

STRATEGY SNAPSHOTS – PLAN ON A PAGE

UPDATE AT JUNE 2017



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Introduction

The City has five strategic themes which underpin all projects, activities and services. As strategies are revised and consolidated, the links to these themes are included. Many strategies have links to more than one strategic theme but for the purposes of this document, they are listed under the most relevant theme.

Many strategies also drive the work of more than one Business or Service Unit. For the purposes of providing an update or consolidating strategies, only the lead Business Unit is identified. Significant internal consultation takes place to ensure relevant Business Units provide input or provide an update on required actions.



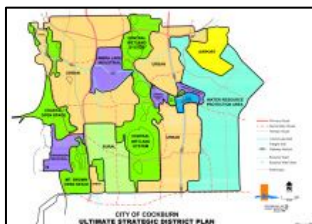
City Growth

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

Objectives

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

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Strategy: Local Planning Strategy

Adopted: 25 May 1999

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Local Planning Strategy sets out the long term planning directions for the municipality and provides the rationale for the zones and other provisions of the Scheme.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include providing opportunities for urban infill that meet the needs of the existing and future community; generation of local commercial, enterprise and employment based development; promoting development orientated towards public transport and; contributing towards the fulfilment of regional planning objectives for the Southern Metropolitan Region.

Major Objectives

1. Maximise development near public transport routes;
2. Implement a system of centres ranging from regional to district and neighbourhood centres to be the focus of commercial and community activity;
3. Make adequate provision for industrial development and encourage existing industry to adopt state of the art technologies to minimise environmental impacts;
4. Promote increased employment self-sufficiency by providing appropriately zoned land for businesses in accessible locations;
5. Ensure that wetlands are protected;
6. Adopt an integrated approach to 'sustainable development';
7. Enhance local identity and character by preserving buildings and places with historic, architectural, scientific or scenic value.

Resources

Municipal funded. As per the ongoing implementation of City of Cockburn Town Planning Scheme No. 3.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy.

Progress Report

The Local Planning Strategy was developed in conjunction with the Scheme, and continues to be used to provide the strategic planning consideration as part of the statutory administration of the Scheme. We are on track to achieve our objectives. We have also now begun the process of the new Local Planning Scheme and its associated Strategy that will be targeted for completion over the coming two to three year period. The Western Australian Planning Commission and Minister approved consolidation of the City's Local Planning Scheme in November 2015. Within five years of this date, it is expected that a new Local Planning Scheme, informed by a new Local Planning Strategy, be prepared. Therefore the next Local Planning Strategy is expected to be presented to Council in May 2018.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Local Planning Strategy](#)



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Strategy: Phoenix Central Revitalisation Strategy

Adopted: 14 May 2009

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Phoenix Central Revitalisation Strategy seeks to guide the future development and redevelopment of the Phoenix Activity Centre and surrounding residential land precinct in order to achieve principles of social, environmental and economic sustainability.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include increasing the number of new homes in the area, increasing diversity of dwelling types, increasing rates of public transport use and improving the public realm through targeted park upgrades and street tree planting.

Major Objectives

1. Increase residential density coding to allow for redevelopment, and encourage the highest densities in the 400m walkable catchment of the town centre, adjacent to major public transport routes and opposite parks;
2. Create a new community hub on the City's administration site adjacent to the Phoenix Shopping Centre;
3. Strengthen the role of the centre as an activity centre by increasing the amount of office, entertainment, civic and community activities in the centre and therefore also increase employment numbers for the centre;
4. Work with existing landowners in the northern end of the centre to improve the appearance and accessibility;
5. Improve Rockingham Road through the town centre by traffic calming, improving pedestrian access and landscaping;
6. Explore ways to improve public transport for the centre by the creation of a bus priority lane on Rockingham Road;

7. Improve accessibility for all forms of transport within the centre, with pedestrians, cyclists and public transport users as the priority;
8. Improve connectivity with the public open space, create new frontages for development and encourage increased usage of parklands.

Resources

Municipal funded. Implementation of the Strategy to be subject to budget considerations and detailed action plan.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy. Updates on this strategy are published on the City's website.

Progress Report

The City is on track to achieve the objectives of the Strategy and importantly will continue to undertake the actions associated with the public realm as key aspects to encouraging the private realm development and redevelopment aspired for by the Strategy. Recent infrastructure projects associated with the strategy have included the extensive upgrades to MacFaul Park. Previous projects completed have included the Seniors Centre, Friendship Way and Spearwood Avenue extension and upgrade.

There are a total of 38 actions spread across the Business Units of Strategic Planning, Parks and Environment, Engineering and Infrastructure Services. As of 2017, 14 actions have been completed and 13 further commenced. To date, the value of completed actions has been \$5.5m, with a further \$0.9m on commenced actions. Not yet started actions value approximately \$10m. These are largely identified for delivery in the medium term (beyond 5 years).

Hyperlink to Strategy:

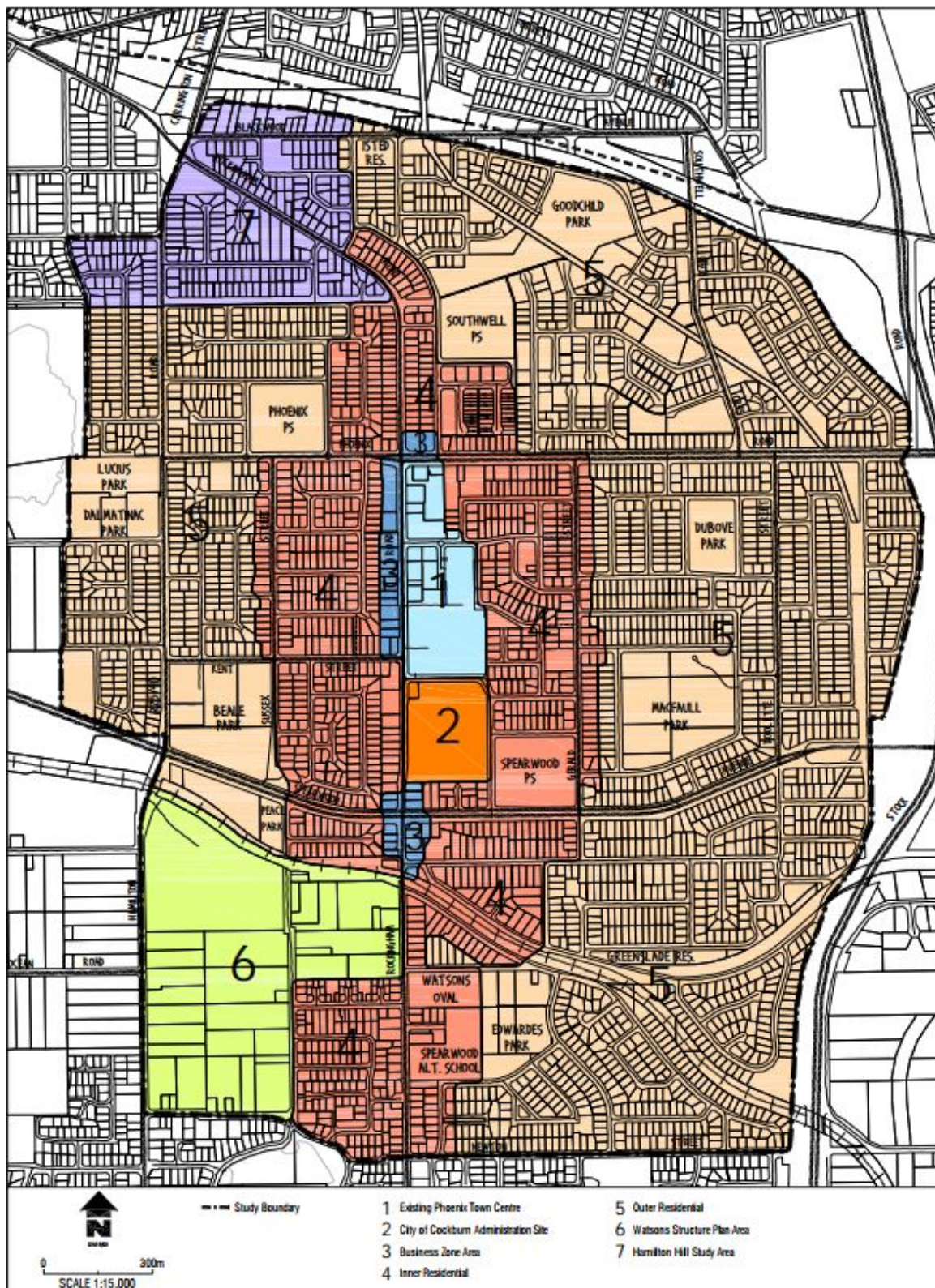
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[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Phoenix Central Revitalisation Strategy](#)

Map of Phoenix Revitalisation Area



Strategy Snapshot – Plan on a Page



Strategy: Local Commercial and Activity Centres Strategy

Adopted: 13 December 2012

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Local Commercial and Activity Centres Strategy ("LCACS") sets the strategic vision and broad framework to guide the planning and development of the City's activity centres and to help guide planning for the City's strategic employment centres over the next 15 years.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include increasing local employment self sufficiency; increasing local employment self containment; achieving employment rates at or above the Perth Metropolitan employment rate and; increasing the amount of commercial and industrial development floorspace within the City.

Major Objectives

1. Promote the development of efficient, intense and compact centres;
2. Support the optimisation of the frequency, concentration and quality of transactions;
3. Maintain and support the integrity of the of activity centre network;
4. Facilitate the optimization of access to and within centres;
5. Encourage the creation of place identity, amenity and integrity

Resources

Municipal funded. As per the ongoing implementation action plan contained under Section 6.5 of LCACS.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy.

Progress Report

Reflecting the revised policy context now in place for activity centres, the LCACS seeks to create a new planning approach within the City. The performance based assessment framework advocated by the LCACS has been introduced into the Scheme. Key performance measures are:

- Increase in local employment self sufficiency;
- Increase in local employment self containment;
- Local employment rate at or above Perth Metropolitan employment rate;
- Increase in new business registration rate;
- Increase in amount of commercial and industrial development floor space compared with 2012.

In terms of progress, the City has undertaken activity centre plans for Cockburn Central and for Phoenix, effectively implementing a significant component of the LCACS. Proposals for the coordination of public realm improvements for the Phoenix District Centre are planned, however will await to enable the intended redevelopment plans of the shopping centre to coincide. This is targeted for 2019-20.

Hyperlink to Strategy:

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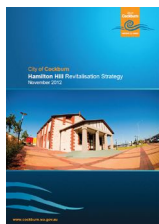
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Local Commercial and Activity Centres Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy: Hamilton Hill Revitalisation Strategy

Adopted: 8 November 2012

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Hamilton Hill Revitalisation Strategy seeks to provide a comprehensive plan to guide future development within the established suburbs of Hamilton Hill and northern Spearwood in order to achieve principles of social, environmental and economic sustainability through appropriate urban infill and investment in the urban environment.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include providing opportunities for urban infill that meet the needs of the existing and future community of Hamilton Hill and enhancement of the local character of the study area through development and investment that complements the urban fabric.

Major Objectives

1. Maintain and enhance the local character of Hamilton Hill through development and investment that complements the existing urban fabric;
2. Provide opportunities for urban infill that meet the needs of the existing and future community of Hamilton Hill;
3. Contribute to the urban infill aspirations of *Direction 2031*; and
4. Provide for a more sustainable, accessible and compact urban form within Hamilton Hill.

Resources

Municipal funded. Implementation of the Strategy to be subject to budget considerations and detailed action plan.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy. Updates on this strategy are published on the City's website.

Progress Report

The City is on track to achieve the objectives of the Strategy, and importantly will continue to undertake the actions associated with the public realm as key aspects to encouraging the private realm development and redevelopment aspired for by the Strategy. Recent infrastructure projects associated with the strategy have included the planning of the Simms Road upgrade, as well as upgrades to the following local reserves – Dixon Reserve, Hobbs Reserve and Wheller Reserve. The 2017-18 financial year will include upgrades to Hamlin Reserve, Jacob Reserve, Dodd Reserve, Fortini Reserve, Sawle Reserve, Redmond Reserve and Dixon Reserve.

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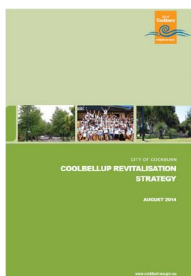
[Strategies and Plans](#)

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[Hamilton Hill Revitalisation Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy: Coolbellup Revitalisation Strategy

Adopted: 2014

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Strategy aims to guide the delivery of future residential development within the suburb and identify improvements and infrastructure required to support this growth. The Strategy is directed towards identifying appropriate increased residential densities and strategies to encourage housing choice, as well as targeting improvements in the public domain (streets, parks, pedestrian movement networks) to ensure Coolbellup keeps growing as an attractive place to live and visit.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include providing opportunities for urban infill that meet the needs of the existing and future community of Coolbellup and enhancement of the local character of the study area through development and investment that complements the urban fabric.

Major Objectives

1. Encourage and support appropriate development and diverse housing options;
2. Improve the function and presentation of Coolbellup streets;
3. Protect and enhance the character and natural environment of Coolbellup.

Resources

Municipal funded. Implementation of the Strategy to be subject to budget considerations and detailed action plan.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy. Updates on this strategy are published on the City's website.

Progress Report

The City is on track to achieve the objectives of the Strategy, and importantly will continue to undertake the actions associated with the public realm as key aspects to encouraging the private realm development and redevelopment aspired for by the Strategy. Recent infrastructure projects associated with the strategy have included the extensive streetscape upgrade of Coolbellup Avenue, new CCTV in the town centre, upgrades to the sports precinct and upgrades to Doherty Reserve. The 17/18 financial year will include upgrades to Jarvis Park, Rinaldo Park and Cordelia Ave streetscape.

Hyperlink to Strategy:

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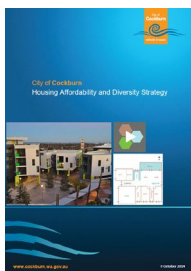
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Coolbellup Revitalisation Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy: Housing Affordability and Diversity Strategy

Adopted: 9 Oct 2014

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Strategy seeks to address housing affordability and diversity for the City of Cockburn. This is about increasing the supply of affordable housing, in order to address affordability issues as it affects the diverse range of households within our community. From single and couple only households, right through to grouped and traditional family households. This Strategy uses the definition of affordable housing set out in the Department of Housing's Affordable Housing Strategy; Opening Doors 2010 - 2020.

The Strategy is aligned with the City's Strategic Community Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include delivery of more diverse housing types within the City and increased rates of ancillary dwelling and accessible dwelling development.

Major Objectives

1. To provide households with access to housing that is appropriate to their needs in terms of size, physical attributes and location;
2. To provide housing that is affordable to households of varying financial capacity;
3. To provide a variety of housing types in locations that have good accessibility to public transport and essential services;
4. To promote affordable living, taking into consideration the total cost of living in a dwelling, including energy and water consumption, the price of transport to access employment and essential services, and other daily needs impacted by location.

Resources

Municipal funded. Implementation of the Strategy to be subject to future budget considerations and detailed action plan.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy.

Progress Report

The City is on track to meet the timeframes outlined in the Strategy. The City has implemented the actions associated with addressing the need for the delivery of more accessible housing within the district. This has been done through adjustments to the relevant local planning policy. The district also continues to see the highest proportion of grouped and apartment dwelling types being delivered in comparison to all other southern metropolitan local governments. The next version of the Housing Affordability and Diversity Strategy is expected to be presented to Council in April 2018.

Hyperlink to Strategy:

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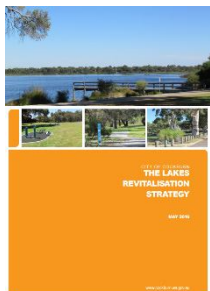
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Housing Affordability and Diversity Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy: The Lakes Revitalisation Strategy

Adopted: 12 May 2016

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The Lakes Revitalisation Strategy aims to guide the delivery of residential development across the suburbs of South Lake, Bibra Lake (East) and parts of North Lake. A key objective is to promote diverse dwelling types and enable current and future residents to make appropriate housing choices into the future. A key focus is to ensure the Lakes area is an attractive place to live and visit into the future.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include providing opportunities for urban infill that meet the needs of the existing and future community of The Lakes suburbs, and enhancement of the local character of the study area through development and investment that complements the urban fabric.

Major Objectives

1. Provide opportunities for further housing growth, meeting the needs of existing and future households;
2. Contribute towards State Government urban infill aspirations;
3. Ensure adequate services and infrastructure including promoting pedestrian orientated streetscapes;
4. Allow for a variety of housing types and designs to encourage flexibility and affordability, and;
5. Preserve the natural environment and identify opportunities to enhance the character of the Lakes area.

Resources

Municipal funded. Implementation of the Strategy to be subject to budget considerations and detailed action plan.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy. Updates on this strategy are published on the City's website.

Progress Report

The City is on track to achieve the objectives of the Strategy, and importantly will continue to undertake the actions associated with the public realm as key aspects to encouraging the private realm development and redevelopment aspired for by the Strategy. A key item committed for delivery in the 17/18 financial year is the new activity node (skate park) on the east side of Bibra Lake. Also the City is progressing the first actions associated with the Strategy, being the rezoning of properties.

Hyperlink to Strategy:

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[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[The Lakes Revitalisation Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy: Land Management Strategy 2017-2022

Adopted: 13 April 2017

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The aim of the Land Management Strategy is to establish an effective framework to manage the City's land portfolio, in such a way as to maximise financial returns and support the financial sustainability of the City. This in turn supports the City undertaking further strategic capital investment, as well as expanding the range and types of services and facilities it is expected to deliver to the community.

The Land Management Strategy is aligned with the City's Strategic Community Plan 2016-2026. The Strategic Community Plan provides Council's vision to "build on the solid foundations that our history has provided to ensure that Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area." This Land Management Strategy is specifically aligned to City Growth; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security and; Leading and Listening.

Key performance measures include achievement of land projects identified and achievement of planned expenditure in realising land projects.

Major Objectives

1. To facilitate the effective management of the City's land portfolio;
2. To establish open and accountable processes for dealing with the City's land, particularly ensuring that all land dealings are undertaken in accordance with legislative requirements;
3. To identify City owned land that has the potential to be value added and realised upon, with particular coordination with market conditions and the organisational demands for funds to drive new strategic land and community infrastructure investment;
4. To appropriately plan both the financial and human resources required to undertake land disposal;
5. To identify City owned land that has value of a 'strategic' nature, to ensure development proposals optimise long-term financial benefits for the City.

Resources

Implementation of the Strategy is based on the perpetual Land Development and Investment Reserve, whereby profits realised from the management of the City's land interests are captured and re-used for other land development projects and community infrastructure projects which can derive an income stream.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements – These are management within the Strategic Planning Business Unit of the City of Cockburn.

Progress Report

The City remains on track to fulfil its objectives expressed by the Land Management Strategy. While the new Strategy has been updated in 2017, the most recent version of the Strategy had its progress measured to reveal the following achievements:

- Land sales yielding a gross profit of \$57.44m for the City since 2007;
- An annual rental income stream of \$2.46m for the City.

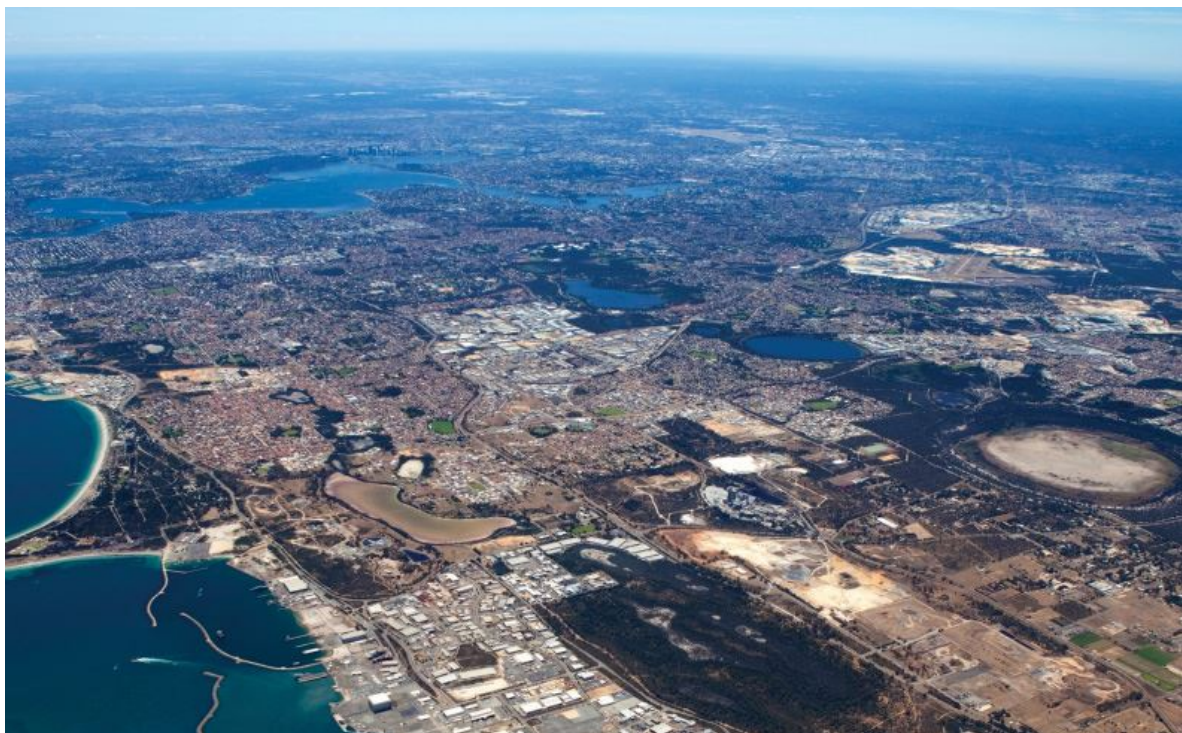
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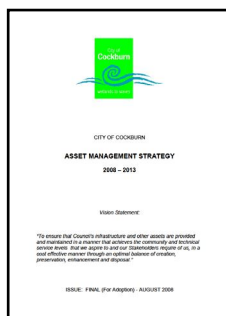
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Land Management Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy: Asset Management Strategy 2008-2013

Adopted: 11 September 2008

Officer: Manager Infrastructure Services

Strategy Purpose (include links to Strategic Community Plan)

This Strategy outlines the implementation and integration of best practice Asset Management planning, systems and processes into Council's operations. The Strategy is linked to the Asset Management Policy and Asset Management Plans and is a key element of the City's Integrated Planning Framework.

It arises from several strategic objectives of the Strategic Community Plan, principally:

- Community, Lifestyle and Security - provide safe, attractive, healthy programs and infrastructure for a diverse range of activity and people
- Leading and Listening - provide for community and civic infrastructure in a planned and sustainable manner

A revised Asset Management Strategy is currently being developed and will be presented at the September 2017 OCM.

Major Objectives

1. Implementation of an Asset Management System establishing one centralised database with capability and functionality to capture the following:
 - i) Asset Condition
 - ii) Level of Service measures – current and desirable;
 - iii) Age and Anticipated Remaining Useful Life; and
 - iv) Asset Revaluations cost estimating purposes and long term planning.
 - v) Integration with corporate information systems i.e, financial management and GIS systems
2. Development of Asset Management Plans (AMP's).
3. Development of renewal programs (10 year) for inclusion in the Long Term Financial Plan (LTFP).
4. Data management strategy including formalised processes developed for the following:
 - i) periodic scheduled condition assessments
 - ii) external and internal handover processes for sub divisions and capital works programs

- iii) greater responsibility and ownership for the management of data by managers & asset custodians

Resources

Throughout the life of the strategy the Asset Services Unit has increased from 2 to 4 full time equivalent employees (FTE) managing the major objectives and advancements in the asset management planning process. Further review of resources in accordance with the City's workforce plan is ongoing.

Systems or Communications/Marketing Implications

The Technology One Asset Management System provides GIS and Mobile technology providing capture of data for all infrastructure asset groups and operational procedures for planned & reactive maintenance to enable the recording and monitoring of Levels of Service.

Asset Management Plans, including summaries, have been made available to the public via the City's website.

Progress Report

1. One centralised asset database is established: (Technology One AMS).
Current Status: 90% complete: Remaining functionality to be implemented includes facilities system build and econtractor due for completion late 2017.
2. Development of Asset Management Plans (AMP's). Created two versions of the City's six AMP's (2013 and 2014 to 2017) which have reached an intermediate level. The City will be developing new AMP's (seven) for the period of 2017/18 to 2019/20 to be adopted in February 2018.
3. Development of renewal programs (10 year) for inclusion in the long term financial plan (LTFP). Created as part of the asset management planning process. The renewal programs and AMP's act as informing strategies to support the development of the LTFP. Renewal programs have been integrated into the previous two LTFP's and the next LTFP (2018/19 to 2027/28) to be adopted in Feb 2018.
4. Data Management (strategy & recording) including formalised processes. Regular funding received to carry out asset condition audits every 3-5 years for all major asset classes. Formal electronic as constructed information handover process for new subdivisions established. Mobile & online systems capability established to capture assets from internal CW programs.

Hyperlink to Strategy:

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[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Asset Management Strategy](#)

Strategy Snapshot – Plan on a Page



Strategy: Drainage Management Strategy

Adopted: Estimate is May 2018

Officer: Manager Engineering Services

Strategy Purpose (include links to Strategic Community Plan)

The management of urban stormwater has recently become recognised as a complex problem facing the City of Cockburn and needs to be undertaken in a safe and ecologically sustainable manner. Historically, stormwater has been managed so that it is conveyed as quickly as possible to local gullies and waterways to reduce local flooding. It is now being recognised and accepted that this approach is contributing to both the increased likelihood of district flooding as well as the degradation of water quality and the health of waterways.

The purpose of the strategy is to provide an understanding of the issues of urban stormwater and waterway management, and to provide Council with a comprehensive list of actions required to achieve appropriate stormwater management throughout the City.

This strategy will consolidate relevant elements already documented in various City operational and action plans such as:

1. the Drainage Management Strategy 2013 - 2023,
2. the City of Cockburn Drainage Catchment Study 2017

It will also draw on material which is being developed in the Drainage Asset Management Plan 2014 – 2017.

Major Objectives

The objectives of the strategy will be to:

1. Ensure that new development does not increase the rate of stormwater flow above that which the natural ground can safely accommodate
2. Reduce stormwater flows as much as possible by the effective use of attenuating devices.
3. Provide open space, preserve important ecosystems, and accommodate properly planned urban network systems.
4. Prevent pollution of water ways and water features by suspended solids and dissolved solids in stormwater discharges.
5. Maintain adequate ground cover at all places and at all times to negate the erosive forces of wind, water and all forms of traffic.

6. Ensure that the drainage assets are sustainable, appropriate, accessible and working.

Resources

As part of the development this strategy, resources will be identified and funding quantified through discussion with relevant stakeholders. Where and when required, such requirements will be incorporated into future editions of the LTTP and Workforce Plan.

Systems or Communications/Marketing Implications

System or network software requirements are unknown at this stage pending asset management input. There will be a requirement for marketing of the new strategy to ensure it is widely understood by relevant staff.

Progress Report

There has been considerable work done on the Drainage Management Strategy (DMS) 2013 – 2023 and action plan to manage planned asset renewals, keep the drains clear, working and bring them up to standard.

DMS 2013 -2023 contains a detailed action plan which covers areas of:

- Maintenance;
- Network Condition;
- Flood Mitigation;
- Design Standard;
- Water Quality and Environmental;
- Sustainability;
- Land Use Planning and Development and
- Education and Awareness Actions

The Drainage Catchment Study completed in 2009 has been reviewed and a new Catchment Study 2017 with a final draft now accepted. The new study identified system deficiencies and provided a prioritised list of upgrade projects that could be undertaken to improve the performance and efficiency of stormwater disposal.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Drainage Management Strategy](#)

Moving Around

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

Objectives

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

Strategy Snapshot – Plan on a Page



Strategy: Integrated Transport Strategy

Adopted: Estimate is March 2018

Officer: Manager Engineering Services

Strategy Purpose (include links to Strategic Community Plan)

The purpose of this strategy is to have an overarching strategy which describes the City's approach to safe, efficient, connected movement around the City. Moving Around is one of the City's five strategic themes and it has been decided to develop a strategy which will include our approach to road congestion, road safety, parking, cycleways and use of public transport.

This strategy will consolidate relevant elements already documented in various City operational and action plans such as:

1. the Road Safety Strategy 2014 - 2020,
2. a Travel Smart Plan 2014 - 2017,
3. the Integrated Transport Plan 2014,
4. the Bicycle and Walking Network Plan 2016 – 2021 and
5. the Regional and Major Roadworks Plan 2016-2030.

It will also draw on material which is being developed for the new City wide parking strategy.

Major Objectives

The objectives of the strategy will be to:

1. Facilitate road development which will reduce congestion, particularly around Cockburn Central.
2. Facilitate road safety to ensure roads within the City are as safe as possible.
3. Ensure that both cycling and walking become an integral part of the transport network.
4. Ensure that the use of public transport is promoted as a viable means to move around the City.
5. Describe the City's approach to parking.

Resources

As part of the development this strategy, resources will be identified and funding quantified through discussion with relevant stakeholders. Where and when required, such requirements will be incorporated into future editions of the LTFP and Workforce Plan.

Systems or Communications/Marketing Implications

System or network software requirements are unknown at this stage. There will be a requirement for marketing of the new strategy to ensure it is widely understood by relevant staff.

Progress Report

There has been considerable work done on the Bicycle and Walking Network Plan 2016 – 2021 with a final draft now accepted. The network plan will contribute to the development of safe, connected and attractive cycling network which will provide a viable alternative transport mode and provide recreational, tourism and health opportunities for the community.

The Road Safety Strategy 2014-2020 contains a detailed action plan which covers three main areas:

1. Safer Roads / Roadsides
2. Safer Vehicles
3. Safe Road Users

Many of these actions are around infrastructure treatments and maintenance, education, community engagement and communication and have either been completed or embedded into the core business areas. Relieving congestion within the City and reducing the number of “blackspot” areas has been a major focus for the City for the past three years. The Strategy is due for a major review in 2017 and therefore road safety will be incorporated into the overarching Integrated Transport Strategy.

A Travel Smart Plan 2014 – 2017 received a renewed focus of effort with the appointment of a Travel Smart Officer early in 2016. This has enabled much work to be done on education, promotion and development of alternative methods of transport.

Work has also commenced on the development of a City wide parking strategy. This will also be incorporated into the Integrated Transport Strategy but has had considerable focus in 2016/17 due to existing needs.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City’s website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Integrated Transport Plan](#)



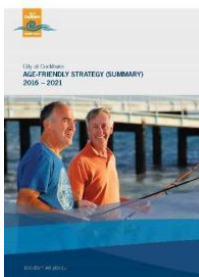
Community, Lifestyle and Security

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

Objectives

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

Strategy Snapshot – Plan on a Page



Strategy: Age-Friendly Strategy 2016-2021

Adopted: 11 August 2016

Officer: Manager Community Development & Services

Strategy Purpose (include links to Strategic Community Plan)

The strategy was developed in line with the World Health Organisations Age-Friendly Cities Framework which aims to promote active ageing and build communities which are adapted to and inclusive of peoples changing needs as they age. It sets out the strategies and actions the City has committed to over the next 5 years, and is linked to the City of Cockburn Strategic Community Plan 2016 – 2026 theme – Community, Lifestyle and Security – providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people.

Major Objectives

The Age-Friendly Strategy 2016 -2021 has a total of 46 actions within the eight domains of the Age Friendly framework:

Within the eight domains the outcomes and strategies to be implemented include:

- Outdoor spaces and the built environment - They are to be clean, accessible and safe.
- Transport - Infrastructure and public services meet older people's needs.
- Housing - Options are available to facilitate 'ageing in place' and to meet needs across the age/well-being continuum.
- Inclusion and Respect - Older people are included in all aspects of community life and are treated with respect.
- Social Participation - Local accessible and affordable opportunities for social participation are readily available.
- Civic Engagement - Employment opportunities, learning, civic contribution and volunteering are actively facilitated.
- Communication and Information - Information on services and support is communicated in a variety of formats.
- Health and Community Support - Services are accessible, age-friendly and focused on promoting healthy and active lifestyles.

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

- Improvements are necessary to have an effective on-line booking system.
- Provision needs to be made for seniors who request hard copies of programs, surveys and newsletters.

Progress Report

Two actions are underway but still to be completed for 2016/2017:

- Initial steps have been taken to re-establish a Seniors Reference Group
- The second action is to continue the provision of mental health services, walking groups, physical activity programs, nutrition programs, active lifestyle programs and other community supports for older people. Promotion is strong to engage seniors to participate in services and programs.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Age-Friendly Strategy 2016-2021](#)



Strategy Snapshot – Plan on a Page



Strategy: Children and Families Strategy 2016-2021

Adopted: 8 September 2016

Officer: Manager Community Development & Services

Strategy Purpose

This strategy outlines the vision for children and families within the City. It arises from several strategic objectives of the Strategic Community Plan, principally:

City Growth – planning for the City’s population growth whilst maintaining our strong financial position

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

Leading and Listening – being accountable to our community and engaging through multiple communication channels

Major Objectives

This strategy has four key objectives:

Outcome 1: The City of Cockburn has family-friendly facilities and environments which support healthy child development and family/community connectivity

Outcome 2: Children and families have access to services, programs, activities and events that support their health, wellbeing and quality family time

Outcome 3: Children and families in Cockburn are well-informed, valued and involved in decision-making

Outcome 4: The City of Cockburn is informed of current and best practice research and collaborates effectively to identify and respond to the emerging needs of children and families

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

200 copies of the Children and Families Strategy were designed by the graphic design department in 2016, printed and distributed. A child-friendly version of the Children and Families Strategy will need to be designed by City of Cockburn graphic design department in 2017.

Progress Report

The Implementation Plan for the Children and Families Strategy identifies 65 actions to be completed over the five year period.

Of these 27 specific actions are to be undertaken in the 2016/2017 financial year: 20 have been completed, seven are in progress.

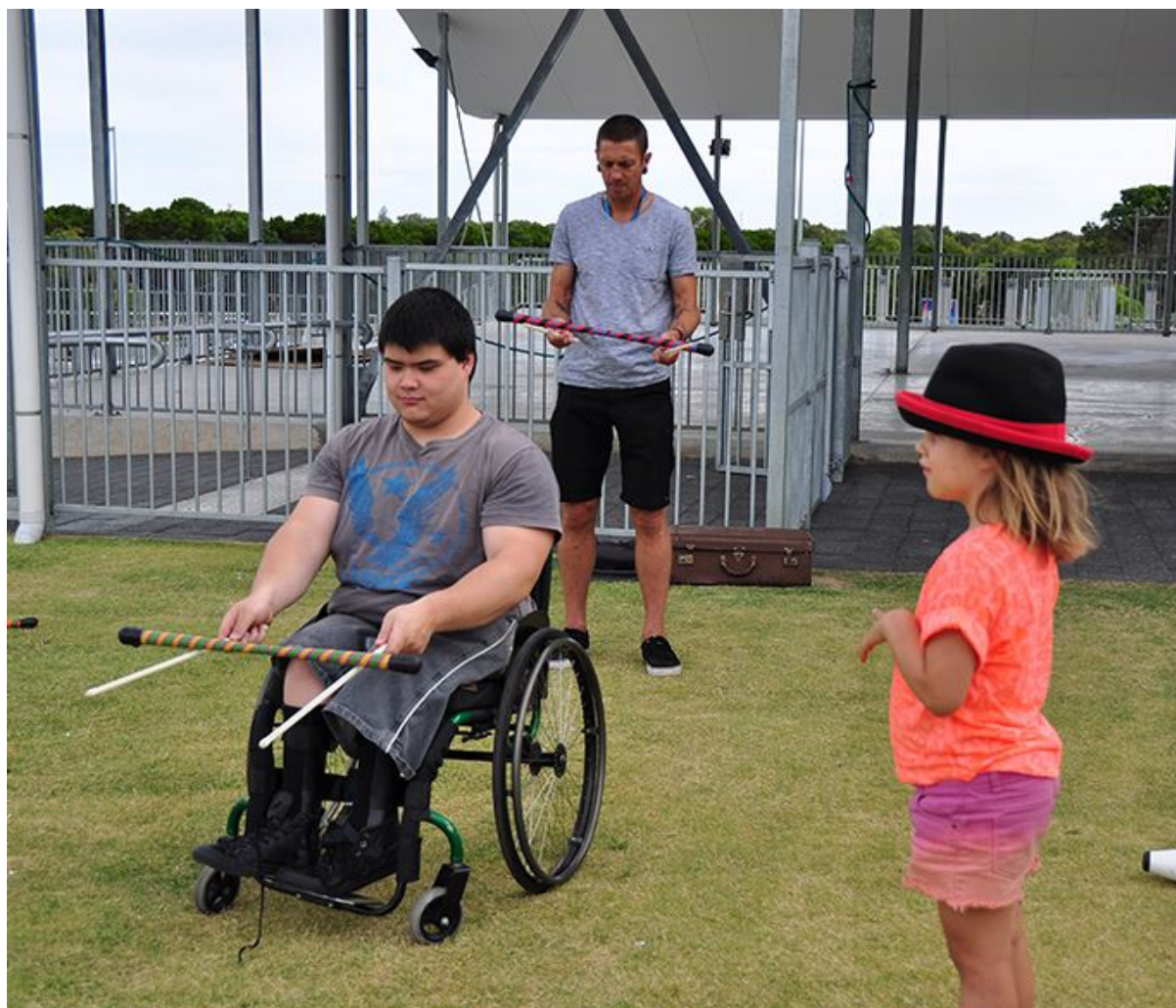
Hyperlink to Strategy:

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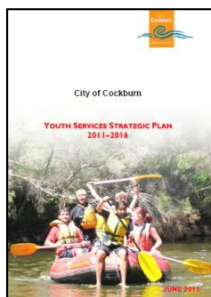
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Children and Families Strategy 2016-2021](#)



Strategy Snapshot – Plan on a Page



Strategy: Youth Services Strategic Plan 2011 - 2016

Adopted: 11 August 2011

Officer: Youth Services Manager

Strategy Purpose (include links to Strategic Community Plan)

The plan outlined current services in the Cockburn Local Government Area (LGA) for young people aged between 12–25 years, and identifies future services and approaches required to support and enhance the wellbeing of young people across the City (as at April 2011).

It is linked to the Strategic Community Plan theme – Community, Lifestyle and Security – providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people.

Major Objectives

This strategy had forty-one actions and seven key focus areas;

1. Outreach services
2. Public transport
3. Vibrancy of the City (built and natural environment)
4. Education and employment
5. Increasing young people's involvement in decision making and increasing participation in the community
6. Recreation and entertainment
7. Building on existing youth services

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

- Improvements are necessary to have an effective on-line booking system
- Improvements in marketing are required as the 2011 consultation identified low awareness about what the City does for young people.

Progress Report

Of the forty-one specific actions all have been attempted or completed where resources have been allocated. A new Youth Services Strategy is currently being developed with young people and stakeholder consultation having occurred

throughout March and April 2017. It is anticipated a new plan will be ready for Council consideration in October 2017.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Youth Services Strategic Plan 2011 - 2016](#)



Strategy Snapshot – Plan on a Page



Strategy: **Community Sport and Recreation Facilities Plan 2017-2031**

Adopted: **Draft July 2017. Final – estimated August 2017**

Officer: **Manager Recreation and Community Safety**

Strategy Purpose (include links to Strategic Community Plan)

The plan will provide a strategic focus for the provision Recreation and Community Facility infrastructure across the City of Cockburn.

This links with the Strategic Corporate Objectives of:

Community, Lifestyle & Security

- Provide for community facilities and infrastructure in a planned and sustainable manner.
- Create and maintain recreational, social and sporting facilities and regional open space.

Major Objectives

The plan addresses the provision of new infrastructure and the replacement or refurbishment of existing infrastructure to meet changing community demands and expectations.

The Plan sets out the proposed timing and funding of recreation and community facilities for the next 15 years ensuring that the facilities can be funded and delivered within the City's financial and human resources.

Resources

The financing of the plan has informed and been informed by the Long Term Financial Plan. Under current costs the plan has a total value of \$217m over the 15 year period. This is a very significant cost to the City of Cockburn.

Systems or Communications/Marketing Implications

The execution of the plan over the long term requires significant resource allocation across the total organization. It has been prepared on the basis of the available resources over the period of the plan.

Progress Report

The Cockburn ARC has been completed and is now open to the public. Over the next year the following projects will be progressed:

1. New Bowling and Recreation Facility on Visko Park Yangebup which is due for completion in Mid-2018.
2. South Lakes Hockey and Recreation Complex concept design, management and land tenure agreements under way. Project due for completion in June 2019.
3. Concept Plans for Frankland Reserve Recreation and Community Facilities progressing and facility due for completion late 2019.
4. Concept Plans for Recreation and Community Facilities for Treeby progressing.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

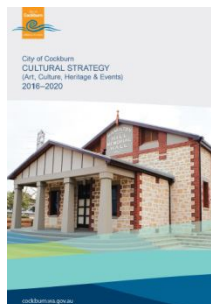
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

Community Sport and Recreation Facilities Plan 2017-2031 – link coming



Strategy Snapshot – Plan on a Page



Strategy: Cultural Strategy (Art, Culture, Heritage & Events) 2016-2020

Adopted: 8 Dec 2016

Officer: Manager Corporate Communications

Strategy Purpose (include links to Strategic Community Plan)

This strategy outlines the vision for art, culture, heritage and events within the City. It arises from several strategic objectives of the Strategic Community Plan, principally:

Community, Lifestyle and Security – providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people.

Major Objectives

This strategy has six key objectives:

1. Ensure culture is integrated in to all planning
2. Value local heritage
3. Facilitate creative communities
4. Provide creative places
5. Develop and facilitate creative services
6. Support creative industries

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

The most significant implication of this strategy is the system requirement for an online booking and ticketing system in 2018-19.

Progress Report

One of the resources identified is a Multicultural Officer position within the Community Development team. This position has been included in the list of new staff positions as part of the budget process for 2017-18 (Quarter 1).

The Strategy Action Plan identifies 11 specific actions to be undertaken in 2016-17 (of a total of 26 over the life of the strategy). Of these, four have been completed, four have been commenced and the remaining actions will be undertaken through 2017.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Cultural Strategy \(Art, Culture, Heritage & Events\) 2016-2020](#)

Strategy Snapshot – Plan on a Page



Strategy: **Community Development Strategy
2016-2020**

Adopted: **8 September 2016**

Officer: **Manager Community Development & Services**

Strategy Purpose

This strategy sets out the City's Community Development priorities over the next four years and specifically supports the following strategic objectives of the Strategic Community Plan:

1. Economic, Social & Environmental Responsibility
2. Community, Lifestyle & Security
3. Leading & Listening

Major Objectives

This strategy has five key objectives:

1. Build Connected Neighbourhoods
2. Ensure Advocacy and Engagement
3. Support and build strong not-for-profit organisations
4. Empower Community
5. Promote Community Safety and Sustainability

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

There are a number of actions in the strategy that require support from graphic design, such as: designing flyers for events and training, compiling advertising, inserts for community signs or creation of resource and facts sheets.

Progress Report

The Strategy's Action Plan has a total of seventy actions of which fifty seven are to commence or be completed in 2016-17 financial year. Of these, as of May 2017, fifty seven have been completed or commenced.

Hyperlink to Strategy:

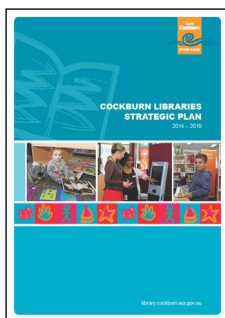
Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Community Development Strategy 2016-2020](#)

Strategy Snapshot – Plan on a Page



Strategy: Cockburn Libraries Strategic Plan
2014 - 2019

Adopted: 2014

Officer: Manager Library Service

Strategy Purpose (include links to Strategic Community Plan)

To provide a framework for the planning and development of collections, community engagement and online services to meet community needs. The strategy is aligned with these focus areas of the City's Strategic Community Plan:

- Community, Lifestyles and Security
- Economic, Social & Environmental Responsibility

Major Objectives

1. Ensure library services are delivered to a high standard and investment is maximized through effective planning and partnered service delivery.
2. Maintain optimum staffing structure and resources to ensure the support of strategic direction.
3. Deliver programs and events to the community to enhance lifelong learning, develop community capacity and an informed community.
4. Ensure technology is up to date, responsive and continues to enable access to content and services.
5. Development of local history services to increase the sense of identity and belonging of community.

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

Provide sufficient municipal funding to ensure the capacity of the library to maintain its place as a central community hub.

Progress Report

- Installation of software "Stackmap" - enables clients to click on a "Find It" button within the library catalogue which provides information on the location of physical items on shelf. Implemented Spearwood Library. Success and Coolbellup Libraries will be updated in the next financial year.

- One on one “Tech Help” introduction training programs have been introduced at all three libraries.
- The digitisation of Local History print collections are in progress with an expected completion date of the end of the financial year.
- Refurbishment and upgrade of Spearwood Public Library – The Project Brief is in place and work is proceeding. The major outcome will be carpet replacement.
- Community Profile & Demographic Information for Library Planning has been completed.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City’s website via the following link:

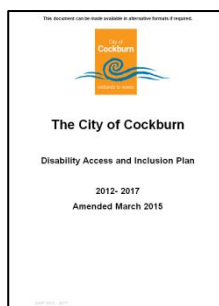
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Cockburn Libraries Strategic Plan 2014 - 2019](#)



Strategy Snapshot – Plan on a Page



Strategy: **Disability Access and Inclusion Plan 2012-17**

Adopted: **12 July 2012**

Officer: **Manager Community Development/Family and Community Development Manager**

Strategy Purpose (include links to Strategic Community Plan)

The intention of the Disability Access and Inclusion Plan (DAIP) is to assist with the coordination and strategic planning of services, events, employment opportunities, facilities, consultation, and activities conducted by the City of Cockburn to make them accessible and inclusive to people with a disability.

Major Objectives

1. All people have equitable access to services and events organised by the City of Cockburn
2. Buildings and facilities within the management control of the City of Cockburn are systematically improved to achieve universal access
3. All information provided by the City of Cockburn shall be available in alternative formats upon request
4. The City of Cockburn provides consistent and equitable service to all people
5. The City of Cockburn provides accessible means for a person to make a complaint, and these complaints are fully investigated and communicated in an accessible format
6. All people are effectively extended the opportunity to equitably contribute in all public consultations and decision making processes
7. People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.
8. Businesses and services within the City of Cockburn are encouraged to improve the access and inclusion of their businesses for people with disabilities

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

All communications across the City need to be accessible with alternative formats available on request. The City's new website is being developed to a level AA Accessible standard with considerable resources required for this. The Cockburn ARC website has been approved at Level AA standard, which is a significant achievement.

Progress Report

The review of the existing DAIP will commence in July 2017 with the new DAIP to be considered by Council in December 2017.

The DAIP Strategy's Action Plan has a total of 28 actions for 2016/17, of which 24 have been completed. Three actions are in the planning stage, but will be completed prior to November 2017, and one action will not be completed due resources not being allocated.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

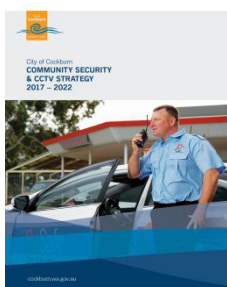
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Disability Access and Inclusion Plan 2012-17](#)



Strategy Snapshot – Plan on a Page



Strategy: Community Safety and CCTV Strategy
2017-2022

Adopted: Estimate August 2017

Officer: Rangers & Community Safety Services Manager

Strategy Purpose (include links to Strategic Community Plan)

The proposed strategy and action plan reflects the City's continued commitment to the strategic theme of Community, Lifestyle and Security – providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people. This strategy consolidates relevant elements of the Community Safety and Crime Prevention Plan 2015-2018 and the CCTV Strategy 2011-2015. This is to ensure there is one key document to direct the future approach to community safety more generally.

Significant objectives are the continuation of the rollout of CCTV and the continued provision of mobile security patrols (CoSafe). The Ranger Services continue to have a significant role in the area of community safety.

Major Objectives

This strategy has five key objectives proposed:

1. Promote crime prevention and community safety within the City of Cockburn.
2. Engage the community in crime prevention and community safety initiatives.
3. Develop tools required for crime prevention and community safety initiatives.
4. Facilitate a response to crime prevention and community safety initiatives.
5. Promote the relationship with the Western Australian Police.

Resources

This strategy's development involved input from relevant State Agencies, key community groups and internal staff. Much of the external input was provided through the Cockburn Community Interagency Crime Prevention Group (CCICPG). The partnership agreements between State Government Agencies and the City of Cockburn are also reflected in the document.

This was further supported with the assistance and support of the representatives of the key community groups, as well as the various technical advisors and staff members in the preparation of the strategy. This included findings from the community surveys to determine the suitability of existing crime prevention, and CCTV strategies and initiatives and coordinating the safety and security initiatives across the City and identifying future requirements in response to trends in criminal and anti-social activity.

Resourcing this strategy is part of the annual budgeting process for operational and capital works expenses. The funds thus far have come from both municipal sources and government grants. The proposed CCTV project sites are subject to funding allocations and changing social and economic environments.

Systems or Communications/Marketing Implications

The systems implications of extended CCTV infrastructure are the subject of ongoing discussions with the Information Services Business Unit. As CCTV evolves to have greater sophistication and capability, this liaison is expected to increase.

Once the strategy is adopted, marketing will take place to ensure the community is aware of how we plan to address community safety.

Progress Report

The Community Safety and CCTV Strategy 2017-2022 is in final draft for consideration by Council. It is scheduled for the August 2017 Ordinary Council Meeting.

An Action Plan for this strategy has been developed to ensure there are specific tasks for each of the five key objectives listed above. These commence in the 2017-18 financial year and continue for the life of this strategy.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

Community Safety and CCTV Strategy 2017-2022 – link coming

Strategy Snapshot – Plan on a Page



Strategy: Public Health Plan 2013-2018

Adopted: 14 Nov 2013

Officer: Manager Health Services

Strategy Purpose (include links to Strategic Community Plan)

The Public Health Plan (PHP) identifies what the City will do to maintain and improve the health and wellbeing of the residents and workers in the City. The PHP incorporates a number of initiatives covering:

- Statutory compliance with relevant legislation including the Public Health Act, Food Act and Environmental Protection Act.
- Preventive Health services aimed at providing a built and natural environment that promotes healthy lifestyles.

The strategy is aligned with the City's Strategic Community Plan and specifically the focus areas of:

- Environment and Sustainability
- Community and Lifestyles

Major Objectives

1. The Health Act 1911 has been replaced with the Public Health Act 2016. This will involve significant work to align the City's PHP with the new State PHP and to replace all Regulations and Local Laws made under the old Act.
2. Core Public Health services will continue including safe food, water, air and buildings and control of noise and vectors of disease.
3. Continue the most effective initiatives from the Co-Health Program including Walking Groups, basic courses on nutrition/exercise, and Healthy Lifestyle Promotion
4. Advocate for changed laws and taxation around alcohol and unhealthy foods.
5. Focus on obesity because 74% of adults in Cockburn are either overweight or obese.

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

Mobile computing for Environmental Health Officers is predicted to cost about \$50,000. Communications and marketing for Health Promotion purposes are ongoing and contained within the existing budget.

Progress Report

The new Health Act is a once in a generation change in legislation and will have a significant impact on the attention given to Public Health by Local Government, in particular a new focus on Preventive Health and Health Promotion. The City is already well placed as one of the leaders in this area in Local Government in WA.

Previously approved Strategies about Tobacco Smoking and Contaminated Sites will be incorporated as sub-plans into the City's Public Health Plan in line with the Strategy Consolidation Plan.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Public Health Plan 2013-2018](#)



Economic, Social and Environmental Responsibility

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

Objectives

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

Strategy Snapshot – Plan on a Page



Strategy: Public Open Space 2014-2024

Adopted: 10 December 2014

Officer: Manager Parks & Environment

Strategy Purpose (include links to Strategic Community Plan)

The strategy provides a foundation to provide aesthetically pleasing, functional and sustainable public spaces, which beautify our City today and will remain equally impressive for future generations to enjoy. It arises from several strategic objectives of the Strategic Community Plan, principally:

Community, Lifestyle and Security – providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people.

Major Objectives

This strategy has five key themes:

1. Classification – establish a hierarchy of POS and streetscapes including how the City will manage and invest in infrastructure which is sustainable
2. Value – define the character and diversity of our community by providing safe and functional spaces for sport, social pursuits and relaxation
3. Participation – create strong alliances with community, state and local governments, education and health departments and the private sector to achieve common goals, including accessibility and shared use
4. Connectivity – increase community movement and link ecological corridors through a focus on connectivity. Strong tree-lined streets to ensure the journeys are safe and enjoyable.
5. Responsible Management – investment in maintenance and adherence to asset management principles to ensure functional spaces

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

An irrigation central control system is currently being rolled out across open space areas to improve the management of water. Additionally a street tree database has been established on the City's Intramaps to manage trees in perpetuity. Both these programs will require continued system integration.

Progress Report

The Action Plan identifies 62 actions of which 33 are to be implemented on an annual basis. Of the remaining 29 actions, ten have been completed.

Hyperlink to Strategy:

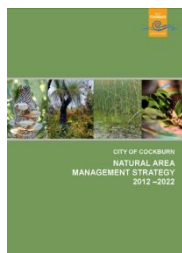
Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Public Open Space 2014-2024](#)

Strategy Snapshot – Plan on a Page



Strategy: Natural Area Management Strategy 2012-2022

Adopted: 8 November 2012

Officer: Manager Parks & Environment

Strategy Purpose (include links to Strategic Community Plan)

The purpose of this Natural Area Management Strategy is to outline the approach used to manage the Cities vested natural areas and to build and enhance Council's capacity to effectively manage our natural areas for the conservation of biodiversity.

The strategy supports the following key theme of the Strategic Community Plan:

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

Major Objectives

The ultimate objective of this strategy is for all of the Cities natural areas to have a vegetation condition rating of good or better based on the Keighery 1994 definition of vegetation condition. To achieve this, the following management objectives are identified in the strategy:

1. To control and manage environmental weeds within Council Managed Natural Areas.
2. To minimise the impacts to natural areas caused by unauthorised and uncontrolled access by off road vehicles
3. To prevent illegal rubbish dumping in natural areas.
4. To protect the biodiversity values of the City of Cockburn bushland reserves and limit the risk to people and property by reducing the frequency and intensity of unplanned fires.
5. To reduce the impact of plant disease on natural areas.
6. To enhance wetland water quality and reduce erosion within conservation areas.
7. To enhance and rehabilitate degraded natural areas.
8. To enhance and rehabilitate natural wetland areas while increasing their resilience to withstand impacts associated with climate change.
9. To maintain genetic diversity and genetic viability across natural areas.

Resources

Where differences have been identified between the strategy and the LTFP and Workforce Plan, they have been noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

A project is underway to allow staff to access critical information in relation to each reserve while in the field.

Progress Report

The ongoing implementation of actions outlined within the strategy are having a positive effect with the overall vegetation condition of good or better increasing from 67% to 83% since the development of the strategy. The strategy is to be reviewed in 2017 and is expected to be presented to Council in March 2018.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Natural Area Management Strategy 2012-2022](#)



Strategy Snapshot – Plan on a Page



Strategy: Playground Shade Sail Strategy 2013 - 2023

Adopted: 13 December 2012

Officer: Manager Parks & Environment

Strategy Purpose (include links to Strategic Community Plan)

The strategy provides guidance for the provision of future shade sails to playgrounds based on park hierarchy, demand, integration of tree planting, asset management and implementation. The strategy is aligned to the following objective of the Strategic Community Plan

Community, Lifestyle and Security – providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people.

Major Objectives

The strategy addresses the following eight key objectives:

1. Demand for Shade Sails
2. Current Provision of Shade Sails
3. Extent of Shade Provided
4. Prioritisation of locations
5. Quality of Shade Provided
6. Integration of Tree Planting
7. Asset Management & Maintenance
8. Implementation Programme

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

There is a requirement to ensure all new shade sails are incorporated within the asset management system, GIS and updated on the Parks Webpage

Progress Report

The implementation plan had been prioritised based on an annual expenditure figure resulting in three playgrounds being covered. A revision to the planned expenditure levels in 2016/17 has resulted in 6 playgrounds being covered with shade per annum. The current provision of shade extends to 72 public open spaces and community facilities.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

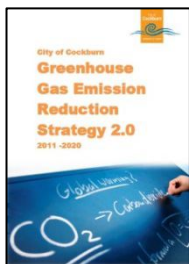
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Playground Shade Sail Strategy 2013 - 2023](#)



Strategy Snapshot – Plan on a Page



Strategy: Green House Gas Emissions Reduction Strategy 2011-2020

Adopted: 14 March 2013

Officer: Manager Parks & Environment

Strategy Purpose (include links to Strategic Community Plan)

The strategy outlines a range of actions and identifies targets including waste reduction initiatives which are designed to reduce greenhouse gas emissions, operational costs and reduce the Cities vulnerability to electricity price increases.

It supports one of the key themes of the Strategic Community Plan which is:

Economic, Social and Environmental Responsibility – to improve water and energy efficiency and waste management within the Cities buildings and facilities and more broadly within our community and to reduce adverse outcomes as a result of climate change.

Major Objectives

To implement a range of actions to reduce greenhouse gas emissions, reduce operational costs as well as reducing our vulnerability to electricity price increases.

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

Good communication is to be achieved by disseminating information about our initiatives and progress towards our emission reduction targets.

Progress Report

All of the actions identified within the strategy have been implemented. The greenhouse gas emissions reduction fund has been established which has enabled the implementation of the photo voltaic implementation plan with most of Councils buildings now being at or near capacity in terms generation of solar power. The City is on track to meet its emission reduction targets for electricity, gas, fuel and waste. The strategy and targets are currently being reviewed a range of new actions will be developed.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Green House Gas Emissions Reduction Strategy 2011-2020](#)

Strategy Snapshot – Plan on a Page



Strategy: Sustainability Strategy 2013 - 2017

Adopted: October 2013

Officer: Manager Parks & Environment

Strategy Purpose (include links to Strategic Community Plan)

The purpose of this strategy is to:

1. Create a culture of sustainability within the organisation and the community, with an emphasis on integrating social, economic and environmental considerations into decision making for the delivery of outcomes,
2. Act as an 'informing strategy' to the City's integrated planning framework,
3. Outline the City's key sustainability objectives; and
4. Establish the most appropriate reporting structure for inclusion in the City's State of Sustainability Report.

The strategy links to the entire Strategic Community Plan, but aligns principally with:

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

Major Objectives

The strategy contains eight key sustainability focus areas, which each contain four overarching objectives. The focus areas are closely aligned with the seven key themes in the (previous) Strategic Community Plan while the overarching objectives and are aligned with the previous version of Policy SC37 (recently reviewed).

Resources

To review progress of this strategy, the resourcing requirements were annually measured and reported against set KPIs, through the State of Sustainability report.

Systems or Communications/Marketing Implications

The Sustainability Strategy is currently in a review period, with the above currently being re-evaluated to ensure better integration with the Strategic Community Plan and to align objectives, targets and KPI's with a four year review period.

Progress Report

As the Strategic Community Plan has recently been reviewed, the current Sustainability Strategy requires realignment. To bring the Strategy in line with the plan, and to ensure that the objectives, targets and KPI's outlined therein are

achieved in a sustainable manner, the Strategy will set City-wide, measurable targets which will support the City in meeting its objectives. The Sustainability Policy and State of Sustainability reporting structure are concurrently being reviewed to ensure cross-policy alignment.

The next Sustainability Strategy is expected to be presented to Council in August 2017.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Sustainability Strategy 2013 - 2017](#)



Strategy Snapshot – Plan on a Page



Strategy: Bushfire Risk Management Plan 2015 -2020

Adopted: 11 June 2016

Officer: Manager Recreation & Community Safety

Strategy Purpose (include links to Strategic Community Plan)

The Bushfire Risk Management Plan using the ISO 3100:2009 risk framework as the process for identifying, assessing and implementing risk mitigation works. The Plan aligns to several strategic objectives, primarily;

Community, Lifestyle and Security – Safe communities and to improve the community's sense of safety.

Major Objectives

This strategy has four key objectives:

1. Identify and rate all assets within the City that have a bushfire risk and assign a proposed treatment solution.
2. Advocate various land managers to work collaboratively in reducing bushfire risk in areas rated high and above.
3. Reduce fuel loads along rural road verges to limit the occurrence of accidental bushfires caused by human input.
4. Ensure residents within rural/urban interfacing areas are aware of the potential threat to bushfires.

Resources

Financial resources required to effectively implement the Plan have been concurrent since adoption by Council.

One of the resources identified is a Bushfire Risk Management Officer position within the Community Safety team. This position has been included in the list of new staff positions as part of the budget process for 2017-18 (Quarter 2).

Systems or Communications/Marketing Implications

The City's Firebreak system is currently being redeveloped to incorporate further functions to assist with the tracking of mitigation works

Progress Report

Since adoption by Council, the Plan has led to numerous bushfire risk reduction works on City and State managed lands. Mitigation works have ranged from asset protection clearing to complex hazard reduction burns with multiagency cooperation.

Hyperlink to Strategy:

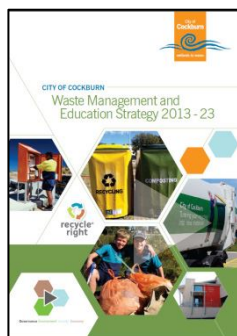
Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Bushfire Risk Management Plan 2015 -2020](#)

Strategy Snapshot – Plan on a Page



Strategy: Waste Management and Education Strategy 2013-2023

Adopted: 2013

Officer: Waste Manager – Waste Education Officer

Strategy Purpose (include links to Strategic Community Plan)

This Strategy outlines the vision to lead and support a community that avoids waste generation, reduces environmental impacts and considers the waste that is produced as a valuable resource to be reused, recovered and recycled. It is linked to the Strategic Community Plan as part of strategic theme Economic, Social and Environmental Responsibility, specifically enabling a sustainable future and improving waste management. The goal is to manage the City's waste stream to achieve sustainable resource management, in an environmentally acceptable manner.

Major Objectives

This Strategy has six key objectives:

- Avoid the generation of waste;
- Maximise the reuse and recovery of resources through innovation;
- Demonstrate Community Leadership and Education;
- Promote innovation whilst maintaining an economically viable waste management program;
- Minimise the City's carbon footprint from all waste activities; and
- Maintain and enhance protection of our natural environment.

Resources

The direction of waste management has changed significantly since the creation of this Strategy in 2013. The withdrawal from the SMRC, the reduction in tonnages at the HWRP, the plan to move towards a Waste to Energy solution and the garden waste bin rollout has reshaped the City's direction. In June 16, a Landfill Management Closure Plan and a Post Closure Financial Model was developed and must be incorporated into the next iteration of the Waste Management and Education Strategy. The LTFP may be amended as the next strategy is developed. The Workforce Plan broadly reflects the required staff levels for 2021.

Systems or Communications/Marketing Implications

- Continue to maintain synchronicity with South Metropolitan Regional Council's Recycle Right initiatives.
- Waste Authority and Strategic Waste Initiative Grants.
- City of Cockburn Education and Promotion/Marketing Plans in Sustainability.
- Marketing Plan for the rollout of the garden waste bin City wide.
- Continue production of the Resource Recovery Calendar post the City's withdrawal from the South Metropolitan Regional Council.

Progress Report

The Waste Services Action Plan identifies 17 specific actions to be undertaken in 2016-17. Of these, seven have been completed and eight have been commenced and will be ongoing through 2017-18. One is not commenced and the WM&E Strategy is planned to be reviewed in 2017-18 to reflect significant changes around Energy from Waste (EfW).

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

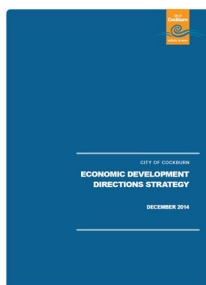
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Waste Management and Education Strategy 2013-2023](#)



Strategy Snapshot – Plan on a Page



Strategy: Economic Development Directions Strategy

Adopted: 2015

Officer: Manager Strategic Planning

Strategy Purpose (include links to Strategic Community Plan)

The aim of the Directions Strategy is to identify the key elements influencing Cockburn's economy and provide them in a context that demonstrates why the City needs to be strategic about economic development for the future. This Directions Strategy does not provide a full assessment of the Local Government area, rather it is a tool to identify a future path of which is likely to build upon and add to the information outlined within the Directions Strategy.

The Strategy is aligned with the City's Strategic Plan and specifically the focus areas of City Growth; Moving Around; Economic, Social and Environmental Responsibility; Community, Lifestyle and Security; Leading and Listening.

Key performance measures include the degree to which the current performance and presentation of Cockburn's Activity Centres are enhanced; the degree of leverage of opportunities associated with emerging digital technology and; the degree of support of the City's six key strategic sectors.

Major Objectives

1. To identify and discuss the importance of, and why the City should be, embarking on establishing a formalised approach to economic development;
2. To identify economic trends and challenges facing the Cockburn sub-region, including global markets and demands, the influence of the digital economy on local markets and the need to plan for knowledge intensive jobs;
3. To provide a snapshot of industry structure and Cockburn's six key strategic sectors;
4. To identify common economic development roles and an internal analysis of the City's current economic development functions;
5. Identify key objectives and themes for the City to focus on so as to guide the development of a full Economic Development Strategy.

Resources

Municipal funded. There are no specific financial implications associated with the major objectives. This work will be undertaken/facilitated by Strategic Planning.

Systems or Communications/Marketing Implications

- Systems - No specific implications;
- Communications/Marketing Requirements - Extensive community consultation undertaken in respect of the initial visioning phases, and also in considering the Draft Strategy.

Progress Report

The City is on track to meet the objectives of the Strategy. An Economic Development Officer is identified to be resourced in the 18/19 financial year, according to the City's Workforce Plan. This role is pivotal in taking the Directions Strategy and formulating a more specific Economic Development Strategy, that will guide how the City seeks to function within the local economic development space.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

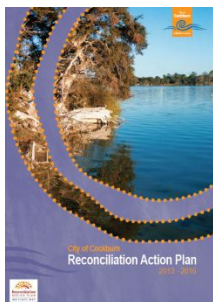
[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Economic Development Directions Strategy](#)



Strategy Snapshot – Plan on a Page



Strategy:	Reconciliation Action Plan 2013-2016
Adopted:	11 July 2013
Officer/s:	Manager Community Development and Services

Strategy Purpose (include links to Strategic Community Plan)

The City of Cockburn's vision for reconciliation is to create an inclusive community with strong relationships across cultures based on mutual respect and understanding. Our Actions will contribute to the goal of closing the gap between Aboriginal and Torres Strait Islander peoples and other Australians so that all people can be valued and participate fully in the Cockburn community

Major Objectives

1. Increasing community engagement and developing strategies for relationship-building between Aboriginal and non-Aboriginal people, across both staff and community environments

Increasing visible recognition of Aboriginal and Torres Strait Islander cultures, history and **peoples**, and cultural protocols

2. Increasing inclusion, employment opportunities, health and healing and cultural opportunities
3. Provision of a training program from Introductory up to a high level of cultural competency across the Organisation, in order to strengthen understanding, respect, communication and service delivery.

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Requirements

There are on-going actions in the strategy that require support from graphic design for event flyers, developing advertising materials, and other promotion for the events in this area. Plain English and hard copies are required for flyers, surveys and other documents developed for the Aboriginal and Torres Strait Islander community. Incorporation of Nyungar language is required for signage, the website and other forms of communication.

Progress Report

100% of actions contained in the 2013-2016 RAP were implemented. Some actions are ongoing so they will need to be included in the new RAP 2017- 2020.

An Annual Report on the City's RAP has been provided to Reconciliation Australia by September of each year which meets their requirements.

The two previous RAPs are currently being reviewed as part of the development of the new RAP. The new RAP 2017-2020 is planned to be considered by Council in October 2017.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Reconciliation Action Plan 2013-2016](#)



Leading & Listening

Being accountable to our community and engaging through multiple communication channels

Objectives

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

Strategy Snapshot – Plan on a Page



Strategy: Workforce Plan 2016-17 – 2021-22

Adopted: 9 June 2016

Officer: Manager Human Resources

Strategy Purpose

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 2016 – 2026. This defines a long term vision, aspirations and strategic priorities for the community.

Major Objectives

The key objective of the Plan is to ensure the recruitment and/or placement of the right employees, in the right roles at the right time to ensure achievement of the Strategic Community Plan. The key activities include;

- Analysis of Internal Workforce
- Analysis of Economic Conditions
- Analysis of Internal Environment
- Analysis of External Environment
- Assessing the implications of the Strategic Community Plan
- Review of current City Strategies that support or impact Workforce Planning
- Development of Strategies to Meet Future Workforce Needs
- Monitoring and Evaluation of Outcomes

Resources

The resourcing requirements to monitor the implementation, and effectiveness, of the Workforce Plan are adequately provided for within the Human Resources Business Unit. A Staffing Forecast is included in the document but may be amended as requirements change.

Systems or Communications/Marketing Implications

As the primary focus of the Workforce Plan is to ensure adequate human resources to achieve the Strategic Community Plan, the Workforce Plan is amended in conjunction with the Annual Budget process and Long Term Financial Plan reviews.

Progress Report

Implementation of the 2016-17 staff forecasts has been achieved. Forecasts for 2017-18 and 2018-19 have been amended in light of operational and budget

changes. Actions which fall within the scope of the Workforce Plan are detailed in operational documents and are reported in the Annual Report

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Workforce Plan 2016-17 – 2021-22](#)



Strategy Snapshot – Plan on a Page



Strategy: Communications Strategy and Action Plan

Adopted: 13 September 2012

Officer: Manager Corporate Communications

Strategy Purpose

The strategy links with the City's Corporate Strategic Plan 2006-2016 under the initiative Governance Excellence in which the City commits to a well-informed community.

Major Objectives (summarized)

1. To develop staff knowledge through internal Communications.
2. To improve the City's community consultation and engagement processes.
3. To improve the community's knowledge of the City's Vision for the area.
4. To improve stakeholder awareness of the City's services and facilities.
5. To keep stakeholders up-to-date with the status of major projects and issues
6. To promote City-run events.
7. To continually improvement customer service.
8. To ensure that the City of Cockburn primary brand is used consistently
9. To achieve continual improvement in the perception of the City
10. To ensure that communications material is accessible.

Resources

The explosion of digital communications has significant resource implications because traditional mediums are still required. The City will engage a Digital Communications Officer (2017-18) subject to budget approval. Digital communications is likely to require further resource in the future. There are expectations that the new website will reduce calls to the contact centre. This will be monitored because as stakeholders' expectations and the population increase, the volume of customer requests increases each year.

Systems or Communications/Marketing Implications

The new websites have the most significant implications for IS and Communications. The explosion of digital communications and the need to manage multiple channels has resource needs in both areas.

Progress Report

Significant progress has been made around engagement using digital communications. The new corporate website is a major milestone. Some actions in the strategy are incomplete due to the prioritisation of resources being allocated to

Local Government Reform and three Community Connect South campaigns. However, 59 actions have been completed, many of which are ongoing and will be ongoing.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Communications Strategy and Action Plan](#)



Strategy Snapshot – Plan on a Page



Strategy: Risk Management Strategy

Adopted: 10 December 2015

Officer: Governance & Risk Management Coordinator

Strategy Purpose (include links to Strategic Community Plan)

The purpose of the Strategy is to align effective risk management practices for all classes of risk across the City within a common framework. It is intended to improve existing risk management practices, support the Enterprise Risk Management Policy (SC51), and manage the risks involved in all Council activities, to maximise opportunities and minimise risk.

This strategy is linked to the Strategic Community Plan strategic theme Leading and Listening, delivering sustainable governance through transparent and robust policy and processes.

Major Objectives

The City recognises that to be effective, risk management must become part of the culture, integrated into the corporate and business plans and everyday activities. The Risk Management Strategy for the City addresses the following components:

1. Risk management reporting.
2. Formal adoption of risk management strategy and frameworks.
3. Risk management centralisation.
4. Risk management measurement of effectiveness.
5. Risk management control testing.
6. Risk management training.

Resources

To review progress of this strategy, the resourcing requirements were confirmed and checked against the current editions of the LTFP and Workforce Plan. Where differences were identified, they were noted for discussion before the next iteration of these documents as to provision for additional resources as detailed in the Strategy.

Systems or Communications/Marketing Implications

Nil

Progress Report

One of the resources identified is a Governance & Risk support Officer position within the Governance team. This position has been approved for 2016-17 (Quarter 4).

The Strategy identifies strategic, operational and business continuity outcomes, of which are all on track to be completed within set timeframes. The risk strategy is due for review in 2017, and it is likely that we will recommend that rather than a strategy, the relevant content be incorporated into the Risk Management Framework and into the Risk Policy.

Hyperlink to Strategy:

Strategies are reviewed and replaced over time so the best way to locate the current versions is to search from the City's website via the following link:

[Strategies and Plans](#)

At the time of publishing the Strategy Snapshot, the Strategy direct link is:

[Risk Management Strategy](#)



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



This information is available in
alternative formats on request.