(104,610,145)</b> | <b>(106,849,972)</b> | <b>(103,250,107)</b> |
| <b>CHANGE IN NET ASSETS RESULTING FROM OPERATING ACTIVITIES</b> |        |                     |                       |                              |                      |                      |                      |
|   |        | <b>38,822,089</b>   | <b>33,699,703</b>     | <b>5,122,385</b>             | <b>13,541,129</b>    | <b>8,418,743</b>     | <b>10,618,253</b>    |
| <b>NON-OPERATING ACTIVITIES</b>                                 |        |                     |                       |                              |                      |                      |                      |
| 11 Capital Grants & Subsidies                                   |        | 3,707,987           | 5,408,646             | (1,700,659)                  | 6,225,936            | 7,926,595            | 6,939,454            |
| 16 Contributions - Asset Development                            |        | 660,587             | 2,355,199             | (1,694,613)                  | 2,411,124            | 4,105,736            | 3,997,475            |
| 95 Profit/(Loss) on Sale of Assets                              |        | 5,323,716           | 16,094,742            | (10,771,026)                 | 6,291,519            | 17,062,545           | 874,636              |
| 57 Acquisition of Crown Land for Roads                          |        | -                   | -                     | -                            | -                    | -                    | -                    |
| 58 Underground Power Scheme                                     |        | (2,840,034)         | (2,881,000)           | 40,966                       | (2,840,034)          | (5,025,000)          | (5,025,000)          |
| <b>Total Non-Operating Activities</b>                           |        | <b>6,852,256</b>    | <b>20,977,588</b>     | <b>(14,125,332)</b>          | <b>12,088,545</b>    | <b>24,069,877</b>    | <b>6,786,565</b>     |
| <b>NET RESULT</b>   |        |                     |                       |                              |                      |                      |                      |
|   |        | <b>45,674,345</b>   | <b>54,677,291</b>     | <b>(9,002,946)</b>           | <b>25,629,674</b>    | <b>32,488,620</b>    | <b>17,404,818</b>    |

## Notes to Statement of Comprehensive Income

### Note 1.

Additional information on main sources of revenue in fees & charges.

|                                   | Actual     | Amended<br>YTD Budget | Amended<br>Budget | Adopted<br>Budget |
|-----------------------------------|------------|-----------------------|-------------------|-------------------|
|                                   | \$         | \$                    | \$                | \$                |
| <b><u>Community Services:</u></b> |            |                       |                   |                   |
| Recreational Services             | 286,244    | 319,309               | 532,245           | 532,245           |
| South Lake Leisure Centre         | 1,642,085  | 1,637,147             | 2,765,549         | 2,765,549         |
| Law and Public Safety             | 2,452,291  | 2,444,051             | 2,586,380         | 2,570,500         |
|                                   | 4,380,619  | 4,400,506             | 5,884,174         | 5,868,294         |
| <b><u>Waste Services:</u></b>     |            |                       |                   |                   |
| Waste Collection Services         | 15,792,982 | 15,792,982            | 16,000,000        | 15,288,000        |
| Waste Disposal Services           | 11,132,006 | 9,619,888             | 18,068,909        | 16,668,909        |
|                                   | 26,924,989 | 25,412,870            | 34,068,909        | 31,956,909        |
|                                   | 31,305,608 | 29,813,376            | 39,953,083        | 37,825,203        |

### Note 2.

Additional information on Salaries and Direct On-Costs by each Division.

|                                       | Actual       | Amended<br>YTD Budget | Amended<br>Budget | Adopted<br>Budget |
|---------------------------------------|--------------|-----------------------|-------------------|-------------------|
|                                       | \$           | \$                    | \$                | \$                |
| Executive Division                    | (1,087,866)  | (982,818)             | (1,715,193)       | (1,715,193)       |
| Finance & Corporate Services Division | (3,225,326)  | (3,317,254)           | (5,690,156)       | (5,729,205)       |
| Community Services Division           | (6,811,646)  | (6,814,957)           | (11,808,553)      | (11,553,496)      |
| Planning & Development Division       | (2,635,047)  | (2,579,183)           | (4,643,827)       | (4,315,600)       |
| Engineering & Works Division          | (8,283,621)  | (8,434,007)           | (14,484,530)      | (14,484,530)      |
|                                       | (22,043,507) | (22,128,219)          | (38,342,260)      | (37,798,025)      |

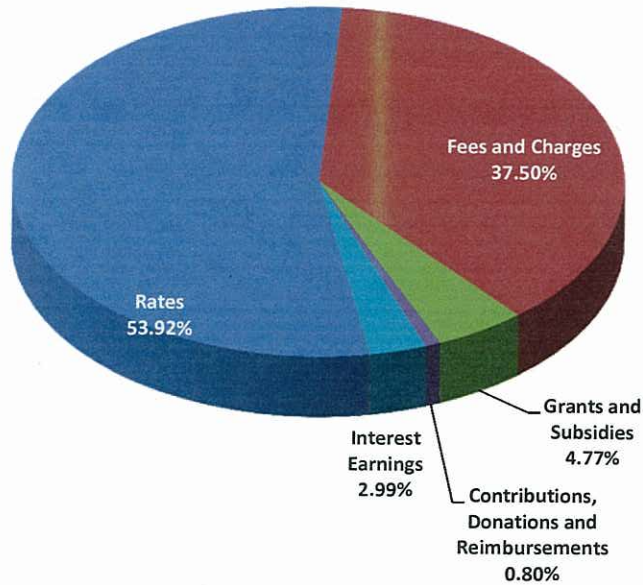
### Note 3

Additional information on Materials and Contracts by each Division.

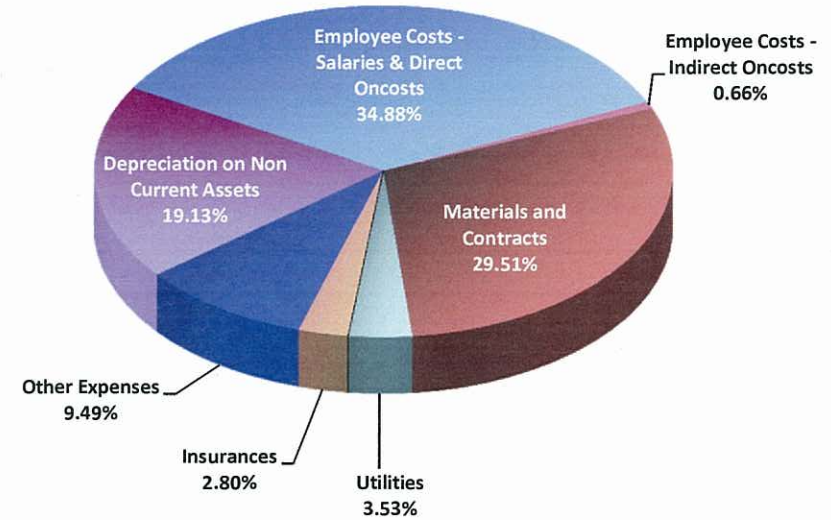
|                                       | Actual       | Amended<br>YTD Budget | Amended<br>Budget | Adopted<br>Budget |
|---------------------------------------|--------------|-----------------------|-------------------|-------------------|
|                                       | \$           | \$                    | \$                | \$                |
| Executive Division                    | (781,413)    | (763,770)             | (1,256,405)       | (1,316,192)       |
| Finance & Corporate Services Division | (1,392,300)  | (1,641,781)           | (2,669,541)       | (2,588,541)       |
| Community Services Division           | (3,779,830)  | (4,539,781)           | (7,962,844)       | (7,103,674)       |
| Planning & Development Division       | (559,847)    | (986,035)             | (1,834,259)       | (1,578,255)       |
| Engineering & Works Division          | (12,134,333) | (13,040,625)          | (21,215,790)      | (18,768,676)      |
| Not Applicable                        | 0            | 0                     | 0                 | 0                 |
|                                       | (18,647,723) | (20,971,991)          | (34,938,838)      | (31,355,338)      |



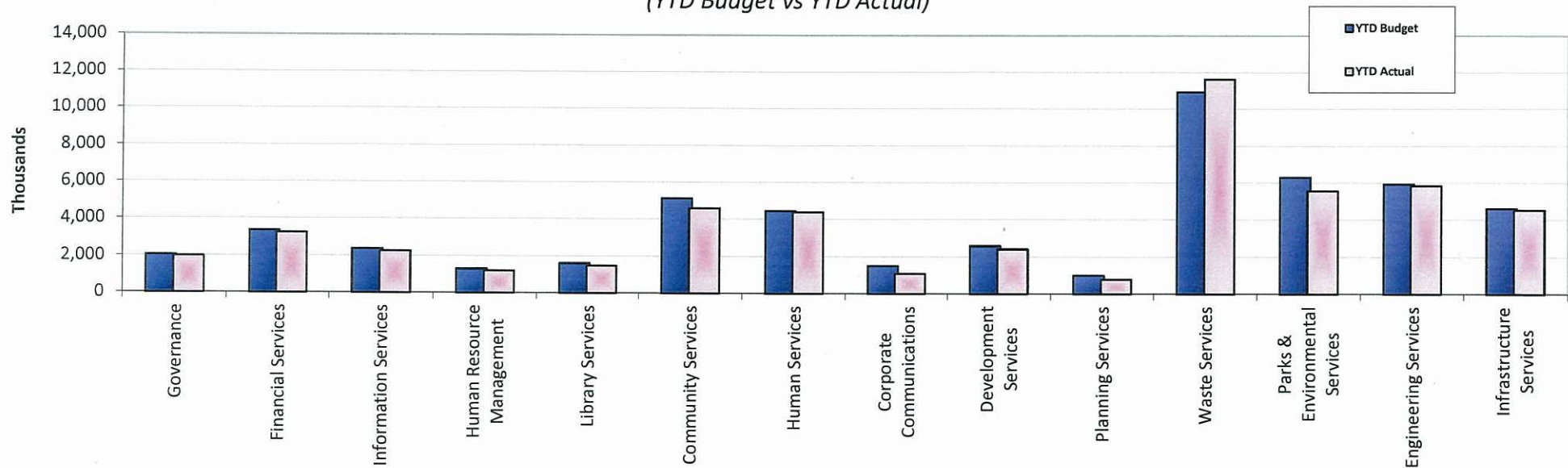
**Operating Income by Nature and Type**  
(YTD Actual)



**Operating Expenditure by Nature and Type**  
(YTD Actual)

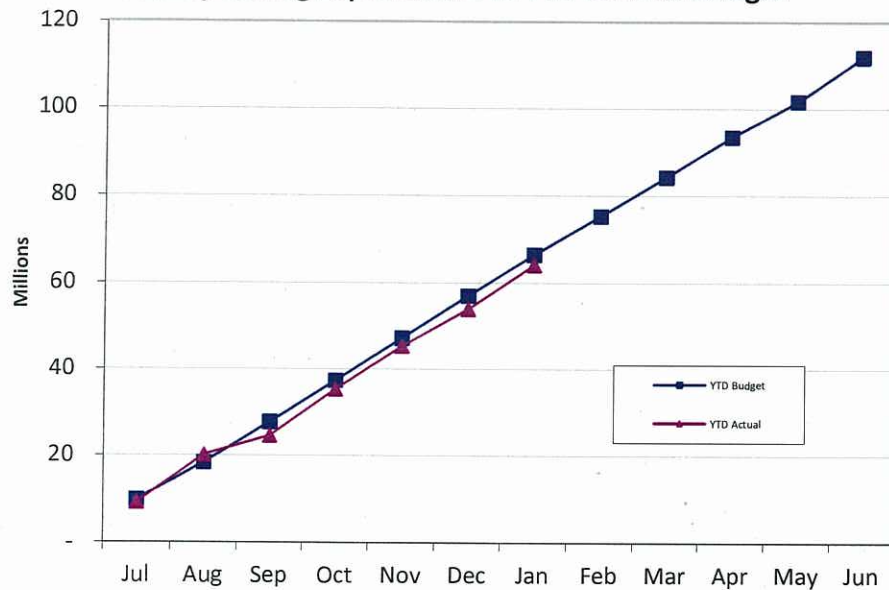


**Operating Expenditure by Business Unit**  
(YTD Budget vs YTD Actual)

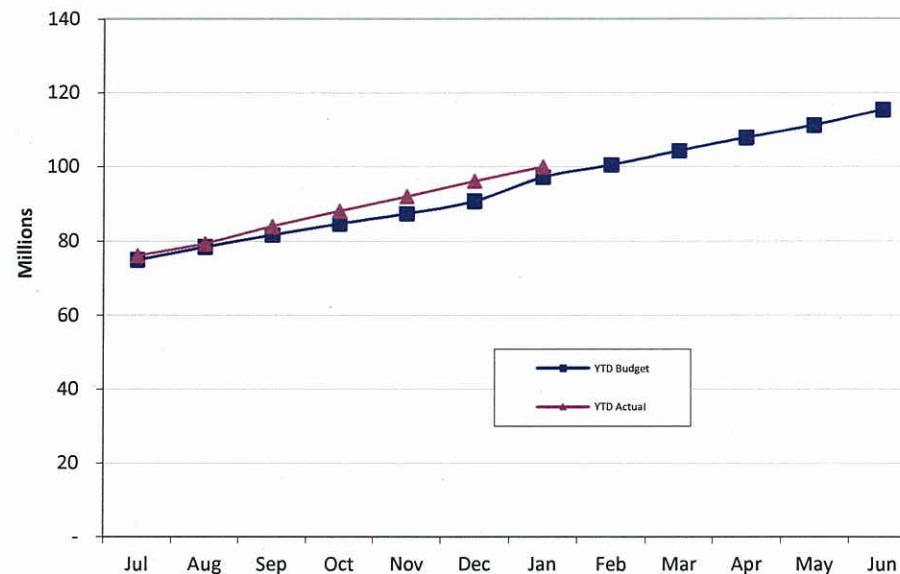




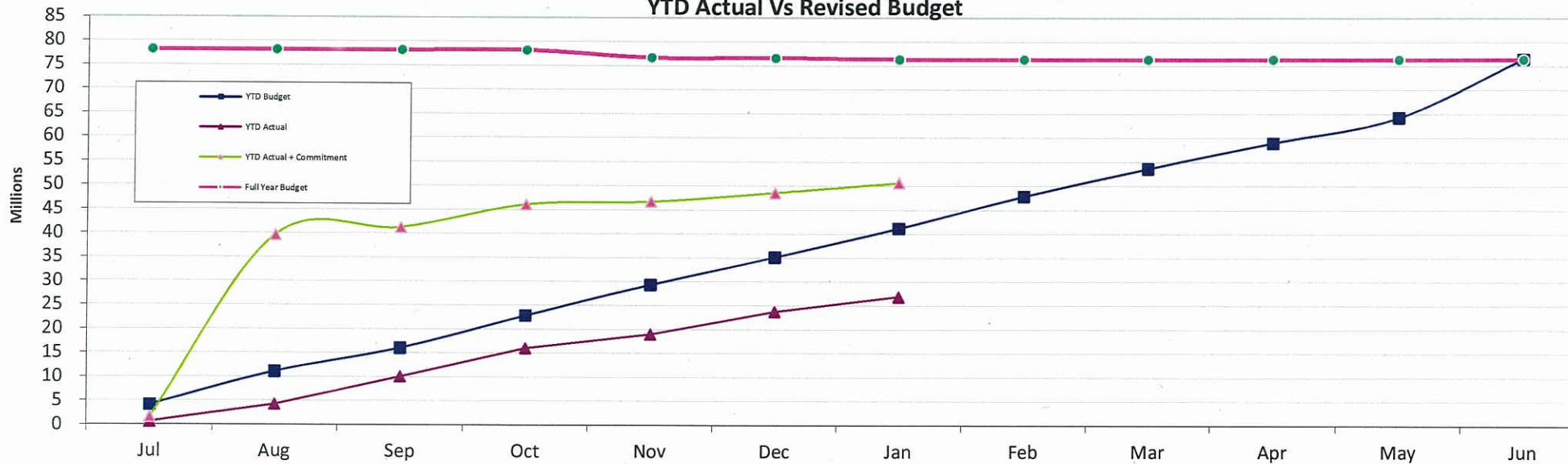
### YTD Operating Expenditure Vs YTD Revised Budget



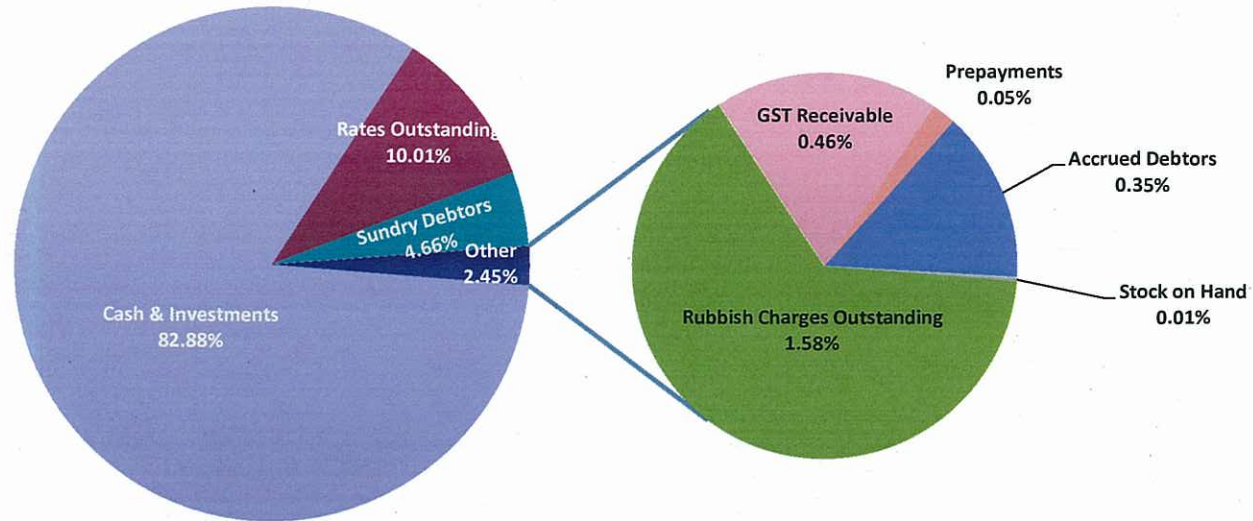
### YTD Operating Income Vs YTD Revised Budget



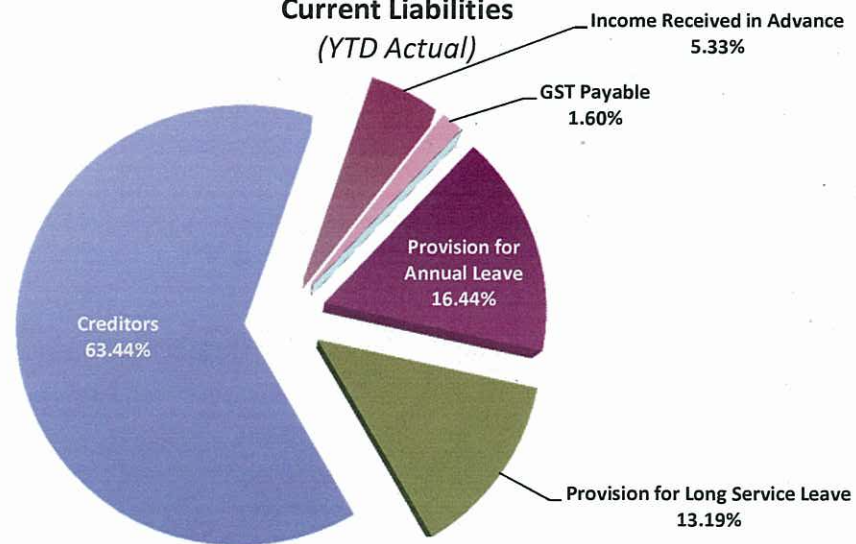
### Capital Expenditure YTD Actual Vs Revised Budget



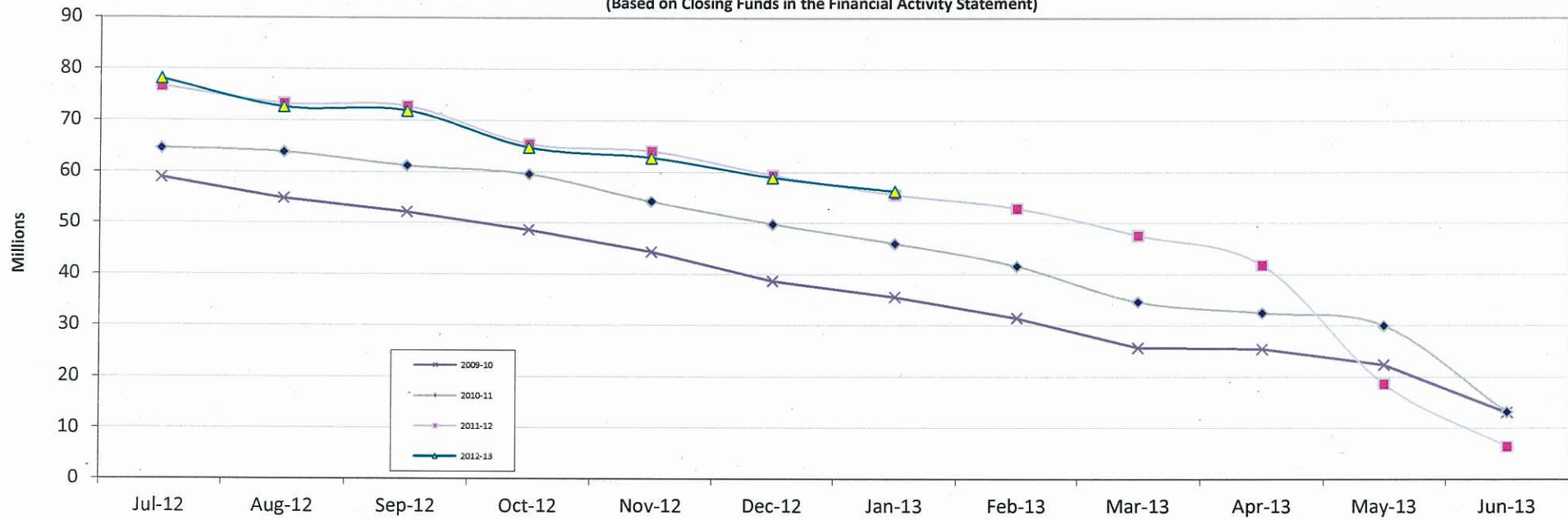
### Current Assets (YTD Actual)



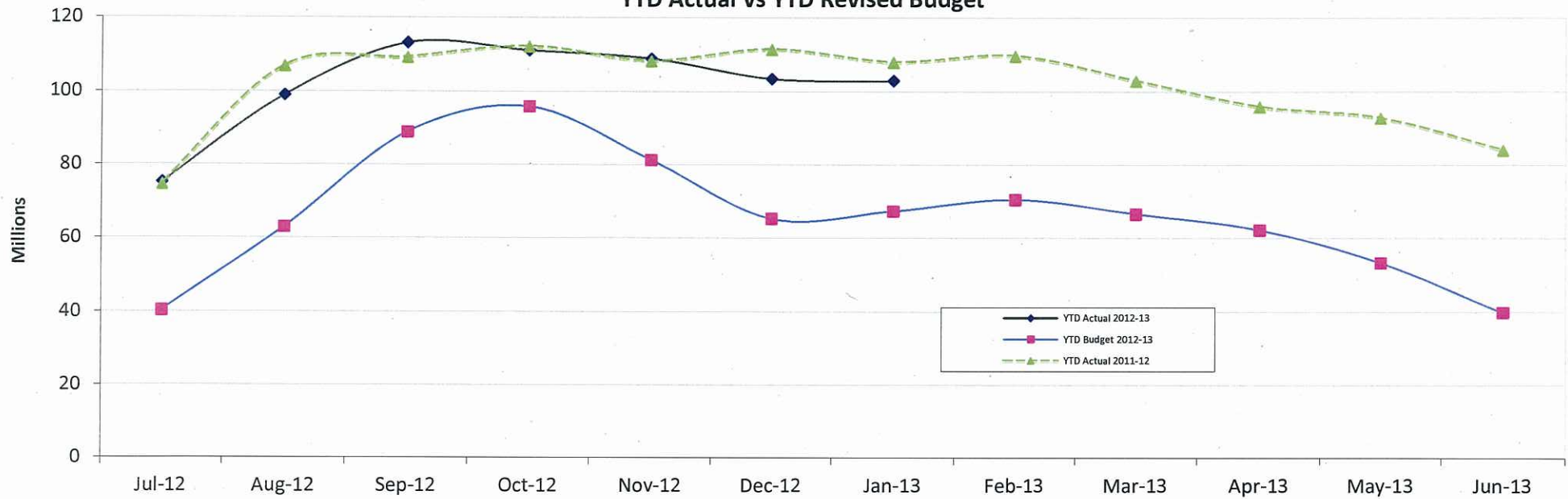
### Current Liabilities (YTD Actual)



**Municipal Liquidity Over the Year**  
(Based on Closing Funds in the Financial Activity Statement)



**Cash & Investments Positions**  
YTD Actual Vs YTD Revised Budget





# City of Cockburn - Reserve Funds

Financial Statement for Period Ending 31 January 2013

| Account Details                            | Opening Balance   |                   | Interest Received |                  | t/f's from Municipal |                  | t/f's to Municipal  |                     | Closing Balance   |                   |
|--|-------------------|-------------------|-------------------|------------------|----------------------|------------------|---------------------|---------------------|-------------------|-------------------|
|  | Budget            | Actual            | Budget            | Actual           | Budget               | Actual           | Budget              | Actual              | Budget            | Actual            |
| <b>Council Funded</b>                      |                   |                   |                   |                  |                      |                  |                     |                     |                   |                   |
| Bibra Lake Management Plan Reserve         | 1,596,772         | 1,596,772         | -                 | 29,419           | -                    | -                | (650,000)           | (276,963)           | 946,772           | 1,349,228         |
| Bibra Lake Nutrient Managment              | 295,924           | 295,924           | 11,000            | 5,999            | -                    | -                | -                   | -                   | 306,924           | 301,923           |
| Carbon Pollution Reduct Scheme Res CPRS    | -                 | -                 | -                 | 5,657            | 1,120,000            | 737,825          | -                   | -                   | 1,120,000         | 743,481           |
| Community Infrastructure                   | 15,814,383        | 11,978,516        | 220,000           | 485,667          | 6,714,880            | -                | (10,287,608)        | (5,155,764)         | 12,461,656        | 7,308,420         |
| Community Surveillance Levy Reserve        | 676,052           | 676,052           | 25,000            | 10,687           | -                    | -                | (599,600)           | (313,038)           | 101,452           | 373,701           |
| Contaminated Sites                         | 1,413,335         | 1,413,335         | 51,000            | 72,346           | 500,000              | -                | (200,000)           | (15,474)            | 1,764,335         | 1,470,207         |
| DCD Redundancies Reserve                   | 2,824             | 2,824             | -                 | 204              | -                    | -                | -                   | -                   | 2,824             | 3,028             |
| Environmental Offset Reserve               | 636,487           | 636,487           | -                 | 11,948           | -                    | -                | (413,300)           | (101,757)           | 223,187           | 546,678           |
| Green House Emissions Reductions           | 495,895           | 495,895           | 14,000            | 9,854            | 200,000              | -                | (450,000)           | (37,638)            | 259,895           | 468,111           |
| Information Technology                     | 826,906           | 826,906           | 30,000            | 7,321            | -                    | -                | (786,700)           | (416,000)           | 70,206            | 418,227           |
| Land Development & Investment Fund Reserve | 8,121,999         | 8,121,999         | 300,000           | 377,627          | 23,240,909           | 4,681,091        | (22,131,342)        | (6,914,524)         | 9,531,566         | 6,266,193         |
| Major Buildings Refurbishment              | 877,121           | 877,121           | 35,000            | 117,169          | 1,500,000            | -                | -                   | -                   | 2,412,121         | 994,290           |
| Mobile Rubbish Bins                        | 346,472           | 346,472           | 19,000            | (23,931)         | -                    | -                | (170,000)           | (62,029)            | 195,472           | 260,512           |
| Municipal Elections                        | 399,988           | 399,988           | 13,000            | 8,109            | 80,000               | -                | -                   | -                   | 492,988           | 408,097           |
| Naval Base Shacks                          | 632,636           | 632,636           | 16,000            | (502,284)        | 201,035              | -                | (256,681)           | (111,860)           | 592,990           | 18,492            |
| Plant & Vehicle Replacement                | 2,497,100         | 2,497,100         | 80,000            | (6,390)          | 3,260,000            | -                | (2,488,070)         | (716,766)           | 3,349,030         | 1,773,944         |
| Port Coogee Special Maintenance Reserve    | 703,174           | 703,174           | 22,000            | 27,211           | 195,000              | -                | (146,250)           | (92,306)            | 773,924           | 638,079           |
| Roads & Drainage Infrastructure            | 2,945,141         | 2,945,141         | 85,000            | 20,085           | 1,000,000            | -                | (3,874,701)         | (1,142,838)         | 155,440           | 1,822,388         |
| Staff Payments & Entitlements              | 2,206,817         | 2,206,817         | 130,000           | 87,872           | 100,000              | -                | (144,900)           | (114,900)           | 2,291,917         | 2,179,789         |
| Waste & Recycling                          | 9,927,820         | 9,927,820         | 550,000           | 31,611           | 8,195,857            | -                | (5,578,721)         | (3,793,411)         | 13,094,956        | 6,166,020         |
| Waste Collection Levy                      | -                 | (0)               | 2,000             | (0)              | -                    | -                | -                   | -                   | 2,000             | (0)               |
| Workers Compensation                       | 386,820           | 386,820           | 14,000            | 7,842            | -                    | -                | -                   | -                   | 400,820           | 394,662           |
| POS Cash in Lieu (Restricted Funds)        | 3,903,626         | 3,903,624         | 123,000           | 79,138           | -                    | -                | (480,000)           | -                   | 3,546,626         | 3,982,762         |
|  | <b>54,707,293</b> | <b>50,871,424</b> | <b>1,740,000</b>  | <b>863,161</b>   | <b>46,307,681</b>    | <b>5,418,916</b> | <b>(48,657,873)</b> | <b>(19,265,268)</b> | <b>54,097,101</b> | <b>37,888,232</b> |
| <b>Grant Funded</b>                        |                   |                   |                   |                  |                      |                  |                     |                     |                   |                   |
| Aged & Disabled Vehicle Expenses           | 355,554           | 355,554           | -                 | 7,065            | 67,807               | -                | (10,000)            | (10,000)            | 413,361           | 352,620           |
| Cockburn Super Clinic Reserve              | 3,821,598         | 3,821,599         | 150,000           | 68,416           | -                    | -                | (4,040,761)         | (746,801)           | (69,162)          | 3,143,213         |
| Family Day Care Accumulation Fund          | 39,432            | 39,432            | 5,000             | 1,135            | 30,000               | 30,000           | (10,000)            | -                   | 64,432            | 70,567            |
| Naval Base Shack Removal Reserve           | 219,532           | 219,532           | 5,000             | 4,406            | 53,700               | -                | (15,000)            | (8,000)             | 263,232           | 215,937           |
| UNDERGROUND POWER (Coolbellup East) SAR    | 156,959           | 156,959           | -                 | 150,916          | 1,160,000            | -                | (1,160,000)         | (1,160,000)         | 156,959           | (852,125)         |
| Welfare Projects Employee Entitlements     | 394,144           | 394,144           | 26,519            | (35,940)         | 35,000               | 39,341           | (39,672)            | (28,772)            | 415,991           | 368,773           |
|  | <b>4,987,220</b>  | <b>4,987,219</b>  | <b>186,519</b>    | <b>195,999</b>   | <b>1,346,507</b>     | <b>69,341</b>    | <b>(5,275,433)</b>  | <b>(1,953,573)</b>  | <b>1,244,813</b>  | <b>3,298,986</b>  |
| <b>Development Cont. Plans</b>             |                   |                   |                   |                  |                      |                  |                     |                     |                   |                   |
| Aubin Grove DCA                            | 105,487           | 105,487           | 20,975            | 2,138            | 26,754               | 62,588           | (5,871)             | -                   | 147,345           | 170,213           |
| Community Infrastructure DCA 13            | 1,248,487         | 1,248,487         | 5,000             | 41,170           | 1,800,000            | 796,333          | (83,173)            | (319,178)           | 2,970,314         | 1,766,811         |
| Gaebler Rd Development Cont. Plans         | 76,591            | 76,591            | 4,800             | 1,553            | 334,544              | -                | (5,871)             | -                   | 410,064           | 78,144            |
| Hammond Park DCA                           | (4,548)           | (4,548)           | -                 | (71)             | 379,129              | -                | -                   | -                   | 374,581           | (4,619)           |
| Munster Development                        | 668,771           | 668,771           | 8,250             | 13,558           | 8,498                | -                | (8,292)             | -                   | 677,227           | 682,329           |
| Muriel Court Development Contribution      | (20,734)          | (20,734)          | -                 | (420)            | 200,000              | -                | (23,330)            | -                   | 155,936           | (21,155)          |
| Packham North - DCA 12                     | -                 | -                 | -                 | 80               | 278,088              | 29,613           | -                   | -                   | 278,088           | 29,693            |
| Solomon Road DCA                           | -                 | -                 | -                 | 1,462            | 244,129              | 102,337          | -                   | (102,337)           | 244,129           | 1,462             |
| Success Lakes Development                  | 1,974,288         | 1,974,289         | 64,000            | 32,493           | 65,920               | -                | (1,887,123)         | -                   | 217,085           | 2,006,782         |
| Success Nth Development Cont. Plans        | 593,406           | 593,406           | 10,350            | 12,030           | 10,661               | -                | (6,644)             | -                   | 607,773           | 605,436           |
| Thomas St Development Cont. Plans          | 11,404            | 11,404            | -                 | 231              | -                    | -                | -                   | -                   | 11,404            | 11,635            |
| Yangebup East Development Cont. Plans      | 21,371            | 21,371            | 3,870             | (99,432)         | 55,486               | 16,959           | (6,026)             | -                   | 74,701            | (61,101)          |
| Yangebup West Development Cont. Plans      | 259,813           | 259,813           | 10,400            | 5,343            | 93,112               | 6,780            | (6,026)             | -                   | 357,299           | 271,936           |
|  | <b>4,934,336</b>  | <b>4,934,337</b>  | <b>127,645</b>    | <b>10,134</b>    | <b>3,496,320</b>     | <b>1,014,611</b> | <b>(2,032,356)</b>  | <b>(421,515)</b>    | <b>6,525,945</b>  | <b>5,537,566</b>  |
| <b>Total Reserves</b>                      |                   |                   |                   |                  |                      |                  |                     |                     |                   |                   |
|  | <b>64,628,849</b> | <b>60,792,979</b> | <b>2,054,164</b>  | <b>1,069,294</b> | <b>51,150,508</b>    | <b>6,502,867</b> | <b>(55,965,662)</b> | <b>(21,640,356)</b> | <b>61,867,859</b> | <b>46,724,784</b> |



*City of Cockburn*  
**Restricted Funds - Infrastructure Contributions & Carry Forwards**  
**Financial Statement for the Period Ended 31 January 2013**

| Particulars                         |                                 | Balance<br>July 1st 2012 | Add:<br>Receipts/Jnls | Less:<br>Payments/Jnls | Closing<br>Balance  |
|-------------------------------------|---------------------------------|--------------------------|-----------------------|------------------------|---------------------|
| <b>INFRASTRUCTURE CONTRIBUTIONS</b> |                                 |                          |                       |                        |                     |
| Prog 12                             | ROAD CONSTRUCTION               | 1,264,557.16             |                       |                        | 1,264,557.16        |
| Prog 12                             | FOOTPATH CONSTRUCTION           | 665,383.90               |                       |                        | 665,383.90          |
| Prog 12                             | DRAINAGE DEVELOPMENT            | 645,419.01               |                       |                        | 645,419.01          |
|                                     |                                 | <b>2,575,360.07</b>      | <b>-</b>              | <b>-</b>               | <b>2,575,360.07</b> |
| <b>CARRIED FORWARDS</b>             |                                 |                          |                       |                        |                     |
| Prog 8                              | FUNDED SERVICES SURPLUSES C/FWD | 494,601.52               | 17,600.08             | 514,641.27 -           | 2,439.67            |
|                                     | UNSPENT PROJECT FUNDING C/FWD   | 2,363,853.79             | 302,250.00            | 2,438,559.37           | 227,544.42          |
| Prog 12                             | UNSPENT ROAD FUNDING            | 146,567.14               |                       | 215,085.40 -           | 68,518.26           |
|                                     |                                 | <b>3,005,022.45</b>      | <b>319,850.08</b>     | <b>3,168,286.04</b>    | <b>156,586.49</b>   |
| <b>TOTAL</b>                        |                                 | <b>5,580,382.52</b>      | <b>319,850.08</b>     | <b>3,168,286.04</b>    | <b>2,731,946.56</b> |

NB. Total Receipts and Payments of Contributions/CF Grants is the balance of Restricted Funds Activities (883-890):

|                              |              |
|------------------------------|--------------|
| Receipts: -                  | 319,850.08   |
| Payments:                    | 3,168,286.04 |
| Balance of Restricted Funds: | 2,848,435.96 |

| Variance Analysis   |                      |                             |                                   |                    |                                    |  |
|---|----------------------|-----------------------------|-----------------------------------|--------------------|------------------------------------|--|
| Municipal Financial Activity Statement for the period ended 31 January 2013 |                      |                             |                                   |                    |                                    |  |
|   | YTD<br>Actuals<br>\$ | YTD Revised<br>Budget<br>\$ | Full Year Revised<br>Budget<br>\$ | YTD Variance<br>\$ | √ = Favourable<br>X = Unfavourable | Jan-13   |
| OPERATING REVENUE   |                      |                             |                                   |                    |                                    |  |
|   |                      |                             |                                   |                    |                                    |  |
| Governance  | 61,275,680           | 60,672,069                  | 63,940,162                        | 603,611            | √                                  | Underground power service charges received, Fees & Charges of Rates Revenue received and Interest Earnings municipal are \$231k, \$157k and \$164k over ytd budget respectively.   |
| Financial Services  | 512,567              | 373,639                     | 581,100                           | 138,928            | √                                  | Administration Fees received from Rates are \$115k over ytd budget.  |
| Human Services  | 4,635,603            | 4,173,858                   | 6,655,779                         | 461,746            | √                                  | Hacc grant received is \$294k over ytd budget. In-Home Care Subsidies received are \$118k over ytd budget.   |
| Development Services  | 2,498,985            | 2,384,368                   | 3,770,407                         | 114,617            | √                                  | Fees & Charges received for Development Services are \$104k over ytd budget.   |
| Planning Services   | 861,344              | 1,017,789                   | 1,342,615                         | (156,445)          | X                                  | Strategic Planning Administration Fees not received yet, resulting in \$184k unfavourable variance.  |
| Waste Services  | 26,940,937           | 25,452,193                  | 34,135,492                        | 1,488,745          | √                                  | Landfill fees received are \$1.6m over ytd budget.   |
| OPERATING EXPENDITURE   |                      |                             |                                   |                    |                                    |  |
|   |                      |                             |                                   |                    |                                    |  |
| Financial Services  | 3,253,578            | 3,354,247                   | 4,462,879                         | 100,670            | √                                  | Insurance for public liability is overspent by \$100k, and Insurance workers compensation is underspent by \$101k. The total insurance expenditures for Property, Plant, Machinery breakdown, Council & off liabilities - employment and travel are underspent by \$100k   |
| Information Services  | 2,278,398            | 2,379,235                   | 3,971,598                         | 100,836            | √                                  | Expenditure in Software support is overspent by \$248k. However, the total expenditures in salaries, Equipment leasing, contract expenses, Copy Costs Charges, Consultancy expenses, software purchase, Aerial Photography expenses and postal expenses are underspent by \$316k.  |
| Library Services  | 1,476,156            | 1,610,609                   | 2,831,632                         | 134,454            | √                                  | Employee Costs - Salaries & Direct On costs are underspent by \$104k.  |
| Community Services  | 4,593,329            | 5,118,273                   | 8,893,372                         | 524,945            | √                                  | Expenditure in Material & Contract in SLLC, expenditure in Cosafe and Council Donations / contribute projects are underspent by \$137k, \$118k and \$199k respectively. However, the employees costs - salaries & direct on costs are overspent by \$152k.   |
| Development Services  | 2,422,622            | 2,590,083                   | 4,727,439                         | 167,461            | √                                  | Contract expenditure for Contaminated sites investigation /clean up has not come in yet, resulting in \$112k favourable variance.  |
| Planning Services   | 794,495              | 1,004,124                   | 1,862,616                         | 209,630            | √                                  | Development contribution plans expenditure has not come in yet, resulting in \$149k favourable variance.   |
| Waste Services  | 11,631,595           | 10,909,282                  | 18,596,176                        | (722,313)          | X                                  | Promotion expenditure in Household Refuse, Expenditure in Entry Fees for Rrrc and recyclables and Expenditure in Annual Junk Collection are underspent by \$118k, \$102k, \$192k and \$210k respectively. Landfill levy has been accrued \$1.1m ahead of ytd budget. Expenditure in Trailer passes and internal tipping charges are overspent by \$154k and \$343k respectively. |
| Parks & Environmental Services  | 5,562,407            | 6,301,241                   | 10,700,332                        | 738,834            | √                                  | Contract Expenses for Parks Construction & Maintenance and Environmental Manage are underspent by \$103k and \$453k respectively. Salaries expenditures in Parks are \$123k under ytd budget.  |
| ADDITIONAL FUNDING RECEIVED   |                      |                             |                                   |                    |                                    |  |
|   |                      |                             |                                   |                    |                                    |  |
| Grants & Contributions - Asset Development                                  | 4,368,574            | 7,763,845                   | 12,032,331                        | (3,395,272)        | X                                  | Grants for MRWA, Civic BLDG Energy Reduction Initiative and Coogee Beach CCTV beach Pilot Program are \$2.3m, \$342k and \$100k under ytd budget. Grants received for DCA, Fawcett road reconstruction resurfacing and Commuter Bus - FESEA are ahead of ytd budget by \$156k and \$160k respectively.   |
| Proceeds on Sale of Assets  | 7,250,020            | 21,837,697                  | 23,293,909                        | (14,587,677)       | X                                  | Lot 9001 Ivankovich Avenue and Sub div Lot 702 Bellier Pl& Lot 65 Erpingham Rd are not yet sold for \$11m and \$1.1m respectively. Lot 237 Dacre Court, Sub div Lots 485 and 459 Bourbon Street, L18 Grandpre are not yet sold for \$1.2m.   |

Underground power service charges received, Fees & Charges of Rates Revenue received and Interest Earnings municipal are \$231k, \$157k and \$164k over ytd budget respectively.

Administration Fees received from Rates are \$115k over ytd budget.

Hacc grant received is \$294k over ytd budget. In-Home Care Subsidies received are \$118k over ytd budget.

Fees & Charges received for Development Services are \$104k over ytd budget.

Strategic Planning Administration Fees not received yet, resulting in \$184k unfavourable variance.

Landfill fees received are \$1.6m over ytd budget.

Insurance for public liability is overspent by \$100k, and Insurance workers compensation is underspent by \$101k. The total insurance expenditures for Property, Plant, Machinery breakdown, Council & off liabilities - employment and travel are underspent by \$100k

Expenditure in Software support is overspent by \$248k. However, the total expenditures in salaries, Equipment leasing, contract expenses, Copy Costs Charges, Consultancy expenses, software purchase, Aerial Photography expenses and postal expenses are underspent by \$316k.

Employee Costs - Salaries & Direct On costs are underspent by \$104k.

Expenditure in Material & Contract in SLIC, expenditure in Cosafe and Council Donations / contribute projects are underspent by \$137k, \$118k and \$199k respectively. However, the employees costs - salaries & direct on costs are overspent by \$152k.

Contract expenditure for Contaminated sites investigation /clean up has not come in yet, resulting in \$112k favourable variance.

Development contribution plans expenditure has not come in yet, resulting in \$149k favourable variance.

Promotion expenditure in Household Refuse, Expenditure in Entry Fees for Rrrc and recyclables and Expenditure in Annual Junk Collection are underspent by \$118k, \$102k, \$192k and \$210k respectively. Landfill levy has been accrued \$1.1m ahead of ytd budget. Expenditure in Trailer passes and internal tipping charges are overspent by \$154k and \$343k respectively.

Contract Expenses for Parks Construction & Maintenance and Environmental Manage are underspent by \$103k and \$453k respectively. Salaries expenditures in Parks are \$123k under ytd budget.

Grants for MRWA, Civic BLDG Energy Reduction Initiative and Coogee Beach CCTV beach Pilot Program are \$2.3m, \$342k and \$100k under ytd budget. Grants received for DCA, Fawcett road reconstruction resurfacing and Commuter Bus - FESA are ahead of ytd budget by \$156k and \$160k respectively.

Lot 9001 Ivankovich Avenue and Sub div Lot 702 Bellier Pl& Lot 65 Erpingham Rd are not yet sold for \$11m and \$1.1m respectively. Lot 237 Dacre Court, Sub div Lots 485 and 459 Bourbon Street, L18 Grandpre are not yet sold for \$1.2m.

# Capital Expenditure

for the period ended 31 January 2013

|   | Actuals<br>\$ | YTD Revised<br>Budget<br>\$ | Full Year Revised<br>Budget<br>\$ | \$ Variance to<br>YTD Budget<br>\$ | ✓ = Favourable<br>✗ = Unfavourable | Explanation  |
|---|---------------|-----------------------------|-----------------------------------|------------------------------------|------------------------------------|--|
| <b>SUMMARY</b>  |               |                             |                                   |                                    |                                    |  |
| Purchase of Land and Buildings                                      | 13,114,235    | 23,511,053                  | 43,834,544                        | 10,396,817                         | ✓                                  |  |
| Acquisition & Development of Infrastructure Assets                  | 10,246,038    | 12,558,042                  | 24,016,665                        | 2,312,004                          | ✓                                  |  |
| Purchase of Plant and Machinery                                     | 2,369,381     | 2,662,561                   | 5,543,561                         | 293,180                            | ✓                                  |  |
| Purchase of Furniture and Equipment                                 | 41,039        | 41,736                      | 51,736                            | 697                                | ✓                                  |  |
| Purchase of Computer Equipment                                      | 1,160,307     | 2,486,061                   | 2,986,727                         | 1,325,754                          | ✓                                  |  |
|   | 26,931,001    | 41,259,452                  | 76,433,233                        | 14,328,452                         |                                    |  |
| <b>Material Variances Identified:</b>                               |               |                             |                                   |                                    |                                    |  |
| <b><u>Works in Progress - Roads Infrastructure</u></b>              |               |                             |                                   |                                    |                                    |  |
| 2365 - HAMMOND RD [Russell/Bartram] - Construct 2nd cwy/ upgrade ve | 1,508,134     | 1,009,268                   | 1,799,761                         | (498,866)                          | ✗                                  | Project divided into Stage 1 and Stage 2. Stage 1 works commenced Sep-12 and completed Nov-12. May- 13 probable completion for entire project with external contractors to be used. Currently \$1.082 million in committed orders. Project has additional costs due to drainage issues and damaged pipes. Project combined with CW 2447. |
| 2447 - Hammond Road duplication from Bartram Road to Russell Road   | 149,211       | 0                           | 2,541,590                         | (149,211)                          | ✗                                  | Project divided into Stage 1 and Stage 2. Stage 1 works commenced Sep-12 and completed Nov-12. May- 13 probable completion for entire project with external contractors to be used. Currently \$1.082 million in committed orders. Project has additional costs due to drainage issues and damaged pipes. Project combined with CW 2365  |
| 3523 - WELLARD ST (Quarimor Rd to 260m south of Quarimor Rd         | 0             | 132,720                     | 132,720                           | 132,720                            | ✓                                  | Project completed in advance in the 11-12 resurfacing program  |
| 2876 - Fawcett Road reconstruction from West Churchill- Resurfacing | 866           | 160,000                     | 160,000                           | 159,134                            | ✓                                  | Was initially investigated by former Road design manager. New Road manager yet to begin design. Works expected to begin Mar -13  |
| 3521 - BARRINGTON ST ( Stock Rd to Miguel ) - Mill/Resurface        | 0             | 331,421                     | 331,421                           | 331,421                            | ✓                                  | Project completed, current expenditure has been charged to budget numbers CW 3476, CW3477, CW3478. Total spend YTD is approx \$250k.   |
| 2356 - BEELIAR DR [Hammond/Dunraven] - Construct 2nd cwy Stage 1    | 753,331       | 1,630,469                   | 1,905,988                         | 877,138                            | ✓                                  | Project complete with the exception of a sliplane to be constructed, currently \$40k in committed orders. Sliplane design to be done Feb -13, with works to begin Mar-13. Savings in project to be transferred to CW2291 as per MYBR submission & remainder to be transferred back to road reserve.                                      |
| Sub Total   | 2,411,542     | 3,263,879                   | 6,871,480                         | 852,337                            |                                    |  |
| <b><u>Works in Progress - Drainage</u></b>                          |               |                             |                                   |                                    |                                    |  |
| 2946 - Drainage Upgrade Bullfinch and Skeahan stage 2               | 3,131         | 150,000                     | 150,000                           | 146,869                            | ✓                                  | Works scheduled to commence once CW 2940 Phoenix Rd & Bullfinch St - Drainage Upgrade complete. Trees in the surrounding areas to be removed with the final Arboriculturalist report, report to begin Feb -13.   |
| Sub Total   | 3,131         | 150,000                     | 150,000                           | 146,869                            |                                    |  |
| <b><u>Freehold Land</u></b>   |               |                             |                                   |                                    |                                    |  |
| 1554 - Purchase of portion of Koorilla School Site aged persons lan | 0             | 150,000                     | 150,000                           | 150,000                            | ✓                                  | Still awaiting completion of crown survey. Acquisition anticipated May-13  |
| 1553 - Subdivision and development of Lot 915 and Reserve 38537     | 2,400         | 200,000                     | 400,000                           | 197,600                            | ✓                                  | Currently accessing viability of land acquisition in conjunction with exploring other land options. Expected to go ahead with the project May-13.  |
| 1539 - Subdivision Lot 702 Bellier Pl & Lot 65 Erpingham Rd         | 7,252         | 328,525                     | 604,700                           | 321,273                            | ✓                                  | Works expected to begin June-13. Tender to be raised May-13. Delay due to disagreement with the department of housing on parts of the contract. Expected \$560k carry forward.   |
| 1556 - Purchase of LOT 341 LAKEFRONT AVENUE, BEELIAR                | 0             | 360,000                     | 480,000                           | 360,000                            | ✓                                  | Approval granted. Appointing surveyors to complete survey document. Works to commence April -13 and finish May-13.   |
| Sub Total   | 9,652         | 1,038,525                   | 1,634,700                         | 1,028,873                          |                                    |  |
| <b><u>Works in Progress - Buildings</u></b>                         |               |                             |                                   |                                    |                                    |  |
| 006 - Coogee Surf Life Saving Club                                  | 3,734,055     | 2,936,531                   | 5,069,765                         | (797,524)                          | ✗                                  | Project progressing faster than expected. Additional funds (\$70k) approved in the MYBR for rectification works. Practical completion expected May-13.   |



## Capital Expenditure

for the period ended 31 January 2013

|   | Actuals      | YTD Revised Budget | Full Year Revised Budget | \$ Variance to YTD Budget | v = Favourable<br>x = Unfavourable | Explanation  |
|---|--------------|--------------------|--------------------------|---------------------------|------------------------------------|--|
| 005 - Cockburn Integrated Health Facilities | \$ 7,145,315 | \$ 17,073,853      | \$ 29,269,466            | \$ 9,928,537              | ✓                                  | Project approximately 48% complete. Delay of 5 months due to change of construction methodology. Expected to spend approximately \$ 15 million by end of Financial year, with approximately \$14 million to be carried forward.  |
| Sub Total                                   | 10,879,371   | 20,010,384         | 34,339,231               | 9,131,013                 |                                    |  |
| <b>Computers</b>                            |              |                    |                          |                           |                                    |  |
| 010 - CCTV                                  | 556,861      | 788,423            | 888,423                  | 231,562                   | ✓                                  | CW1374 - Coogee Beach CCTV Pilot Program complete, initial 3 month delay was due to accessing the sustainability of LED lighting. CW1386 - CCTV Expansion Program began Jan-13. However a consultant needs to be hired to assist with developing specifications. Expected to be completed in the 13/14 Financial year with a \$250k carry forward. |
| 1366 - EDMS                                 | 492,929      | 607,033            | 773,700                  | 114,104                   | ✓                                  | Currently \$116k in committed orders. Project ongoing and works continuing as planned.   |
| 1359 - Fibre Infrastructure                 | 0            | 333,000            | 333,000                  | 333,000                   | ✓                                  | An agreement has been reached by Project manager and Finance director to cease the project as it was not needed with the continuous change in technology . The Finance director will transfer the funds into a disaster recovery project.  |
| Sub Total                                   | 1,049,790    | 1,728,456          | 1,995,123                | 678,666                   |                                    |  |
| <b>Plant &amp; Machinery</b>                |              |                    |                          |                           |                                    |  |
| 7618 - Commuter Bus - FESA                  | 155,637      | 0                  | 0                        | (155,637)                 | X                                  | FESA vehicle was not budgeted. Vehicle delivered Nov-12, paperwork received Jan-13.  |
| Sub Total                                   | 155,637      | 0                  | 0                        | (155,637)                 |                                    |  |

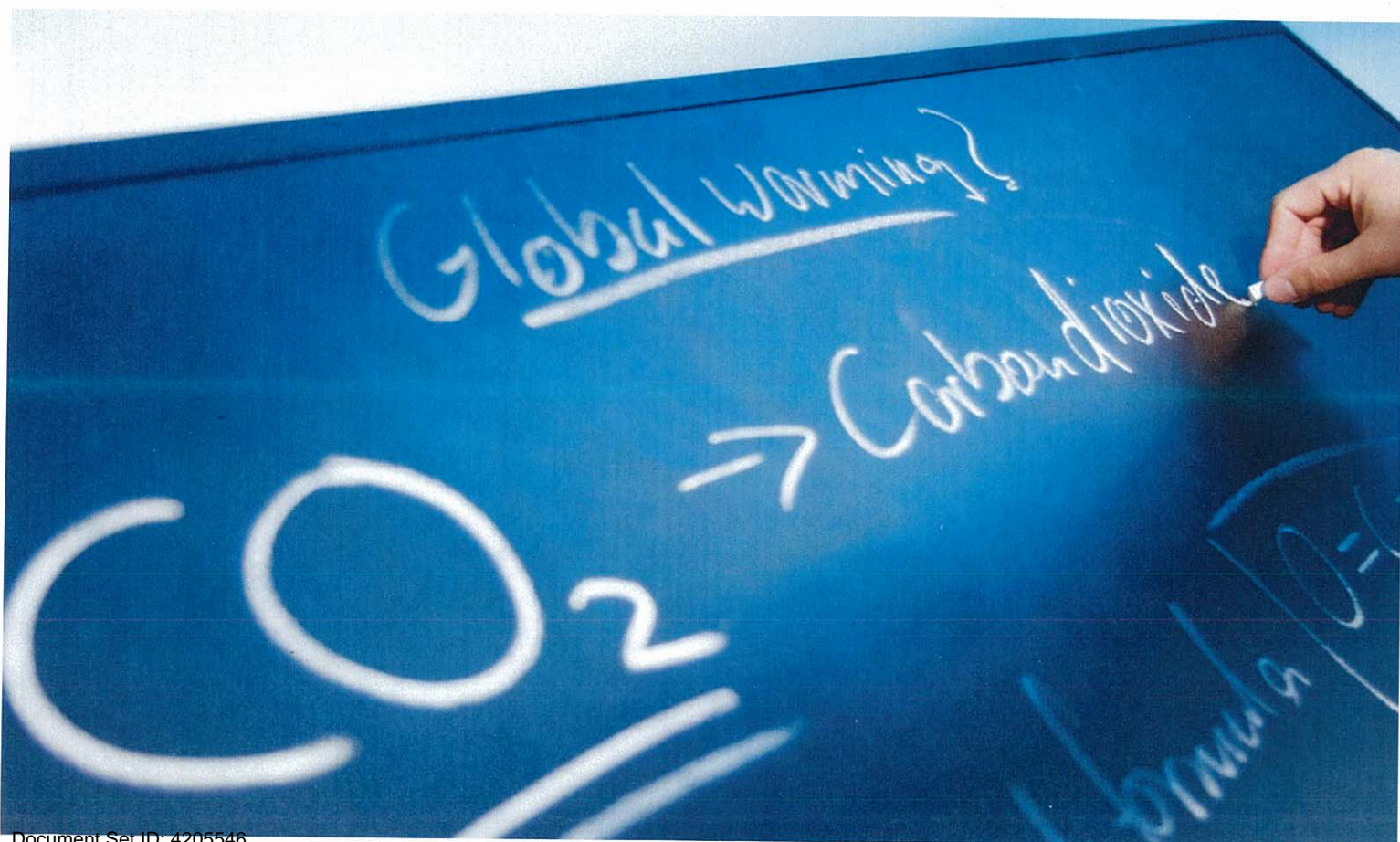




**City of Cockburn**

# **Greenhouse Gas Emission Reduction Strategy 2.0**

**2011 -2020**



|   |  |          |     |
|---|--|----------|-----|
| Document Information:   |  |          |     |
| Document Title: Greenhouse Gas Emissions Reduction Strategy 2011-2020 |  |          |     |
| Prepared by:  | Annette Adams, Greensense; Chris Beaton, City of Cockburn; Jennifer Harrison, City of Cockburn |          |     |
| Doc. Status:  | Final  | Version: | 2.0 |

| Version History: |                     |             |                                |
|------------------|---------------------|-------------|--------------------------------|
| Version:         | Description:        | Issue Date: | Authorised By:                 |
| 0.1 - 1.5        | Draft               | 31.03.2011  | Environmental Services Manager |
| 1.6              | Endorsed by Council | 14.07.2011  | Council                        |
| 1.7 -1.9         | Strategy Review     | 22/1/2013   | Environmental Services Manager |
| 2.0              | Endorsed by Council |             |                                |



## Executive Summary

The City of Cockburn has been responding to climate change since it became a member of the Cities for Climate Protection Program in 1999. Since then, the City has taken its responsibility to act as a leader in this global challenge seriously by taking steps to measure and reduce greenhouse gas emissions and adapt to a changing climate. Since 2004, the City has prevented over 500,000 tonnes of greenhouse gas (GHG) emissions from entering the atmosphere through corporate abatement activities such as landfill gas capture, generation of renewable energy, the purchase of green power and offsetting.

This strategy represents the next period in the City's commitment to reducing greenhouse gas emissions and sets the following targets:

|                                   | 2020 Target                    | 2050 Target                 |
|-----------------------------------|--------------------------------|-----------------------------|
| Electricity & Gas                 | 20% below 2008/09              | 80% below 2008/09           |
| Streetlighting<br>(Western Power) | 10% below 2008/09              | 60% below 2008/09           |
| Fleet                             | Zero Emissions from<br>2011/12 | Zero Emissions from 2011/12 |
| Waste                             | 45% cap above 2008/09          | 50% below 2008/09           |
| Combined                          | 12.5% cap above<br>2008/09     | 60% below 2008/09           |

|                                   | 2009 Levels<br>t CO2e | 2020 Target<br>t CO2e | 2050 Target<br>t CO2e |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| Electricity & Gas                 | 3,946                 | 3,156                 | 789                   |
| Streetlighting (Western<br>Power) | 4,532                 | 4,079                 | 1813                  |
| Fleet                             | 2,463                 | 100% offset           | 100% offset           |
| Waste                             | 15,565                | 22569                 | 7,782                 |
| Combined                          | 26,506                | 29,804                | 10,384                |

Figure 1 City of Cockburn GHG Reduction Targets

In addition to emission reduction targets the City has committed to a renewable energy target:

|                         |  |
|-------------------------|--|
| 2020 Target             |  |
| Renewable Energy Target | 20% of electricity for Council Buildings generated by renewable energy by 2020 |

*Figure 2 City of Cockburn Renewable Energy Target*

A methodology and an action plan have been developed for the first three years of this strategy to help the City achieve these targets. The actions will focus on:

- Improving energy efficiency through asset upgrades, behavioural change programs and investigating cogeneration opportunities
- Waste minimisation and management through increased resource recovery, education and addressing legacy emissions from waste already deposited in landfill
- Embracing a new energy future by expanding the City's wind and solar photovoltaic installations

The City will achieve these goals through a re-direction of funds previously spent on Green Power into the Greenhouse Action Fund. This will be used to support energy efficiency, and renewable energy initiatives.

The Strategy identifies 19 key actions for the City to undertake including commitments to:

- emissions reduction targets for electricity and gas:
  - 20% below 2008/09 levels by 2020
  - 80% below 2008/09 levels by 2050
- emissions reduction target for vehicle fuel
  - Zero Emission Fleet from 2011/12
- emissions reduction targets for waste:
  - no more than 45% above 2008/09 levels by 2020
  - 50% below 2008/09 levels by 2050
- emissions reduction targets for Western Power Street Lighting
  - 10% below 2008/09 levels by 2020
  - 60% below 2008/09 levels by 2050
- Renewable energy target:
  - 20% of electricity for Council Buildings generated by renewable technology by 2020
- adopt a three year action plan to achieve these targets
- reduce emissions through three focus areas including
  - improving energy efficiency by designing all new buildings to achieve best practice energy efficiency, undertaking an energy audit of all major community facilities and identifying a schedule of works to reduce energy emissions and continuing to monitor and reduce fleet emissions
  - waste minimisation and management by continuing to reduce the volume of organic waste going to landfill and maximise waste separation, education



and exploring ways of addressing legacy emissions.

- embracing a new energy future by continuing investment in renewable energy
- establish a zero emissions vehicle fleet program
- cease the purchase of Green Power as from 30 June 2011 and redirect that funding to establish a Greenhouse Action Fund as from 1 July 2011
- allocate funds through: the Greenhouse Action Fund, existing operational and capital budgets and external funding opportunities
- proactively managing the impacts of the Carbon Price
- annual reporting on performance against the strategy

This strategy will not only enable the City to reduce its GHG emissions, but also to reduce operational costs, reduce dependence on grid-supplied electricity, reduce vulnerability to electricity price increases and possibly create a new revenue source for the City through the sale of excess clean energy.

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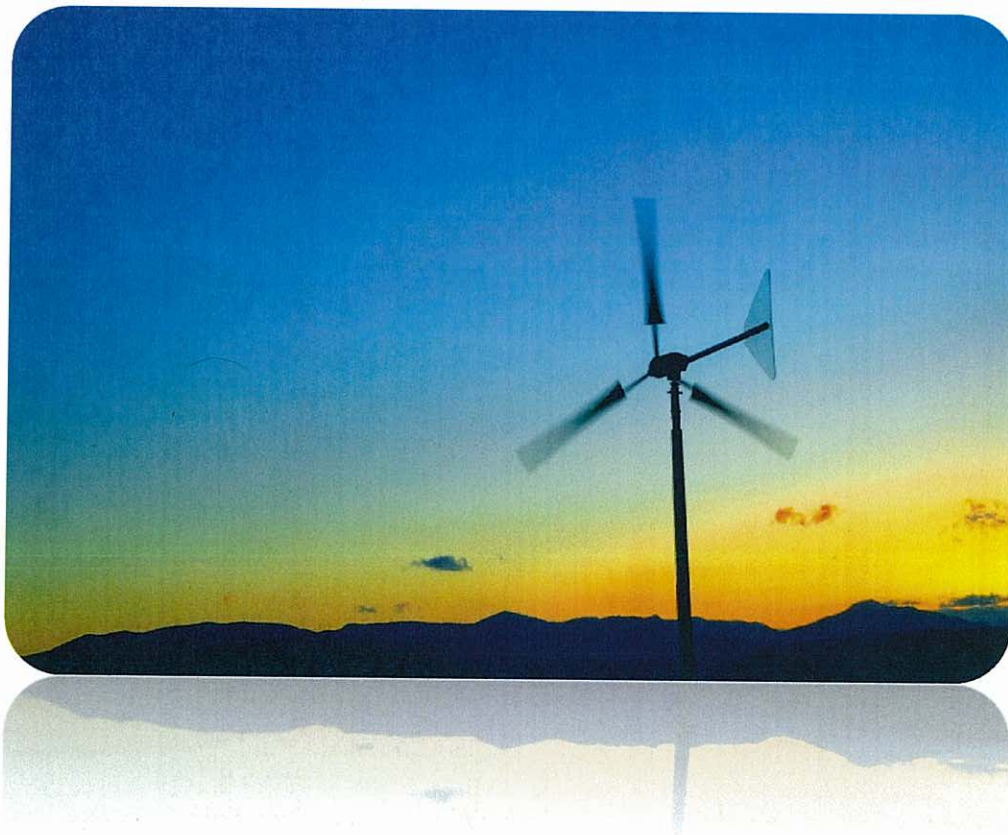
## 1. Introduction

Climate Change refers to a shift in global climates caused by an increase in greenhouse gases (GHG). Human activities are increasing GHG levels in our atmosphere, which is leading to a shift in global temperatures and weather patterns. Specifically, in the South West of Australia, climate change is predicted to lead to increased temperatures, reduced rainfall, increased periods of drought, rising sea levels and more extreme weather events.

The City has been proactive in its response to climate change and was recognised in a number of State and National Awards during 2011 and 2012 for leading community climate change action. These actions are extensive and include past investments in Green Power, improving energy efficiency, education and awareness campaigns, investment in renewable energy, updating and implementing policies and efficiency improvements to the vehicle fleet. Further details of past actions can be found throughout this document and in Appendix A.

While much of the City's climate change actions encompass the City as an organisation and the community, this strategy is focused on measuring and reducing the GHG emissions from the City of Cockburn's operations and facilities only.

Community actions continue to play an important part in the City's response to climate change and are addressed separately within the City of Cockburn Climate Change Community Awareness Strategy.



## 2. Strategic Alignment

The City of Cockburn *Strategic Community Plan (2012 – 2022)* was developed in conjunction with the community and guides the City's strategic directions and priorities to 2022. The Community Strategic Plan commits to action on climate change including:

- A reduction in energy dependency and greenhouse gas emissions within our City.
- Community infrastructure that is well planned, managed, safe, functional, sustainable and aesthetically pleasing.
- A responsive, accountable and sustainable organisation.
- Managing our financial and infrastructure assets to provide a sustainable future.
- A community that uses resources in a sustainable manner.
- Community and businesses that are supported to reduce resource consumption, recycle and manage waste.
- Greenhouse gas emission and energy management objectives.

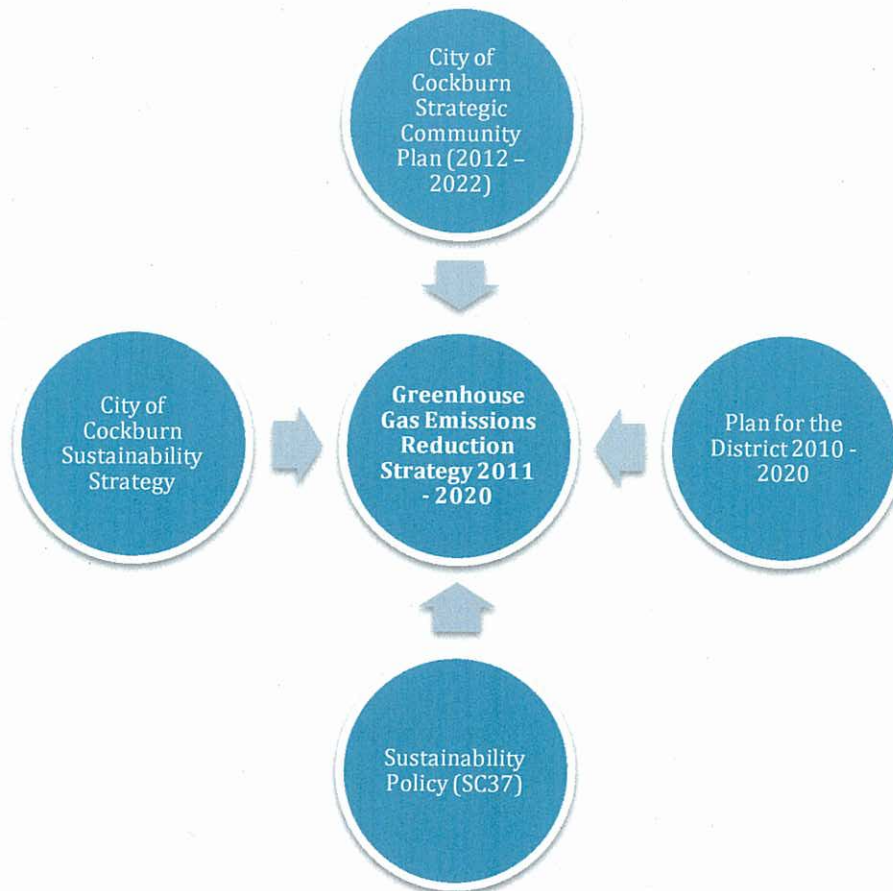
This Strategy is also linked to a number of other strategic documents including the:

- Plan for the District 2010 – 2020, which commits to:
  - The development of a permanent Waste Transfer Station for domestic and commercial waste
- City of Cockburn Sustainability Strategy which encourages:
  - Management, accountability transparency and engagement
    - Ensure sustainability forms an integral part of corporate strategic planning (Gov 3)
  - Sustainable planning and development
    - Support increased walking, cycling and public transport use through the development of neighbourhoods with mixed housing types and densities (Gov 5)
  - Efficient settlements and use of resources
    - Increase the use of renewable energy (Env 6)
    - Reduce greenhouse gas emissions (Env 7)
    - Reduce waste and increase recycling (Env 8)
- Sustainability Policy (SC37) which commits to:
  - Implementing an integrated sustainability strategy, which is embedded in planning and development, the City's Annual Report and decision-making processes.
  - Developing partnerships and collaborating with the community to achieve sustainable development in the area of public transport, buildings and infrastructure.
  - Ensuring the City integrates best practice sustainable design principles into all Council initiated planning, building and development projects.
  - Setting targets for reduction in greenhouse gas emissions, energy, water use and waste from the City's operations.
  - Facilitating the sustainable use of natural resources within the community.
  - Facilitating increased recycling and reduced waste contamination and generation across City households.



- Ensuring the development of a robust transportation system that provides for the needs of residents and industry, whilst minimising environmental consequences.
- Facilitating community protection and conservation of the natural environment.

The endorsement of this strategy meets the City's commitment across a wide range of strategic objectives. The implementation of this strategy requires support and commitment from the whole organisation.



*Figure 3. Relationships with other Strategic Documents*

### 3. Understanding the City's Corporate Emissions Profile

The City's corporate emissions profile is made up of all council owned and operated facilities and the emissions resulting from activities undertaken by staff in the provision of services to the community.

As for most local governments, this includes electricity, gas, vehicle fuel use and street lighting. However, the City of Cockburn also owns and operates a landfill site. Waste emissions from the Henderson Waste Recovery Park (HWRP) must also be included in the City's corporate emissions profile.

The City's emissions profile and targets have been separated into 4 sectors:

1. waste
2. streetlighting (Western Power)
3. electricity and gas
4. fuel emissions

Figure 4 illustrates the breakdown of the City's emissions for the base year of 2008/09.

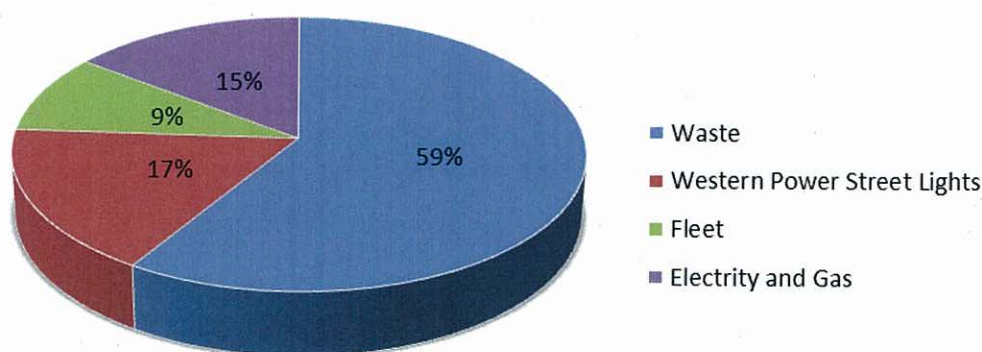


Figure 4. City of Cockburn Emissions Profile 2008/09

In 2008/09 the City's total GHG emissions were 26,505 tonnes CO<sub>2</sub>e, of which waste emissions were responsible for 59%.

The next largest source of emissions is generated from Western Power street lights (17%).

Emissions from electricity and gas consumption in council facilities, streetscapes, parks and sporting facilities account for 15% of the City's total emissions.

The remaining 9% of emissions results from the use of fuel in the City's vehicle fleet.

It should be noted that household waste from within the City of Cockburn is processed via the South Metropolitan Regional Council (SMRC) and therefore the City of Cockburn is not required to report on these emissions as part of its *corporate* emissions profile. However the City may elect to include them in community emissions reporting for other purposes.

## Action 1:

The City will separate emissions into the following categories:

- Streetlighting (Western Power)
- Electricity & gas
- Fuel
- Waste

## Past Performance

The City of Cockburn has been taking action on climate change for almost 15 years.

Since 1999 the City was a member of Cities for Climate Protection (CCP) until this program was concluded in 2009. Under CCP the City achieved the highest milestone by setting GHG reduction targets (20% below 1996 levels by 2010/11) and defining a climate change action plan.

In 2010 the City achieved its CCP emission reduction targets for electricity and fuel, largely due to the procurement of green power.

With respect to waste, the City invested in a number of initiatives including increased resource recycling and partnered in the installation of methane extraction technology. Despite this, the City did not reach its 20% reduction target for waste emissions in 2010.

In 2011 the City undertook a forecast of future emissions through to 2050 to understand the expected emissions profile over time and facilitate the setting of appropriate targets into the future.

The first version of this strategy was endorsed by Council in July 2011 and included emissions reductions targets for 2020 and 2050. It was supported by a 3 year action plan. A Greenhouse Action Fund was established under the Strategy, enabling a shift away from the purchase of greenpower to allow increased investment in renewable energy infrastructure and energy efficiency.

On 8 November 2011 the Clean Energy Future legislation was introduced by the Australian Federal Government. The legislation placed a fixed price on carbon of \$23 a tonne from 1 July 2012, moving to a flexible price after three years.

Following this, the City initiated a review of the broad impacts and opportunities the Carbon Tax legislation package on the City's operations.

In 2012 the Strategy was revised resulting in this version which takes into consideration the impacts of the Carbon Tax legislation package, results of the 2011/12 Greenhouse Gas Inventory, and WALGA's determination on the scope of street lighting.



## 4. Objectives & Targets

### Objective

The primary objective of this strategy is to reduce the City of Cockburn's total greenhouse gas emissions. The benefits of implementing this strategy are many and include:

- The City of Cockburn seen as a community leader by responding to climate change and contributing towards a long term solution.
- Reduced operating costs through energy savings and onsite electricity generation.
- Reduced dependence on grid-supplied electricity.
- Reduced vulnerability to electricity price increases.
- Potential revenue streams from the sale of surplus clean energy.

### Targets

The City has elected to set targets for two target years: 2020 to drive behavioural change in the short to medium term and; 2050 in recognition of the long term nature of some abatement activities and to ensure that behavioural change is embedded for the long term.

Before adopting new GHG emissions targets, the City undertook a forecast of future emissions through to 2050 to understand the expected emissions profile over time and facilitate the setting of appropriate targets. The results of this forecast can be seen in the following chart.

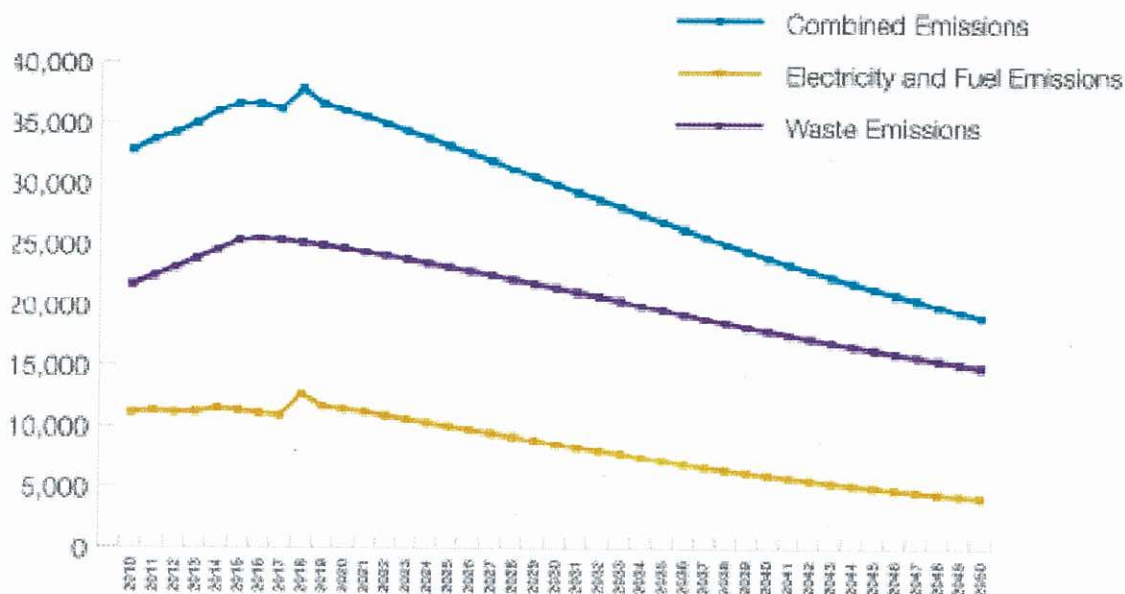


Figure 5. Forecast Greenhouse Gas Emissions 2010-2050



## Electricity and Gas

Electricity and gas emissions are forecast to remain relatively constant in the short term, with some fluctuations for new facilities (particularly the new Regional Aquatic and Recreation Centre). After 2018, emissions will slowly decline due to:

- Improved efficiencies in building standards, and streetlighting.
- Limited greenfield development.
- Reductions in the emissions generated from grid-supplied electricity.

Given this forecast profile, a target of 20% reduction on 2008/09 emissions by 2020 is considered appropriate for electricity and gas emissions. However, given the natural decline in emissions by 2050, the City has elected to set a challenging but achievable target of 80% below 2008/09 by 2050.

### Action 2:

The City adopts the following emissions reduction targets for electricity and gas:

- 20% below 2008/09 levels by 2020, and
- 80% below 2008/09 levels by 2050.

## Street lights (Western Power)

WALGA have determined that Local Government should report street light emissions as 'Scope 3', meaning the City is not directly liable for these emissions. Despite this, street lights account for a large percentage of emissions and are a significant cost to Council.

The City has elected to report street light emissions separately and has set an emissions reduction target that takes into consideration future growth and strives for improvements to the energy efficiency of street lamps.

### Action 3:

The City adopts the following emissions reduction targets for Street lights:

- 10% below 2008/09 levels by 2020, and
- 60% below 2008/09 levels by 2050.

## Fleet

Vehicle emissions include greenhouse gases such as carbon dioxide, nitrous oxide and methane, all of which contribute to climate change. Vehicle exhaust emissions also contribute to urban air pollution and can be harmful to both human health and the environment.

Emissions from the City's vehicle fleet amounted to 9 percent of the City's total emissions in 2008/09. Cockburn is a growing Council and it is anticipated that the City's vehicle fleet will continue to expand into the near future.

Measures are being implemented by the City to reduce the emissions generated by its fleet as far as practical.

In 2011 the City established a Zero Emissions Fleet Program to offset the residual emissions from its fleet beyond what cannot be reduced from implementing emission reduction initiatives.

### Action 4

The City adopts the following emissions reduction targets for its fleet:

- Zero emissions fleet program

## Waste

The City's waste emissions are forecast to grow in the short term due to legacy emissions from waste already deposited and continued high volumes of waste disposal. From 2016 the effects of improved resource recovery will be realised and emissions are expected to decline.

It is not realistic to set a 2020 emissions reduction target for waste below the base year. Instead it is more appropriate to set a target that limits what this growth can be. This limit has been set at no more than 45% above 2008/09 levels for 2020, which corresponds to a 10% reduction on forecast emissions. Likewise, a target of 50% below 2008/09 levels in 2050 is equivalent to 10% below its forecast level for this point in time.

### Action 5:

The City adopts the following emissions reduction targets for waste:

- no more than 45% above 2008/09 levels by 2020.
- 50% below 2008/09 levels by 2050.



The emission reduction targets adopted by this strategy are summarised below.

|                                | 2020 Target             | 2050 Target       |
|--------------------------------|-------------------------|-------------------|
| Electricity & Gas              | 20% below 2008/09       | 80% below 2008/09 |
| Streetlighting (Western Power) | 10% below 2008/09       | 60% below 2008/09 |
| Fleet                          | Zero Emissions          | Zero Emissions    |
| Waste                          | 45% cap above 2008/09   | 50% below 2008/09 |
| Combined                       | 12.5% cap above 2008/09 | 60% below 2008/09 |

Figure 6. City of Cockburn Greenhouse Gas Reduction Targets

Although the combined 2020 target allows for an overall increase in emissions, it represents a significant reduction on combined **forecast** emissions for 2020.

|                                | 2009 Levels<br>tCO <sub>2</sub> e | 2020 Target<br>tCO <sub>2</sub> e | 2050 Target<br>tCO <sub>2</sub> e |
|--------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Electricity & Gas              | 3,946                             | 3,156                             | 789                               |
| Streetlighting (Western Power) | 4,532                             | 4,079                             | 1,813                             |
| Fleet                          | 2,463                             | 0                                 | 0                                 |
| Waste                          | 15,565                            | 22,569                            | 7,782                             |
| Combined Total                 | 26,506                            | 29,804                            | 10,384                            |

Figure 7. Required GHG Emissions Savings

## Renewable Energy Target

In addition to emission reduction targets the City has established a renewable energy target which reinforces the City's commitment to embracing a new energy future.

The City's renewable energy target is aligned with the Australian Government's commitment which ensures that the equivalent of at least 20 per cent of Australia's electricity comes from renewable sources by 2020.

More information on the City's commitment to renewable energy can be found in Section 6: Embracing a New Energy Future.

### Action 6:

The City adopts a Renewable Energy Target

- 20% of electricity for Council Buildings generated by renewable energy by 2020

## Carbon Neutrality

In recent years carbon neutrality has been advocated by a handful of local governments in Australia. Most pathways to carbon neutrality involve a significant purchase of accredited offsets to balance emissions at zero tonnes. Whilst carbon offsets will be pursued by the City of Cockburn to offset emissions from activities beyond what cannot be replaced or reduced (eg vehicle fleet), they are not the focus of the City's approach.

This strategy places emphasis on the need to reduce emissions through energy efficiency improvements, effective waste management and investment in renewable energy. To this end, the City has elected not to pursue carbon neutrality but has established challenging but achievable emissions reduction targets.

### Action 7:

The City will reduce emissions through energy efficiency improvements, effective waste management and investment in renewable energy, rather than achieving carbon neutrality through offsetting.



## 5. Methodology

The City of Cockburn has adopted the following process for greenhouse gas reduction planning:

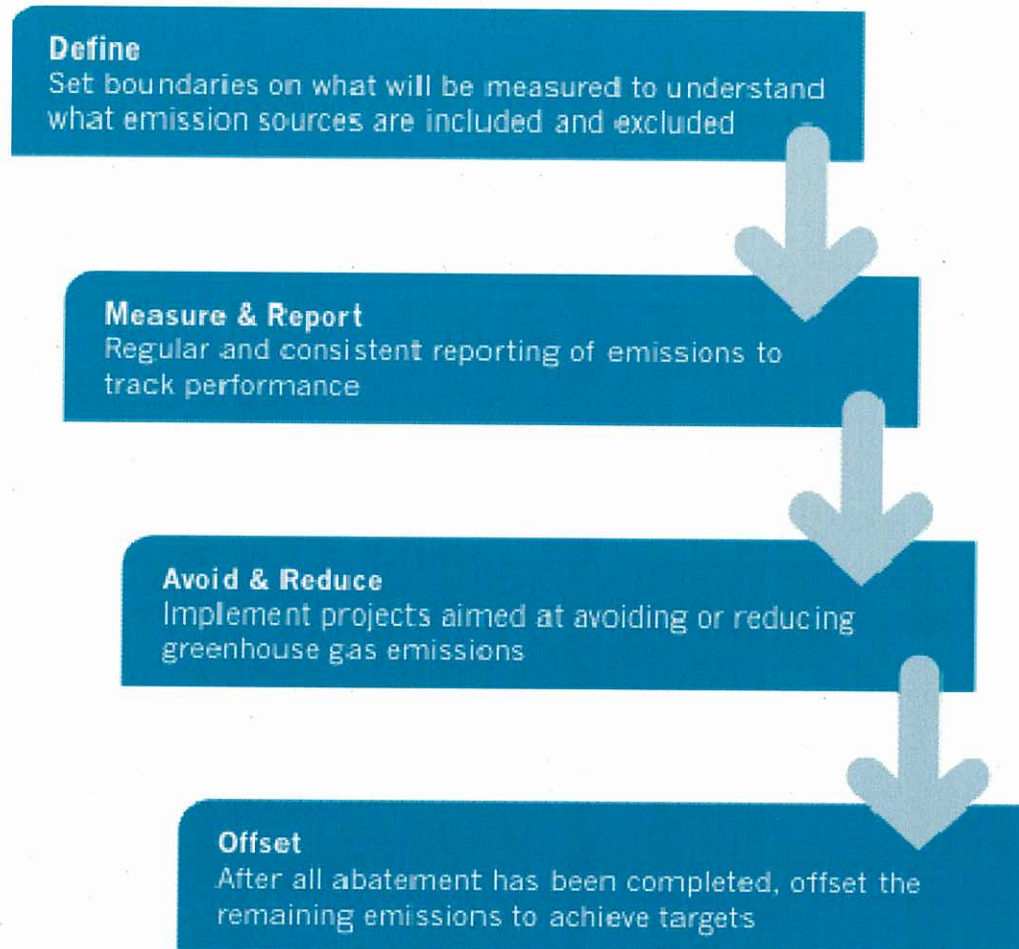


Figure 8. Methodology

### Define

The City has elected to include emissions from the use of electricity and natural gas at all Council operated facilities; electricity for street lighting, fuel from the vehicle fleet and; emissions associated with waste disposed at the Henderson Waste Recovery Park. This is in line with Australian Greenhouse Gas Accounting Standards.

Emissions from household waste (green and yellow-topped bins) are not within scope as these are processed by the South Metropolitan Regional Council.

### Measure & Report

The City is using the Western Australian Local Government Association's Greenhouse Gas Reporting and Abatement Platform to track and measure emissions and will report on performance at the end of each financial year. This platform is compliant with Australian GHG accounting standards and legislation pertaining to the measurement and reporting of GHG emissions.

## Avoid & Reduce

The City has chosen to avoid and reduce emissions through three focus areas, which are discussed in the next section:

- Improving Energy Efficiency
- Waste Minimisation and Management
- Embracing a New Energy Future

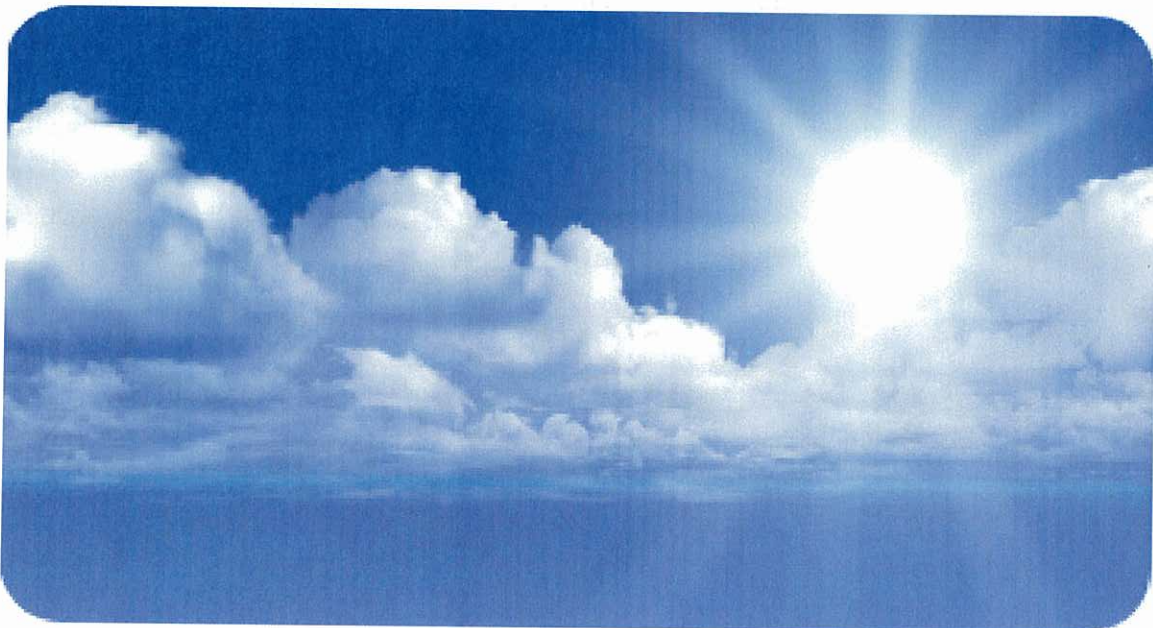
### Action 5:

The City will focus on the following activities to reduce overall emissions:

- Improving Energy Efficiency
- Waste Minimisation and Management
- Embracing a New Energy Future.

## Offset

The City will continue to purchase offsets as a part of this strategy, but will limit offsetting to fleet emissions only.





## 6. Focus Areas

The City emissions reduction activities have been grouped into three focus areas:

- Improving Energy Efficiency
- waste minimisation and management
- embracing a new energy future



### Improving Energy Efficiency

In order to reduce greenhouse gas emissions the City must find ways of using less energy to deliver the same outcomes.

In line with its Sustainability Strategy, the City aims to improve energy efficiency through projects that will generate economic, environmental and social benefits for the City and community. Following an extensive process to identify and review of energy efficiency opportunities utilising Multi Criteria Assessment (MCA) techniques, the following options with strong GHG abatement potential and economic and social benefits were identified:

- Behaviour change programs
- Design new buildings to
- Upgrade existing facilities and assets (eg air conditioner upgrades, irrigation system upgrades, lighting retrofits and external shading)
- Vehicle fleet improvements such as shifting to cleaner fuels and reducing vehicle size and engine capacity
- Co-generation and tri-generation plants where feasible
- Details of these projects and their expected impact on GHG emissions can be found within the Action Plan section.

Since the MCA process was undertaken, the City has given consideration to district energy, tri-generation and geothermal options. It is likely feasibility studies will be undertaken to assess further opportunities to contribute to City's energy efficiency activities through such initiatives.

### Action 9:

The City will:

- Design all new buildings to achieve best practice energy efficiency.
- Undertake an energy audit of all major community facilities and identify a schedule of works to reduce energy emissions
- Establish a zero emissions vehicle fleet program.

## Waste Minimisation and Management

If the City is to achieve its goals and play a leading role in responding to climate change, it is imperative to find ways of reducing emissions from waste, which formed 59% of 2008/09 corporate emissions.

Where organic waste is disposed of via landfill it generates methane, a powerful GHG, for many years after its disposal. Reducing organic waste sent to landfill will address future waste emissions.

However, to address all waste emissions, the City must also address legacy emissions from waste already deposited in landfill.



The City acknowledges the importance of strategic management coupled with effective education to minimise waste and associated emissions.

To date the City has reduced waste to landfill through initiatives such as:

- Henderson Waste Recovery Park (HWRP) recycle shop
- Collection points for E-waste and hazardous waste
- Waste education in primary schools, at events, businesses and community
- Domestic waste transfer station at the HWRP
- Resource recovery at the HWRP (including steel and wood)
- A partnership for the installation of a methane capture and electricity generation facility at the HWRP
- Partnership with the Southern Metropolitan Regional Council for household municipal solid waste and recycling.

The City will continue to address waste emissions through:

- The development of a Waste Management Strategy
- Community education and awareness raising on waste recycling,
- A biomass plant trial,
- The investigation of Carbon Farming Initiative (CFI) opportunities
- Improvements to accuracy of emissions estimation.
- the construction of a commercial waste recovery facility, and
- the ongoing capture of landfill gases for new cells,

Together these actions will reduce the total volume of waste going to landfill and associated emissions.

While landfill gas capture addresses some legacy waste emissions, it is clear the City needs to do more in this area. However, under current landfill emissions reporting methodologies, there are limited opportunities for abatement activities undertaken today to be verified as an emissions reduction. The proposed Carbon Farming Initiative (CFI), introduced to Parliament in March 2011 aims to address legacy emissions, however the current legislative format precludes HWRP from participating. This is because the methane capture facility was installed in 2006. Determining how best to leverage the CFI for legacy emissions will be a key part of addressing waste emissions.



### **Action 10:**

The City will continue to reduce the volume of organic waste going to landfill and maximise waste separation.

### **Action 11:**

The City will explore ways of addressing legacy and fugitive emissions (e.g. through land fill capping and improved technology)

## **Embracing a New Energy Future**

As the world transitions towards a low-carbon future, new and cleaner energy technologies are being developed. Renewable energies such as solar, wind, geothermal, biomass and wave energy are becoming more efficient and cost effective.

The City of Cockburn is well positioned to take advantage of renewable energy technologies due to its location in a sunny and windy part of the world. In recent years, the City has embraced this opportunity by investing in multiple solar photovoltaic installations, utilising wind power and mapping the wind-resource of Cockburn to support community wind power. The City has further taken advantage of cleaner energy technology by partnering in the installation of methane extraction for electricity generation at the HWRP.

The benefits of investing in renewable energies are many, and include:

- Reduced electricity bills
- Provides a buffer to the impact of electricity price increases
- May provide revenue from the sale of surplus energy
- Photovoltaic projects can be implemented quickly
- Provides a long term, accumulative GHG reductions for the life of the asset
- Photovoltaic projects reduce peak energy demand
- Photovoltaic systems are low maintenance
- Use of renewable energy systems have been linked to increased awareness of energy use and behaviour change
- Helps to raise awareness amongst the community of energy issues and enables informed decision making

The City has committed to a Renewable Energy target of 20% by 2020 and will continue its investment in onsite renewable energy generation, reducing its dependence on grid-supplied electricity and investing in infrastructure within the City.

### **Action 12:**

The City will continue to invest in onsite renewable energy generation and aims to generate 20% of its electricity for council facilities from renewable energy.

## 7. Action Plan

A three-year action plan has been developed to ensure that the City progresses towards achieving its 2020 reduction goals. The action plan is outlined on the following page and will be reviewed annually with the strategy.

| Project   | Focus Area         | Responsibility and Funding                      | Abatement 2011/12     | Progress Report   |
|---|--------------------|---|-----------------------|---|
| <b>2011/12</b>  |                    |   |                       |   |
| Energy Audit Program  | Energy Efficiency  | Infrastructure services                         | n/a                   | Program developed by Environmental Services in Oct 2011.  |
| Develop a Renewable Energy Policy   | New Energy Future  | Environmental Services (Operational budget)     | n/a                   | Completed by Planning.  |
| Renewable Energy Program Administration<br>Complex Photovoltaic (additional 10kW)   | New Energy Future  | Environmental Services (Greenhouse Action Fund) | n/a                   | Currently not economically viable to exceed 30kW. Will to continue to explore PV options at this site.  |
| Renewable Energy Program<br><br>Renewable energy art project<br>Senior centre photovoltaic (10kW)<br>Success regional sporting facility photovoltaic (6 kW)<br>Administration Building<br>Wind turbine (10kW) | New Energy Future  | Environmental Services (Capital Works Projects) | 30 tCO <sub>2</sub> e | 1. Renewable energy art project initiated 2011. Completion April 2013<br>2. Seniors Centre PV (9kW) system installed May 2012<br>3. Success regional sporting facility PV (8 kW) installed July 2012<br>4. Administration Building Wind turbine (10kW) installed 2012 |
| Waste Education Officer p/t   | Waste minimisation | Waste Services (Operational budget)             | TBC                   | Completed<br>Waste Education Officer employed.  |
| Administration Complex<br>Air Conditioning Upgrade  | Energy Efficiency  | Infrastructure Services (Capital Works budget)  | n/a                   | In progress.<br>Feasibility studies commissioned.<br>Tender awarded for detailed design.  |



|   |                    |   |                           |  |
|---|--------------------|---|---------------------------|--|
| Zero Emissions Fleet Program  | Offsets            | Environmental Services (Operational budget)     | 3713 tCO <sub>2</sub> e   | Program developed by Environmental Services Oct 2011. 3419 Offsets purchased for 2011/12   |
| Street lighting and Facility Offset Program   | Offsets            | Environmental Services (Greenhouse Action Fund) | 8254 tCO <sub>2</sub> e   | 5838 Offsets purchased for 2011/12   |
| Ensure continued improvement in landfill methane gas capture efficiency   | Waste minimisation | Waste Services (Operation budget)               | 76,333 tCO <sub>2</sub> e | Partnership with Waste Gas Resources. Extensive grid pipework installed in new landfill benches to improve future gas capture.                 |
| Construction of new workshops at Henderson Waste Recovery Park  | Waste minimisation | Waste Services (Capital Works budget)           | TBA                       | Increased resource recovery of metals  |
| Assess implications of Carbon Tax to the City, accurately model carbon price liability for HWRP, and develop a plan to manage the liability | Waste minimisation | Waste Services (Operation budget)               | n/a                       | Internal Review conducted and commissioned Aurecon to undertake the <i>HWRP – Clean Energy Future Assessment Carbon Cost Management Plan</i> . |
| Report landfill emissions to Federal Government via NGERS.  | Waste minimisation | Waste Services (Operation budget)               | n/a                       | National Greenhouse and Energy Report For City of Cockburn submitted   |

| Project  | Focus Area               | Responsibility and Funding  | Abatement Potential Per annum     |
|--|--------------------------|---|-----------------------------------|
| 2012/13  |                          |   |                                   |
| Energy Audit Program   | Energy Efficiency        | Infrastructure services   | TBA                               |
| Investigate geothermal and district energy (Co-generation/tri-generation)                | Energy Efficiency        | Infrastructure Services and Community Services (Greenhouse Action Fund) | TBC at end of feasibility studies |
| Renewable Energy Program Success integrated community facility (99kW)                    | New Energy Future        | Community Services (Capital Works and Grant Funding)                    | ~150 tCO <sub>2</sub> e           |
| Behaviour change program   | New Energy Future        | Environmental Services (Operational budget)                             | ~50 tCO <sub>2</sub> e            |
| Zero Emissions Fleet Program   | Offsets                  | Environmental Services (Operational budget)                             | ~3500 tCO <sub>2</sub> e          |
| Waste Management Strategy  | Waste minimisation       | Waste Services (GL budget)  | ~76,000 tCO <sub>2</sub> e        |
| Ensure continued improvement in landfill methane gas capture efficiency                  | Waste minimisation       | Waste Services (Operation budget)                                       | TBA                               |
| Waste and Recycling Awareness and Education Activities                                   | Waste minimisation       | Waste Services (GL and Operation budget)                                | TBA                               |
| Investigate large-scale onsite renewable energy generation for HWRP and other City sites | Renewable Energy Program | Infrastructure Services (Operation budget)                              | n/a                               |
| HWRP Staff Training on de-gassing fridges  | Waste minimisation       | Waste Services (Operation budget)                                       | TBA                               |
| Investigate Carbon Farming Initiative (CFI) opportunities for HWRP                       | Waste minimisation       | Waste Services (Operation budget)                                       | TBA                               |
| Report landfill emissions to Federal Government via NGERs.                               | Waste minimisation       | Waste Services (Operation budget)                                       | n/a                               |
| Administration Complex Air Conditioning Upgrade  | Energy Efficiency        | Infrastructure Services (Capital Works budget)                          | n/a                               |

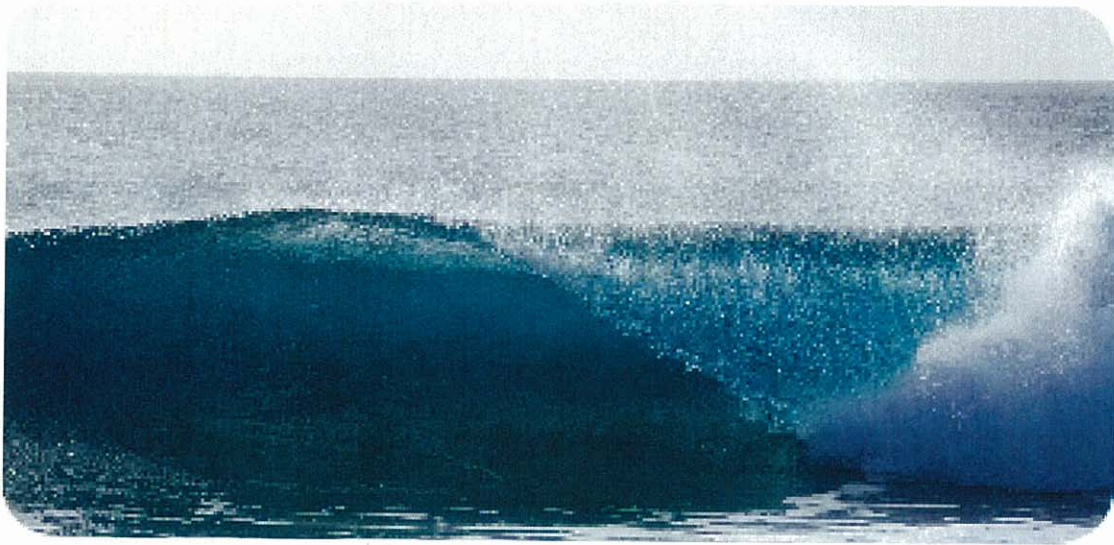


| Project  | Focus Area               | Responsibility and Funding                      | Abatement Potential Per annum |
|--|--------------------------|---|-------------------------------|
| 2013/14  |                          |   |                               |
| Energy Audit Program   | Energy Efficiency        | Infrastructure services                         | TBA                           |
| Renewable Energy Program Photovoltaic Expansion (additional 99kW)  | New Energy Future        | Environmental Services (Greenhouse Action Fund) | ~150 tCO <sub>2</sub> e       |
| Zero Emissions Fleet Program   | Offsets                  | Environmental Services                          | ~3500 tCO <sub>2</sub> e      |
| PV Implementation Plan   | New Energy Future        | Infrastructure Services                         | TBA                           |
| Outdoor Lighting Energy Efficient Upgrade Implementation Plan  | Energy Efficiency        | Parks   | TBA                           |
| Trial Biomass Plant at HWRP  | Waste minimisation       | Waste Services                                  | TBA                           |
| Ensure continued improvement in landfill methane gas capture efficiency  | Waste minimisation       | Waste Services (Operation budget)               | TBA                           |
| Waste and Recycling Awareness and Education Activities   | Waste minimisation       | Waste Services (GL and Operation budget)        | TBA                           |
| Resource Recovery Targets for HWRP   | Waste minimisation       | Waste Services (Operation budget)               | TBA                           |
| Report landfill emissions to Federal Government via NGERS. Continue to improve accuracy of emissions estimation. | Waste minimisation       | Waste Services (Operation budget)               | TBA                           |
| Investigate large-scale onsite renewable energy generation for HWRP and other City sites                         | Renewable Energy Program | Infrastructure Services (Operation budget)      | n/a                           |
| Administration Complex Air Conditioning and Lighting Upgrade implementation                                      | Energy Efficiency        | Infrastructure Services (Capital Works budget)  | 438 tCO <sub>2</sub> e        |

Within the first three years of this strategy, the Renewable Energy Program and energy efficiency opportunities will deliver 11% of the required emissions savings for electricity and fuel emissions, thus reducing the City's dependence on offsets to meet reduction targets. The Greenhouse Action Fund will provide \$900,000 towards implementing this action plan over the first 3 years.

### **Action 13:**

The City will adopt the Action Plan and implement emission reduction initiatives identified.



## **8. Funding**

Funding to implement the abatement and offsetting activities will be allocated to projects through the Greenhouse Action Fund, departmental operational and capital budgets and from external funding sources where available.

### **Action 14:**

The City will allocate funds through:

- The Greenhouse Action Fund (sourced from Municipal funds)
- Existing operational and capital budgets (sourced from Municipal funds)
- External funding opportunities



## The Greenhouse Action Fund

The Greenhouse Action Fund will use funds previously spent on the purchase of Green Power to develop more appropriate and desirable projects aimed at improving energy efficiency, energy independence or addressing waste emissions. By redirecting these funds, the City will increase the value received by investing in infrastructure, staff and the community.

In 2009/10 the City spent \$320,000 on Green Power. By shifting this to the Greenhouse Action Fund, the City will be able to purchase offsets for the Zero Emissions Fleet Program, and invest the balance in the renewable energy program, energy efficiency opportunities and effective waste management.

The Greenhouse Action Fund will be an accumulative fund administered by the Manager of Finance. Access to the Fund will require a business case to be approved by the Director of Engineering. Whilst preference will be given to renewable energy or infrastructure projects with GHG abatement potential, all projects that address energy efficiency or waste management will be considered. Additionally, projects with external funding, such as grants, will be viewed favourably.

The Greenhouse Action Fund commenced in 2011/12 with a budget of \$300,000 per annum. Council committed to continuing this level of funding for the first three years, after which it will be reviewed, giving consideration to any CPI increases. The Greenhouse Action Fund will be supplemented by any revenue received through the sale of surplus energy generated by the City. The following table shows the expenditure and funding allocations to date.

| Year            | Funding Allocation | Expenditure | Balance |
|-----------------|--------------------|-------------|---------|
| Opening Balance | 315,955            | -           | 315,955 |
| 2011/12         | 214,940            | 35,000      | 495,895 |
| 2012/13         | 214,000            | 450,000     | 259,895 |

Figure 9. Greenhouse Gas Action Fund

### Action 15:

The City will cease the purchase of Green Power as from 30 June 2011 and redirect that funding to establish a Greenhouse Action Fund as from 1 July 2011

## Existing Operational and Capital Budgets

The Greenhouse Action Fund is intended to be additional to existing operational budgets and capital expenditure. As climate change is an organisational responsibility, departments are encouraged to plan and budget for their respective emissions reductions and climate change adaptation activities. As such, the Waste Services is required to contribute financially to reducing waste emissions.

### Action 16:

The City will continue current investment in greenhouse gas reduction activities from operating and capital budgets.

## External Funding Opportunities and Partnerships

External opportunities for funding greenhouse gas activities are available from time to time. In the past, the City has received funding from the Sustainable Energy Development Office, has partnered with an external organisation to reduce the cost of implementing gas capture at the HWRP.

The City will monitor any opportunities for external funding from Federal or State Government schemes and these will be pursued to assist with the implementation of this strategy.

Examples of external funding opportunities include:

- Community Energy Efficiency Program - CEEP will support local councils and community organisations to cut pollution and reduce their energy costs through energy efficiency upgrades to street lighting, community facilities and council buildings.
- Strategic Waste Initiative Scheme (SWIS) –the SWIS is aimed at providing support and encouragement to business and industry, local government, community groups and individuals in tackling priority waste issues. This program is currently suspended but is expected to be renewed.
- Waste Authority Strategic Partnerships -formal alliances between the Waste Authority and key stakeholders to enable consolidated engagement and/or the building of mutual long-term goals and commitments to waste avoidance and resource recovery.

### Action 17:

The City will seek out external funding opportunities



## 9. Governance

This strategy is a long term plan which is intended to be a 'living' document that is reviewed and adapted to stay up to date with changes in policy, technology and climate change science. This process will also help to monitor progress towards goals, assess the effectiveness of abatement actions and assist in the preparation of annual budgets.



The City commits to reviewing the strategy, its action plan, funding requirements, measuring emissions and reporting on performance against targets through the preparation of an annual report. This process will be coordinated by Environmental Services who will ensure that staff, Councillors and the community are kept informed of the output.

The next review is scheduled for February 2014 and will establish the next 3 year action plan.

### Action 18:

The City will review the strategy, undertake greenhouse gas emission inventories and report on performance against targets through an annual report.

## Carbon Tax

On 8 November 2011 the Clean Energy Future legislation was introduced by the Australian Federal Government. The legislation placed a fixed price on carbon of \$23 a tonne from 1 July 2012, moving to a flexible price after three years. Under the Carbon Price, facilities that emit more than 25,000 tCO<sub>2</sub>-e each year are liable to pay for every tonne of emissions produced beyond 1 July 2012

There are two main impacts of the carbon price to the City of Cockburn:

- Direct liability for the greenhouse gas emissions of Henderson Waste Recovery Park (HWRP)
- Increase in the cost of energy and services as retailers pass on the costs they have incurred as a result of the carbon price

The most significant implication of the Clean Energy Act 2011 is the application of a carbon price to the City's landfill site at HWRP. In 2011/12 the reported emissions from HWRP were estimated under NGERs to be 22,900 tCO<sub>2</sub>-e. It is anticipated that HWRP may tip the Carbon Tax threshold of 25,000 tCO<sub>2</sub>-e in 2012/13.

The City has seen an increase in the price of electricity and gas as energy retailers pass on the costs they incur as a result of the carbon price. This change has had budget implications to the City for each of its electricity and gas accounts.

This increase in energy price has resulted in a positive change to the payback periods for energy efficiency projects, creating an opportunity for projects that may have been dismissed in the past due to not being viable.

The City is managing the impacts of the Carbon Tax on its operations by:

- applying a carbon price gate fee surcharge of \$7 tonne at HWRP
- factoring the impact of rising costs in energy and services into its budgeting.
- implementing energy management actions from the Greenhouse Gas emission reduction strategy (this strategy) to reduce energy consumption and associated emissions
- developing a Waste Management Strategy to minimise waste to landfill and associated emissions at HWRP
- reporting landfill emissions to Federal Government under the National Greenhouse and Energy Reporting Act 2007.
- Investigating Carbon Farming Initiative (CFI) opportunities for HWRP
- Continuing to improve accuracy of emissions estimation.

## Action 19:

The City will proactively manage the impacts of the Carbon Price .

## 10. Conclusion

The City of Cockburn has taken a proactive approach to reducing corporate GHG emissions. With the use of Green Power and offset purchases, the City has been able to achieve its reduction targets for electricity and fuel consumption in the past. Despite significant investment in waste recovery and gas capture technologies; the City was unable to meet its over-ambitious waste emissions reduction targets.

Moving forward, the City has set high but achievable emissions reductions targets for 2020 and 2050. These will be met by a shift in methodology from the purchase of Green Power and offsets to providing value-adding abatement through investment in infrastructure for the City, energy efficiency programs, waste diversion and addressing legacy waste emissions. This additional value will be delivered concurrently with the purchase of more cost effective offsets to ensure that the City continues to meet its GHG reduction targets.

By endorsing this Strategy, the City continues to demonstrate leadership to the community through its response to climate change. However, reducing greenhouse gas emissions is just one step in the broader climate change challenge. The City will continue its broad reaching activities in community action and climate change adaptation in conjunction with this strategy.



## 11. Glossary

*Definitions of many of key terms included in this strategy are provided below:*

|                                      |   |
|--------------------------------------|---|
| <b>Abatement</b>                     | Activities that reduce greenhouse gas emissions   |
| <b>Adaptation</b>                    | Finding new ways to live and work in the context of climate changes   |
| <b>Carbon Farming Initiative</b>     | A carbon offsets scheme which will allow for the reporting of reduced emissions from legacy waste in landfill   |
| <b>Cities for Climate Protection</b> | An international program helping local governments to respond to climate change   |
| <b>CO<sub>2</sub>e</b>               | Carbon Dioxide equivalent. Commonly used to represent greenhouse gas emissions from a variety of different greenhouse gases to account for their different warming effects  |
| <b>Cogeneration</b>                  | The use of a heat engine or power station to produce both electricity and useful heat at the same time. Also known as Combined Heat Power (CHP)   |
| <b>District Energy</b>               | The use of alternative energy generation sources to provide distributed electricity or heating within a small geographical region, avoiding the need to use centralised energy generation   |
| <b>Geothermal Energy</b>             | The use of high temperatures within the earth's crust to heat water or generate electricity   |
| <b>Greenhouse Gas (GHG)</b>          | Gases in the earth's atmosphere that absorb and re-emit infra-red radiation. The Kyoto Protocol lists six main gases: Carbon Dioxide (CO <sub>2</sub> ), Methane (CH <sub>4</sub> ), Nitrous Oxide (N <sub>2</sub> O), Hydro Fluorocarbons (HFC's), Per Fluorocarbons (PFC's) and Sulphur Hexafluoride (SF <sub>6</sub> ) |
| <b>Green Power</b>                   | An upgrade for purchased electricity enabling the consumer to purchase electricity sourced from renewable energy  |
| <b>HWRP</b>                          | The Henderson Waste Recovery Park   |
| <b>Landfill Gas</b>                  | Methane and other gases released as organic content in landfill breaks down   |
| <b>Legacy emissions</b>              | Emissions from waste already deposited in landfill  |
| <b>New Energy Future</b>             | The shift in energy generation from traditional coal and gas-fired electricity to renewable and sustainable energies such as renewable energy, landfill gas energy and co/tri-generation  |
| <b>Offset</b>                        | A voluntary action that removes greenhouse gases from the atmosphere.   |
| <b>Renewable Energy</b>              | Energy generated from sources rapidly replaced by natural processes.  |
| <b>Trigeneration</b>                 | Similar to cogeneration, with the added generation of useful cooling at the same time as heating and electricity  |

## Appendix A – Past Actions Completed to Date

| CORPORATE Actions  | Year   |
|--|--|
| <b>Green Power</b>   |  |
| Electricity for Buildings - Natural Power<br>Admin and Library on 100% since July 07 All accounts (except SLLC) 100% since 2008  | 2007 - 2011  |
| Electricity for Streetlights - Natural Power   | 50% since August 2008  |
| <b>Parks</b>   |  |
| 10 year program to replace inefficient irrigation systems  | 2008   |
| <b>Buildings - Energy Efficiency Initiatives</b>   |  |
| <b>Administration Building</b><br>Lighting retrofits, de-lamping, and sensors<br><br>Energy Audits<br>Equipment upgrades (computers)<br>Hot water upgrades<br>Block out blinds<br>Bike lockers<br>Energy Monitoring (Greensense)<br>Auto computer shut-down<br>10kW Windpods Wind Turbine System | 2001, 2003, 2008, 2010<br><br>2005, 2008<br>2008<br>2009<br>2009<br>2010<br>2010<br>2011<br>2012 |
| <b>Spearwood Library</b><br>Energy Audits<br>Lighting retrofits and sensors<br>Sub meter<br>10.5 kW Solar photovoltaic system<br>Energy Monitoring (Greensense)  | 2005, 2008<br>2008<br>2009<br>2010<br>2010   |



| <b>CORPORATE Actions</b>  | <b>Year</b> |
|---|-------------|
| LED tube lighting retrofit (stage 1)  | 2011        |
| LED tube lighting retrofit (stage 1)  | 2012        |
| <b>Seniors Centre Building</b>  |             |
| Hot water system upgrade  | 2005        |
| Lighting retrofit and sensors   | 2011        |
| Block out blinds  | 2009        |
| Energy Monitoring (Greensense)  | 2010        |
| 9kW Solar PV  | 2012        |
| <b>Atwell Community Centre</b>  |             |
| Energy Audit  | 2009        |
| Lighting sensors  | 2005        |
| 3 kW Solar photovoltaic system  | 2010        |
| Energy Monitoring (Greensense)  | 2010        |
| <b>AzeliaLey Museum</b>   |             |
| Lighting retrofit   | 2007, 2009  |
| <b>Henderson Waste Recovery Park</b>  |             |
| Lighting retrofits, timers  | 2007,2010   |
| Eco-vents   | 2009        |
| 3.6 kW Solar photovoltaic system  | 2010        |
| <b>South Lake Leisure Centre</b>  |             |
| Lighting retrofit and timers  | 2007        |
| Pool and Spa Blankets   | 2007, 2011  |
| sub meter (outdoor pool)  | 2011        |
| <b>Cockburn Wetlands Education Centre</b>   |             |
| Extensive retrofit including: extension of north facing windows, curtains, insulation, rainwater tank, e-vents, thermal tiling, solar pergola | 2009, 2010  |
| Sensor lights   | 2011        |
| Energy monitoring (Greensense)  | 2010        |

| CORPORATE Actions   | Year       |
|---|------------|
| <b>Youth Centre</b>                                       |            |
| Energy Audit  | 2009       |
| Lighting upgrade and sensors                              | 2009       |
| 5.25 kW Solar photovoltaic system                         | 2009       |
| Energy Monitoring (Greensense)                            | 2010       |
| LED Lighting Retrofit                                     | 2011       |
| <b>Jean Willis Centre</b>                                 |            |
| Energy Audit  | 2010       |
| Lighting upgrade and sensors                              | 2005, 2010 |
| 3 kW Solar photovoltaic system                            | 2010       |
| Energy Monitoring (Greensense)                            | 2010       |
| <b>Depot /Operations Centre</b>                           |            |
| Lighting retrofit and skylights                           | 2005, 2008 |
| <b>Success Regional Sporting Facility</b>                 |            |
| 8 kW solar photovoltaic system                            | 2012       |
| <b>Coolbellup Community Hub</b>                           |            |
| Energy efficient retrofit                                 | 2009       |
| 9.9 kW solar photovoltaic system                          | 2010       |
| 8 kW solar photovoltaic system                            | 2012       |
| Energy Monitoring (Greensense)                            | 2012       |
| <b>Other</b>  |            |
| Nicholson Reserve (Hot water system and lighting upgrade) | 2005, 2008 |
| Yangebup Hall (motion sensors)                            | 2005       |
| Enright Reserve (lighting retrofit)                       | 2008       |
| Naval Base Shacks(Hot water system upgrade)               | 2008       |
| Coogee Beach (lighting retrofit)                          | 2008       |
| Anning Park Hall (lighting retrofit)                      | 2008       |

| CORPORATE Actions   | Year                  |
|---|-----------------------|
| <b>Public Lighting</b>  |                       |
| Lobby Western Power to change to energy efficient streetlights  | ongoing               |
| Natural Power for streetlights  | 50% since August 2008 |
| Sustainable Public Lighting Action Plan   | 2008                  |
| 6 Solar LED Leaf shaped lights Market Garden Swamp  | 2012                  |
| Hybrid Solar Wind Turbine Coogee Beach 0.5 kW   | 2012                  |
| <b>Carbon Sinks</b>   |                       |
| Revegetation- carbon storage  | Since 1996            |
| <b>Waste - Henderson Waste Recovery Park</b>  |                       |
| Methane Flaring   | 2003 onwards          |
| Domestic Transfer Station   | 2008                  |
| Recycling Shop  | 2009                  |
| Weekly Recycling  | 2011                  |
| Wood waste diversion  | 2009                  |
| Improvement in methane gas capture with extensive pipework  | 2008                  |
| NGERS Reporting   | 2009                  |
| Waste education in primary schools  | 2009                  |
| Collection points for E-waste and hazardous waste   | 2009                  |
| Waste and Recycling Education and Awareness Activities  | 2010                  |
| Marketing campaign for Waste Education eg billboards, signage on trucks   | 2011                  |
| Waste-wise event management including signage, recycling bins, audits, survey's, vender engagement, information on community events booklet | 2011                  |
| Waste Education Officer employed  | 2012                  |



| <b>CORPORATE Actions</b>   |  | <b>Year</b>            |
|--|--|------------------------|
| New workshops for improved resource recovery of metal                                    |  | 2012                   |
| Staff Training in degassing  |  | 2012                   |
| Investigate large-scale onsite renewable energy generation for HWRP and other City sites |  | 2012                   |
| Compost and Worm Farm workshops and Subsidies  |  | 2012                   |
| Partnership with Central Institute Technology – Renewable Energy Art                     |  | 2013                   |
| Waste Management Strategy draft<br>WasteWise Events Guidelines Draft                     |  | 2013                   |
| <b>Governance</b>  |  |                        |
| Sustainable Purchasing Policy  |  | Adopted 2007           |
| Monitoring and reporting of emissions  |  | Since 1999             |
| Joined WALGA Greensense Emissions Reporting Platform                                     |  | 2011                   |
| <b>Corporate Awareness Raising</b>   |  |                        |
| Living Smart in the workplace  |  | 2009                   |
| Staff visits to SMRC and HWRP  |  | 2009, 2010             |
| Sustainability Committee established   |  | 2009                   |
| Small Wind Turbine Facility partnership  |  | 2009                   |
| Small Scale Wind regional workshop   |  | 2009                   |
| Statement on sustainability included in job descriptions                                 |  | 2010                   |
| Days of Change program and Staff Challenge   |  | 2010                   |
| Educational displays and staff information sessions                                      |  | 2009, 2010, 2011       |
| <b>Fleet</b>   |  |                        |
| Bio fuel purchase  |  | 2008 - 2010            |
| Hybrid cars incorporated into fleet  |  | 2008, 2009, 2010, 2011 |



| CORPORATE Actions   | Year    |
|---|---------|
| Minimum Vehicle Green Star rating - Light Vehicle Purchasing Guidelines | 2009    |
| Zero Emissions Fleet Program  | 2012    |
| Offsets   |         |
| 1000 tonnes purchased from SMRC (retired 2008/09)                       | 2009    |
| 1815 tonnes purchased from SMRC (retired 2010/11)                       | 2010/11 |
| 9257 tonnes purchased from SMRC (retired 2011/12)                       | 2011/12 |

## Appendix B – Solar Photovoltaic and Wind Turbine Installations to date 1/1/2013

| Building  | Energy Usage kWh/year | Renewable Energy kWh/year | Renewable energy % |
|---|-----------------------|---------------------------|--------------------|
| Spearwood Library<br>10.5kW PV (2010)                               | 94,323                | 16,863                    | 17%                |
| Youth Centre<br>5.25kW PV (2009)                                    | 170,471               | 8431                      | 5%                 |
| Jean Willis Community Centre<br>3.04kW PV (2010)                    | 43,773                | 4745                      | 11%                |
| Atwell Community Centre<br>3.04kW PV (2010)                         | 44,122                | 4745                      | 11%                |
| Henderson Waste Recovery Park 3.6kW PV (2010)                       | 46,249                | 6022                      | 13%                |
| Coolbellup Community Hub<br>9.9kW plus 8kW = 17.9kW PV(2010 & 2012) | 193,732               | 30,952                    | 16%                |
| Cockburn Wetlands Education Centre 3.3kW PV (2011)                  | 11,892                | 4855                      | 40%                |
| Seniors Centre 9kW PV (2012)  | 151,084               | 15,877                    | 9.5%               |
| Success Regional Sporting Facility 8kW PV (2012)                    | 127,977               | 13,687                    | 11%                |
| Emergency Services Volunteer HQ 20kW PV (2012)                      | TBA (new facility)    | 32,120                    | TBA                |

| Building  | Energy Usage<br>kWh/year | Renewable<br>Energy kWh/year | Renewable<br>energy % |
|---|--------------------------|------------------------------|-----------------------|
| Administration Building 11kW<br>Wind Turbine (2012) | 707,817                  | 4,500                        | 0.6%                  |
| Coogee Beach, Poore Grove<br>600W Wind Turbine      | n/a                      | unmetered                    | n/a                   |
| Total   | 1,591,440                | 142,798                      | 9%                    |

### Progress to Renewable Energy Target

| Building              | Energy Usage<br>kWh/year | Renewable<br>Energy kWh/year | Renewable<br>energy % |
|-----------------------|--------------------------|------------------------------|-----------------------|
| All Council Buildings | ~ 4,500,000              |                              | 3.2%                  |

## Appendix C – Other relevant documents

Other documents referred to in the Strategy or relevant to its development are listed below:

- City of Cockburn Community Strategic Plan 2012 – 2022
- City of Cockburn Sustainability Strategy
- City of Cockburn Adaptation Action Plan
- City of Cockburn Climate Change Community Awareness Strategy
- City of Cockburn Greenhouse Gas Multi Criteria Abatement
- City of Cockburn Emissions Forecast 2009-2050
- Administration Site Prefeasibility Study for District Energy 2010