



ANNUAL REPORT

2017



The Mayor, Councillors and the Staff of the City of Cockburn acknowledge the Nyungar Whadjuk people who are the traditional owners of this land. The City is thankful for the help and support of the Aboriginal Reference Group in implementing the Reconciliation Action Plan.





ANNUAL REPORT

2017

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Left: Dancers, Coogee Beach
Front cover: Cockburn ARC

Elected Members and Executive Team 2016-17

Elected Members



Logan K. Howlett, JP
Mayor



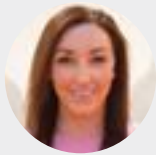
Carol Reeve-Fowkes
Deputy Mayor



Stephen Pratt
Councillor, Central
Ward



Chamonix Terblanche
Councillor, East Ward
From October 2015



Lyndsey Sweetman
Councillor, West
Ward



Kevin Allen
Councillor, West
Ward



Philip Eva, JP
Councillor, Central
Ward



Bart Houwen
Councillor, Central
Ward



Lee-Anne Smith,
OAM
Councillor, East Ward



Steven Portelli
Councillor, East Ward

Mission Statement

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

Executive Team



Stephen Cain
Chief Executive
Officer



Daniel Arndt
Director Planning
and Development



Charles Sullivan
Director Engineering
and Works



Don Green
Director Governance
and Community
Services



Stuart Downing
Director Finance
and Corporate
Services

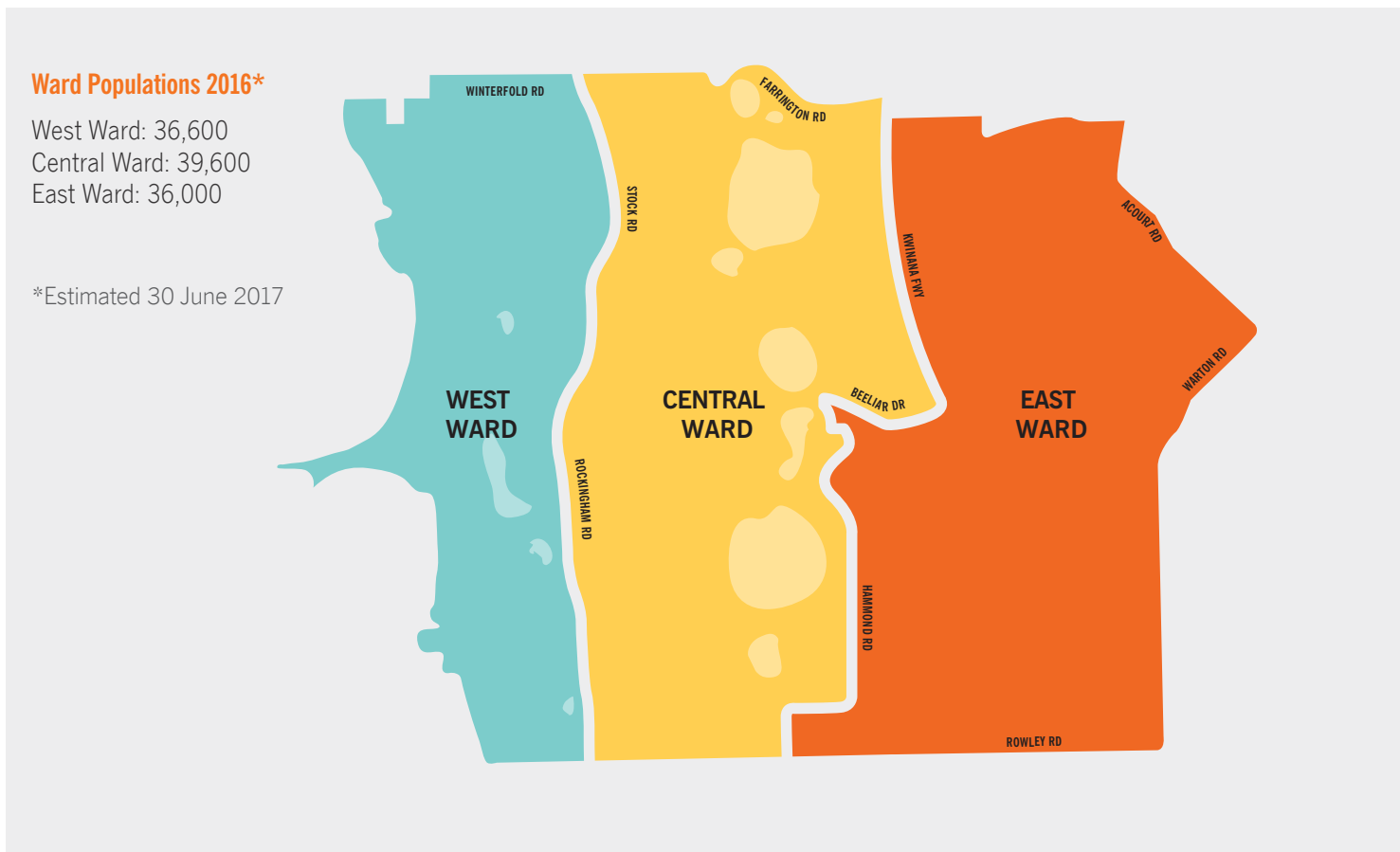


Margot Tobin
Executive Manager
Strategy and Civic
Support

Council Meeting Attendance of Elected Members 2016-17

Elected Members	Ordinary Council Meeting (11)	Special Council Meeting (6)	DAPPS (4)#	Audit and Strategic Finance Committee (4)
Mayor Logan Howlett	10	5	4	4
Deputy Mayor Carol Reeve-Fowkes	9	6	4	4
Cr Kevin Allen	8	1	N/A	2
Cr Lyndsey Sweetman	10	6	3	N/A
Cr Steven Portelli	10	6	4	4
Cr Lee-Anne Smith	8	5	N/A	N/A
Cr Stephen Pratt	10	6	2	N/A
Cr Bart Houwen	10	3	2	2
Cr Philip Eva	8	5	3	N/A
Cr Chamonix Terblanche	8	4	N/A	3

#Delegated Authorities Policies and Position Statements Committee



Mayor's Message

Right: Mayor Logan Howlett at Roe 8 protest.
Facing page: Opening of Cockburn ARC:
Hon Roger Cook MLA
Deputy Premier WA,
Senator the Hon Mathias Cormann Liberal Senator WA, Mayor Logan Howlett and Mr Dale Alcock President Fremantle Football Club.



I am delighted to provide my ninth annual report statement to the Cockburn community.

The City has experienced some significant achievements in the past year. First of all, common sense prevailed when the Local Government Advisory Board recommended to the Minister for Local Government that Hamilton Hill and part of North Coogee should remain in the City of Cockburn and not be ceded to the City of Fremantle following the Greater Freo proposal initiated by a member of the community.

I hope that we have seen the last of any further pushes to carve up our great City or to amend its boundaries.

The second major outcome for the community was in regard to the construction of the Roe 8 extension that cut through the Beelihar wetlands, which many people in our community had fought against over many years. We then watched devastated, as large tracts of land were bulldozed and beautiful, ancient trees were cut down.

Within weeks of the start of land clearing, a change of State Government brought an end to the works. The community, together with the City, is now working with Main Roads WA and other agencies to develop a program to revegetate the area. The State Government is seeking to remove Roe 8 from the Metropolitan Regional Scheme.

The City unveiled the fabulous Coogee Maritime Trail, a dive and snorkel trail featuring underwater reefs and artworks, which are the first of their kind in WA.

And then in May, after many years of planning and two years of construction, I was extremely proud to officially open Cockburn ARC, the City's state-of-the-art aquatic and recreation centre in Cockburn Central West.

The centre replaces South Lake Leisure Centre which closed after 25 years of serving the needs of the community.

At 3,200sqm it is the largest facility of its kind in Australia and is designed to accommodate up to 3000 visitors a day.

The project demonstrated the capacity of a partnership between local, state and federal government, a professional national sporting body, and an Australian public research university to deliver an integrated, environmentally sustainable community facility for people of all abilities.

The world class sustainability features include passive solar design, LED lighting, and high efficiency pool water filtration to significantly reduce total water consumption. The \$3 million investment in geothermal energy infrastructure, which heats the nine aquatic areas, will have a payback period of between 7-10 years. The massive 1MW rooftop solar installation is one of WA's largest.

As an outer metropolitan growth council the City must continue to build new infrastructure, as well as upgrade the old. It is acknowledged



that traffic continues to be the number one issue for our residents and the City's continues to plan for upgrades well in to the future. Last year the City completed significant road upgrades including the duplications of further sections of North Lake Road and Beeliar Drive. The City will spend \$11.65M on local road upgrades this year. Announcements by the Government include the construction of the Armadale Road Bridge with links to the freeway, the widening of Armadale Road including two roundabouts, the addition of an extra lane (northbound) to the Kwinana Freeway and the widening of the Karel Avenue Bridge.

Libraries are wonderful places and Success Library proved that more than once this year by winning not only the State Library of Western Australia Award for excellence for an innovative partnership approach, it also came an amazing second place in the International Federation of Library Association awards in the Green Library award category.

While our libraries already provide public WiFi access, the City rolled WiFi out to Bibra Lake Regional Playground and Cockburn ARC this year with further locations planned for 2017-18.

The City consults its community on numerous projects each year (see page 20). One such project was the Age Friendly Strategy, from which extensive consultation resulted in a set of practical actions that the City can work on to continue to build an age-friendly city.

Our community events program offered a wonderful array of free events across the year that brought many thousands in our community together. I was also pleased to unveil the new park sign at Laurie Humphreys Park, commemorating the late Laurie Humphreys JP, long-time resident, active community member and former Councillor. Signs commemorating local market gardeners and our pioneers were also erected at Smart Park and Bibra Lake.

The new regional playground at Bibra Lake opened in November. It reflects the City's rich cultural diversity and unique wetland environment. It has been hugely popular since it opened.

The City provided more than \$1M in grants last year to support community and other groups on a range of projects and events.

I acknowledge the thousands of dedicated volunteers in Cockburn who provide so much value to the community as they pursue their passions helping many on the way.

Logan K Howlett, JP
Mayor City of Cockburn

Report of the Chief Executive Officer



Right: Port Coogee Marina
Opposite: Operations
Centre

As the City continues to grow, upgrading and developing new infrastructure has been a key priority. The past year has seen some major successes for Cockburn, notably the opening of our largest community facility and the announcement of major election commitments for our transport network.

In May 2017, the opening of Cockburn ARC, the City's new aquatic and recreation centre, was the culmination of four years' work. The \$109m facility represents a new benchmark for contemporary recreation, community, elite sporting and educational facilities. It is also home to the Fremantle (Dockers) Football Club team, which includes the club's AFL womens team.

Apart from the health and social benefits of this facility, it will provide employment and training opportunities and an estimated annual economic injection of \$12m to the City.

Staff at South Lake Leisure Centre held a farewell event for the

community when the centre closed, a time of reflection as some staff and residents had been with the centre since it opened 25 years ago. The City has since gifted the facilities to the Department of Education for use by Lakelands Senior High School.

A draft Community Sport and Recreation Facilities Plan was developed last year after significant community consultation. The plan, which covers a period until 2031, will go to Council in 2017-18. The City aims to expand and develop a range of recreation, cultural and sporting facilities, with an estimated value of over \$200m, in the next 15 years.

Our annual Community Scorecard Survey demonstrated that traffic remains the number one priority issue for residents and business. To address this, the City continues to prioritise investments in its road programs and advocate for improvements to public transport. With the majority of traffic issues around the Cockburn Central/

Armadale Road area, the cities of Cockburn and Armadale ran three highly visible joint electoral campaigns over the past two years, under the banner of 'Community Connect South'.

The outcome of this campaigning was significant; \$145m committed to widen Armadale Road commencing in 2018; \$237m for a new bridge with freeway connections at Cockburn Central and \$49m provided for widening the north-bound lane of Kwinana Freeway, commencing in 2019-20. These improvements will substantially improve traffic around Cockburn Central.

Complementing these projects have been improvements to the public transport system. The Aubin Grove train station and bus interchange opened in April 2017, including a 2,000 bay commuter carpark. The recent announcement that the State government will also invest \$700m to extend the Thornlie train line to Cockburn under its Metronet program will further improve public



transport access for residents in coming years.

On the other side of the City, Landcorp's Shoreline precinct on the Cockburn Coast now has its first properties under construction in an area that will be home to 10,000 people over the coming two decades.

During the year, the Port Coogee Marina was transferred from Frasers Property Group to the City and we now manage the facilities and services on-site. Ultimately, the marina will provide for around 300 boat pens.

When Cockburn's works depot first opened in Bibra Lake nearly 40 years ago, the population was about 30,000 – a fraction of today's 116,500 estimate.

The former Town has matured into a City, catering for a contemporary population which uses countless community facilities, parks, roads and municipal services.

To better provide these services, the City built a new \$11.5m Operations Centre and Animal

Management Facility at the Wellard Street site, which opened in July 2017. The animal facilities are state-of-the-art, setting a benchmark for local government in animal care in our State.

The City continues to roll out its three waste bin program to all residential properties over 400m². A third bin will allow garden waste to be separated from the general waste stream and processed into high quality mulch. 'Source separation' is the most effective waste management tool for reducing waste processing costs and increasing recycling rates. The program roll-out will take three years and allow the City to explore other changes in waste disposal, such as Energy from Waste.

The City continues to progress its urban revitalisation projects in Phoenix (Spearwood), Hamilton Hill, Coolbellup and more recently, the Lakes area, encompassing the suburbs of Bibra Lake, North Lake and South Lake. Works last year included the recent upgrades to

the Simms Road shopping centre area in Hamilton Hill and tree and landscaping work in Coolbellup. The \$3m children's regional playground was also opened at Bibra Lake.

The City survived another bid to alter local government boundaries – with a proposal by a few residents to transfer the suburbs of Hamilton Hill and North Coogee to the City of Fremantle. The City and Elected Members along with a larger and vocal majority of residents once again provided a forceful response. The Local Government Advisory Board resolved that there would be no benefit to the community at large and rejected the proposal. Despite the many hours of work that went into this campaign, once again Cockburn's spirit triumphed and our connected City remains intact.

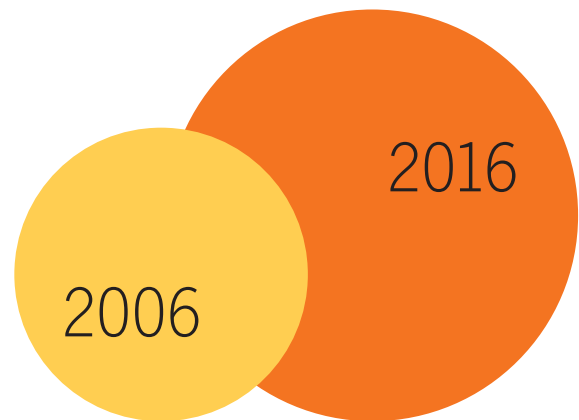
Stephen Cain
Chief Executive Officer

Demographic Data

City Growth at 2016

111,787*
Population

*annual resident population
Source: Forecast ID.



35

Median age



50%

Of all families were couples with children



46.4%

Households with mortgage



25%

Households renting



14.7%

Of all residents attending education 14.7% were attending University



\$1,756

Median weekly household income



\$380

Median weekly rent



6.67

Population density - persons by hectare

City of Cockburn Population 2016

Population Change by Age from 2011 to 2016



+795

Babies and pre-schoolers
(0 to 4)

2016 7,581

+1,390

Primary schoolers
(5 to 11)

2016 8,316

+330

Secondary schoolers
(12 to 17)

2016 7,087

+682

Tertiary education and
independence (18 to 24)

2016 9,316

+2,701

Young workforce
(25 to 34)

2016 16,800

+3,036

Parents and homebuilders
(35 to 49)

2016 23,959

+2,080

Older workers and pre-
retirees (50 to 59)

2016 12,585

+1,931

Empty nesters and
retirees (60 to 69)

2016 9,121

+1,354

Seniors (70 to 84)

2016 6,552

+485

Elderly aged (85 and over)

2016 1,430

+14,784

Total population change

2016 104,467



Cultural Diversity in Cockburn

Australian Census 2016 results show that the City of Cockburn is becoming increasingly diverse. In 2011, 45 per cent of our residents had both parents born overseas. This has increased by 12 per cent in 2016 to 45 per cent which is above the average percentage for Western Australia (40 per cent).

In 2011, the census showed that about 24 per cent of the Cockburn population spoke a language in addition to English at home. This increased by 5 per cent in 2016 to 26 per cent which is again above the average for Western Australia (19 per cent).

Diversity statistics in Cockburn from the 2016 census

The most common ancestries were English (25 per cent), Australian (21 per cent), Italian (7 per cent), Irish (6 per cent) and Scottish (6 per cent).

The most common countries of birth were Australia (60 per cent) England (7 per cent), New Zealand (3 per cent), Philippines (2 per cent), South Africa (2 per cent) and India (2 per cent).

25.5 per cent of people spoke languages other than English at home.

Other languages spoken at home included Mandarin (3 per cent), Italian (2 per cent), Croatian (1 per cent), Portuguese (1 per cent) and Tagalog (1 per cent).

44.5 per cent of people had both parents born overseas while 34.5 per cent of people had both parents born in Australia.

The most common responses for religion were No Religion (32 per cent), Catholic (29 per cent), Anglican (11.5 per cent), Not Stated (9 per cent) and Christian (3 per cent).

Christianity was the largest religious group reported overall (58.4 per cent).

Given this significant diversity, the City of Cockburn's Strategic Community Plan (2016-2026) is committed to 'continue to celebrate the significance of cultural, social and built heritage including local Aboriginal and multicultural groups'.



Above: Community event

Opposite: Rio Olympics Ambassador Deborah Tsai and Mayor Logan Howlett

Achievement of Community Objectives

Strategic Community Plan

The City's Strategic Community Plan 2016-2026 sets the strategic direction for the organisation. A formal review of the plan including community consultation is undertaken every four years while it is also considered internally every two years. The Corporate Business Plan 2016-2020 maps key priorities, projects, services and actions. There were no modifications made to the Strategic Community Plan during the financial year and no significant modifications to the Corporate Business Plan.

The Strategic Community Plan has five key community objectives:

1. **City Growth**
2. **Moving Around**
3. **Community, Lifestyle and Security**
4. **Economic, Social and Environmental Responsibility**
5. **Leading and Listening.**

The City measures its achievements of these plans by using a number of methods. Below are some key highlights from 2016-2017, with the majority of projects that demonstrate the City's achievements documented throughout this report.

Other measures that demonstrate the City's progress towards the achievement of the objectives outlined in the Strategic Community Plan include:

Community scorecard results, customer satisfaction survey results, awards, visitors, jobs and labour statistics, community engagement, the State of Sustainability Report and the Internal Audit Report. These are reported below, together with a brief overview of the year ahead and a snapshot of key Corporate Business Plan initiatives.

Highlights from the year

City Growth

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

- Developed a five-year Land Management Strategy
- Prepared and adopted the Cockburn Central East and Treeby District Structure Plans
- Prepared, advertised and adopted the Phoenix Activity Centre Structure Plan
- Automated the provision of building data to the Building Commission to facilitate up-to-date information
- Introduced BPay for building services and developed paperless receipts for Landgate requests to improve productivity.

Moving Around

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

- Southern Corridor Alliance – a group of councils calling for the development of the Outer Harbour as a way of creating jobs, attracting industry and stimulating economic growth for over 400,000 residents
- Community Connect South campaigns secured \$431m for the construction of a bridge over Kwinana Freeway and the duplication of Armadale Road
- Developed public information campaigns and education resources about traffic congestion, road safety and alternative transport mode choices to reduce the dependency on private vehicles
- About 50 staff and residents attended decongestion workshops in November 2016 to provide input so the City can better manage traffic congestion by supporting alternative means of transport, particularly around Cockburn Central and other activity centres
- Bike and Walk Plan – draft completed – this new plan will provide a strategic direction for the development of cycling in the City of Cockburn. The plan will address new priorities and incorporate contemporary best practice for the continued design and implementation of bicycle infrastructure, as well as a pedestrian network across the City to accommodate the needs of the whole community based on where they want to walk and ride

- The City worked closely with Main Roads WA on the upgrade of the intersection of Lyon and Gibbs Roads to improve traffic flow along Russell Road and Gibbs Road, associated with traffic from the new Aubin Grove rail station. The City will implement local parking controls as patronage of the rail station increases
- The City implemented works to facilitate the opening of Aubin Grove train station – including traffic management plans, road duplication, and a local area parking strategy.

Community, Lifestyle & Security

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

- Opened Cockburn ARC, the City's award-winning Aquatic and Recreation Centre
- Opened the Bibra Lake Regional Playground and Changing Place Facility
- The City's CCTV network increased by 206 cameras to 325, primarily installed around Cockburn ARC, Bibra Lake Regional Playground, Port Coogee Marina and Cockburn Central
- Commenced work on the new Cockburn Bowling and Recreation Facility at Yangebup including development of a management model
- Introduced public WiFi to Cockburn ARC and the Bibra Lake Regional Playground.

Economic, Social & Environmental Responsibility

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

- Developed an Urban Forest Plan and a City-wide Street Tree Master Plan
- Continued with the roll-out of a third bin for households and rolled out recycle bins to public parks
- Started to embed social procurement into the culture of the organisation, resulting in some early successes and an award
- Completed stage three of the Cockburn Sound Coastal Alliance (CSCA's) Coastal Hazard Risk Management and Adaptation Plan project. A final Adaptation Plan Report and individual Adaptation Plans for the four member local governments were developed
- Installed a polystyrene compaction machine at Henderson Waste Recovery Park so that compressed polystyrene can be sold and recycled.

Leading & Listening

Being accountable to our community and engaging through multiple effective communication channels

- Embarked on workforce succession planning to ensure that the City can continue to meet its mission and deliver on its values, including excellence and customer service
- Held the first community forum on the budgeting process
- Opened an upgraded operations centre and centralised engineering staff at the centre to better cater for future City needs. The new centre incorporates upgraded telecommunications facilities and improved disaster recovery technology
- Commenced a program of operational benchmarking with other local governments to ensure the delivery of continuous improvement and value for money
- Engaged with community, sporting and cultural groups to respond to a boundary change proposal (a proposal which was subsequently rejected by the Local Government Advisory Board).

Community Scorecard Results 2017

The City annually measures residents' perceptions of the City's services, infrastructure and facilities to gauge satisfaction levels. This year's independent survey was undertaken by Catalyse in April using a representative sample of our residents. The percentage (%) relates to the percentage of people who rate the performance as okay, good or excellent. These measurements relate back to the City's key objectives which are outlined on page 14 and covered in more detail in the City's Strategic Community Plan.

Customer Satisfaction Results

The City undertakes independent customer satisfaction surveys across a number of service units each year. The percentage of satisfied customers is reported in this report under the relevant service unit. These were conducted by Research Solutions. The percentage relates to the number of customers who scored the service six or more out of 10.

Results from the Community Scorecard – 2017

Overall performance	% of population satisfied with
The City as a governing organisation	69
Sport and recreation facilities	72
Maintenance of local roads	63
Customer service	68
Preservation and promotion of local history and heritage	67
Management of the environment	66
Safety and security	59
Mobile security patrols	60
Access to housing that meets community needs	64
Promotion and adoption of sustainable practices	66
Community buildings, halls and toilets	67
Streetscapes	57
Footpaths and cycleways	59
Development of their local area	55
Traffic management (36% of residents cite traffic as their priority issue)	51
The community	
Enjoy living in the City of Cockburn	78
Agree that the City has developed and communicated a clear vision	61
Feel included and connected to the community	63
Agree that the City has a good understanding of the community's needs	64

Awards and Achievements

Awards	Category
2015-2017 Heart Foundation Recognised Healthy Workplace	Highly Commended, Gold Standard Healthy Workplace
2016 National Growth Areas Alliance	Winner, Building Connections - Bibra Lake Regional Playground
2016 Annual Western Australian Disability Enterprises (WADE) Event	Certificate of Appreciation - Working with WADE
2016 Japanese Foreign Minister's Commendation Certificate	In recognition of the City's ongoing commitment to commemorating Hiroshima Day, and for the promotion of mutual understanding between Japan and Australia
2017 Parks & Leisure Australia Regional Awards of Excellence	High Commendation, Playspace Award (>0.5m) Bibra Lake Regional Playground
Institute of Public Administration Australia (IPAA) WA Achievement Awards 2017	Winner, Best Practice in Collaboration Between Government and Non-Government Organisations
IFLA International Systematic Public Library of the Year Award	Shortlisted, Success Library
ALIA Australian Library Design Award 2017	Highly Commended, Success Library
2017 Waterwise Business Recognition	Gold Waterwise Council Status, City of Cockburn
Public Health Advocacy Institute of Western Australia 2016	Overall Winner, 2016 Children's Environment and Health Local Government Report Card Project
Public Health Advocacy Institute of Western Australia 2016	Winner, Climate Change
Public Health Advocacy Institute of Western Australia 2016	Winner, Shade in Public Spaces
Public Health Advocacy Institute of Western Australia 2016	Winner, Promoting Healthy Behaviours
Public Health Advocacy Institute of Western Australia 2016	Commendable, Children's Consultation
Urban Development Institute of Australia (WA) 2016 Awards for Excellence	Winner, Residential Development Under 250 Lots - Eliza Ponds, entered by MMJ Real Estate
Urban Development Institute of Australia (WA) 2016 Awards for Excellence	Winner, Urban Renewal - The Playgroup at Coolbellup, entered by Lendlease and LandCorp



The City is awarded for embracing social procurement through the engagement of Intelife, an agency that provides supported employment opportunities for people with disability. Adam and Nathan clean barbecues across Cockburn.

Opposite: Nathan Searle and Adam Coore are employed to maintain public facilities. The City received a Certificate of Appreciation - Working with WADE award.



Above: Business in Cockburn

VISITORS, JOBS AND LABOUR

Visitors

Number of visitor nights to the City of Cockburn 2012–2016

Year	International Visitor Nights	Domestic Visitor Nights
2015-16	520,532	807,523
2014-15	551,837	-
2013-14	283,860	-
2012-13	602,969	-

Source: Tourism Research Australia. Unpublished data from the National Visitor Survey and International Visitor Survey 2016.

Note: Represents unavailable data or data that has been suppressed due to a sample size of 40 or less

International visitors – five-year total – reason for stay and average length of stay

City of Cockburn 2011-12 to 2015-16	City of Cockburn				Western Australia			
	Visitors	Visitor nights	%	Average length of stay (days)	Visitors	Visitor nights	%	Average length of stay (days)
Visiting friends and relatives	34,721	833,834	51.7	24	1,799,718	30,563,752	25.9	17
Holiday	19,108	528,526	28.5	27.7	3,567,968	44,886,870	51.4	12.6
Business	-	-	-	-	668,478	10,140,413	9.6	15.2
Education	2,855	340,102	4.3	119.1	298,380	22,169,156	4.3	74.3
Employment	5,137	466,252	7.7	90.8	438,365	25,507,452	6.3	58.2
Other reason	-	-	-	-	174,774	4,268,684	2.5	24.4
Total	67,110	2,470,465	100	36.8	6,947,686	137,536,329	100	19.8

Source: Economy ID from Tourism Research Australia. Unpublished data from the International Visitor Survey 2015.

Note: represents unavailable data or data that has been suppressed due to a sample size of 40 or less. A five-year aggregate is used to minimise the figures which need to be suppressed, although sample sizes may still be too small for various categories.

Full-time equivalent employment (No. people)

2015-16	2010-11	Change 2010-11 to 2015-16
40,265	33,763	+6,502

Manufacturing followed by construction are the industries that employ the greatest (40.3% of total) number of residents in the City of Cockburn

Source: National Institute of Economic and Industry Research (NIEIR) ©2016. Compiled and presented in economy.id by .id, the population experts. Note: FTE employment is derived from Census data but has been corrected for the known undercount of employment in the Census.

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id, the population experts.

Community Engagement

The City undertakes community engagement throughout the year to seek feedback on various initiatives and to inform the community of its priorities.

The City's focus is to inform, consult and provide opportunities for active participation in Council projects and activities.

The City uses workshops, direct mail, newspaper advertisements, Facebook, Twitter, the City's website and an online community hub, (Comment on Cockburn) to seek feedback.

Over the past 12 months, the City has attracted community input via its community hub, 'Comment on Cockburn' through:

- 85 engagement projects
- 31,400 visits to the site
- 1,863 registered participants
- 1,068 survey responses and 3,533 people involved in quick polls.

Major engagement was undertaken last year for the following:

Dog parks

Community input into suggested locations for fenced dog parks. Ongoing

Shark barrier

Should the shark barrier at Coogee Beach stay or go?
Strong support to stay

Citywide resident surveys

Community scorecard and Customer Satisfaction surveys

Wyola wreck

Consulted one-on-one and then publicly about whether the wreck should stay or go. Strong support to stay

Boundary changes

Successful community campaign to oppose a boundary change proposal to the north of the City

Wards and boundaries

As required by Local Government Act, options released for redrawing ward boundaries. Amendments were made and are now in place.

Jandakot Road, including fauna and flora surveys

Public meetings and online surveys to choose the best route for any road upgrade to improve safety. Ongoing

Bibra Lake Skate Park

Sought input from residents groups, schools, skate boarders and others about the proposed upgrade of the skate park and recreation facilities

Reconciliation Action Plan

Hosted over NAIDOC Week, surveys and discussions about the priorities for Aboriginal people

Structure plans

Input into Cockburn Central East, The Lakes Amendment, Phoenix Activity Centre

Development applications

Various

Roe 8 rehabilitation

Working with government agencies and community groups to rehabilitate the 18 hectares of cleared land

Armadale Road bridge

Successful community campaign to lobby the incoming State Government to support the need for traffic improvements in Cockburn Central

City's new website

An opportunity for website visitors to comment on the new website's search function and other usability issues

Community and Recreation Facilities Plan

Input from sporting organisations and community groups about the City's long-term plan to upgrade and provide facilities

Western suburbs sport

Consultation about the need for more sporting facilities in the western suburbs

Sports clubs winter

Survey allowing club administrators to provide information about registered teams electronically for the first time, rather than mail

Cockburn Bowling and Recreation Facility

Liaised with residents and sports clubs about proposal for new sports facilities at Visko Park

Parking Aubin Grove

Worked with residents to manage forecast overflow parking from new train station

Median strip Berrigan Drive

Worked with Main Roads, local businesses, service station and motorists to resolve safety problems at intersection and entrance into service station

Dive trail stairs

Informed residents about the need for the stairs so that divers can safely access the Coogee Maritime Trail



Right: Community event – Fur Run

Port Coogee retirement village

Informed residents about the closure of roads for six months during construction

Bibra Lake Regional playground closed

Informed residents about the closure of the playground for a month during maintenance works

Jarvis Park playground

Met with residents about the proposed playground for Coolbellup Park

Tree species North Coogee

Met with residents about the developer plan to landscape the park in front of residential area

Participatory budgeting

Investigated opportunities for community input into grants

Calleya community garden

Worked with developers to provide opportunity for community input into a proposed garden

Coogee Live

Sought community input into the feasibility of hosting a three-day festival at Coogee Beach

Underground power

Worked with residents groups and Western Power to assess interest in underground power in South Lake

Rail closure South Lake

Informed residents, motorists and shopping centres about the overnight closure of North Lake Road due to rail maintenance

Hamilton Senior High School

Worked with Landcorp to seek resident input into change of use from high school to residential

Feral cats, Port Coogee

Liaised with residents associations, households and animal groups about a trapping program

Boobook Lane

Consulted with residents about additional parking needs

Imlah Court

Consulted with residents about the proposed road closure, with residents recommending an improvement on the City's preference choice

Traffic closure Salty Fest

Publicised traffic closures for the event via a mail-out to residents and signage

Library marketing

Online and hardcopy survey for library users about rebranding

Success Fire Station

Worked with DFES and local residents to find a location for the new Cockburn fire station. Community did not support the suggested location. A new site is being sought

Port Coogee penholders

Liaised with penholders at the Port Coogee Marina, after the City took over the responsibility for the marina

Youth services strategy

Sought input from young people and service providers about the City's strategy.

STATE OF SUSTAINABILITY REPORT 2016-17

The City of Cockburn's seventh annual State of Sustainability Report is a snapshot of the City's collective efforts in working towards a sustainable future for the 2016-17 financial year.

For this reporting period, the City had 77 indicators for sustainability across the organisation. The City has continued to deliver great outcomes for the community and the natural environment with over 97 per cent of Key Performance Indicators complete or significantly progressed. Only two indicators had not been progressed, due largely to change in either internal funding allocation or human resourcing.

Opposite is a snapshot of the City's sustainability progress.

Sustainability Highlights

Updated tender requirements to facilitate greater support for social procurement objectives, aiding not-for-profit organisations and providing disability support

Played a key role in replanning the regional road network to reduce traffic congestion in Cockburn Central

Continued to review the City's strategies to more effectively incorporate elements of the sustainability policy and strategy

Delivered the garden waste bin roll-out of 4,500 bins to Hamilton Hill and Leeming, allowing organic waste to be converted to higher quality compost

Maintained a 'zero emissions' fleet via the carbon offset program

Delivered more than 50 environmental and sustainability events including the Salty Fest, Sustainable Living Series and Get Wild about Wetlands program

Undertook mapping of bushland areas within the City which identified that 83% of bushland is in good or better condition

Revegetated 2.1 hectares of degraded land with 32,380 plants

An additional 5.5 hectares of infill planting was completed at existing revegetation sites which exceeded targets

Installed a Geothermal heating system at the City's new Cockburn ARC. The system will be operational in 2017-18

Installed a 900 kW PV system at Cockburn ARC – one of the largest rooftop solar systems in Western Australia.



Governance – 23 KPIs



13% in progress 87% complete

Governance is the cornerstone of the City’s approach to sustainability. It enables the City to listen to and guide its residents and ratepayers in building a sustainable future.



Environment – 17 KPIs



12% not achieved 47% in progress 41% complete

The environment is the foundation for sustainability in the City of Cockburn. Our natural areas and resources must be sustainably managed now and in the future.



Society – 21 KPIs



10% in progress 90% complete

Society is at the heart of sustainability in Cockburn. Our people – from our residents, ratepayers and businesses, to schools, visitors and employees – are the driving force behind the way we develop, now and into the future.



Economy – 16 KPIs



100% complete

A viable economy underpins the sustainable development of the City and must be resilient in the face of uncertainty and risk. The City’s economy is directly integrated with its society and environment.

The Year Ahead – 2017-18

Council adopted the 2017-18 budget in June 2017

Below are examples of budgets to fund major projects and services as detailed in the Corporate Business Plan.

Project	\$ Million
Roads including Spearwood Avenue duplication, Russell/Hammond and Frankland roundabout	11.65*
Cockburn Bowling and Recreation Facility	8.6
Parks – new and improved	6.1
Hockey facility and clubrooms	4.5
Buildings upgrades and refurbishment	3.1
Bibra Lake Skate Park and Recreation Precinct	2.1
Cycle paths and footpaths	2
Community grants and donations	1.3
Free community events	0.7
Street tree planting	0.5

*includes State and Federal Government funding

Major Strategies, Plans and Studies

Below is a snapshot of major activities planned for 2017-18. They are grouped under the most relevant theme from the Strategic Community Plan.

1. City Growth

Complete a feasibility study for the Henderson Waste Recovery Park including potential for a precinct approach, relocated entrance and materials recovery facility

Review and update the Housing Affordability and Diversity Strategy

Prepare the new Local Planning Strategy and Scheme for the district.

2. Moving Around

Review and update the City's District Traffic Study 2013

Develop an integrated Transport Strategy

Develop a Parking Strategy

Develop a Bike and Walk Plan.

3. Community, Lifestyle and Security

Finalise and implement the Community, Sport and Recreation Facilities Plan

Review and develop the Youth Services Strategy

Create an Asset Management Plan for marine and coastal assets

Develop a new Disability Access and Inclusion Plan

Develop a new Reconciliation Action Plan

Conduct initial investigation into the availability of ground water and vegetation condition ratings in preparation for a Coogee golf complex

Develop a feasibility study for a strategic partnership with the South West Metropolitan Library group.

4. Economic, Social And Environmental Responsibility

Review and update the Drainage Management and Maintenance Strategy to ensure drainage management principles are agreed to across the organisation

Conduct assessment of potential uses for intercepted water from the Port Coogee groundwater interception drain

Implement eProcurement systems and processes for sourcing and evaluating, tenders and other major purchases, with associated end-user training

Develop a new Natural Areas Management Strategy

Develop and implement the City's Coastal Management & Adaptation Plan.

5. Leading And Listening

Review and update the Asset Management Strategy 2008 to ensure asset management principles are agreed to across the organisation





Introduce Council Business Papers Management System (Agendas and Minutes)

Review and update Communication Strategy and Action Plan incorporating digital communications, customer service and branding






Review and update the Waste Management and Education Strategy.

Rates Allocation



The City uses rates to fund a range of services, with the following (percentage of total spend) allocated for 2017-18.

Built environment		%
	Roads, Footpaths, Cycleways, Drains & Sumps	20
	Land Development, Planning & Building Permits	5
	Parks/Infrastructure & Streetscapes	3
	Buildings, Fleet & Plant	3

People

	Recreation, Sport & Leisure	16
	Community Development – Child Care, Youth, Family, Aged/Disabled & Seniors	10
	Governance	9
	Community Safety	5
	Libraries	4
	Arts, Culture & Events	2
	Health – People & Environment	1

Other

	Waste Collection & Disposal	20
	Administration	2

TOTAL FUNDS ALLOCATED FOR 2016-17	\$130.5M
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Organisational Structure



Remuneration of Senior Employees

Annual Salary of Senior Employees

Annual Salary (\$)		No. of employees
100,000	109,999	7
110,000	119,999	9
120,000	129,999	6
130,000	139,999	1
140,000	149,999	3
150,000	159,999	3
160,000	169,999	3
170,000	179,999	1
180,000	189,999	1
200,000	209,999	1
210,000	219,999	
220,000	229,999	1
230,000	239,999	1
240,000	249,999	1
360,000	369,999	1

The above amounts include salary and motor vehicle allowances, paid leave, performance payments, higher duties, overtime (where applicable for non-contract staff), leave loading paid (for non-contract staff)



Governance and Community Services Directorate

The aim of the Governance and Community Services directorate is to improve residents' quality of life and to ensure good governance. The directorate is responsible for providing community safety and development initiatives, events, ranger services, recreation and community development, as well as communications including the operation of the Customer Contact Centre.

HIGHLIGHTS

86,017

Number of jobs Cockburn Safety and Security Service (CoSafe) attended

3,043

Average number of visits to Cockburn ARC per day in six weeks after opening

11,288

Number of jobs attended by rangers

121,064

Calls to Customer Contact Centre

678,000

Items issued by Cockburn libraries



Top: Colours Run at Spring Fair
Above: Rangers working in the community

GOVERNANCE

Compliance

The City's 2016 Compliance Audit Return indicated a conformity rating of 99.9 per cent. The annual 1 January–31 December audit is a requirement of the Department of Local Government.

The City utilises an online compliance management system for statutory forms such as financial disclosures, gifts, travel contributions and delegated authorities. This innovative solution helps in meeting complex compliance obligations to the highest standards.

Legislative Review

During 2016-17, the City reviewed its Local Laws relating to Standing Orders in accordance with section 3.16 of the Local Government Act 1995. It also reviewed other amendments to the Consolidated Local Laws and Parking and Parking Facilities Local Laws.

Under the clause 5 Statement of the Competition Principles Agreement, local governments must review their Local Laws to ensure they do not unnecessarily restrict competition unless it can be demonstrated that the benefits of the restriction outweigh the costs to the community, and the objective of the law can only be achieved through such a restriction. The City of Cockburn has completed a review of its Local Laws to ensure compliance with the National Competition Policy.

Freedom of Information

The Freedom of Information Act 1992 (the FOI Act) gives members of the public the right to access documents held by local governments, subject to limitations. The City of Cockburn prepared, as required by section 96 of the FOI Act, an up-to-date information statement and made it available to the public. The City of Cockburn had 27 Freedom of Information requests in 2016-17.

Public Interest Disclosure

The Public Interest Disclosure (PID) Act 2003 promotes accountability within state and local government agencies and organisations by facilitating the disclosure of public interest information involving misconduct, offences and misuse of public resources or risks to public health or safety. The Act aims to protect whistle-blowers who make public interest disclosures. Since the last published report, the City has had no disclosures under the PID Act.

National Competition Policy

In 2007, all Australian governments recommitted to the Competition Principles Agreement (CPA), (11 April 1995). The CPA is an inter-governmental agreement between the Commonwealth and State/Territory Governments that sets out how governments will apply National Competition Policy Principles to public sector organisations within their jurisdiction. The National Competition Policy itself concluded in 2005-06 and has been succeeded by Australia's National Reform Agenda which is an addition to, and continuation of, the highly successful National Competition Policy reforms. The Competition Principles Agreement (as amended 13 April 2007) sets out nominated principles from the agreement that now applies to local government. The provisions of clause 5 within the CPA require local government to report annually on the implementation, application and effects of Competition Policy. Competition Policy does not require contracting out or competitive tendering. It does not preclude local government from continuing to subsidise its significant business activities from general revenue, nor does it require privatisation of government functions. It does require local governments to identify their significant business activities and apply competitive disciplines to those businesses which compete with the private sector.

A number of the City's services are exempt from the Competition Policy, as it applies only to business activities that generate income in excess of \$0.2m from fee revenue that is directly generated from external users and an operating expenditure greater than \$2m. Activities undertaken by the City which have previously been considered for market testing, owing to the competitive nature of the service, are:

- South Lake Leisure Centre
- Domestic waste collection
- Waste disposal site
- Cockburn ARC (Aquatic and Recreation Centre).

The City has resolved to retain the in-house provision of the leisure centre, domestic waste collection and waste disposal business.

Complaints of Breach

No official complaints have been lodged pursuant to Sec.5.121 of the Local Government Act during the year and accordingly no details are required to be entered into the complaints register established for this purpose.

Risk Management

Over the past 12 months the City continued to embed its Risk Management program, identifying, assessing, monitoring and reviewing risks within the internal and external environment.

✓ Achievements

Chief Executive Officer Biennial Review for Risk, Legislative Compliance & Internal Controls

Business Continuity Program Exercise Review

Continual Strategic and Risk Reporting and Monitoring.

LIBRARY SERVICES

Imagine Connect Grow

A welcoming place to connect people to ideas, inspiration, learning and community.

✓ Achievements

Customer satisfaction rating (see page 16): 95%

Highly commended 2016 IFLA International Systematic Public Library of the Year Award held in Columbus, Ohio, USA

Highly commended 2017 ALIA Public Library of the Year

Annual library visits decreased by 1% to 402,000

The number of items issued increased by 2% to 678,000

Annual attendances to library events and services increased by 6.9% to 25,300

Facebook page likes increased over the year by 23%

Distributed Better Beginnings Early Literacy Kits to 2,606 children via 16 schools and six Child Health Clinics

Hosted Pram Jams, Story Times and well-attended holiday programs for children

Hosted many events to benefit the community and encourage lifelong learning, including author talks, Tech Help, job search skills for English as a second language residents, Memory Café to improve brain function, English conversation classes and sessions on sustainable lifestyles

Introduced a new program called 'CoderDojo' coding clubs (Dojos) to build digital literacy skills amongst young people aged 8-17 at Coolbellup Library.

RECREATION AND COMMUNITY SAFETY BUSINESS UNIT

Ranger & Community Safety Service

Rangers & Community Safety Services work to improve the safety and security of the City's residents and visitors. This is done by proactively educating residents on community safety, implementing mitigation strategies and applying Local and State Laws.

Ranger Services

✓ Achievements

Ranger Services improved productivity this year through better utilisation of the vehicle fleet with improved animal transport capability and the introduction of mobile devices for rangers to improve response times to jobs

The rangers attended 11,288 jobs during the year, with dog (2,843) and parking related (2,541) matters the most significant portion of the workload.

During the year the City's ranger's collected 599 dogs and 567 cats and of this number:

- 494 dogs and 27 cats were returned to their owners
- 101 dogs and 540 cats were given to welfare organisations for re-homing, some of which were returned to their owners
- Four dogs unable to be rehomed were euthanased.

Grants & Research

The Grants and Research team provides a central coordinating service for the distribution of the City's grants, donations and sponsorship to community groups, organisations and individuals. The team also seeks grants from Commonwealth, State Government and other sources for services and facilities for residents of the City.

Each year, the City allocates up to 2% of the rates income to a range of grants, donations, sponsorships and subsidies called the Cockburn Community Fund; in 2016-17 the City distributed \$1.3 million through this fund.

Other key achievements include:

Completion of a full review of the grants, donations and sponsorship policies, guidelines and application forms, with all recommendations implemented for the March 2017 funding round

Implementation of an online grants management system and online forms

Development of a Community Innovation and Participatory Budgeting model and policy to be implemented in 2017-18.

Community Safety Service

Cockburn Community Security & Safety Service (CoSafe) patrol on a 24-hour 7-day a week basis. CoSafe reports on suspicious activities and anti-social behaviour, and monitors areas where criminal activity has recently taken place.

✓ Achievements

86,017 attendances ranging from routine patrols of community facilities, and responding to complaints of anti-social behaviour, to assisting in the prevention of burglaries from motor vehicles and homes

The average response time for CoSafe was 7.12 minutes from the call being received to a CoSafe Officer arriving on-site

The Community Safety Service and Neighbourhood Watch have attended many community group meetings to educate the community on what CoSafe can and does do for them

The City's CCTV network increased by 206 cameras, to 325, with new cameras primarily installed around Cockburn ARC, Bibra Lake Regional Playground, Port Coogee Marina and Cockburn Central

The City assisted the WA Police and internal stakeholders with 192 footage requests.

Emergency Services

✓ Achievements

The City's Fire & Emergency Management section continued to promote preparedness and disaster recovery to the community

Completed all rural firebreak inspections during the summer period

Advocated for key state government agencies to undertake fire mitigation on large unmanaged parcels of land to help reduce fire risk

Commenced a joint burning program with the Water Corporation to manage fire hazard from their land holdings

Received a \$95,000 grant from the Federal Government to work in partnership with the CSIRO to develop dynamic fire-modelling software. This project will advance our understanding and mitigation of bushfire risk within the City. Should the project be successful the software could be used across Australia to reduce the nation's risk of bushfire.

Further local mitigation planning has included:

- Completion of the Emergency Animal Welfare Plan
- Progression of the review of Community Emergency Risk Management Plan
- Review of the City's Local Emergency Management Arrangements, currently being reviewed by state government agencies prior to being presented to Council.

Recreation Services

Provide and facilitate a range of sport, recreation and leisure opportunities for residents of the City.

✓ Achievements

Customer satisfaction ratings (see page 16):

Facility booking and management services: 96.2%

Management of facilities: 96.2%

Sports field hire and facility booking service: 87%.

Recreation Future Planning

In 2016-17, the City progressed a comprehensive community facilities planning process to guide the development of community, sport and recreational facilities over the next 15 years. This process involved a significant amount of community engagement, with the plan expected to be completed by June 2018.

The Coastal Activities Guide was adopted by Council. This guide provides a clear outline of where and what activities can occur along the City's coastline.

Club Development

✓ Achievements

The City continued to provide ongoing support through its club development initiative, 'Champion Clubs' which included a number of events and workshops:

Changes that will affect your club – Associations Incorporation Act 2015

2017 Champion Clubs SUPER Workshop

Contributed \$13,137 to 19 clubs for sporting equipment and minor capital works projects

1,129 children participated in club sport through the KidSport program which equated to \$219,945 in club registration fees

6,803 participants were involved in club sport throughout the City

Over 750 people participated in the Bibra Lake Fun Run in October 2016

The City's Junior Sport Travel Assistance program helped fund 133 junior athletes to represent WA or Australia in their chosen sport at a national and/or international event, equating to over \$50,000 in grants. This was the first year the City held stand-alone award nights for our junior athletes, to celebrate their achievements.

Capital Works

The City progressed and completed a number of capital works projects to develop and upgrade the City's sport and recreation facilities and reserves. In particular, Cockburn ARC, Atwell clubroom upgrade and Atwell cricket facilities were all completed. A number of other projects also commenced and are expected to be completed over the course of the next 12 months. These include Cockburn Bowling and Recreation Facility and Atwell Reserve floodlight upgrade.

Major capital works projects completed included:

Cost of Major Projects – 2016-17	(\$ million)
Cockburn ARC	109
Atwell Reserve clubroom upgrade	0.95
Atwell Reserve cricket facilities	0.1

South Lake Leisure Centre

South Lake Leisure Centre (SLLC) officially closed on 12 May 2017, after 25 years of operation. The staff and members celebrated with a Family Fun Day at the centre which attracted 313 attendees. An afternoon tea was held for long-standing members on the day before closure, which was attended by the Mayor and CEO.

✓ Achievements

The centre officially recorded 372,545 attendances from 1 July 2016 to 11 May 2017.

As the centre wound-up, approximately 800 members and 191 regular casual users were transitioned to be foundation members of Cockburn ARC.

The centre will be handed over to the Education Department to be utilised by Lakelands Senior High School.

Cockburn ARC

Cockburn ARC opened for its members on 15 May 2017, and was officially opened on 19 May at a gala ceremony attended by Federal, State and Local Government representatives, as well as guests of partners Fremantle Football Club and Curtin University.

Following this, a 'Discover' event was held for the community over the weekend of 20-21 May, attended by more than 5,000 people.

The centre has proven popular with the community from day one. From 15 May-30 June, 143,053 people attended the facility – an average of 3,043 people daily.

By 30 June, 128 teams were registered to start social sports in the stadium. Overall, attendance, membership and Swim ARCademy numbers significantly exceeded targets set for the centre's launch.



Top: Official opening of Cockburn ARC. Left-right: Cr Stephen Pratt; Cr Lyndsey Sweetman; Mayor Logan Howlett; Dale Alcock – President Fremantle Football Club; Cr Lee-Anne Smith; Cr Bart Houwen; Deputy Mayor Carol Reeve-Fowkes; Cr Chamonix Terblanche; Cr Philip Eva.

Above: Children playing at Cockburn Arc

COMMUNITY DEVELOPMENT AND SERVICES

Child Care Services (CCS)

This service unit administers grants and fees for the operation of the Family Day Care (FDC) service and In-Home Childcare (IHC) service. The Child Care services operate in compliance with legislation which focuses on continual quality improvement. To support the childcare legislative inclusion of sustainability, the services work in liaison with 'Little Green Steps' which shares office space within the CCS venue.

Family Day Care Service (FDC)

The City supports the selection, monitoring, resourcing and training of educators to provide quality early childhood education and care. This is in compliance with the Service Educator Membership Agreement and the National Quality Framework (NQF) legislation, Early Years Learning Framework curriculum and National Standards.

✓ Achievements

Provided 314,449 hours of childcare within the FDC service

As at 30 June 2017, the service had 65 FDC educators working under contract with the not-for-profit FDC service.

In-Home Child Care Service (IHC)

The IHC service enables a limited number of families to receive child care within the child's family home. The Commonwealth partially funds the service to a planned cap for families which meet the strict Commonwealth criteria of inability to access mainstream childcare services.

✓ Achievements

Provided 142,342 hours of childcare within IHC service

At 30 June 2017, the service operated with 40 IHC educators working in contact with the not-for-profit IHC service.

Cockburn Community Care

Administers grant and fee-funded frail aged and disability support services, and programs aimed at increasing wellbeing. Services include personal care, day centre programs, supported transport, home help services, home maintenance and social support. These services enable the frail, aged and people with disability to remain living in the community.

✓ Achievements

Customer satisfaction rating (see page 16): 100%

Provided a total of 49,009 hours of service and 5,455 transport trips.

Home Services (HACC)

A variety of services are provided including help with cleaning, shopping, paying bills, social support, respite, personal care, transport and basic home and garden maintenance.

✓ Achievements

Provided 14,066 hours of client service

Provided 489 individual transport services from home.

Social Clubs

Social clubs provide a range of activities, refreshments and outings and also function as respite for carers. Programs are customised for seniors, younger people with disability and people with dementia. Transport is provided in specially equipped vehicles to allow easy access for people with physical disability.

✓ Achievements

Provided 21,009 hours of client service across three funding streams

Provided 4,966 transport services to and from the centre.

Home Care Packages

Home Care packages are individually funded to meet the needs of seniors with extensive and complex requirements including medication prompting. These seniors are eligible for residential care although they prefer to remain within their own homes.

✓ Achievements

Provided 4,164 hours of client service.

Kwobarup Aboriginal Club

This social club caters specifically for older Aboriginal people and runs an art program, activities and outings in a relaxed and friendly atmosphere.

✓ Achievements

Provided 3,459 hours of client service, an increase of 20% over the year.

WA NDIS (formerly WA NDIS My Way)

WA NDIS is a pilot National Disability Insurance Scheme, a funded service that provides individually-funded, customised services for people with disability.

✓ Achievements

Provided 9,770 hours of client service.

Seniors Services

Seniors Services administer a range of Council-funded services, programs, events and facilities aimed at providing and developing increased amenity, age-friendly and leisure opportunities for senior citizens.

This includes the provision of the Cockburn Seniors Centre programs, outings, events, meals and seniors community development activities including support to the ongoing management of the interim Cockburn Community Mens Shed.

Cockburn Seniors Centre

✓ Achievements

Customer Satisfaction rating 100% (see page 16 for details)

1,120 members – average 2,197 visits per month

Over 73 volunteers contributed more than 280 hours per week in the kitchen, operating the café, driving buses, welcoming members and running various programs

More than 8,572 affordable healthy meals were prepared by the centre cook and volunteers throughout the year

Reconciliation projects included the Bush Babies Exhibition, partnership with Seniors Art Exhibition, NAIDOC Family Dance, NAIDOC Week 'Our Language Matters' poster display and art classes

Cockburn Community Mens Shed is due for completion at the end of 2017.

Family & Community Development

This service administers grant and Council-funded services, programs, community development and events aimed at increasing the capacity, activity and wellbeing of individuals and families.

Community Development

This service aims to build capacity in the community by working directly with community members, volunteers and not-for-profit groups. A range of services and resources are provided to not-for-profit groups to support and contribute to a community in which people feel a sense of belonging, connection and contribution.

✓ Achievements

Hosted the Celebrating Cockburn campaign which incorporated 'Neighbour Day'. Over 200 neighbours attended a range of events hosted by 23 households

Held eight community roadshows which 396 people attended

Delivered six training workshops which developed skills to build capacity within the community. These were attended by 119 community leaders and volunteers

Held the 'Get Connected Event' to encourage community and business partnerships, with over 100 people attending

Held an 'Eat and Greet' event with over 90 people from 35 different not-for-profit groups

Supported 11 community-led projects and events through the 'On-the-Job Support' initiative as well as 33 projects requiring up to 10 hours of support

Developed the new Community Development Strategy 2016-2020.

Cockburn Volunteer Resource Centre

✓ Achievements

460 guests attended the 2016 Inspirational Volunteer Awards which received 99 nominations from 56 organisations

Co-hosted a Cockburn networking event for 133 volunteers

Issued 1,950 'Very Important Volunteer' Cards and recruited 95 local businesses for the 'Very Important Volunteer' initiative

Organised a volunteering mini-expo showcasing 30 local community organisations, attended by 220 potential volunteers

Support Services

Support Services include the City's grant-funded Financial Counselling and Cockburn Support Services. Together, these services provide counselling, information, advocacy and referrals to people living in the City.

✓ Achievements

Financial Counsellor helped 385 individuals and families in face-to-face consultations and community education workshops

Cockburn Support Service helped 1,150 individuals and families in face-to-face consultations, support groups, workshops and events

Organised events at the Cockburn Health and Community Facility in Success, including the 'Cockburn Health and Harmony Fair' during Harmony Week and the 'Mental Health and Wellbeing' day during Mental Health Week, with over 150 people attending

Facilitated workshops including 'Cybersafety' presented by the Office of the Children's e-safety Commissioner, 'Managing Separation' presented by Lifeline, 'Tuning in to Teens', and 'Working with Anxiety' – in total 59 people registered for these workshops

Coordinated Beelihar Hub parent and child group (average 80 families per term).

Cockburn Parenting Service (previously Cockburn Early Years)

A program for parents of children 0-18 years to support parents and carers manage the challenges of parenting, build knowledge, skills and confidence; understand children's development and identify local community

supports. This is delivered through parenting courses, workshops, parent/child groups, family events and individual consultations.

✓ Achievements

The program was successful in securing State Government funding for the next five years, as part of a consortium with Meerilinga Parenting Service and KEYS (based in Kwinana). As the service now targets parents of children aged 0-18 years, the service name has changed to Cockburn Parenting Service, with the consortium delivering parenting support across the south west metropolitan area.

Assisted 800 families.

Children's Development

A community development role responding to the needs of children and families in the City of Cockburn, as well as networking and advocating about issues and service gaps related to children up to the age of 12.

✓ Achievements

Won the overall category for the 2016 Children's Environment and Health Local Government Report Card Project and three sub-categories

866 participants, mainly children in upper primary school, attended free skate park coaching clinics including competitions (plus 1,305 spectators/parents)

Delivered 'Froggy's Fun on the Green' outdoor play program each week to 1,602 adults and 2,302 children over the year

The Children's Reference Group held a stall at the Cockburn Rotary Spring Fair, tested equipment at the new Cockburn ARC and participated in a number of consultations including parks and playground sessions

Provided a weekly playclub at Atwell to 16 families with a three-year-old child

Ran the 10th Hello Baby event and attracting over 1,000 people

Promoted child and parent-related services including Cockburn Kids, an online parent newsletter (483 subscribers), an annual school update and an annually updated 'Hello Baby' service provider list.

Aboriginal Community Development

This service provides information and support to Aboriginal community groups and individuals to strengthen relationships, increase communication and encourage the development of ideas and activities. The service works in partnership with the Aboriginal Reference Group and implements the Reconciliation Action Plan.

✓ Achievements

Reconciliation Week events included the annual flag-raising to celebrate the 50th Anniversary of the 1967 referendum, with 80 people in attendance

The City's 2017 annual calendar for residents had the theme of the referendum and used artwork from local Aboriginal artists for each calendar month

Held a series of NAIDOC Week events including the community flag-raising, an inaugural NAIDOC art exhibition showcasing Aboriginal art; and the NAIDOC seniors catered lunch in the Seniors Centre. NAIDOC Week was also celebrated at the Youth Centre and the libraries with cultural activities for children

Provided Aboriginal Cultural Competency training to 89 staff members and 70 residents from either Cockburn residents groups or Cockburn Seniors Centre members

Provided mentor support to Aboriginal staff at the City via a network group led by the Aboriginal Community Development Officer. This group provides guidance, advice and learning to listen to each other and share ideas about daily challenges or work-related issues

The 'Bush Babies' art exhibition was held at the Seniors Centre, sharing stories and portraits of Aboriginal babies born in the bush. Local schools attended the exhibition, with talks delivered by local Aboriginal artists

The City began the process of reviewing its Reconciliation Action Plan (RAP) and developing the third RAP, with extensive consultation with community and staff. This will cover the period from 2017 to 2020.

Disability Access & Inclusion

The service provides a point of contact for staff and the community. It offers information and advice, raises awareness and supports projects that enhance participation for people with disability. The City's Disability Access and Inclusion Plan 2012-2017 provides a framework for translating the principles and objectives of the Disability Services Act (2003) into achievable initiatives.

✓ Achievements

Outcome 1: People with disability can access City of Cockburn services and events

All services and events take into consideration accessibility requirements and the inclusion of all abilities

Ongoing utilisation of additional equipment such as the accessible recreation matting (for outdoor events) and portable hearing loops

Auslan interpreting was provided at three community events, two community workshops and at a number of individual appointments

Ongoing assistance to residents in regards to waste, including the bin assistance scheme, provision of additional bins, skips and trailer passes.

Outcome 2: People with disability have equal opportunity to access the buildings and other facilities at the City of Cockburn

New buildings and facilities constructed include:

A Changing Place facility (a secure public toilet with a ceiling hoist, adult-size change table, enough space for two carers and a shower) at Bibra Lake Regional Playground, which also has inclusive play equipment, a continuous path of travel throughout and accessible water fountains and barbecues

Cockburn ARC, which has an adult-size change table, tracking hoist from change room to warm water pool, ramp access to pools, water wheelchairs and is a Companion Card affiliated facility

A number of building upgrades were implemented to improve disability access, including at the Jean Willis Centre and Old Jandakot School

The City continues to upgrade accessible parking and footpaths around the City

Ongoing beach access initiatives implemented include beach matting and beach wheelchair at Ngarkal Beach.

Outcome 3: People with disability receive information that is readily accessible from the City of Cockburn

The City's new public website and the Cockburn ARC website were developed with input from a Digital Access Consultant and both websites achieved WCAG 2.0 AA-level accessibility rating

A number of key electronic documents were converted to accessible format



Top: Pioneers Luncheon
Above: Public exercise facilities outside Cockburn Seniors Centre

The Digital Access Consultant provided input to the City's updated writing and style guides

Mapping Services developed some functions to improve user-experience for people with disability and colour blindness, including map control, speech and colour filters.

Budget for interpreting and translation initiated.

Outcome 4: People with disability receive the same level of quality service as other people in the community from staff at the City of Cockburn

The City renewed its subscription to the Institute of Access Training Australia's Access Awareness E-books. These include checklists for creating accessible and inclusive facilities, programs and services

Staff had access to disability awareness training and inclusiveness and diversity training

Key staff received training to raise disability awareness specific to their job roles, including digital accessibility, building accessibility and access audits, and the inclusion of people with disability in sport and recreation.

Outcome 5: People with disability have equal opportunity to lodge complaints to the City of Cockburn

Complaints processes reflects best practice, whereby people can make complaints and be supported to make their complaint, in the format of their preference, and receive advice of the outcome in the same way

Customer Service staff are trained to provide support for people making a complaint. The City's Disability Access and Inclusion Officer is available to assist as required.

Outcome 6: People with disability have equal opportunity to participate in public consultation conducted by the City of Cockburn

Consultations are advertised across a range of mediums, including promotion through the networks of the Disability Reference Group and Disability Access and Inclusion Officer

Consultation methods are provided in a number of formats to suit most preferences, and specific requests accommodated

The City continued facilitating monthly Disability

Reference Group meetings

The City employed a full time Community Engagement Officer to help connect the community, including people with disability, with engagement opportunities offered by the City.

Outcome 7: People with disability have equal opportunity to obtain and maintain employment with a public authority

Advertisement of positions encourage a diversity of applicants

A traineeship for a person with disability has been implemented

Work experience provided for a student with disability

Social procurement procedures implemented to provide employment opportunities to people with disability by contracting a number of services to WA Disability Enterprises

Mental Health training has been made available to staff

Deafness Awareness Training provided to a team with a staff member who is deaf

Utilisation of funding and support schemes, including Disability Employment Services provider and the Employment Assistance Fund

The City continues to employ supported wage crews.

Outcome 8: Businesses and service providers within the City of Cockburn are encouraged to improve the access and inclusion of their business for people with disability

Advice provided to local shopping centres about disability access

Enforcement of compliance to the Building Code by private owners is helping create a more accessible community.

Youth Services

Administers grant and Council-funded services, programs and community development for youth aged 10-24. It provides events and facilities to facilitate increased support, activity and leisure opportunities for young people.

Youth Support Services

✓ Achievements

Employed three full-time youth workers to support at-risk young people in Cockburn aged 10-18 years and their families

Formed a consortium with Hope Community Services, RISE and Save the Children to deliver metro-wide support for young people in the justice system to develop life skills

Provided ongoing individual case management, information, advocacy and support as well as group programs for young people up to the age of 18 years.

Youth Centre

✓ Achievements

Over 20,000 youth visits to the centre

Provided after-school and school holiday programs 51 weeks of the year

Youth Centre memberships reached 3,038.

Youth Development

The City provides a broad range of activities and programs that are accessible to all young people aged 10-24 years that live in the City.

✓ Achievements

Strengthened relationships with Cockburn's high schools and provided support for community-initiated projects

Facilitated the City's Youth Advisory Collective expanding its cultural diversity and encouraging and supporting the development of young leaders in partnership with Murdoch University

Delivered photographic workshops culminating in the 'This is me' Exhibition at Cockburn Gateway Shopping City

Completed design consultation for proposed Bibra Lake Recreation and Skate Park.

CORPORATE COMMUNICATIONS BUSINESS UNIT

Responsible for the delivery of communication to ensure the community is engaged, informed and aware of the City's facilities and services. This includes marketing, communications, public relations, events, graphic design, customer service, and arts and culture.

Marketing and Media Liaison

Provide a range of communications/marketing material to ensure the community is engaged, informed and about the City's services and programs.

✓ Achievements

Developed a new corporate website for launch in 2017-18. The website achieved WCAG 2.0 'AA' compliance in regard to accessibility.

Developed the new corporate style and writing guides, which aid in the consistent use of the City's brand across all marketing communications and service delivery points. The guide incorporated accessibility requirements for best practice.

Developed a Digital Communications Plan which will allow a cohesive approach to the latest technologies to promote and deliver the City's services through more efficient, relevant, engaging and transparent mediums

Developed a more strategic approach to the use of social media tools to increase reach, engagement, learnings and to provide a better service to the community. This included increasing the City's Facebook followers to more than 13,000, the City's Twitter followers to 3,405 and establishing the City's Instagram presence to attract more than 600 followers.



Events, Arts, Culture & Heritage Services

Provide community events and works to preserve and promote the heritage of the district, including the Azelia Ley Museum. Oversees art and cultural projects in the City.

Events & Culture

✓ Achievements

Investigated and scoped a new three-day coastal event for 2018, subject to external funding

Undertook the official opening of the Bibra Lake Regional Playground

Unveiling of Humphreys Park sign and plaques at Smart Park and Bibra Lake to commemorate market gardeners and pioneers respectively

59 artists, including seven first time exhibitors, showing 173 works participated in Cockburn's art exhibition, Show Off 13. It attracted over 1,500 visitors and 37 works were sold

There were eight successful applications for cultural grants totalling \$24,500, and seven youth art scholarships totalling \$3,450

The ANZAC Dawn Service was attended by more than 5,000 people, with 500 attending the 10am service. Over 1,500 students took part in the ANZAC Youth Parade.

Civic events

Civic events are run by the Strategy & Civic Support Department.

✓ Achievements

Eleven citizenship ceremonies - 787 people from 72 countries became Australian citizens. The top 10 represented countries were (from highest to lowest): United Kingdom, Philippines, India, South Africa, Malaysia, Iran, China, Italy, Sri Lanka and South Korea

Above: Murphy High School Band from Mobile, Alabama performed at Spring Fair
Opposite: Azelia Ley Homestead Museum



Azelia Ley Homestead Museum

✓ Achievements

Museum's undercroft/cellar conservation was completed and work is underway repairing the front lawn retaining walls

The Historical Society of Cockburn is training a professional curator who will take over from the current curator in 2018

The Historical Society of Cockburn has been supporting other community groups with their histories. This includes an Australian Women's Army Service site display at the Wagon House and Red Cross prisoner of war displays touring the libraries and museum

Over 6,000 people from schools and organised tours visited the museum throughout the year. More than 9,000 people attended events in the museum grounds including the Teddy Bears Picnic and the High Tea.

Customer Service

Customer Service provides information to the general public and community via telephone, email and social media. The team raises customer requests, deals with enquiries at the front counter and completes cashier transactions.

✓ Achievements

Customer satisfaction rating (see page 16):
Front Counter 100%

Contact Centre 86.7%

121,064 calls were made to the Contact Centre throughout the year

14,447 enquiries were made at the front counter

16,429 customer requests were raised over the year

10,801 transactions were processed at the front counter.

Engineering & Works

Directorate

This directorate is responsible for delivering and maintaining a safe road, cycleway and path network, developing and maintaining parks and managing the natural environment.

The directorate collects and disposes of waste from all residential properties in the City, provides and maintains buildings and other facilities on Council property for community use, and promotes and implements sustainability.

It ensures Council assets are managed in a cost-effective way for optimal service delivery through a balance of creation, preservation, enhancement and disposal.

This directorate also manages Port Coogee Marina.

HIGHLIGHTS

5,466

Tonnes of waste recovered and recycled at Henderson Waste Recovery Park

69,998

Bins lifted per week by the City's trucks

5,000

Trees pruned under power lines

220

Playgrounds maintained

650

Kilometres of verges maintained





Above: Manning Park stairs were completed and proving to be very popular

Spend on Asset Development and Operational Activities

Asset Development	\$M
Landfill site	0.25
Plant – new and replacement	7.9
Parks and environment	8.3
Roads, footpath and drainage	16
Developer contributed infrastructure	8.4
Buildings	53.6
Total	\$94.5

Operational Activities	\$M
Plant maintenance	3.1
Facilities maintenance	9.0
Waste disposal	5.9
Roads, footpaths and drainage maintenance	8.1
Parks and environment maintenance	13.7
Waste collection	13.8
Total	\$53.6

WASTE SERVICES BUSINESS UNIT

Waste Disposal Services

The City operates a landfill site at the Henderson Waste Recovery Park (HWRP) to receive waste in accordance with the requirements of a Class III site under the Environmental Protection Act 1986, Part V. The service aims to maximise financial returns and provide quality customer service.

✓ Achievements

Customer satisfaction rating (see page 16): 100%

14.7% of recyclable items (5,460 tonnes) were recovered and diverted from landfill

200 tonnes of recyclable items were sold at the Re-Use Shop, an increase of 11% on the previous year

Incoming commercial waste tonnages fell by 11.4% from the previous year

Removed 76 tonnes of toxic household hazardous waste from the waste stream that would have been put into landfill

4.084M m³ of landfill gas was captured, down 6.1% from the previous year

Installed a polystyrene compaction machine

Developed an asset valuation and depreciation model for landfill infrastructure

Hosted a component of the pre-conference tour for delegates attending the Waste and Recycling Conference in Fremantle

Developed the HWRP Feasibility Study Report.

Waste Collection Services

Provide a regular, reliable and safe municipal waste and recycling collection service for eligible properties within the district. Waste Collection Services ensure an environmentally acceptable manner of waste disposal.

✓ Achievements

An average of 69,988 bins per week were lifted, a 9.4% increase from the previous year. This equates to 3.6 million bin lifts over the year via 13 waste trucks, seven recycle trucks and six composting trucks

Reduced general waste by 4.3% in general waste tonnages over the year, largely due to the introduction of the 4,500 garden waste bins in Hamilton Hill/Leeming and the City's waste education programs. This decrease occurred despite the allowance for an extra 1,093 tonnes from an additional 1,200 new residents

2,727 tonnes of hard waste and 1,886 tonnes of green waste were collected via the City's verge collection program. This represented a decrease of 6.5% from the previous year

Recovered and recycled 46 tonnes of mattresses and 14.5 tonnes of E-Waste prior to collecting verge waste

Approved 38 waste management plans for developments

Installed 13 custom-made public place recycling enclosures.

PARKS & ENVIRONMENT BUSINESS UNIT

Design, construct, rehabilitate and maintain the City's open spaces. Manage water resources, greenhouse gas emissions, bushland and wetland areas, high quality playing fields, passive parks, foreshore areas, streetscapes and park infrastructure. The Parks & Environment business unit is responsible for facilitating sustainability throughout the organisation and the community.

Parks Service Unit

The Parks service unit manages the development of strategies and policies, and provides advice on park and horticultural-related matters. The unit assesses district and local structure plans and constructs and maintain parks, ovals and streetscapes on Council-owned land in accordance with agreed service levels.

Customer Satisfaction rating (see page 16): 100%

This rating refers to the level of satisfaction with how requests were dealt with and not from satisfaction with parks themselves.

Parks Operations

Perform a range of ground maintenance activities across the City and provide functional and attractive public amenities for use by residents and visitors to the City.

✓ Achievements

Maintained over 581 hectares of turf and landscape areas on sporting ovals, passive parks and community facilities

Managed and maintained the public open space, streetscapes and beach environment at Port Coogee

Managed and maintained park infrastructure valued at \$65m

Managed and maintained 220 playgrounds

Assessed and actioned 4,575 customer requests

Maintained over 116 hectares of streetscapes, including roundabouts, median islands and verges

Maintained major streetscapes, including Spearwood Avenue (Friendship Way), Beeliar Drive, Wentworth Parade, Phoenix Road, Midgegooroo Drive and Cockburn Road

Maintained over 650km of road verges

Completed the annual Sports Oval Carrying Capacity Report

Undertook annual turf analysis and soil assessments

Undertook annual Yardstick Parks Assessment (comparisons with other local governments)

Contributed to the University of WA Turf Research project.

Street Tree Management

✓ Achievements

Developed and implemented a Street Tree Master Plan

Completed 2,248 tree maintenance customer requests

Implemented online recording of contract tree works

Pruned over 5,000 trees under power lines.

Ground Water Operating Strategy

Provides strategic direction for the City's monitoring and management of groundwater abstraction in accordance with the Department of Water's licence conditions.

✓ Achievements

Managed and monitored 220 bore locations each month to inform individual water budgets for each park

Maintained 11 iron filter systems which remove iron from abstracted groundwater

Monitored the water quality of five significant locations adjacent to environmentally sensitive areas: Kurradjong Reserve, Kevin Bowman Reserve, Manning Reserve, Bibra Lake picnic area and Waterbuttons Park

Produced an annual report for the Department of Water outlining the City's abstraction per licence, water quality and impact on water draw from aquifers.

Parks Development

Designs and constructs a wide range of park infrastructure and facilities, and renews equipment that has reached the end of its useful life.

✓ Achievements

Constructed and/or renewed seven playgrounds including Poole Reserve, Tozer Park, Smart Park, Garbin Park, Vela-Luka Reserve, Watson Reserve and the Bibra Lake Regional playground

Replaced irrigation systems at Owgan Park, Pipeline Reserve and Baker Square

Installed six pump units as part of the pump renewal program

Installed exercise equipment at six locations including Jan Hammond Park, Kevin Bowman Reserve, McFaul Park, Doherty Park, Davilak Oval and Wheeler Park



Top: Urban canopy, Coolbelup
Above: Jan Hammond dog park

Provided 607 street trees

Improved streetscapes on Russell Road (Kwinana Freeway/Hammond Road), North Lake Road (Hammond Road/Midgegooroo Drive)

Developed Ravello Park

Installed a fenced dog exercise area at Jan Hammond Reserve.

Shade Sail Strategy

Identifies the criteria for installing shade sails and planting trees around playgrounds.

✓ Achievements

Installed shade sails at:

Evelyn Massey Reserve,

Allendale Park,

Brandwood Park,

Peregrine Park,

Tempest Park,

Dubove Park.

Revitalisation Strategies

Facilitate the urban renewal of each precinct including the enhancement of existing public open space and streetscapes.

Phoenix Revitalisation Strategy

✓ Achievements

Made improvements to McFaul Park including a picnic shelter, BBQ and disc golf layout

Installed a nature playground at Edwardes Park

Installed stairs at Watson Reserve linking park to Rockingham Road.

Coolbellup Revitalisation Strategy

✓ Achievements

Doherty Park upgrade including shelter, seating and exercise equipment

Jarvis Park – completed community consultation and developed a detailed landscape design.

Hamilton Hill Revitalisation Strategy

✓ Achievements

Simms Road Shopping Centre landscape upgrade

Wheeler Park upgrade including drink fountain, BBQ, bollards and solar lighting

Hobbs Park upgrade including shelter and seating, drink fountain, paths, playground and solar lighting

Isted Park upgrade including playground and shade sail, shelter and seating

Installed nature playground at Dixon Park.

Lakes Revitalisation Strategy

✓ Achievements

Bloodwood Park – installed new shelter, seating and footpaths

Apara Court – installed limestone fire tracks, removed old fencing, installed new limestone blocks and revegetated bushland

North Lake Road - landscaping to the median islands and installation of new bore and associated infrastructure.

Bibra Lake Management Plan

The plan guides best practice sustainable management of the Bibra Lake Reserve for maximum environmental and community benefit.

✓ Achievements

Construction of the Bibra Lake Regional Playground was completed with the official opening in November 2016. The park received a high commendation in the WA Parks & Leisure Awards for Playgrounds exceeding an investment of \$500,000.

Coogee Beach Master Plan

The plan ensures the sustainability of the pristine coastal environment and provides strategic direction for ongoing upgrades to the Coogee Beach precinct.

✓ Achievements

Completed the undergrounding of power at the Powell Road entrance to Coogee Beach and the associated electrical infrastructure upgrade to facilitate Stage 3 of the Coogee Beach Masterplan.

Approval received to clear the vegetation for the new Surf Life Saving Club car park.

North Coogee Foreshore Management Plan

The plan provides for the development of the northern section of the CY O'Connor Reserve which will benefit residents in the western coastal suburbs.

✓ Achievements

Installed a new playground themed on the Wyola wreck and associated park equipment including shelter, seating and footpaths.

Environmental Services Unit

Incorporates the combined disciplines of natural area management, environmental education, climate change and sustainability. Maintains and improves environmental values and sustainable outcomes for the City.

Natural Area Management

Seeks to improve and protect the environmental values of nature reserves by undertaking rehabilitation and intensive maintenance programs. Manages over 1,000 hectares of natural areas.

✓ Achievements

Planted 32,380 plants to revegetate more than 2.1 hectares of degraded land and enhance an additional 5.5 hectares of degraded bushland

Continued the feral animal control program at a variety of reserves throughout the City

Undertook dieback mapping at Bloodwood, Cocos, Kraemer, Mather, Skaife and Warthwyke reserves

Undertook veldt grass control in Bibra Lake, Yangebup Lake, Banksia Eucalypt Woodland and Denis De Young reserves to reduce fuel loading and prevent biodiversity loss

Undertook fire control measures in a number of reserves to minimise fire risk

Mapped the condition of 14 reserves encompassing 161 hectares of reserves including Manning Park and Market Garden Swamp

Capital Works Projects

Completed the installation of structures for the Coogee Maritime Trail

Completed the construction of the Coogee Maritime Trail beach stairs

Continued the installation of limestone firebreaks at Manning Park, Yangebup Lake, Levi, Rose Shanks and Emma Treeby reserves

Completed the installation of protective fencing along the Lake Coogee foreshore on Fawcett Road.

Grants

✓ Achievements

Supported 20 landowners within the City of Cockburn through the Landowner Biodiversity Grant Scheme. \$35,000 was made available to maintain and protect remnant bushland and wetlands within rural residential properties.

Community Events

✓ Achievements

Launched the Coogee Maritime Trail

Held 24 community and 20 school planting events

Held the annual World Environment Day Schools Festival which provided a day of environmental education for 10 participating primary schools and approximately 300 students. A number of activities took place to connect students with the local, regional and international environment. The project was a partnership between the Cockburn Wetlands Education Centre, Native ARC and the Bibra Lake Scouts

Hosted a Green Army work team in collaboration with other South Metropolitan councils. The Green Army is a hands-on, practical environmental action program that supports local environment and heritage conservation projects across Australia

Hosted the Terrific Turtle Fest with 100 community members in partnership with the Wetlands Precinct.

Renewable Energy/Greenhouse

✓ Achievements

Made progress towards meeting emissions reduction targets

Supported the Zero Fleet Emissions program

Offered free advisory visits for 40 households, community and childcare centres as part of the Energy Audit Program.

Sustainability

✓ Achievements

Reviewed and updated the Sustainability Policy and Strategy

Adopted the 2017-18 Sustainability Action Plan

Awarded 14 'A Better Tomorrow' sustainability grants to community groups and schools to implement sustainability projects and events

Conducted two guided Aboriginal walks at Banksia Eucalypt Woodland and Coogee Beach

Hosted two seven-week 'Living Smart' Courses

Hosted a bird-friendly gardening workshop

Conducted a snake awareness workshop

Hosted a bushfire preparedness and resilience workshop

Hosted the 'Roar with Raw Food' workshop

Hosted a 'Healthy Eating with Sustainable locally sourced Produce' workshop

Hosted the 'Living Smarter – simple ideas for sustainability' workshop

Hosted sustainable building and design consultations

Hosted the 'Bubs and Mums Nature Hike'

Hosted the 'Making Your Bed and Planting in It' workshop

Hosted the 'Doing Good Business: Social and Sustainable Enterprise' workshop

Conducted a 'Road Map to Prosperity' workshop – a workshop for women who want to more effectively manage their money

Hosted the 'Growing Your Own Food' workshop with Ecoburbia

Ran a sustainable home open event with Chris Ferreira in Hamilton hill

Conducted a 'Bird Watching and ID' workshop at the Wetlands Education Centre

Conducted a 'Gardening Design Master Class', to enhance people's skills in sustainable garden design.

Water Campaign

✓ Achievements

Completed the Waterwise Water Efficiency Action Plan

Gained Waterwise Council Gold accreditation

Hosted the 'Beyond Gardens Waterwise Gardening' workshop

Continued to investigate the development of a Waterwise verge subsidy scheme

Progressed towards meeting water management targets to help reduce water consumption and improve water quality in Cockburn

Delivered on-ground activities to improve water quality in Yangebup Lake and Bibra Lake

Continued the partnership with the Cockburn Wetlands Education Centre.

Environmental Education

✓ Achievements

Enabled and conducted 29 environmental education excursions and incursions for local schools reaching over 1,000 students

Delivered 10 school revegetation excursions for schools for 380 students

Delivered 25 events for the Get Wild about Wetlands holiday program, with over 900 participants attending

Delivered eight Native ARC holiday program events with over 245 participants

Delivered six Cockatoo Kids Club program events with over 161 participants and 56 active memberships

Delivered Turtle Watch program workshops and school activity sessions for 10 class groups over four excursions

Delivered the annual Native Plant Subsidy Scheme with over 4,000 plants sold at a discounted rate

Enabled 60 students to participate in the Adopt-a-Beach School Program (Coastcare/UNESCO Sandwatch) in partnership with South Coogee Primary School and Coastcare. This involved in-class learning, on-ground action and, combined with marine debris surveys for the Tangaroa Blue Foundation, provides information on coastal vulnerability and marine health

Awarded 11 Environmental Education Initiatives grants

Enabled the Australian Youth Climate Coalition Schools Summit two-day event for five local high schools and 86 student participants

Supported five community groups to undertake clean-up sites within the City as part of Clean Up Australia Day. Over 200 volunteers participated

Supported the delivery of four Little Green Steps workshops for Early Childhood educators.

Infrastructure Services Business Unit

Asset Services

Ensure that Council assets are managed in a cost effective way for optimal service delivery through a balance of creation, preservation, enhancement and disposal.

✓ Achievements

Completed the mobile computing project to six teams within the Roads Service Business Unit. This reduces paperwork and enables officers to access and update work orders and customer requests in the field and at the same time capture valuable asset costing information

Completed the earthmine data capture initiative for all roadside furniture and hard infrastructure including street lighting, bus shelters, bus stops, footpath items, school crossings, safety barriers, speedbumps, parking signs and artwork

Completed the creation of the Marina Asset Register within the GIS and Technology One systems

Contributed to the review and potential implementation of Technology One's Program & Portfolio Management solution to support project delivery across the City

Reported on the City's Asset Management sustainability performance on ratios for asset consumption, asset sustainability and asset renewal funding, and assessments of the City's asset management performance against the National Assessment Framework (supported by the Department of Local Government and Communities).

Project Management & Development Services

Provide a consistent framework and methodology for the development and implementation of all major projects within the City.

✓ Achievements

Finalised the design and construction tender for the Cockburn Bowling & Community Recreation Facility ahead of construction in 2017-18

Amended the design and finalised the tender for the Cockburn Community Mens Shed for construction to proceed in 2017-18

Cockburn Council Administration Building Contact Centre relocation design development

Completed the City's new Operations Centre stage one and Animal Management Facility and associated depot redevelopment works. Relocated staff, including Engineering & Works staff from the Administration Building

Installed the gravity sewer servicing the depot and new operations centre which is also available for privately owned sites in the south western quadrant of the Bibra Lake industrial area

Continued to implement a number of sustainability initiatives associated with energy use reduction and increased renewable energy uptake for the City's buildings and facilities, including the installation of the photovoltaic system on an additional seven buildings.

Facilities & Plant Services

Manage the maintenance and repairs of all Council-owned buildings and structures, and maintain and deliver fleet and plant services for staff and the community.

✓ Achievements

Refurbished various community sporting buildings, the Jean Willis Centre and Old Jandakot Primary School

Completed minor upgrades to Success Regional Sporting facility and Cockburn Health and Community Facility

Installed a new hot water system at Naval Base Reserve Holiday Park

Refurbished Coogee Beach foreshore amenities including portions of the jetty

Upgraded the CCTV system at the Cockburn Health and Community Facility and Coogee Beach foreshore



Above: Port Coogee Marina

Upgraded lights on the Administration Building

Made improvements to City buildings and facilities, including asbestos removal and accessibility upgrades

Purchased the following:

Replacement landfill compactor, four replacement side loader waste collection trucks and a new green waste side-arm loader waste collection truck for waste services, a livestock trailer for Ranger Services and 42 light vehicles

Replaced Roads and Parks Services trucks

Replaced ride-on mowers and deck plates for Parks Services.

Marina & Coastal Services

Manage the Port Coogee Marina facility including business development, penholder liaison and daily service operations, as well as plan and deliver coastal infrastructure and management initiatives.

✓ **Achievements**

Finalised handover of the 150-pen Port Coogee Marina from developer Fraser Property Australia to the City on 24 July 2016

The Marina Manager and staff were appointed to manage the marina and mooring penholder/licensee management

activities and to develop and implement the City's Coast Management and Adaptation Plan

Marina fee schedules and operational procedures were finalised and implemented

Various marina and marina services building improvement works completed, particularly in relation to providing improved security and access control

Sullage pump out facility commissioned

Completed the CY O'Connor Beach replenishment works.

Completed stage 3 of the Cockburn Sound Coastal Alliance Coastal Hazard Risk Management and Adaptation Plan project. Produced the final Adaptation Plan report and individual adaptation plans for the four member local governments. A summary of the report's recommendations has been provided to the Department of Planning and to the State Government's Coastal Management Advisory Group.



Above: Shogo Williams-Matsuoka (Chairperson, Disability Reference Group) at the opening of Bibra Lake Regional Playground.

Engineering Business Unit

Road Construction Services

Construct and maintain roads, drains and associated infrastructure.

✓ Achievements

Customer Satisfaction rating (see page 16): 76.7%

This rating refers to the level of satisfaction with how requests were dealt with, and not from satisfaction with roads themselves.

Completed the second carriageway for North Lake Road between Hammond Road and Midgegooroo Avenue

Completed the duplication of Beeliar Drive between Durnin Avenue and Stock Road

Completed the annual bus shelter upgrade and replacement program with Perth Transport Authority

Completed seven kilometres of pavement resurfacing works

Completed new footpaths in Hammond Road, Cockburn Road, Beeliar Drive, Rockingham Road and North Lake Road

Completed new drainage works at Yangebup, Postans and Oldridge roads

Completed sump upgrades at Rossetti Drive, Allendale Entrance, Dodd Street and the open drain systems maintenance of Success, Atwell and North Lake

Completed the construction of the Black Spot project for the extension of left turn pockets at the North Lake Road/Berrigan Drive intersection

Completed 90% of Mayor Road reconstruction (Rockingham to Fawcett)

Completed 90% of construction of Berrigan Drive duplication and Pilatus Street to Jandakot Airport

Completed the intersection upgrade of Knock Place/Solomon Road.

Completed the reconstruction of Lyon/Gibbs intersection and associated works.

Road Design Services

Provide design services for roads, paths and drains. Conduct development assessments and traffic management treatments under the responsibility of Council in accordance with Australian Standards and industry best practice.

✓ Achievements

Completed the design of road upgrades to Barrington Street (Stock Road to Rockingham Road)

Completed the design of Verde Drive extension from Solomon Road to the roundabout at the shopping complex adjacent to Spotlight

Completed the design for new traffic signals at the intersection of Gibbs Road and Lyon Road

Completed the design for the Spearwood Avenue Road and bridge duplication between Barrington Road and Yangebup Road

Completed the design of the intersection upgrade of North Lake Road and Phoenix Road

Completed design for the roundabout at Liddelow/Gibbs intersection.

Road Planning & Development Services

Ensure development occurs in accordance with all relevant Australian Standards and Council's development conditions and specifications.

✓ Achievements

37 engineering construction drawings of subdivisions have been reviewed, approved and construction managed successfully

More than 10 Development Control Unit items per week have been reviewed

115 crossover applications and Building Permit applications including residential premises have been received and assessed.

Transport & Traffic Services

Ensure planning and development of the transport network within the City meets community and industry needs while minimising the impact on the environment.

✓ Achievements

Russell Road Corridor planning study

Australian Marine Complex parking study

Tapper Road on-street parking

Review of City bike paths and off-road trails

Development of City of Cockburn Bicycle and Walking Network Plan 2016-2021

Community workshops on cycling, walking and decongestion

Social community bike rides including Glow Ride Coogee and Bibra Lake Ride

Activation of Cockburn Bicycle User Group

Establishment of City of Cockburn page on Your Move website

Promotion of schools Your Move website

Worked with a number of schools on traffic and safety issues

Share the Space animated videos developed

People on Bicycles training sessions

BikeDr bike maintenance sessions

Reviewed 160 traffic management plans

Made 25 formal assessments for traffic calming using the City's Traffic Calming Warrant System

Provided feedback to Statutory Planning and developers about transport issues for several hundred development applications, subdivisions and structure plans

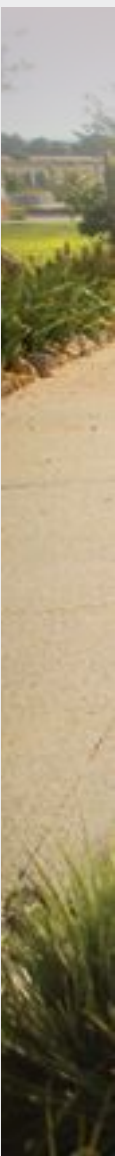
Made funding applications for state and federal Black Spot and road rehabilitation and improvement programs.

Planning & Development Directorate

This directorate is responsible for managing statutory and strategic planning for the City and overseeing heritage, urban design and sustainable development. It manages building approvals, development compliance and environmental and public health services, as well as the acquisition and sale of the City's land assets.

HIGHLIGHTS

\$481m	Value of building works approved
1,017	Number of complaints about noise
1,142	Food premise inspection
7,096	Number of pools and spas registered
880	Number of development applications assessed





Top: Public consultation
Above: Facilities for healthy transport options



Top: Residential construction at Shoreline precinct
Above: Community facilities provide space for healthy lifestyle activities

Building Services Business Unit

Ensure that buildings and structures within the City provide acceptable levels of public safety and comply with all relevant building legislation, codes, standards and regulations.

✓ Achievements

Customer Satisfaction rating (see page 16): 84.1%

2,573 building permits issued

Total value of building works \$481m

Fee income \$0.925m

Average time of 12 working days to issue all building permits

The average issuance time for a building permit in 2016-17 was:

Certified – 10 working days

Uncertified – 16 working days.

Electronic Lodgement System.

These applications are completed, stamped and issued electronically. The City expects this form of lodgement to continue to increase in coming years and will implement new software to improve handling of image documents.

Issued 719 online building permit approvals for residential/grouped dwellings

Other Building Services Approvals:

Issued 148 occupancy permits

Issued 81 demolition permits

Issued 30 sign licences

Issued 22 built strata title clearances

Mandatory Private Swimming Pool Inspections

The total number of registered pools and spas in 2016–17 was 7096

2,809 pools were checked for compliance.

Building Act

The introduction of the new Building Act (2011) in April 2012 has continued to provide challenges for Building Services. The Act and associated Building Regulations are changed several times a year by the State Government. These changes require an ongoing review of business process and information system processes.

Building approvals for the previous four years are as follows:

Year Ending	Number of Permits	\$ (M) Value	\$ (M) Fee	Residential	Commercial	Industrial	Other
30/06/13	2,914	574	0.987	983	186	17	1,728
30/06/14	3,079	530	1.05	1,238	130	73	1,638
30/06/15	3,652	771	1.27	1,536	335	65	1,716
30/06/16	2,962	632	1.22	1,120	187	5	1,650
30/06/17	2,573	481	0.925	1,038	89	8	1,438

Environmental Health Business Unit

Promotes wellbeing in the community to ensure the conduct and operation of premises and activities comply with accepted public health standards and practices. The unit works to protect the quality of the environment and improve and manage public health by implementing the City's Public Health Plan.

Customer Satisfaction rating (see page 16): 80.9%

Healthy Lifestyles

The City has taken out the 2017 Heart Foundation Local Government Award for councils with a population greater than 50,000. The City also won the award in 2015. The award acknowledges the City's Healthy Lifestyle programs which provides residents of all ages with a raft of free or low-cost health and weight loss goals delivered via a variety of initiatives.

A third of all 4,500 participants in the Healthy Checklist Pledge – a fridge magnet with 15 health-related behaviours to be ticked off daily – have reported a reduction in their weight.

In order to maximise resources, the establishment and maintenance of partnerships played a large role in the operation of the Healthy Lifestyle programs this year.

✓ Achievements

The City collaborated with Cockburn Health and Community facility to develop the Cockburn Healthy Lifestyle program. It offers a low cost coordinated approach to weight management and healthy lifestyle changes. Participants are supported and guided through personalised program and health service options specific to their needs

Four Food Sensations programs were run in the community, with 35 people attending the sessions and learning more about eating healthy food on a budget

The Healthy Eating and Lifestyle program (HEAL) continued to help the overweight or obese to better manage their health and improve their fitness. Over 100 people registered for the program in 2016-17. Evaluation data showed that Cockburn residents lost an average of 3cm off their waist (with the national average being a loss of 1.9cm), and increased their weekly physical activity minutes by nearly 62 per cent

The City sponsored weekly HEAL Maintenance exercise sessions run by Curtin Clinics and a private exercise physiologist. These sessions attracted a weekly attendance of around 25 people and were either free or \$2 per session

Heart Foundation Walking (HFW) groups continue to operate throughout the City

The City hosted the Better Health program for kids aged 7-13 years who have weight concerns, with programs being held each term.

Contributed (through CIH) \$500 to Aboriginal women's softball team uniforms.

Public Health Plan

The City's Public Health Plan provides the blueprint for City officers to implement improved public health outcomes for the community.

Approximately 95 per cent of the actions in the Public Health Plan have been completed. The new Public Health Act 2016 places an obligation on all Local Governments in WA to develop a Public Health Plan that is consistent with the State Public Health Plan. The deadline is 2020 and the City will comply with this obligation.

Environmental Health Initiatives

Food

✓ Achievements

21 infringements issued for non-compliance with the FSANZ Food Safety Standards and Food Code. Nine \$1,000 infringements were issued to companies and 12 \$250 infringements to individuals. Five infringements were forwarded to the Fines Enforcement Registry for non-payment. All infringements issued under the Food Act 2008 totalled \$12,000.

No Food Act prosecutions were undertaken

Officers conducted 1,142 inspections of 742 food premises resulting in 24 improvement notices being issued for serious items to be completed

Approved 43 new (or amendments to) food businesses

Approved 299 temporary food premises

Conducted 10 training sessions for 138 potential food handlers. Since January 2017 these courses are offered on demand as the City is promoting the updated FoodSafe® package to all food businesses within Cockburn.

Noise

The City has a unique noise environment with the presence of a freeway and other busy roads, a passenger rail line, freight rail line, aircraft from Jandakot Airport, substantial industrial areas and intense city centre areas. Development near these sources must be designed to minimise noise intrusion, especially at night.

✓ Achievements

10 Noise Management Plan approvals were issued for night time works on essential infrastructure

1,017 noise complaints were received by the City, with 691 received outside normal working hours.

Type of noise complaint	Received within work hours	Received outside work hours
Air conditioning	8	0
Alarms	3	7
Birds	17	0
Construction	45	48
Hotels	0	0
Industrial	3	3
Music	140	463
Power tools	7	16
Swimming pools	7	2
Transport	25	12
Vibration	11	0
Other	60	140
Total	326	691

Three infringements were issued for noise, namely loud construction work before 7am. A modified penalty of \$250 per offence was issued for these three offences.

Dust

The City is rapidly developing, with dust a common cause for complaint in Cockburn in comparison to other areas in Perth.

The City rigorously applied its moratorium against bulk earthworks during summer to minimise dust, with 26 Dust Management Plans approved over this period. One infringement penalty of \$500 was issued for failure to abate dust/sand from a property.

Mosquito Program

A busy season was expected last year given the forecasted local and global climate patterns. However, the conditions did not produce the levels of mosquito activity expected.

There are a total of 563 infrastructure locations within 16 suburbs that are potential breeding sites and could need treatment depending on water levels and larvae activity.

The following locations were Ross River Virus (RRV) priority treatment areas: Success, Atwell, Aubin Grove, Hammond Park, Yangebup and Beeliam.

✓ Achievements

The City received 31 notifications for RRV from the WA Department of Health for follow-up patient interviews

44 complaints were received from residents in relation to what they perceived as being abnormally high numbers of mosquitoes localised in their area

Three rounds of treatment were completed during the season with all 563 locations inspected in round one and 142 treated. 141 locations treated in round two and 71 locations treated in round three. In total, 354 sites in 16 suburbs received larvicidal treatments throughout the mosquito breeding season

Over a period of eight months, mosquito traps were set in Thomsons Lake Reserve as part of a project with the Department of Health to determine the number and species of mosquitos and the presence of the RRV.

Industrial Premises

The Industrial Premises Officer works with proprietors to achieve compliance with a range of minimum environmental management standards.

✓ Achievements

90 premises were visited in regard to mechanical servicing, spray painting, boat building, vehicle battery acid distribution, demolition storage, waste control and equipment hire. Of these, one was non-compliant, discharging a Schedule 1 material into storm water soak wells and/or soil onsite or into the City's reserves

Received 18 complaints relating to industrial premises

No infringements were issued.

Statutory Planning Business Unit

Provides control and management of development, land use and subdivision functions within the City to ensure standards of amenity are maintained. Statutory planning also undertakes compliance and enforcement action against non-approved development.

✓ Achievements

Customer satisfaction rating (see page 16): 82%

Received 859 development applications, a decrease of 22.6 per cent from the previous year

Assessed 880 applications, a decrease of 23.2 per cent over the previous year

655 development applications were required to be determined within 60 days. The City determined 86.1 per cent of those applications within 60 days

225 development applications were required to be determined within 90 days. The City determined 82.6 per cent of those applications within 90 days, of which 48.4 per cent were determined within 60 days

Submitted 12 development applications for determination under the Joint Development Assessments Panel, down from 16 last year

2,058 new lots were approved (green title, survey strata and built strata), a decrease of 25 per cent from the previous year

Approved 32 new Local Development Plans for small lot development, a decrease from 44 the previous year

Logged and investigated 296 development compliance matters, an increase of 3.85 per cent over the previous year

The estimated construction value of all development applications received over the year fell by 36 per cent over the previous year to \$358.6m.

Strategic Planning Business Unit

The Strategic Planning business unit comprises the Strategic Planning service unit and Land and Lease Administration service unit. The Strategic Planning service unit prepares structure plans, scheme amendments, formulates strategies and adopts policies which provide guidance and direction for the growth of the City.

Strategic Planning

✓ Achievements

Customer satisfaction rating (see page 16): 100%

Prepared and adopted for advertising the Cockburn Central East Structure Plan

Prepared and adopted for advertising the Treeby District Structure Plan

Prepared, advertised and adopted the Phoenix Activity Centre Structure Plan

Completed the annual update for the Local Government (Heritage) Inventory

Progressed a scheme amendment to implement the changes in residential density adopted as part of the Lakes Revitalisation Strategy

Developed and adopted structure plans for the Hammond Park locality, extending to the west side of the future Hammond Road extension

Undertook the annual update for the City's suite of developer contribution plan arrangements.

Housing Density

The City has a wide range of residential development opportunities from traditional family sized dwellings through to grouped dwellings and apartment-style dwellings.

✓ Achievements

Continued to provide a wide range of housing choices that contribute to housing affordability.



Above: Medium density housing

Planning Approaches

The City engaged the community in all aspects of its strategic planning process, and assisted other business units in respect to community engagement matters.

✓ Achievements

Engaged with the community in regards to all new structure plans and scheme amendments.

Land & Lease Administration

The City's Land & Lease Administration division ensures the City's property interests and land portfolio are appropriately managed to maximise social, economic and environmental outcomes, which underpin the City's governance approach to sustainability.

✓ Achievements

The successful land settlement of Beelihar Town Centre northeast

Created the next five-year iteration of the Land Management Strategy

Progressed four lot residential subdivisions on Goldsmith Road, Spearwood from the value adding associated with a former drainage sump

Continued providing extensive leasing and licencing support services to the array of community, sport and not for profit organisations and groups which utilise City buildings and reserves

Addressed all required land interest implications associated with the Cockburn ARC project as the City's most significant capital project.

Finance & Corporate Services

Directorate

This directorate is responsible for managing the City's finances including annual budgeting, financial reporting, long-term financial planning, procurement, rates/revenue, banking, treasury and taxation. The directorate also delivers information services, technology and business systems, as well as human resource management including recruitment, payroll, learning/development and occupational health and safety.



HIGHLIGHTS

\$4.4m Net Operating Result

\$1.2b Value Net Assets





Top: PC stations for public use at Success Library
Above: Zero Harm is an award winning safety initiative

FINANCIAL SERVICES BUSINESS UNIT

Internal Audit

Internal audit activities for the year reflected Council's adopted internal audit plan and the requirement to continue auditing the City's rates setting processes and modelling as per Council policy.

With a triennial Gross Rental Value (GRV) revaluation being applied to the 2017-18 rates, it was important to seek independent assurance that the City's residential rating concession model continued to be equitable for ratepayers.

The other significant internal audit completed was an assessment of the City's governance, risk management and internal control over its project management framework. The City recognised in its strategic risk register that project management was a high risk aspect of its operations. The audit found gaps and improvement opportunities for the City's delivery of project management, which are now being addressed.

External Audit

The City's external auditors completed its interim review into the City's finances in May 2017. This covered a review of the accounting and internal control procedures, as well as selected transaction testing. The audit of the City's annual financial statements was completed in October 2017.

✓ Achievements

The interim audit report presented to the Audit and Strategic Finance Committee in July 2017 contained 10 audit findings (five for Financial Services), with most recommending improvement to the internal control environment and greater management oversight

No major internal control failures or errors were detected by the interim audit

The 2016-17 Annual Financial Statements received an unqualified audit opinion, being the seventh consecutive year that the audit opinion has been unqualified.

Financial Systems Development

The Financial Services business unit has resources dedicated to the strategic development of financial management systems and processes.

New projects are aimed at improving financial system efficiency, performance and controls. There is strong focus on transitioning to automated and paperless financial business processes.

✓ Achievements

Completed a City-wide Key Performance Indicator (KPI) solution scoping exercise that included:

- A review of the current KPIs, research and peer review of other models being used by similar organisations
- Developing a set of suggested KPIs for each service unit. Business requirements for a potential technology solution were also identified as part of this first phase.

Successfully implemented a technology upgrade to the automated accounts payable system. This system uses optical character recognition technology and since going live last year, significant savings in printing and paper use have been achieved combined with improved process efficiency. Highlighting its value, the enhanced control process managed to detect and prevent payment on a fraudulent supplier invoice of \$0.3m this year

Upgraded the IBIS rates and concession modelling system. This process included additional training, knowledge transfer and enhanced reporting to support targeted modelling, decision making and audit processes.

Accounting Services

Responsible for establishing and maintaining systems and processes for recording, transacting, interpreting and communicating the City's financial data. These include financial performance measurement, budgeting and integrated financial planning services. The unit also delivers various accounting services to meet the City's business, taxation, cash management and accounts payable needs.

✓ Achievements

Completed the three yearly formal revaluation exercises of the City's land, building and landfill infrastructure assets as required by legislation

Annual Budgeting process review and refinement was completed to improve control and allow for more accurate budgeting of the City's casual workforce

The general ledger chart was reconfigured to support organisational changes such as the addition of Cockburn ARC and Port Coogee Marina service units

Commenced a review and redesign exercise for the monthly service unit financial reporting, which will result in more meaningful and relevant financial reporting for business areas.

Procurement Services

Facilitates efficient and cost-effective procurement for all stakeholders through an effective centre-led procurement model providing support services in competitive sourcing and contract management. The service also works to ensure organisational compliance with statutory and internal procurement requirements.

✓ Achievements

Implemented an eProcurement system to streamline tendering and evaluation processes for the City's projects

Developed and rolled-out an online procurement induction tool to build awareness and further update staff in respect to their responsibilities and procurement risk

Embedded social procurement with core procurement processes to promote opportunities for Aboriginal-controlled businesses and Australian Disability Enterprises

Worked closely with staff to deliver the City's key projects including Cockburn ARC, the new operations centre, Bibra Lake Regional Playground, several main arterial road duplications and waste management projects.

Rating & Revenue Services

Delivers property rating services and manages the City's revenue raising and collection activities, while ensuring statutory compliance across all areas.

Maintains and controls the City's central property database and prepares the Electoral Roll for Council.

✓ Achievements

Completed uptake of the triennial GRV rateable property valuations in readiness for the 2017-18 annual rating run

Implemented Enterprise Cash Receipting, an intuitive receipting solution, improving accuracy and ease of processing receipting and banking transactions

Expanded online payment methods throughout the City such as the introduction of BPay for Building Services and expansion of allocated electronic funds transfers to streamline receipting of payments received

Introduced paperless processing of Electronic Advices of Sale received from Landgate to reduce paper use and improve productivity

Continued the change of the rating basis from Unimproved Value (UV) to GRV for subdivisions with a residential land use, according to legislative provisions.

HUMAN RESOURCES MANAGEMENT BUSINESS UNIT

Provide policy, programs and advice which shape the City's workforce to ensure it is capable of achieving business objectives now and in the future.

✓ Achievements

110 per cent increase in the number of Employee Safety Representatives across the City

Created the City's Safety and Health Management Plan

Employed 35 permanent employees and 316 casuals for Cockburn ARC

Implemented the online incident recording system

Developed and implemented new e-learning modules such as the procurement induction module and incident reporting and recording module

Finalised negotiations for the new Enterprise Agreement

Developed and implemented a staff wellbeing program. The program focused on three different themes; Be active – healthy body, Be healthy – healthy lifestyle and Be happy – healthy mind

The Human Resources team were accredited as 'authorised officers' for the purposes of undertaking drug and alcohol testing

Ran ergonomic and safe stretching classes at Henderson Waste Recovery Park and Operations Centre (Parks & Environment) to reduce muscle strains.

INFORMATION SERVICES BUSINESS UNIT

Information Services is the business unit responsible for providing, maintaining and developing the City's core services relating to information and communication technology.

Information Technology Services

Provides technology services and support that enables the delivery of the City's core information services. This includes the management of key projects that enhance and further secure the City's key information delivery to its staff, partners and community.

✓ Achievements

Moved away from point-to-point microwave links to high speed, reliable Fibre Optic WAN links

Made upgrades to the Cockburn Volunteer Emergency Service facility

Deployed Cockburn ARC data systems and infrastructure

Deployed depot data systems to new Cisco infrastructure

Upgraded all application and virtual desktop interactive servers to state-of-the-art Solid State Disc technology

Rolled out public Wi-Fi (phase I)

Replaced and upgraded all 470 Zero Client desktop devices across the organisation.

Business Systems

Provides solution development and business analysis services in support of the City's core information systems.

✓ Achievements

Supported and upgraded core Business Systems (Technology One Core Enterprise Solution, Property & Rating, the records management system and the electronic cash receipting system)

Delivered the City's new WCAG2.0 fully accessible website (in partnership with Corporate Communications)

Digitised the upload process between the Building Commission web service and the City's Building Services

Upgraded the clearweigh systems at Henderson Waste Recovery Park

Implemented the City's Digital Asset Media System (Cockburn Media Library)

Installed ReadSpeaker to enable reading of the website

Upgraded the vehicle booking system

Upgraded Links Modular Solutions to the latest release in preparation for Cockburn ARC going live

Implemented Electronic Cash Receipting system

Implemented Customer Satisfaction Survey framework

Implemented Local Government Excellence Program.

Geographic Information Systems (GIS) Services

Deliver the support, maintenance and development of GIS systems and datasets that provide stakeholders with the tools to analyse, visualise and explore corporate location-based information.

✓ Achievements

Developed accessible mapping tools for the City's new website

Upgraded the Cadastre update process to align with Landgate

Implemented accessibility for IntraMaps and Mapcontrol to be compliant for an AA rating on our maps

Rolled out a new waste tracking solution focusing on efficiency, sustainability and safety

Facilitated a 3D trial for the City and automated the importing of R-Spec Asset information to streamline this process

Upgraded the traffic management module to include analytics on crashes in the City

Integrated the Customer Request System with street trees data.

Records Services

Provide a high standard of technologically advanced records management services to support the governing functions of Council.

✓ Achievements

Upgraded the City's Electronic Document and Records Management System to ECM 4.03

Implemented Connected Content integration between ECM and Property & Rating

Implemented ECM in the Libraries

Implemented ECM for Human Resources including enabling Connected Content integration between ECM and the HR/payroll system

Developed an amended Recordkeeping Plan and submitted it to the State Records Office for approval by the State Records Commission

Transferred all archives from the last of the City's temporary storage locations to a fully accredited offsite records storage facility

Ensured information management requirements for the new Cockburn ARC facility were undertaken

Assisted with the implementation of Trapeze Desktop to enable Statutory Planning to undertake all development assessments electronically.

Recordkeeping Compliance

Evaluation of Recordkeeping Systems

A review of the City of Cockburn's Recordkeeping Plan was completed and submitted to the State Records Office in February 2016. The review identified that an amended Recordkeeping Plan was required and the amended plan was subsequently submitted to the State Records Office on 30 March 2017 for consideration by the State Records Commission.

Recordkeeping Induction Program

New staff must complete the Records Awareness training and where relevant ECM training as part of their induction. Recordkeeping requirements are also highlighted during the corporate induction sessions.

Recordkeeping Training Program

All new staff members are required to undertake an online Records Awareness training course. The interactive course outlines the recordkeeping roles and responsibilities of all employees at the City of Cockburn. Participants must undertake and pass a short assessment at the completion of the course. Regular training for new and existing staff is also held on the use of the organisation's electronic document and records management system called ECM.

Evaluation of the Recordkeeping Training Program

All participants who attend ECM training are asked to complete a training feedback form. The feedback forms are regularly reviewed and suggestions for improvements are incorporated into the training program.

Financial Report

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INDEPENDENT AUDITOR'S REPORT

TO: THE RATEPAYERS OF CITY OF COCKBURN

Report on the Summary Financial Statements

Opinion

The summary financial statements, which comprise the Statement of Financial Position as at 30 June 2017, Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity and Statement of Cash Flows for the year then ended are derived from the audited financial report of **City of Cockburn** for the year ended 30 June 2017.

In our opinion, the accompanying summary financial statements of **City of Cockburn** for the year ended 30 June 2017 are consistent, in all material respects, with the audited financial report, in accordance with AASB 1039: *Summary Financial Statements*.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards applied in the preparation of the audited financial report of **City of Cockburn**. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

Independence

In conducting our audit, we have complied with the independence and ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* that are relevant to our audit of the summary financial statements in Australia.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 16th November 2017. That report also includes the communication of key audit matters. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period.



INDEPENDENT AUDITOR'S REPORT (Cont'd)

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation and fair presentation of the summary financial statements in accordance with Accounting Standard AASB 1039: *Summary Financial Statements*, the *Local Government Act 1995* (as amended) and the *Local Government (Financial Management) Regulations 1996* (as amended). This responsibility includes establishing and maintaining internal control relevant to the preparation of the summary financial statements; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

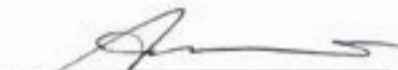
Our responsibility is to express an opinion on whether the summary financial statements is consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810: *Engagements to Report on Summary Financial Statements*.

Matters Relating to the Electronic Publication of the Audited Financial Statements

This auditor's report relates to the summary financial statements of **City of Cockburn** for the year ended 30 June 2017 included on **City of Cockburn**' website. The Council is responsible for the integrity of **City of Cockburn**' website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial statements are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited summary financial statements to confirm the information contained in this website version of the summary financial statements.



MACRI PARTNERS
CERTIFIED PRACTISING ACCOUNTANTS
SUITE 2, 137 BURSWOOD ROAD
BURSWOOD WA 6100



A MACRI
PARTNER

PERTH
DATED THIS 16TH DAY OF NOVEMBER 2017.



Statement of Comprehensive Income | By Nature or Type

For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
OPERATING REVENUE			
Rates	96,337,163	95,700,000	91,311,030
Specified Area Rates	312,936	330,000	341,727
Fees and Charges	22,353,295	24,368,500	22,072,981
Service Charges	440,700	450,000	1,066,477
Operating Grants and Subsidies	13,752,463	9,357,649	8,057,274
Contributions, Donations and Reimbursements	1,203,429	638,665	1,372,307
Interest Earnings	5,157,532	4,772,036	5,678,901
Total Operating Revenue	139,557,517	135,616,850	129,900,696
OPERATING EXPENDITURE			
Employee Cost	(52,132,049)	(48,822,391)	(47,084,154)
Materials and Contracts	(37,709,273)	(38,979,850)	(34,865,658)
Utilities	(4,748,358)	(4,684,525)	(4,363,875)
Interest Expenses	(966,490)	(930,000)	(85,602)
Insurances	(2,444,985)	(2,244,048)	(2,223,550)
Other Expenses	(7,810,268)	(7,328,893)	(7,976,582)
Depreciation on Non Current Assets	(27,465,498)	(26,353,614)	(23,790,540)
Finance Cost	(490,620)	-	-
Amortisation on Landfill Infrastructure	(1,391,018)	(1,191,132)	(1,064,912)
Total Operating Expenditure	(135,158,559)	(130,534,453)	(121,454,871)
Increase/(Decrease)	4,398,958	5,082,396	8,445,825

For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
NON-OPERATING ACTIVITIES			
Non-Operating Grants, Subsidies and Contributions	11,063,443	23,245,184	23,618,162
Developers Contributions Plans: Cash	5,631,840	11,721,922	9,220,108
Gifted Subdivision Assets	62,676,020	-	13,128,414
Increase/(Decrease) in Equity - Joint Venture	499,833	-	(2,344,579)
Increase/(Decrease) in LG House Trust	(2,718)	-	(16,582)
Assets Gifted to Other Parties	(14,566,385)	-	(610,366)
Impairment Charge - Buildings	(3,200,000)	-	-
Profit on Sale of Assets	5,684,213	14,650	364,400
Loss on Sale of Assets	(271,825)	-	(121,241)
Total Non-Operating Activities	67,514,422	34,981,756	43,238,316
NET RESULT	71,913,380	40,064,152	51,684,141
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to profit or loss			
Changes on revaluation of non-current assets	(71,904,359)	-	7,190,450
Total Other Comprehensive Income	(71,904,359)	-	7,190,450
TOTAL COMPREHENSIVE INCOME	9,021	40,064,152	58,874,591

Statement of Comprehensive Income | By Program

For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
REVENUES			
Revenue From Ordinary Activities			
General Purpose Funding	108,691,413	105,371,974	100,301,439
Governance	165,070	131,550	231,074
Law Order & Public Safety	999,756	803,944	962,430
Health	336,647	260,500	309,815
Education & Welfare	8,886,134	6,417,260	7,049,298
Community Amenities	9,937,578	11,717,236	11,875,672
Recreation & Culture	4,300,089	5,018,140	4,101,359
Transport	219,702	315,000	522,125
Economic Services	2,045,897	2,325,503	2,120,142
Other Property & Services	3,975,230	3,255,743	2,427,343
TOTAL OPERATING REVENUES	139,557,517	135,616,850	129,900,696
EXPENSES			
General Purpose Funding	(1,854,910)	(1,569,505)	(1,165,505)
Governance	(9,950,052)	(11,445,157)	(10,153,011)
Law Order & Public Safety	(6,335,833)	(6,460,903)	(6,004,225)
Health	(2,340,611)	(2,466,674)	(2,454,667)
Education & Welfare	(15,231,102)	(13,138,099)	(13,228,316)
Community Amenities	(33,210,050)	(33,631,070)	(30,160,766)
Recreation & Culture	(33,531,641)	(30,634,527)	(28,531,696)
Transport	(26,399,596)	(26,567,806)	(25,497,265)
Economic Services	(2,618,309)	(2,564,698)	(2,504,795)
Other Property & Services	(3,686,454)	(2,056,014)	(1,754,625)
TOTAL OPERATING EXPENDITURE	(135,158,559)	(130,534,453)	(121,454,871)
Increase/(Decrease)	4,398,958	5,082,396	8,445,825

For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
NON-OPERATING GRANTS/CONTRIBUTIONS TOWARDS ASSETS: CASH			
General Purpose Funding	4,136,093	85,557	89,267
Governance	2,082,135	18,079,999	17,437,563
Law Order & Public Safety	706,195	-	117,897
Education & Welfare	200,000	-	23,640
Community Amenities	(5,433,663)	-	603,645
Recreation & Culture	930,356	4,154,220	199,633
Transport	10,272,804	3,805,408	5,115,016
Economic Services	-	-	-
Other Property & Services	3,801,362	8,841,922	9,251,608
	16,695,283	34,967,106	32,838,270
Gifted Subdivision Assets	62,676,020	-	13,128,414
Assets Gifted to Other Parties	(14,566,385)	-	(610,366)
Increase/(Decrease) in Equity - Joint Venture	499,833	-	(2,344,579)
Increase/(Decrease) in LG House Trust	(2,718)	-	(16,582)
Impairment Charge - Buildings	(3,200,000)	-	-
PROFIT/(LOSS) ON DISPOSAL OF ASSETS			
Law Order & Public Safety	30,625	-	-
Education & Welfare	31,800	12,000	42,300
Recreation & Culture	(271,825)	-	(90,767)
Transport	309,263	32,150	283,348
Other Property & Services	5,312,525	(29,500)	8,278
	5,412,388	14,650	243,160
NET RESULT	71,913,380	40,064,152	51,684,141
OTHER COMPREHENSIVE INCOME			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Changes on revaluation of non-current assets	(71,904,359)	-	7,190,450
Total Other Comprehensive Income	(71,904,359)	-	7,190,450
TOTAL COMPREHENSIVE INCOME	9,021	40,064,152	58,874,591

Statement of Financial Position

As at 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
CURRENT ASSETS			
Cash and Cash Equivalents	115,396,082	114,885,061	151,554,000
Financial Assets - Current	3,841,492	-	-
Trade & Other Receivables	6,894,909	7,033,800	13,656,877
Other Assets	911,565	65,000	715,996
Inventories	21,782	13,700	41,102
Total Current Assets	127,065,830	121,997,561	165,967,975
NON CURRENT ASSETS			
Financial Assets - Non Current	1,202,453	4,813,070	4,819,364
Interests in Joint Ventures	6,592,991	8,437,737	6,093,158
Trade & Other Receivables	858,657	630,000	738,851
Property, Plant and Equipment	328,223,270	351,112,618	311,375,336
Infrastructure	740,089,224	714,640,302	736,216,337
Rehabilitation Assets	16,211,653	-	16,517,533
Total Non Current Assets	1,093,178,248	1,079,633,727	1,075,760,579
TOTAL ASSETS	1,220,244,078	1,201,631,288	1,241,728,554
CURRENT LIABILITIES			
Trade & Other Payables	9,381,006	2,225,000	23,605,924
Borrowings	2,500,000	2,597,175	2,593,138
Provisions	6,596,413	2,000,000	5,425,888
Total Current Liabilities	18,477,419	6,822,175	31,624,950
NON CURRENT LIABILITIES			
Other Payables	-	6,329,512	5,761,532
Borrowings	20,000,000	20,552,860	23,150,036
Provisions	18,957,592	6,544,855	18,391,990
Total Non Current Liabilities	38,957,592	33,427,227	47,303,558
TOTAL LIABILITIES	57,435,012	40,249,402	78,928,508
NET ASSETS	1,162,809,067	1,161,381,886	1,162,800,045
EQUITY			
Accumulated Surplus	553,757,996	477,327,907	460,767,729
Reserves - Cash/Investment Backed	105,523,070	115,812,070	126,599,957
Revaluation Surplus	503,528,001	568,241,909	575,432,360
TOTAL EQUITY	1,162,809,067	1,161,381,886	1,162,800,045

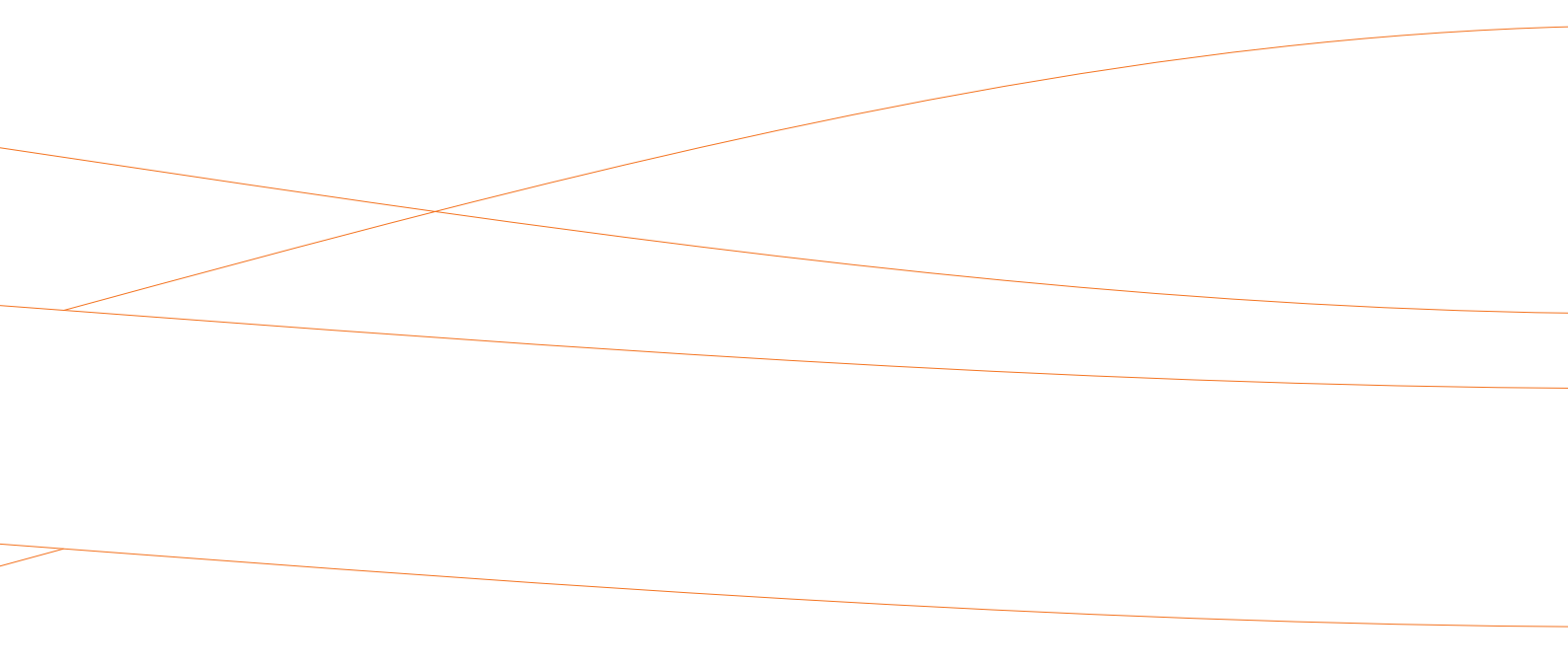
Statement of Changes in Equity

For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
RESERVES CASH/INVESTMENT BACKED			
Balance at beginning of year	126,599,957	124,078,024	107,073,767
Transfer from accumulated surplus	61,219,722	44,411,004	68,342,790
Transfer to accumulated surplus	(82,296,608)	(52,676,958)	(48,816,600)
Balance at end of reporting period	105,523,070	115,812,070	126,599,957
REVALUATION SURPLUS			
Balance at beginning of year	575,432,360	568,241,909	568,241,909
Revaluation Increments during year	7,966,579	-	15,359,080
Revaluation Decrements during year	(79,870,938)	-	(8,168,629)
Balance at end of reporting period	503,528,001	568,241,909	575,432,360
ACCUMULATED SURPLUS			
Balance at beginning of year	460,767,729	428,997,800	428,609,779
Net result	71,913,380	40,064,152	51,684,141
Transfer from reserves	82,296,608	52,676,958	48,816,412
Transfer to reserves	(61,219,722)	(44,411,004)	(68,342,602)
Balance at end of reporting period	553,757,996	477,327,907	460,767,729
TOTAL EQUITY	1,162,809,067	1,161,381,886	1,162,800,045

Statement of Cash Flows

For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee Cost	(50,886,542)	(48,822,391)	(46,236,902)
Materials and Contracts	(51,794,610)	(47,479,850)	(20,127,926)
Utilities	(4,748,358)	(4,684,525)	(4,363,875)
Interest Paid	(966,490)	(930,000)	(85,602)
Insurances	(2,444,985)	(2,244,048)	(2,223,550)
Other Expenses	(7,810,268)	(7,328,893)	(7,976,582)
GST on Payments	(13,367,790)	-	(10,657,073)
	(132,019,043)	(111,489,707)	(91,671,509)
Receipts			
Rates & Special Area Rates	96,076,683	96,030,000	90,889,316
Fees and Charges	27,947,790	27,368,500	16,128,057
Service Charges	440,700	450,000	1,066,477
Contributions, Donations and Reimbursements	1,203,429	638,665	1,372,307
Interest Received	4,882,964	4,772,036	5,438,875
Grants & Subsidies - Operating	13,752,463	9,857,649	8,057,274
Other Revenue/Income	597,526	-	-
GST on Receipts	3,648,584	-	2,973,834
GST Refunded by ATO	10,426,932	5,000,000	6,786,736
	158,977,070	144,116,850	132,712,876
NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES	26,958,027	32,627,142	41,041,367


For the year ended 30 June 2017	Actual 2016/17	Budget 2016/17	Actual 2015/16
	\$	\$	\$
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from Sale on Non Current Assets	12,503,975	1,264,650	3,471,651
Purchase Furniture and Equipment	(1,758,457)	(33,808)	(6,105)
Purchase Computer Equipment	(943,781)	(484,800)	(294,621)
Purchase & Construction of Infrastructure Assets	(23,927,732)	(19,767,538)	(13,016,993)
Purchase Plant and Machinery	(7,925,137)	(5,791,000)	(3,537,490)
Purchase & Development of Land	(836,966)	-	(428,871)
Purchase & Construction of Buildings	(33,399,309)	(58,655,520)	(60,055,961)
Capital Grants, Subsidies & Contributions	11,110,713	-	-
Developer Contribution - Cash	5,631,840	-	-
Assets Gifted to Other Parties	(14,566,385)	-	(610,366)
NET CASH FLOWS PROVIDED BY/(USED IN) INVESTING ACTIVITIES	(54,111,239)	(83,468,016)	(41,640,486)
CASH FLOWS FROM FINANCING ACTIVITIES			
Net receipts/(refund) of bonds	(5,761,532)	-	(441,622)
Loan Principal Repayment	(3,243,174)	(2,593,138)	23,576,680
NET CASH FLOWS PROVIDED BY/(USED IN) FINANCING ACTIVITIES	(9,004,706)	(2,593,138)	23,135,058
Net Increase/(Decrease) In Cash during year	(36,157,918)	(18,466,906)	22,535,939
Cash & Cash Equivalents at Beginning of Reporting Period	151,554,000	133,351,966	129,018,060
CASH & CASH EQUIVALENTS AT END OF REPORTING PERIOD	115,396,082	114,885,061	151,554,000






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 This information is available in alternative formats upon request

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