



City of Cockburn

# Corporate Business Plan

## 2026-2030



**Cockburn**, the best place to be


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



## Acknowledgement of Country

The City of Cockburn acknowledges the Nyungar people of Beeliar Boodjar. Long ago, now and in the future they care for Country.

We acknowledge a continuing connection to Land, Waters and Culture and pay our respects to Elders, past and present.

A photograph of Vaughn Joshua McGuire, an Indigenous Australian man, speaking at a podium. He is wearing traditional Nyungar attire, including a feathered headdress and a fur cloak. He is smiling and looking towards the left. The background is a red curtain. A microphone is positioned in front of him. The podium is wooden and has a blue light on it.

Vaughn Joshua McGuire, Arts Hall of Fame.

# Contents

Message from the Mayor.....	4
Our Council.....	5
Chief Executive Officer’s Message .....	6
What is a Corporate Business Plan	
Shaping Our Future: Introduction to the Corporate Business Plan 2026-2030.....	7
How to read the Corporate Business Plan .....	8
Our Strategic Framework.....	9
Our Strategy .....	10
About Our City .....	11
Delivering Outcomes.....	16
Our Organisation.....	17
<b>Our Economy Outcome</b>	
Strategic Outcome and Objectives .....	18
Projects/Activities and Milestones .....	19
<b>Our Environment Outcome</b>	
Strategic Outcome and Objectives .....	20
Projects/Activities and Milestones .....	21
<b>Our Community Outcome</b>	
Strategic Outcome and Objectives .....	23
Projects/Activities and Milestones .....	24
<b>Our Places Outcome</b>	
Strategic Outcome and Objectives .....	33
Projects/Activities and Milestones .....	34
<b>Our Governance Outcome</b>	
Strategic Outcome and Objectives .....	40
Projects/Activities and Milestones .....	41
Our Capital Investment.....	43
Our Assets .....	44
Our Budget.....	45
Risk Management .....	46
Reporting.....	47

Front cover photo: Aerial of Port Coogee Marina, City of Cockburn.

## Message from the Mayor

It is my pleasure to present the City of Cockburn’s Corporate Business Plan 2026–2030, our commitment to delivering on the aspirations of our community and shaping a future we can all be proud of.

Cockburn continues to grow as a vibrant, diverse and connected community. This Plan reflects what matters most to our residents: a safe and inclusive community, a strong local economy, sustainable environmental outcomes, and places that bring people together. It demonstrates how Council will continue to invest in services, infrastructure and initiatives that enhance the quality of life for our community, now and into the future.

Over the next four years, we will deliver a broad program of projects that strengthen community connection, support active and healthy lifestyles, and create welcoming and accessible places. In the coming year, we will deliver key initiatives including streetscape upgrades that enhance the character and liveability of our neighbourhoods, new floodlighting at community sporting ovals such as Aubin Grove Reserve and Anning Park, and important road upgrades including Orsino Boulevard, Pantheon Avenue and the Beeliar Drive and Dunraven Drive intersections to improve safety, accessibility and connectivity across our City. From new and enhanced community infrastructure, to initiatives that celebrate and recognise our diverse cultures and support reconciliation, we are committed to fostering a city where everyone feels a sense of belonging.

We also recognise the importance of protecting and enhancing our natural environment. Our continued focus on biodiversity, coastal resilience and sustainability initiatives ensures that Cockburn’s natural assets will be preserved for future generations, while supporting our community to take an active role in environmental stewardship.

Supporting our local economy remains a priority. Through initiatives that promote local business growth, attract investment and create employment opportunities, we are working to ensure that Cockburn remains a place where businesses can thrive and residents can access meaningful local jobs.

This Plan has been informed by the voices of our community and guided by Council’s commitment to responsible decision-making. We acknowledge that we are operating in a changing environment, and we remain focused on balancing growth with affordability, sustainability and community wellbeing.

On behalf of Council, I thank our community for your continued engagement, ideas and passion for Cockburn. Together, we will continue to build a city that is inclusive, resilient and full of opportunity.



*Logan Howlett*

**His Worship the Mayor**  
Logan K. Howlett, JP

# Our Council



**Logan K. Howlett, JP**  
His Worship  
the Mayor



**Phoebe Corke**  
Deputy Mayor  
Councillor,  
West Ward



**Carol Reeve-Fowkes**  
Councillor,  
East Ward



**Tarun Dewan**  
Councillor,  
East Ward



**Carol Zhang**  
Councillor,  
East Ward



**Kevin Allen**  
Councillor,  
West Ward



**Hilda Srhoy**  
Councillor,  
West Ward



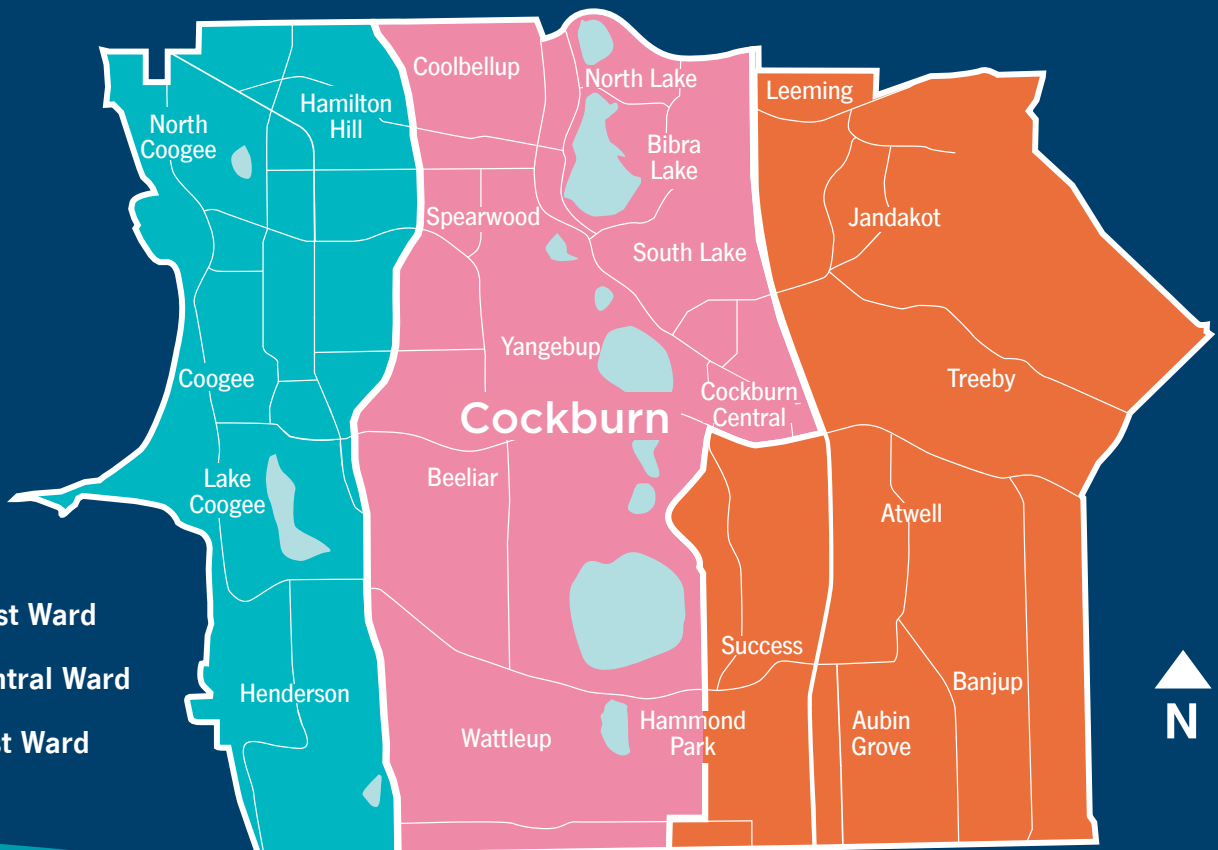
**Chontelle Stone**  
Councillor,  
Central Ward



**Philip Eva, JP**  
Councillor,  
Central Ward



**Tom Widenbar**  
Councillor,  
Central Ward



## Chief Executive Officer's Message

The Corporate Business Plan 2026–2030 provides a clear and practical framework for how the City of Cockburn will deliver services, projects and outcomes for our community over the next four years.

This Plan translates the City's Strategic Community Plan 2025-2035 into coordinated operational delivery. It aligns our services, projects, workforce and financial resources to ensure that we deliver on Council's priorities in a structured, measurable and accountable way.

The Plan is underpinned by a significant and diverse program of projects and activities that will be delivered across the life of the Corporate Business Plan. These projects range from major infrastructure investments and transport improvements, to digital transformation initiatives and organisational capability uplift. Together, they represent a coordinated and strategic approach to delivering value for our community while strengthening the City's long-term sustainability.

Financial sustainability and disciplined prioritisation remain critical. The City continues to operate in a complex environment, with significant cost pressures, increasing service demand and the need to balance renewal and growth. Through robust planning, governance and performance monitoring, the organisation will continue to manage these challenges while maintaining service quality and delivering key priorities.

Importantly, this Plan reflects the strength of the City's Integrated Planning and Reporting framework, ensuring alignment between long-term vision, medium-term planning and day-to-day operations. It provides transparency on what we will deliver, how we will deliver it, and how success will be measured.

I would like to express my appreciation to the Mayor and Councillors for their leadership, considering the views of our community through the Strategic Community Plan and setting the priorities for delivery in this Corporate Business Plan. I would also like to acknowledge the contribution of our staff, whose professionalism and commitment are critical to delivering the outcomes outlined in this Plan. Through their efforts, and in partnership with Council and the community, we will continue to deliver services and projects that make a meaningful difference to the City of Cockburn.



A handwritten signature in black ink, appearing to be 'D. Simms', written in a cursive style. The signature is positioned above the name and title of the Chief Executive Officer.

**Daniel Simms**  
Chief Executive Officer

# What is a Corporate Business Plan

## Shaping Our Future: Introduction to the Corporate Business Plan 2026-2030

Welcome to the Corporate Business Plan (CBP) 2026-2030 for the City of Cockburn. This plan serves as a road map for the next four financial years, outlining our services, projects and activities that deliver on the vision established in the Strategic Community Plan 2025-2035.

### Our Commitment

We are dedicated to making Cockburn the best place to be, where everyone feels welcome, connected and supported. This plan translates the vision of our community into tangible services and projects.

### Key Features

This plan is your road map to a better future for our community. Here's what makes it robust:



**Aligned Vision:** We've directly connected this plan to the strategic outcomes in the Strategic Community Plan. This ensures everything we do reflects the community's and Council's vision.



**Community-Driven Focus:** Your needs are front and center. We've identified key areas of focus based on community feedback and the priorities set by Council.



**Actionable:** This plan outlines specific services and projects delivered by the city, with tangible milestones and outputs.



**Measurable Success:** We'll establish clear Key Performance Indicators (KPIs) to ensure we're on the right track and achieving the goals we set together.



**Financial Responsibility:** We're committed to responsible financial management, ensuring every project delivers maximum value for the community.

### Inside This Year's Corporate Business Plan

This plan outlines the City's direction for the next four years and provides key information for the year ahead. Here's what you'll find inside the Corporate Business Plan:



**Leadership Insights:** Messages from the Mayor and CEO.



**Plan Overview:** Introduction to the plan and our strategic framework.



**Our City in Focus:** Learn about Cockburn, our Council, and the services we offer.



**Delivering Results:** Explore details on the services, budget allocations and resources that deliver the five strategic outcomes in the Strategic Community Plan.



**Projects:** Details of key projects that achieve our strategic outcomes.



**Financial Future:** We break down our planned capital investments, asset management and budget.



**Managing Risks and Reporting:** Our approach to addressing challenges and keeping you informed.

### Working Together




Together, we can build a stronger and more vibrant City of Cockburn. This plan provides the framework for our journey, and we look forward to continuing it with you.

## How to read the Corporate Business Plan

We've designed the Corporate Business Plan to be clear, accessible and informative. The opening pages offer a high-level overview of our strategic direction, along with key statistics about our city-providing valuable context and helping you see the bigger picture.


Following this, the CBP dives into the details of our organisation and then outlines our key projects for the coming financial years. These projects are presented in a user-friendly table format.


### Understanding the Corporate Business Plan Project/Activity Table


-  **Project at a Glance:** The first column provides a clear title and unique identifier for each project along with a concise description of its purpose.
-  **Quarterly Milestones:** Moving across the table, you'll see quarterly milestones for the upcoming financial year. These milestones are reported regularly to the Council to ensure progress is on track.
-  **Project Life Cycle:** The final section provides a clear picture of each project's status for the following financial years. This lets you know if a project is in the planning phase, the design stage or the delivery stage.

#### Our Economy - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
1C.01	International Engagement							
	Deliver Program		Plan	Follow up				

 Project at a Glance

 Quarterly Milestones

 Project Life Cycle

### Where to find more

For in-depth details about projects and services, you can refer to the project and services plan documents on the City's website. [www.cockburn.wa.gov.au/strategies-and-plans](http://www.cockburn.wa.gov.au/strategies-and-plans)

Overall, this format serves as a road map for the community, allowing you to see the anticipated projects and activities for the next four years.

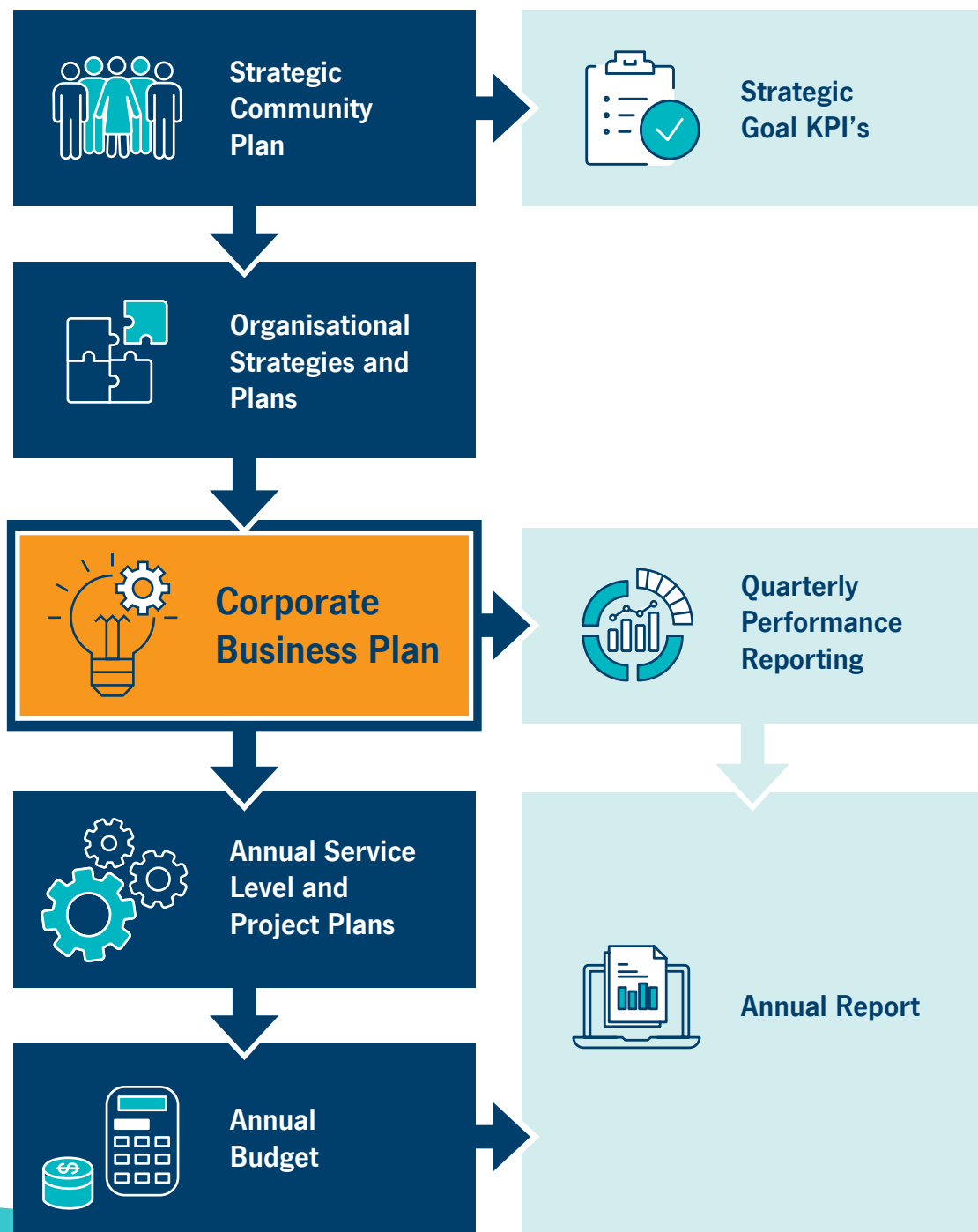


# Our Strategic Framework

Our Local Government operates within an Integrated Planning and Reporting Framework (IPRF). This framework, mandated by the Western Australian Government, ensures a structured and transparent approach to planning and decision-making.

The IPRF connects the long-term vision of our Strategic Community Plan with our current plans and strategies. It guides how we identify community needs, set strategic objectives, allocate resources, and ultimately measure our success in achieving those goals. Through the IPRF, we strive to deliver effective services, manage finances responsibly and remain accountable to the community we serve.

The following diagram illustrates the City’s Integrated Planning and Reporting Framework and shows the City’s strategies and plans within the framework.



# Our Strategy on a Page

This page presents the vision for Cockburn, highlighting our driving purpose. It also outlines our strategic objectives and outcomes as detailed in our Strategic Community Plan.

**Vision** Cockburn, the best place to be

**Purpose** Support our communities to thrive by providing inclusive and sustainable services which reflect their aspirations

## Our outcomes

				
<b>1.</b> Our Economy	<b>2.</b> Our Environment	<b>3.</b> Our Community	<b>4.</b> Our Places	<b>5.</b> Our Governance

## Our objectives

<b>1A.</b> Empower and support local businesses	<b>2A.</b> Protect and enhance our natural areas and streetscapes	<b>3A.</b> Strengthen and facilitate a safe and secure Cockburn	<b>4A.</b> Plan for growth and sustainable development	<b>5A.</b> Facilitate transparent and accountable governance for today and tomorrow
<b>1B.</b> Facilitate economic growth and employment opportunities	<b>2B.</b> Facilitate sustainable waste management and resource conservation	<b>3B.</b> Promote and support active, healthy lifestyles through recreation and wellness	<b>4B.</b> Strengthen unique, liveable and adaptive places	<b>5B.</b> Strengthen engagement, communication and enhance customer experience
<b>1C.</b> Attract investment to the city by promoting innovation and economic opportunity	<b>2C.</b> Enhance climate resilience and champion environmental initiatives to mitigate impacts	<b>3C.</b> Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures	<b>4C.</b> Enhance connectivity and mobility through integrated transport networks	<b>5C.</b> Champion strategic partnerships and stakeholder collaboration
<b>1D.</b> Facilitate vibrant, connected commercial hubs and visitor experiences		<b>3D.</b> Foster connected, accessible communities and services		<b>5D.</b> Strive for financial sustainability and operational excellence

# About our City

## Our Economy



### <sup>3</sup>Jobs located in



Cockburn	Western Australia
<b>68,692</b>	1,638,138
	Australia
	14,503,088

Cockburn accounts for 4.2 per cent of Western Australia's total jobs, making it a significant contributor to the state's economy and providing employment opportunities for both local residents and commuters.

### <sup>3</sup>Businesses operating in



Cockburn	Western Australia
<b>10,366</b>	246,661
	Australia
	2,729,648

Cockburn's business ecosystem comprises approximately 10,366 businesses, the majority of which are small-scale enterprises. This accounts for roughly 4 per cent of the total businesses operating in Western Australia.

### <sup>1</sup>Home ownership rate in



Cockburn	Western Australia
<b>72.5%</b>	69.2%
	Australia
	66%

Cockburn boasts a significantly higher home ownership rate than the national average, with 72.5 per cent of households owning their homes compared to 66 per cent. This trend is further reflected in the housing stock, with a greater prevalence of freestanding homes and a lower proportion of apartments in Cockburn than across Australia.

### <sup>2</sup>GRP, GSP and GDP



Gross Regional Product (GRP) in  
Cockburn to the Australian economy  
**\$13.12 billion**

Gross State Product (GSP) in Western Australia  
**\$465.11 billion**

Gross Domestic Product (GDP) in Australia  
**\$2.7 trillion**

Cockburn contributes 5.3 per cent of the total value added by the Greater Perth region and represents 2.9 per cent of Western Australia's \$465 billion value added, demonstrating its role as a key driver of economic growth and improved living standards for Western Australians.

### <sup>1</sup>Households renting in



Cockburn	Western Australia
<b>25.4%</b>	27.3%
	Australia
	30.6%

### <sup>1</sup>Weekly median household income in



Cockburn	Western Australia
<b>\$1,988</b>	\$1,815
	Australia
	\$1,746

### <sup>4</sup>Cockburn development



Number of development applications received  
**936**



Total value of development approvals  
**\$438 million**

Source: <sup>1</sup>City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>Profile id 2026, <sup>3</sup>Australian Bureau of Statistics 2026, <sup>4</sup>City of Cockburn Statistics 2026.



# Our Environment

<sup>4</sup>Seedlings planted in winter revegetation works



<sup>4</sup>Tree canopy cover in the City of Cockburn



<sup>4</sup>Annual average solar energy generated from City facilities (megawatts)



The City actively participates in environmental conservation through initiatives like winter revegetation, planting 49,000 seedlings. Cockburn also maintains a significant tree canopy cover of 26 per cent, contributing to the overall health and biodiversity of the area.

The City generates an average of 38,200 tonnes of carbon dioxide equivalent annually from its operations. To offset this, Cockburn generates solar energy, producing an average of 1,185 megawatts annually from its facilities.

<sup>4</sup>Number of parks and reserves



<sup>4</sup>City-managed coastline



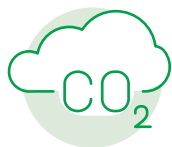
<sup>4</sup>Biodegradable dog bags dispensed annually



<sup>4</sup>Total hectares of parks and reserves



<sup>4</sup>Average annual carbon emissions generated by City operations (tonnes of carbon dioxide equivalent)



<sup>4</sup>Hectares of bush reserves



With a total of 406 parks and reserves, encompassing 1,585 hectares, Cockburn offers ample green spaces for its residents. Of these, 1,074.61 hectares are designated as bush reserves, preserving the City's natural environment.

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>Profile id 2026, <sup>3</sup>Australian Bureau of Statistics 2026, <sup>4</sup>City of Cockburn Statistics 2026.



## Our Community

<sup>4</sup>Number of sporting reserves/fields



<sup>4</sup>Number of sporting clubs in Cockburn



With 32 sporting reserves/fields and an estimated 110 sporting clubs, Cockburn offers a variety of opportunities for residents to participate in physical activities.



<sup>4</sup>Number of playgrounds



<sup>4</sup>Number of arts and cultural facilities



<sup>4</sup>Number of libraries

<sup>2</sup>Median age



Western Australia 38  
Australia 38

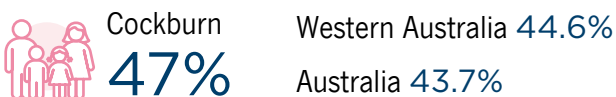
<sup>2</sup>Aboriginal and Torres Strait Islander people population



Western Australia 3.3%  
Australia 3.2%

Although Cockburn has a smaller percentage of Aboriginal and Torres Strait Islanders compared to the national average (1.9 per cent vs 3.2 per cent), the City recognises the importance of this population.

<sup>1</sup>Couple families with children



Western Australia 44.6%  
Australia 43.7%

Cockburn is a popular choice for families. Nearly half of all residents (47 per cent) belong to couple families with children. With 215 playgrounds scattered throughout the City, there's always a fun spot for kids to explore.

<sup>2</sup>Proportion of population born in

Australia



Cockburn  
61.7%

Western Australia 65%  
Australia 66%

United Kingdom



Cockburn  
8%

Western Australia 8.9%  
Australia 4.4%

New Zealand



Cockburn  
2.7%

Western Australia 2.8%  
Australia 2.1%

Philippines



Cockburn  
2.4%

Western Australia 1.4%  
Australia 1.2%

India



Cockburn  
1.9%

Western Australia 2.3%  
Australia 2.6%

South Africa



Cockburn  
1.7%

Western Australia 1.7%  
Australia 0.7%

Italy



Cockburn  
1.4%

Western Australia 0.7%  
Australia 0.6%

While the majority of residents were born in Australia (61.7 per cent), Cockburn boasts a diverse population with significant representation from the United Kingdom (8 per cent), New Zealand (2.7 per cent), and a growing Asian community (including Philippines and India).

<sup>1</sup>Population with a university degree



Cockburn  
24%

Western Australia 24%  
Australia 26%



## Our Places

2026		Description	2046	
8,835	6.3%	Preschool (0-4 years)	10,985	6.0%
17,415	12.4%	School-age (5-14 years)	21,752	11.8%
17,030	12.1%	Youth (15-24 years)	21,260	11.6%
21,349	15.2%	Young Workers (25-34 years)	25,083	13.7%
31,951	22.8%	Workers (35-49 years)	25,083	13.7%
23,539	16.8%	Older Workers (50-64 years)	33,482	18.2%
15,333	10.9%	Retired (65-79 years)	22,838	12.4%
4,944	3.5%	Elderly (80+)	11,801	6.4%
<b>Total 140,396</b>			<b>Total 183,657</b>	

Cockburn's population is projected to experience a shift in age demographics. While the working-age population (25-64 years) is expected to grow, the proportion of older residents (65+) is also projected to increase. This indicates a growing demand for age-appropriate services and infrastructure.

<sup>2</sup>Estimated population in 2026 **140,396**      <sup>2</sup>Projected population by 2046 **183,657**

<sup>2</sup>Estimated dwellings in 2026

**52,510**

<sup>2</sup>Projected dwellings by 2046

**74,789**

Cockburn is experiencing significant growth, with the population projected to increase by nearly 40 per cent: from 140,395 in 2026 to 189,657 in 2046. This growth is reflected in the housing market, with the number of dwellings expected to rise from 52,510 to 74,789 over the same period.

<sup>1</sup>Percentage of people who drove to work



Cockburn Western Australia **62.1%**  
Australia **52.7%**

**65.1%**

<sup>1</sup>Percentage of households with two motor vehicles or more



Cockburn Western Australia **61.5%**  
Australia **56.6%**

**63.5%**

Cars are the primary mode of transportation for Cockburn residents, with 65.1 per cent driving to work, compared to 62.1 per cent in Western Australia and 52.7 per cent nationally. A significant portion of households (63.5 per cent) own two or more motor vehicles, reflecting a reliance on private transportation. Public transport usage currently stands at 7.9 per cent, with most Cockburn residents commuting by train.

<sup>4</sup>Total kilometres of City-managed roads

**909.6km**

<sup>4</sup>Total kilometres of City-managed footpaths

**905.6km**

Cockburn's land area of 168.1 square kilometres is home to a population density of 835 people per square kilometre, indicating a relatively high concentration of residents. The City maintains a vast network of roads (910 kilometres) and footpaths (906 kilometres), ensuring connectivity and accessibility.

<sup>1</sup>Percentage of people who travelled to work by public transport



Cockburn Western Australia **7.4%**  
Australia **4.6%**

**7.9%**

<sup>4</sup>Land area



**168.1km<sup>2</sup>**

<sup>2</sup>Population density



**835** people per square kilometre

Source: <sup>1</sup> City of Cockburn, 2021 Census, Australian Bureau of Statistics, <sup>2</sup>Profile id 2026, <sup>3</sup> Australian Bureau of Statistics 2026, <sup>4</sup>City of Cockburn Statistics 2026.



## Our Governance

<sup>4</sup>Number of people reached through our social media posts

 **2.58 million**

<sup>4</sup>City of Cockburn website views

 **3.27 million**

Cockburn has a strong online presence, with the official City of Cockburn website attracting 3.3 million views. The City's social media posts reach an impressive 2.6 million people, while the Comment on Cockburn website receives 74,814 visits.

<sup>4</sup>Visits to the Comment on Cockburn website

 **74,814**

<sup>4</sup>Annual engagement contributions

 **2,651**

<sup>4</sup>Budgeted capital spend (financial year 2027)

 **\$64.1 million**

<sup>5</sup>Voter turnout for the 2025 Ordinary Election

 **26,069 (29.76%)**

The 2025 Ordinary Election saw a voter turnout of 26,069 (29.8 per cent), indicating a moderate level of community participation in the democratic process.

<sup>4</sup>Customer requests raised

 **56,370**

<sup>4</sup>Calls received by the Contact Centre

 **73,782**

<sup>4</sup>Average wait time for the Contact Centre

 **251 seconds**

Cockburn's commitment to its residents is evident in its service delivery. The Contact Centre handles 73,782 calls annually, with an average wait time of 251 seconds. This demonstrates efficient and responsive service.

<sup>4</sup>Average residential rates in financial year 2025

City of Armadale	\$2,383
City of Melville	\$2,139
City of Kwinana	\$2,138
City of Rockingham	\$2,109
City of Cockburn	\$1,866
City of Canning	\$1,883

Cockburn offers competitive residential rates compared to neighboring cities. The average residential rate in the financial year 2025 was \$1,866, lower than cities like Melville, Kwinana, Armadale and Rockingham.

# Delivering Outcomes

The City of Cockburn is a thriving community of over 140,000 residents and 10,000 businesses. Guided by a clear vision outlined in our Strategic Community Plan, we strive to achieve five key outcomes and 18 strategic objectives.

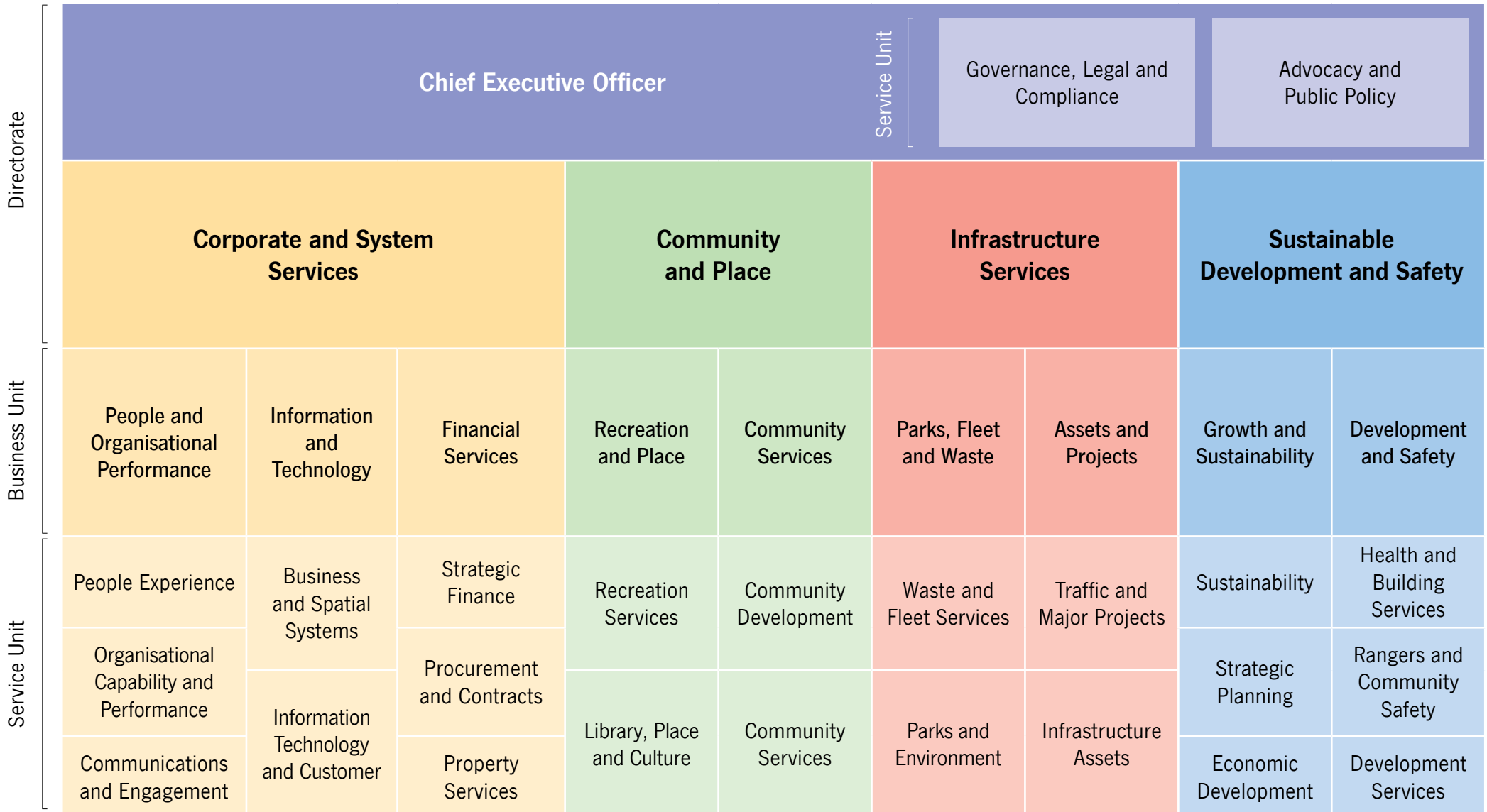
To translate our Strategic Community Plan into action, we have a dedicated team of 630 staff organised into five Directorates, each overseeing specialised Business Units. These Business Units manage 24 Service Units, ensuring services reach everyone. Each year, we develop a Corporate Business Plan that transforms our strategic goals into tangible projects. This financial year 50 projects are being implemented. This is how we're actively shaping the future of Cockburn.

This graphic illustrates the structured approach we take to make Cockburn a fantastic place to live, work, and play. Discover how we use financial and human resources to deliver impactful projects and activities across our diverse community.



# Our Organisation

The City of Cockburn’s organisational structure is designed to deliver on our vision of creating a vibrant, sustainable, and inclusive city – the best place to live, work, and play.






# Our Economy


Cockburn is dedicated to building a thriving local economy that benefits everyone. Four key objectives guide this commitment: attracting investment and creating jobs, supporting vibrant commercial centers and a flourishing tourism industry.

Strategic Outcome	Strategic Objectives
<p><b>1. Our Economy</b></p> <p>Our City attracts investment supporting commercial and business growth. Our distinctive hubs facilitate and attract local business and visitor growth, providing employment and community access to services.</p>	<ul style="list-style-type: none"> <li>1A. Empower and support local businesses.</li> <li>1B. Facilitate economic growth and employment opportunities.</li> <li>1C. Attract investment to the city by promoting innovation and economic opportunity.</li> <li>1D. Facilitate vibrant, connected commercial hubs and visitor experiences.</li> </ul>

<b>Number of Projects</b>	<b>2</b>	<b>Number of Services</b>	<b>2</b>	<b>Total cost</b>	<b>\$1.8m</b>	<b>Full-time Equivalent Employees</b>	<b>8</b>
---------------------------	----------	---------------------------	----------	-------------------	---------------	---------------------------------------	----------

## Services

 Advocacy and Public Policy






 Economic Development

## Strategies, Plans and Frameworks

Economic Development Framework Action Plan



## Our Economy - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
1C.01 	<b>International Engagement</b>	Plan development. Ongoing network development.	Plan approval. Ongoing network development.	Plan implementation. Report on outcomes of delegation visit to council.	Follow up outcomes of delegation visit with stakeholders. Ongoing network development.			
<b>Deliver Program</b> This project aims to position Cockburn as an attractive destination for international investment by connecting local businesses with global markets, fostering strategic partnerships, and promoting the City's economic strengths to drive job creation, innovation, and long-term business growth.								
1C.03 	<b>Blue Economy and Defence (Research and Innovation Hub)</b>	Assess RFQ outcomes and confirm financial viability of the Henderson Research and Innovation Hub.	Present and secure Council adoption of the business plan.	Initiate architect design tender. Progress anchor tenant and key stakeholder engagement.	Commence early design works.			
<b>Design Project</b> This project positions the City as a leader in the Blue Economy by establishing a research and innovation hub that drives sustainable growth in marine and defence industries through industry collaboration, innovation, workforce development, and business capacity-building.								

Keys:  Planning  Design  Delivery






# Our Environment

Protecting our natural environment is a top priority for the City of Cockburn. A comprehensive approach to environmental responsibility focuses on preserving natural areas, promoting sustainable resource management, and addressing the challenges of climate change.

Strategic Outcome		Strategic Objectives	
<b>2.</b>	<p><b>Our Environment</b></p> <p>Our natural environment is valued and resilient to a changing climate. Our community enjoys our open spaces, bushland and coast and takes pride and ownership in their streetscapes. We use our resources with a focus on conservation and mitigate the impacts of climate change.</p>	<p>2A. Protect and enhance our natural areas and streetscapes.</p> <p>2B. Facilitate sustainable waste management and resource conservation.</p> <p>2C. Enhance climate resilience and champion environmental initiatives to mitigate impacts.</p>	

<b>Number of Projects</b>	<b>3</b>	<b>Number of Services</b>	<b>3</b>	<b>Total cost</b>	<b>\$86.03m</b>	<b>Full-time Equivalent Employees</b>	<b>159.89</b>
---------------------------	----------	---------------------------	----------	-------------------	-----------------	---------------------------------------	---------------

## Services

-  Parks and Environment
-  Sustainability
-  Waste and Fleet Services

## Strategies, Plans and Frameworks

- Climate Change Strategy 2020-2030
- Urban Forest Plan 2018-2028
- Coogee Beach Foreshore Management Plan 2020-2070
- Waste Strategy 2020-2030
- Natural Area Management Strategy 2012-2022
- Waterwise Council Action Plan 2021-2026






Bibra Lake Reserve




Manning Park

Woodman Point Ammo Jetty

## Our Environment - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
2A.01 	<b>Increase appearance of major road streetscapes within the city</b>	Landscaping works continue.	Landscaping works complete.					
<b>Deliver Project</b> This project aims to enhance the visual appeal and environmental quality of key arterial roads through landscaping and streetscape improvements, creating more attractive, greener and healthier urban environments across the city.								
2A.02 	<b>Natural Area Management Strategy – Tramway Trail Stage 1 &amp; 2</b>	Funding submission complete.	Subject to funding round - Funding agreement signed.	Subject to funding - Market engagement.	Subject to funding - Construction commenced.			
<b>Design Project</b> This project aims to enhance community connectivity and environmental outcomes by completing the Tramway Trail, linking natural areas and urban spaces while strengthening biodiversity and access to recreation and cultural experiences.								

## Our Environment - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
2B.01 	<b>Cockburn Resource Recovery Park – Cell Capping</b>	Project planned to commence in FY28.						
<p><b>Plan Project</b></p> <p>This project aims to undertake future cell capping at the Cockburn Resource Recovery Park (Henderson) and deliver ongoing maintenance to ensure the facility remains compliant, operational and fit-for-purpose.</p>								

Keys:  Planning  Design  Delivery








# Our Community

Cockburn envisions a safe, healthy, and inclusive community where everyone feels welcome. Key objectives include fostering accessible and well-maintained community facilities, promoting a safe and secure environment for all residents, and celebrating our rich cultural heritage. This encourages a strong sense of community spirit and belonging for all.

Strategic Outcome	Strategic Objectives
<p><b>3. Community, Lifestyle and Security</b></p> <p>Our diverse and valued community is engaged and involved in activities and events with access to services in local distinctive places. Our community feels safe, secure and connected and is active and healthy.</p>	<ul style="list-style-type: none"> <li>3A. Strengthen and facilitate a safe and secure Cockburn.</li> <li>3B. Promote and support active, healthy lifestyles through recreation and wellness.</li> <li>3C. Celebrate and recognise Aboriginal and Torres Strait Islander and diverse cultures.</li> <li>3D. Foster connected, accessible communities and services.</li> </ul>

<b>Number of Projects</b>	<b>24</b>	<b>Number of Services</b>	<b>5</b>	<b>Total cost</b>	<b>\$65.5m</b>	<b>Full-time Equivalent Employees</b>	<b>183.8</b>
---------------------------	-----------	---------------------------	----------	-------------------	----------------	---------------------------------------	--------------






## Services

	Community Development		Rangers and Community Safety
	Community Services		Recreation Services
	Library, Place and Culture		

## Strategies, Plans and Frameworks

Age Friendly Strategy 2016-2021	Grant and Fee Funded Human Services Strategic Plan 2013-2018
Animal Management Exercise Plan 2020-2025	Library Service Strategy 2020-2025
Bushfire Risk Management Plan 2023-2028	Local Emergency Management Arrangements
Community Development Strategy 2021-2025	Masterplans and Revitalisation Strategies
Community Safety and Crime Prevention Plan 2022-2027	Public Open Space Strategy 2014-2024
Community Infrastructure Plan 2024-2041	Reconciliation Action Plan 2023-2025
Disability Access and Inclusion Plan 2023-2028	Volunteer Strategy 2021-2025
	Youth Services Strategy 2017-2022






## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.01 	<b>Manning Park Playground Upgrade</b>							
<p><b>Design Upgrade</b> This project aims to upgrade and modernise the Manning Park playground, providing inclusive and engaging play opportunities that encourage physical activity, support family use, and strengthen community connection with the natural environment.</p>		Detailed design and contract development.	Detailed design and contract development.	Tender documents prepared.	Funding agreed.			
3B.02 	<b>Atwell Reserve – Building Improvements</b>							
<p><b>Deliver Upgrade</b> This project aims to upgrade and expand changeroom facilities to provide modern, inclusive and fit-for-purpose amenities that support participation in sport, enhance accessibility, and improve functionality for clubs and community users.</p>		Detail design completed and tender document preparation.	Market engagement.	Award of works contract and Commence construction.	Construction delivery 25%.			
3B.03 	<b>Aubin Grove Reserve – Floodlight Improvements</b>							
<p><b>Deliver Upgrade</b> This project aims to upgrade floodlighting across Aubin Grove Reserve to improve safety, accessibility and usability, supporting increased participation in sport and recreation and enabling greater community use during evening hours.</p>		Market engagement commenced.	Contract Award.	Construction commenced.	Construction completed.			




Keys:



## Our Community - Projects/Activities











Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.04 	<b>Beeliar Reserve – Beeliar Reserve Clubroom Upgrade</b>	Prepare consultancy scope and quotation.	Contract Award Market engagement for consultancy contract.	Commence detailed design.	Continue detailed design.			
<p><b>Design Upgrade</b> This project aims to redevelop the Beeliar Reserve community facility to deliver modern and accessible clubrooms that support sport and community activities, enhance participation, and strengthen social connection.</p>								
3B.05 	<b>Cockburn Coast Clubroom and Oval Stage 1</b>	Prepare consultant quotation documents.	Award consultancy contract.	Detailed Design.	Detailed Design complete.			
<p><b>Design Project</b> This project aims to deliver new sporting infrastructure in North Coogee, including a sports oval and supporting amenities, to meet growing population demand and provide opportunities for recreation, social connection and community wellbeing.</p>								

## Our Community - Projects/Activities











Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.07	<b>Legacy Park Floodlighting</b>	Project planned to recommence in FY30.						
<p><b>Design Upgrade</b> This project will deliver energy-efficient 100-lux LED floodlighting at Legacy Park to enhance safety, accessibility, and community use after dark, while supporting sustainability through detailed design and cost-effective implementation.</p>								
3B.08	<b>Success Regional Reserve Masterplan – Playing Field Floodlights</b>	Prepare consultant quotation documents.	Award consultancy contract.	Detailed Design.	Detailed Design complete.			
<p><b>Design Project</b> This project aims to improve lighting infrastructure at Success Reserve to enhance safety, accessibility and usability, supporting increased participation in sport and community activities while reducing operational and environmental impacts.</p>								
3B.10	<b>Beale Park Redevelopment</b>	Separable Portion 1 complete.	Separable Portion 2 complete.	Project Complete.				
	<p><b>Deliver Redevelopment</b> This project aims to transform Beale Park into a modern, inclusive recreation hub by delivering upgraded facilities, improved infrastructure and enhanced public spaces that support sport, community activities and increased participation.</p>							

Keys:  Planning  Design  Delivery









## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.11 	<b>Beeliar Reserve – Floodlighting</b>	Prepare consultant quotation documents.	Award consultancy contract.	Detailed Design.	Detailed Design Complete.			
<p><b>Design Project</b> This project aims to install energy-efficient floodlighting at Beeliar Reserve to improve safety, accessibility and capacity for sport and community use, supporting participation and optimising use of the reserve.</p>								
3B.12 	<b>Davilak Reserve Redevelopment</b>	Prepare scope for consultancy quotations.	Market engagement for consultancies.	Commence detailed design.	50% Detailed Design Complete.			
<p><b>Design Redevelopment</b> This project aims to implement a long-term master plan to upgrade Davilak Reserve into a key community hub, increasing capacity for sport and recreation while enhancing inclusivity, accessibility and community connection.</p>								
3B.13 	<b>Wally Hagan Redevelopment</b>	State Funding Agreement Executed.	Preparation for s3.59 Business Plan and Engagement.	TBD	TBD			
<p><b>Design Redevelopment</b> This project aims to develop a modern, multipurpose indoor recreation hub that meets growing demand for court sports and community activities, supporting active lifestyles and strengthening community participation.</p>								









## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.14 	<b>Tempest Park Redevelopment</b>	Project planned to commence in FY29.						
<p><b>Plan Project</b> To ensure Tempest Park is the best fit for our community, the City is investigating upgrades to the reserve.</p>								
3B.15 	<b>Port Coogee Marina Expansion Stage 4</b>	Project planned to commence in FY28.						
<p><b>Plan Upgrade</b> Explore financial viability, market demand for Marina expansion including berth optimisation, industry trends, and community engagement.</p>								
3B.16 	<b>Atwell Reserve Masterplan – Atwell Reserve East – Floodlights</b>	Project planned to commence in FY28.						
<p><b>Plan Project</b> This project aims to install energy-efficient floodlighting at Atwell Reserve to improve safety, accessibility and capacity for sport and community use, supporting participation and optimising use of the reserve.</p>								




## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.17	<b>Hamilton Hill Community Centre</b>	Project planned to commence in FY30						
Due to a lack of community spaces in Hamilton Hill, the City will analyse the potential for development.								
3B.18 	<b>Treeby East Reserve Development</b>	Prepare scope for consultancy quotations.	Market engagement for consultancies.	Commence detailed design.	50% Detailed Design Complete.			
<b>Design Project</b> This project aims to deliver new sporting infrastructure at Treeby East Reserve, establishing a flexible and shared-use community recreation space that supports population growth and future staged development.								
3B.19 	<b>Cockburn ARC – Aquatic Renewal Phase 1 and 2</b>	Phase 1 – Design start.	Phase 1 – Market engagement.	Phase 1 – works commenced.	Phase 1 – works complete.			
<b>Plan Upgrade</b> This project aims to renew critical aquatic infrastructure at Cockburn ARC to ensure safe, reliable and high-quality facilities that support ongoing community participation in aquatic programs and recreation.		Phase 2 – Scoping and prepare request for quotation for consultancy	Phase 2 – Award consultancy contract.	Phase 2 – Commence detailed design.	Phase 2 – Continue detailed design.			

## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.20 	<b>Anning Park Floodlights</b>	Complete detailed design and prepare tender documentation for works contract.	Market engagement for works contract.	Construction commenced.	Construction complete.			
<b>Deliver Upgrade</b> This project aims to upgrade floodlighting at Anning Park with energy-efficient LED systems to improve safety, accessibility and usability, supporting increased participation in sport and optimising reserve use.								
3B.21 	<b>Prinsep Park Development</b>	Advertise RFQ for business case and concept designs.	Progress site analysis and feasibility assessment.	Complete draft concept designs for community consultation.	Complete business case.			
<b>Plan Project</b> This project aims to develop Prinsep Park into a key sporting and community space that meets the needs of a growing population, providing new recreation opportunities and supporting community connection and active lifestyles.								
3B.22	<b>Treeby East Clubroom</b>	Project planned to commence in FY29.						
This project aims to deliver a new clubroom at Treeby East as a shared facility, supporting population growth while enabling organised sport and recreation, and enhancing inclusivity, accessibility and community connection.								






## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3B.23	<b>Cockburn Central Legacy Oval Clubroom</b>	Project planned to commence in FY30.						
This project aims to deliver a new clubroom at Cockburn Central (Legacy Oval) to support population growth in a high-density area, enabling organised sport and recreation while enhancing inclusivity, accessibility and community connection.								
3C.01 	<b>Next RAP Development 2026–2029</b>	Seek approval from Reconciliation Australia on final draft RAP.	Present RAP to Council for adoption.  Community announcement to promote awareness and accountability.					
<b>Plan Delivery</b> This project aims to develop and implement a new Reconciliation Action Plan that strengthens relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples through measurable actions that support reconciliation outcomes across the community.								

Keys:



## Our Community - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
3C.02 	<b>Aboriginal Cultural and Visitors Centre (Advocacy Funding)</b>	Provide advocacy update to elected members.	Continue advocacy.	Provide advocacy update to elected members.	Continue advocacy.			
<p><b>Advocacy Funding</b> This project aims to advocate for and secure funding for the Aboriginal Cultural and Visitors Centre by engaging stakeholders and pursuing grant and philanthropic opportunities to support delivery of the facility.</p>								
3D.01 	<b>Port Coogee Community Space</b>				Secure land tenure.			
<p><b>Plan Project</b> This project aims to provide flexible and accessible community spaces that support social, cultural and recreational activities, strengthening community connection, identity and wellbeing within the Port Coogee precinct.</p>								



## Our Places

As Cockburn continues to grow, strategies ensure the City’s infrastructure keeps pace. Key objectives include developing an attractive and connected built environment, establishing Cockburn Central as a major regional hub, and implementing an integrated and accessible transportation network.

Strategic Outcome	Strategic Objectives
<p><b>4. Our Places</b></p> <p>The City prioritises our resources and is dedicated to enhancing our distinctive and liveable areas to address the needs of our community. Our neighbourhoods and locations are linked through safe transportation choices, including roads, cycleways and pathways.</p>	<p>4A. Plan for growth and sustainable development.</p> <p>4B. Strengthen unique, liveable and adaptive places.</p> <p>4C. Enhance connectivity and mobility through integrated transport networks.</p>

<b>Number of Projects</b>	<b>16</b>	<b>Number of Services</b>	<b>4</b>	<b>Total cost</b>	<b>\$50.76m</b>	<b>Full-time Equivalent Employees</b>	<b>95.7</b>
---------------------------	-----------	---------------------------	----------	-------------------	-----------------	---------------------------------------	-------------







### Services

-  Development Services
-  Infrastructure Assets
-  Strategic Planning
-  Traffic and Major Projects







### Strategies, Plans and Frameworks

- |   |   |
|---|---|
| Citywide Infrastructure Plan                      | Local Planning Scheme                     |
| Housing Affordability and Diversity Strategy 2018 | Local Planning Strategy                   |
| Integrated Transport Strategy 2020-2030           | Masterplans and Revitalisation Strategies |
| Local Commercial and Activities Centres Strategy  | Parking Plan 2018-2028                    |
|   | Road Safety Management Plan 2021-2030     |









## Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4A.01 	<b>Commercial Strategy Review</b>							
<b>Design Strategy</b> This project aims to guide the sustainable development of commercial and industrial land by providing a strategic framework that supports economic growth, investment attraction, job creation and alignment with community needs and planning policies.		Commence Retail Needs Assessment (RNA).	Complete Retail Needs Assessment (RNA).	Analyse and report findings of RNA to Council.	Commence Preparation of Draft Commercial Strategy.			
4B.01 	<b>Public Open Space Strategy Review</b>							
<b>Design Strategy</b> This project aims to develop a strategic framework for a connected network of parks and green spaces that supports community health, environmental sustainability, and access to recreation across a growing city.		Undertake Phase 2 Community Engagement.	Report on Phase 2 Engagement Outcomes.	Finalise Strategy Documentation.	Present to Council for Final Adoption.			
4C.03 	<b>Elderberry Drive, Semple Court and Berrigan Drive Intersection – Semple Berrigan Roundabout</b>							
<b>Design Project</b> This project aims to improve safety and traffic flow at a complex intersection by installing a roundabout, reducing crash risks, enhancing visibility and creating a more efficient and controlled road environment.		15% Design completed.	Detailed Design complete.	Market engagement for works contract.	Award of works contract.			










## Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4C.05 	<b>Orsino Boulevard and Pantheon Avenue Intersection</b>	Detailed Design complete.	Market engagement for works contract.	Award of works contract.	Project complete.			
<b>Deliver Project</b> This project aims to improve road safety and traffic efficiency by installing a roundabout, reducing crash risks, enhancing traffic flow and improving visibility for drivers and pedestrians.								
4C.06 	<b>Rowley Road, De Haer Road and Liddelow Road Intersection</b>	Detailed Design progressing.	Detailed Design progressing.	Market engagement for works contract.	Award of works contract.			
<b>Design Upgrade</b> This project aims to improve safety and traffic flow by replacing an uncontrolled intersection with a roundabout, reducing crash risks, enhancing visibility and supporting more efficient vehicle movement.								
4C.07 	<b>Hammond Rd Duplication Russell Rd to Rowley – Upgrade and Extension Stage 1 - Russell to Frankland</b>	Detailed Design progressing.	Detailed Design progressing.	Detailed Design complete.	Market engagement for works contract.			
<b>Design Upgrade</b> This project aims to duplicate Hammond Road to support future traffic demand, reduce congestion and improve safety, while enhancing the road environment through lighting, landscaping and improved pedestrian facilities.								








## Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4C.08 	<b>Beeliar Drive and Dunraven Drive Intersection (Blackspot Project)</b>	Market engagement for construction contract.	Contract award.	Construction commenced.	Construction completed.			
<b>Deliver Upgrade</b> This project aims to improve safety and reduce crash risk by installing traffic signals at a high-risk intersection, providing clearer traffic control and safer crossing opportunities for all road users.								
4C.09 	<b>Rockingham/Phoenix Road Intersection</b>	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
<b>Plan Upgrade</b> This project aims to improve safety and traffic flow by upgrading traffic signals and intersection design, reducing crash risk and providing safer, more predictable movement for drivers and pedestrians.								
4C.11 	<b>Rowley Road and Lyon Road Intersection Upgrade</b>	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
<b>Plan Upgrade</b> This project aims to reduce crash risk and improve traffic management by installing traffic signals at a high-risk intersection, enhancing safety and predictability for all road users.								



## Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4C.12 	<b>North Lake Road and Discovery Drive Intersection</b>							
<p><b>Design Project</b></p> <p>This project aims to improve safety and reduce crash risk by installing traffic signals at a high-risk intersection, enhancing traffic control, visibility and pedestrian safety.</p>		Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
4C.13 	<b>North Lake Road and Elderberry Drive Intersection</b>							
<p><b>Plan Upgrade</b></p> <p>This project aims to improve safety and traffic flow at a crash-prone intersection by installing traffic signals, reducing collision risk and improving accessibility for drivers, pedestrians and cyclists.</p>		Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
4C.14 	<b>Lyon Road and Gibbs Road Intersection</b>							
<p><b>Plan Upgrade</b></p> <p>This project aims to improve safety by upgrading traffic signal operations, reducing crash risks and improving traffic flow and pedestrian access at a high-risk intersection.</p>		Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			

## Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4C.15	 <b>Hammond Road Duplication Russell Road to Rowley – Upgrade and Extension Stage 2 Frankland to Rowley</b>	Traffic modelling and signal phasing commenced.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing continues.	Traffic modelling and signal phasing complete.			
<b>Plan Project</b> This project aims to duplicate Hammond Road to improve traffic capacity, reduce congestion and enhance safety, while delivering improved road infrastructure, landscaping and pedestrian facilities.								
4C.16	<b>Jandakot Road Upgrade</b>	Project planned to commence in FY29.						
This project aims to duplicate Jandakot Road from Fraser Road to Warton Road through a staged delivery approach, increasing capacity and improving traffic flow along this key east–west transport corridor.								

## Our Places - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
4C.18 	<b>Roads Resurfacing Program</b>							
<p><b>Deliver Program</b> This project aims to restore and extend the life of the City's road network through targeted resurfacing works, improving road safety, driving comfort and reducing long-term maintenance requirements.</p>		Road resurfacing program 25% complete.	Road resurfacing program 50% complete.	Road resurfacing program 75% complete.	Road resurfacing program 100% complete.			
4C.19 	<b>Drainage New and Upgrade Program</b>							
<p><b>Deliver Program</b> This project aims to upgrade and construct drainage infrastructure to reduce flooding, improve stormwater management and protect roads, properties and public infrastructure.</p>		Tender documents prepared.	Market engagement.	Construction commenced.	Projects Completed.			

Keys:





# Our Governance

The City of Cockburn is committed to good governance and effective communication with residents. Best practices in governance and partnerships, high-quality community engagement, and fostering a culture of innovation and excellence within the city are core objectives.

Strategic Outcome	Strategic Objectives
<p><b>5. Listening and Leading</b></p> <p>Our City is governed through transparent and accountable leadership with a focus on open communication, listening and engaging with our community, with an eye on the future.</p>	<p>5A. Facilitate transparent and accountable governance for today and tomorrow.</p> <p>5B. Strengthen engagement communication and enhance customer experience.</p> <p>5C. Champion strategic partnerships and stakeholder collaboration.</p> <p>5D. Strive for financial sustainability and operational excellence.</p>

<b>Number of Projects</b>	<b>5</b>	<b>Number of Services</b>	<b>10</b>	<b>Total cost</b>	<b>\$25.64m</b>	<b>Full-time Equivalent Employees</b>	<b>172.46</b>
---------------------------	----------	---------------------------	-----------	-------------------	-----------------	---------------------------------------	---------------








## Services

-  Business and Spatial Systems
-  Communications and Engagement
-  Governance, Legal and Compliance
-  Health and Building Services
-  Information Technology and Customer
-  Organisational Capability and Performance
-  People Experience
-  Procurement and Contracts
-  Property Services
-  Strategic Finance

## Strategies, Plans and Frameworks

- Asset Management Strategy 2017-2024
- City Asset Management Plans
- Strategic Communications Framework
- Record Keeping Plan 2022
- ICT Strategies

## Our Governance - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
5B.01 	<b>Website Redevelopment</b>	Tender released.  Vendor evaluation and selection.	Contract finalisation.  Project initiation and onboarding.	Project planning.  CMS and design phase begins.	Build and Development phase.  Content audit and migration planning.			
<b>Design Project</b> This project aims to modernise the City’s corporate website by replacing the current content management system, improving security, accessibility and system integration, and delivering a streamlined, user-friendly digital experience for the community.								
5B.02 	<b>Infrastructure as a Service</b>		Tender released.  Vendor evaluation and selection.  Contract finalisation.	Project planning.  Project initiation and onboarding.  CMS selection and design phase begins.	Build and Development phase.  Content audit and migration Complete.			
<b>Deliver Project</b> This project aims to migrate on-premises server infrastructure to a cloud-based model to improve scalability, resilience and security, while reducing costs and enabling more efficient and flexible IT service delivery.								
5D.01 	<b>Civic Facility Masterplan – Administration Building</b>	Reference Group to be formed and Terms of Reference considered.	Commence drafting development of draft Business Case and Scope.	Present draft Business Case and Scope for consideration by Council.	Market Engagement for Detailed Design.			
<b>Plan Facility</b> This project aims to investigate options for a new civic and administration facility, ensuring future infrastructure is fit-for-purpose while managing the ongoing condition and functionality of existing buildings.								






Keys:

 Planning

 Design

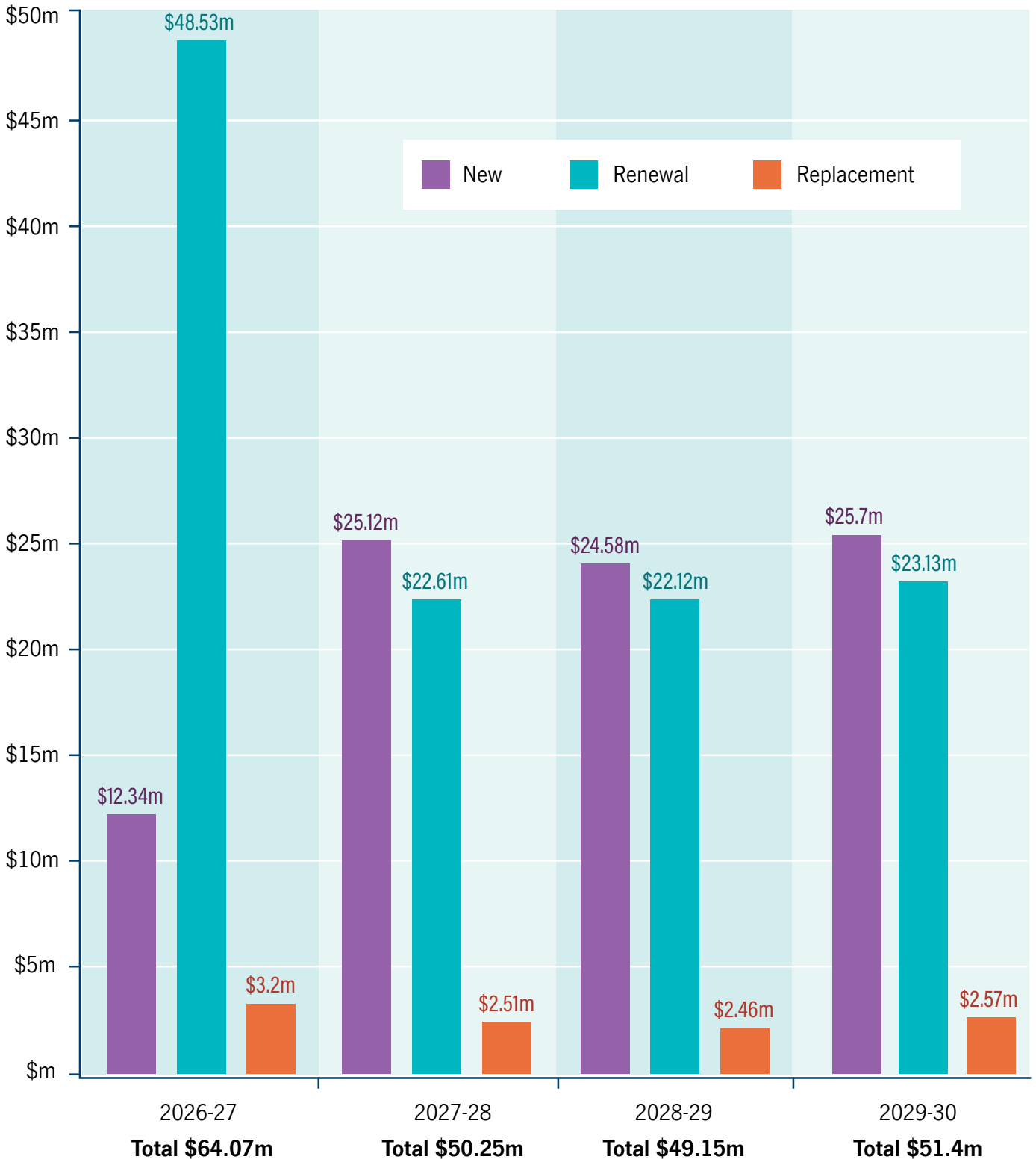
 Delivery

## Our Governance - Projects/Activities

Project/Activity		Milestones for 2026-27				2027-28	2028-29	2029-30
		Q1	Q2	Q3	Q4			
5D.03 	<b>TechOne CiAnywhere Project</b>	Planning and readiness preparation for Stages 1B.	Go live of Animal Management, Infringements and Sundry Debtors modules.	Planning and readiness preparation for Stage 2.	Go live of Compliance Enforcement and Lease applications.			
<p><b>Deliver Upgrade</b> This project aims to upgrade the City's TechnologyOne platform to a modern CiAnywhere environment, enabling system modernisation, improved processes, enhanced security and better support for flexible and efficient service delivery.</p>								
5D.04 	<b>Service Review Program</b>	Delivery against methodology outputs.	Delivery against methodology outputs; readiness for change process.	Delivery against methodology outputs; readiness for change process; benchmarking and KPIs.	Delivery against methodology outputs; readiness for change process; benchmarking and KPIs; Implement change.			
<p><b>Deliver Program</b> This project aims to review and improve the City's services to ensure they remain aligned with community needs, support efficient resource allocation and contribute to long-term financial sustainability.</p>								

# Our Capital Investment

The City of Cockburn is investing \$214.9 million over the next four years to achieve our vision of Cockburn as the best place to be. This strategic capital investment program focuses on renewing and replacing existing infrastructure, upgrading current facilities, building new assets and strategically replacing aging ones. Below is a chart demonstrating our capital investment in each financial year.

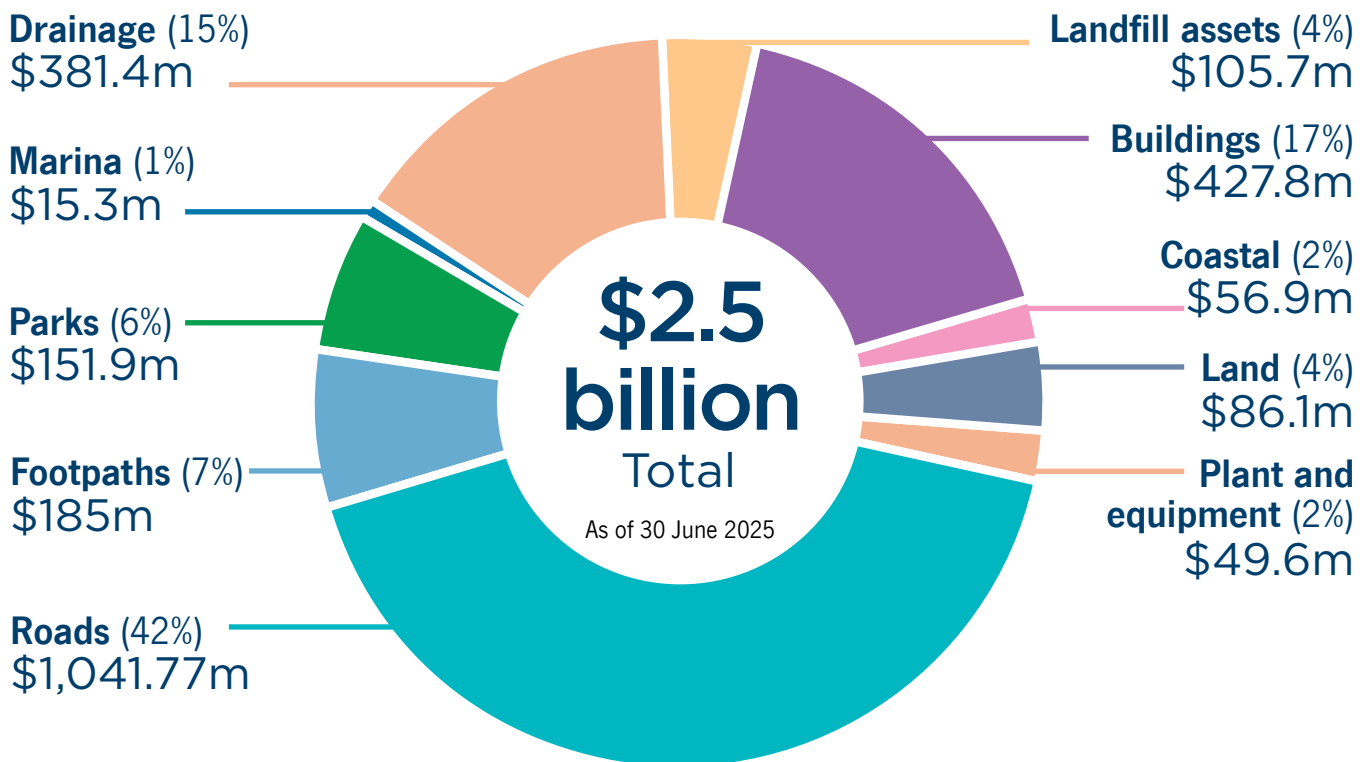


## Our Assets

The City of Cockburn thrives on a strong foundation of infrastructure. From the roads we travel to the parks we enjoy, our assets are essential for maintaining a high quality of life for residents and businesses.

The City takes a proactive approach to asset management, ensuring these assets are well-maintained, function efficiently and deliver long-term value.

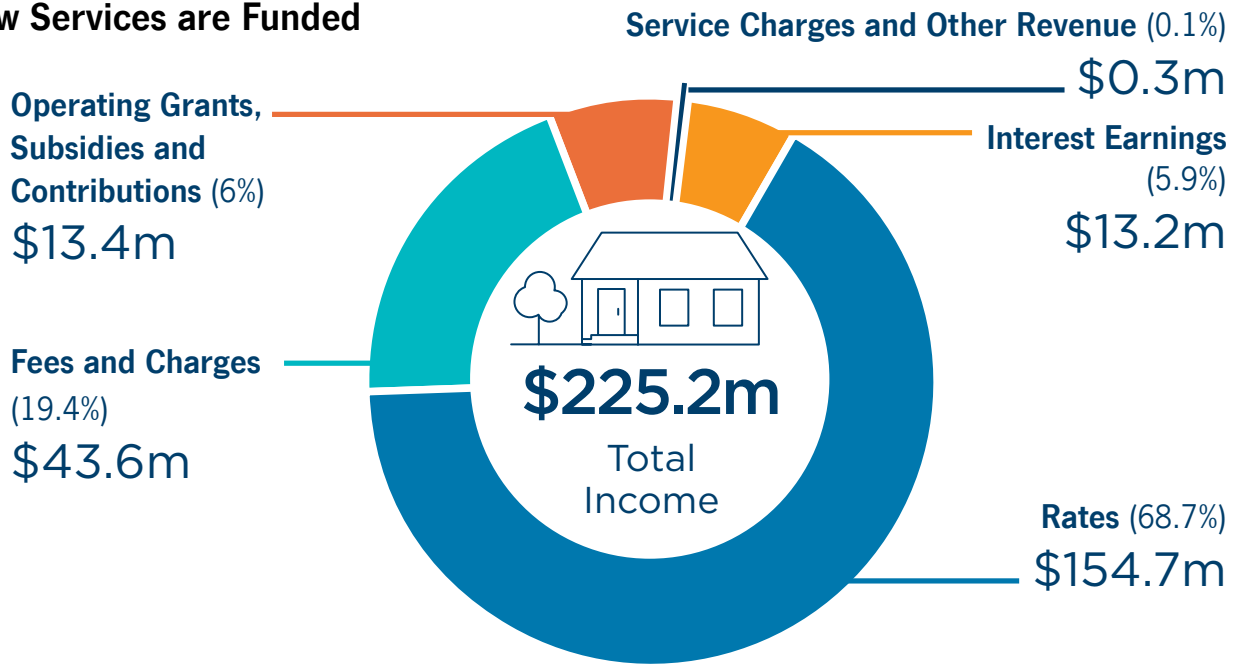
We've compiled key highlights about our City's assets with a replacement value of over \$2.5 billion. A pie chart accompanying this section provides a visual breakdown of asset value by class.



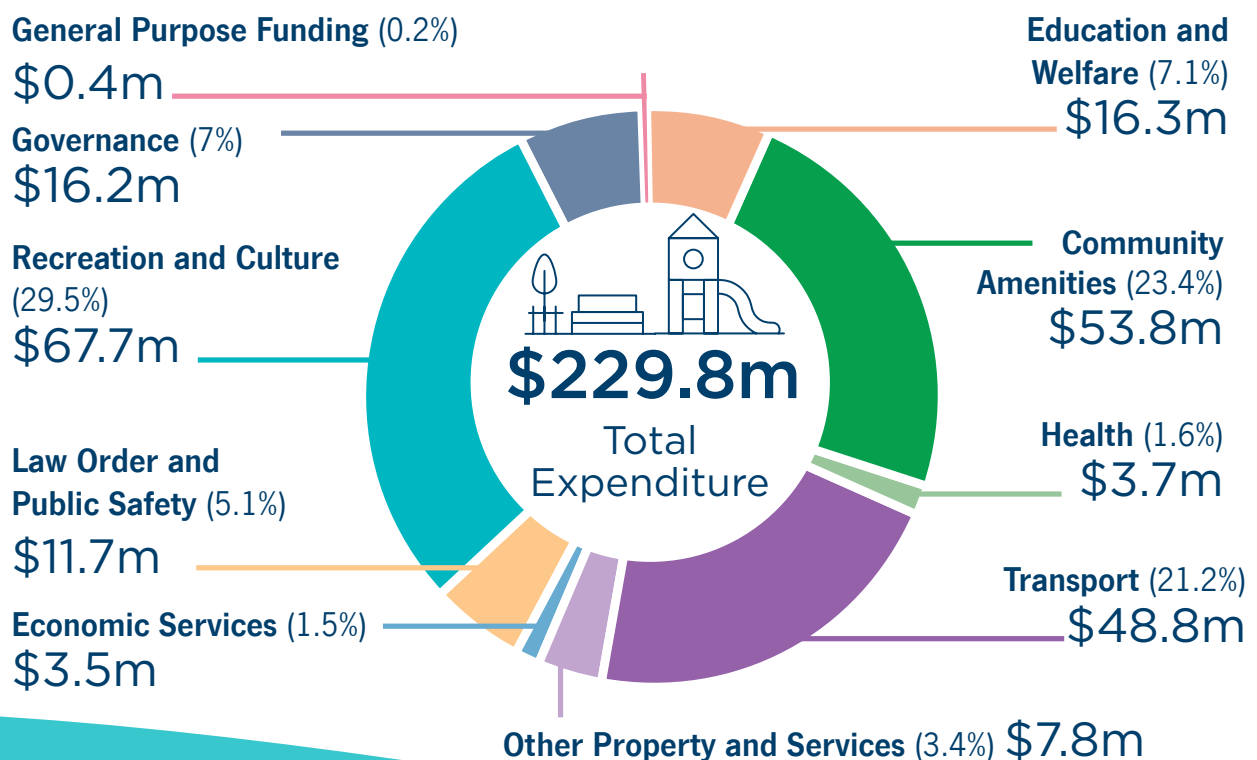
## Our Budget

The City of Cockburn is committed to responsible financial management. The financial year 2026-2027 budget projects income for this period to be \$225.2 million, while planned expenditures are set at \$229.8 million. The financial year 2026-2027 budget includes a small operating deficit which Council aims to resolve, returning to a balanced budget in the near future. This budget prioritises strategic investments that enhance our city's infrastructure, services, and overall wellbeing for residents and businesses. We've included a clear visual to show how the budget is distributed across key categories.

### How Services are Funded





### How Your Money is Spent



# Risk Management

The Australian Standard AS ISO 31000:2018 Risk Management – Guidelines defines risk as the effect of uncertainty on objectives.

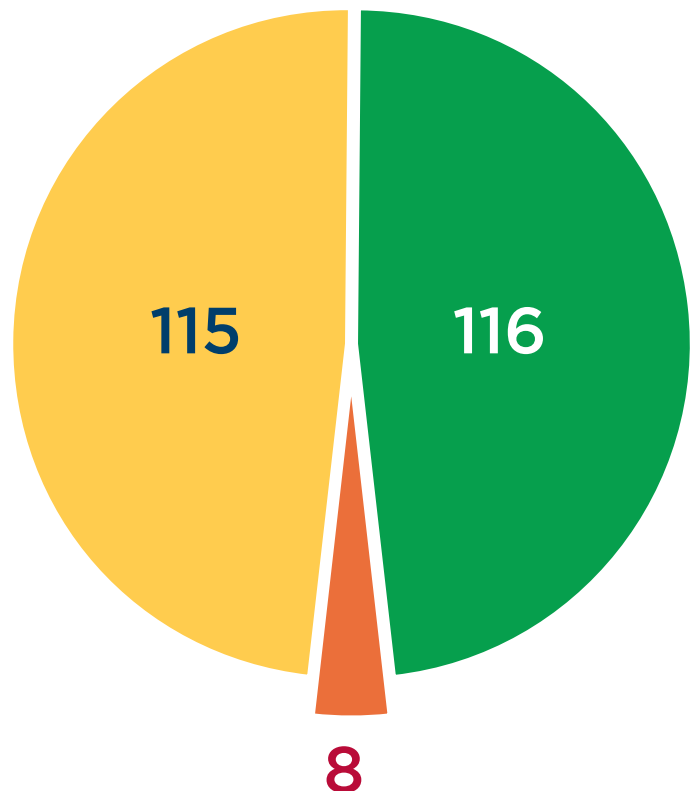
Risk combines the likelihood and consequences of an event occurring. The Australian Standard defines these two elements as:

-  **Consequence:** Outcome of an event affecting objectives
-  **Likelihood:** Chance of something happening.

Local government legislation requires the City of Cockburn to ensure that it has effective risk management in place. This includes identifying and managing risks and opportunities of the business of local government. The City has in place a Risk Management Policy and Risk Management Framework that align with the Australian Standard.

The City’s risk register comprises:

-  **Low risks 48.5%**  
These are managed with adequate controls and pose minimal uncertainty to the City’s objectives.
-  **Moderate risks 48.1%**  
These are managed with adequate controls and could pose some disruption to the City’s objectives.
-  **High risks 3.3%**  
These are the least common risks, subject to at least quarterly review, and have the potential to cause critical consequences.



# Reporting

The City of Cockburn is committed to keeping residents informed about progress towards the goals outlined in the Corporate Business Plan. We achieve this transparency through a multilayered reporting approach.



## Regular Monitoring and Updates

Throughout the year, City staff track key performance indicators (KPIs) tied to each Corporate Business Plan project. These KPIs serve as benchmarks for measuring success on objectives that directly translate the long-term vision of the Strategic Community Plan into actionable steps. Every quarter, a concise report is presented to the Council meeting, detailing progress on the CBP KPIs. Residents can stay informed by attending Council meetings (either physically or virtually) or by reviewing the publicly available meeting minutes.



## Comprehensive Annual Review

The City's Annual Report serves as a culmination of the year's efforts. This comprehensive document provides a detailed overview of achievements across various departments and initiatives. Importantly, it dedicates a significant section to progress made against the projects set in the Corporate Business Plan, highlighting how these projects contribute to the overarching goals of the Strategic Community Plan. This allows residents to see the bigger picture and understand how the City is performing in its pursuit of strategic goals. The Annual Report is readily available online and in print format, ensuring accessibility for all residents.



## Engaging with the Community

In addition to formal reports, the City recognises the value of community engagement. We may hold targeted discussions with specific community groups relevant to certain aspects of the Corporate Business Plan. This fosters a sense of shared ownership and allows residents to provide valuable feedback on initiatives that directly impact their lives.

These discussions can take various forms, such as community forums, online surveys, or targeted workshops. The whole community can provide input on the City's plans and priorities year-round through our online platform Comment on Cockburn: <https://comment.cockburn.wa.gov.au>

Community engagement allows residents to share ideas and concerns directly with the City, ensuring the Corporate Business Plan reflects the diverse needs and aspirations of the community it serves.



## City of Cockburn

Whadjuk Country

9 Coleville Crescent, Spearwood WA 6163

PO Box 1215, Bibra Lake DC WA 6965

08 9411 3444 | [customer@cockburn.wa.gov.au](mailto:customer@cockburn.wa.gov.au)

**Cockburn**, the best place to be

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

