

City of Cockburn Annual Report 2018–2019



Transcriber's note

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

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

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

This transcription was made on January 2020 by VisAbility Limited on behalf of City of Cockburn for the sole use of readers with print disabilities.



Above: Aboriginal Cultural Dance Group

Front Cover: Walliabup Skate Park, Bibra Lake

Contents

Elected Members and Executive Team 2018–2019.....	4
Mayor’s Message.....	9
Report of the Chief Executive Officer	13
Demographic Data.....	16
Cultural Diversity in Cockburn	19
Achievement of Community Objectives	23
The Year Ahead 2019–2020	39
Organisational Structure	47
Remuneration of Senior Employees	51
Governance & Community Services Directorate	52
Engineering & Works Directorate	81
Planning & Development Directorate	109
Finance & Corporate Services Directorate	119
Financial Report.....	131

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

Elected Members and Executive Team 2018–2019

Elected Members



Logan K. Howlett, JP, Mayor



Lee-Anne Smith, OAM, Deputy Mayor and Councillor, East Ward



Stephen Pratt, Councillor, Central Ward



Philip Eva, JP, Councillor, Central Ward



Michael Separovich, Councillor, West Ward



Carol Reeve-Fowkes, Councillor, West Ward



Chamonix Terblanche, Councillor, East Ward



Kevin Allen, Councillor, West Ward



Lara Kirkwood, Councillor, East Ward



Chontelle Sands, Councillor, Central Ward

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 retired February 2019



Gail Bowman, Executive Manager Strategy and Civic Support from February 2019

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.

Council Meeting Attendance of Elected Members 2018–2019

Elected Members	Ordinary Council Meetings (11)	Special Council Meetings (4)	Delegated Authorities Policies and Position Statements (DAPPS) Committee Meetings (4)	Audit and Strategic Finance Committee Meetings (3)
Mayor Logan Howlett	11	2	4	3
Deputy Mayor/Cr Lee-Anne Smith	9	3	3	2
Cr Kevin Allen	10	2	n/a	3
Cr Carol Reeve-Fowkes	10	2	3	3
Cr Stephen Pratt	10	2	n/a	n/a
Cr Philip Eva	11	1	n/a	n/a
Cr Chamonix Terblanche	10	3	n/a	n/a
Cr Lara Kirkwood	11	3	n/a	n/a
Cr Chontelle Sands	11	2	4	n/a
Cr Michael Separovich	11	3	4	3

Ward Populations



Ward Populations*

- West Ward: 35,500
- Central Ward: 40,437
- East Ward: 42,014

*Estimated June 2018

Source: .id

Mayor's Message

I am delighted to provide my eleventh annual report statement to the Cockburn community. The City continues to make significant progress in delivering the Strategic Community Plan, with a long list of infrastructure projects completed and forward planning for others underway.

To this end, Council adopted its Community, Sport and Recreation Facilities Plan which sets out a vision for the City of Cockburn's community facilities over the next 15 years until 2033.

The Plan provides strategic direction and guidance in the provision of community, sport and recreation facilities across the City with a proposed \$209 million worth of infrastructure and reserve development to serve the significant level of population growth.

The projects listed in this Plan are funded in a variety of ways, including municipal contributions, developer contributions, community organisation contributions, external grants and where necessary loan funds. The implementation of all community, sport and recreation facilities will continue to be subject to Council's annual budget deliberation process and dependent on the City's ability to leverage Council funding with external funding sources.



Mayor Howlett presented Desmond O'Brien of Coogee the WA Day Award in May 2019.

Our annual Community Scorecard survey demonstrates yet again that traffic remained the number one priority issue for residents and businesses. To address this, we continued to prioritise investments in road programs and advocate for improvements to public transport. The majority of traffic issues involve the Cockburn Central/Armadale Road area, and it is pleasing to report the duplication of Armadale Road is due for completion in late 2019. This project will provide safer motoring for the 27,000 vehicles that use Armadale Road each day between Tapper and Anstey Roads.

The construction of a new bridge over the Kwinana Freeway connecting Armadale Road and North Lake Road will commence late 2019 – this is funded by the Commonwealth and State Governments, with the City contributing \$6 million to local road infrastructure. The bridge will help address significant congestion in the Cockburn Central area.

Last year, the City allocated \$40.9 million to capital work expenditure on roads, drainage, parks and community facilities, with a similar amount allocated for next year. The completion of Spearwood Avenue widening was welcomed by road users, while works started on significant upgrades to Jandakot Road. These works are both imperative for community safety and to reduce congestion.

I was delighted to open the magnificent Cockburn Bowling and Recreation Facility at Visko Park in Yangebup, as the bowling club celebrated its 54th year.

The Jandakot Volunteer Bush Fire Brigade will look forward to moving in to their new building in Banjup next year. It will be a welcome replacement to the former station, which was a 15m by 15m farm shed built in the 80s.

Cockburn ARC continues to perform above expectations resulting in the City undertaking a health club expansion needs and feasibility study, while making ongoing improvements such as the installation of shade sails outside and new features added to the leisure pool.



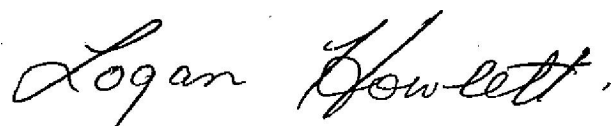
Artist Irene Osborne, Spearwood resident Tony Ravlich, Mayor Howlett and Spearwood resident Len Glamuzina

Work on concept plans, designs and consultation commenced for the Aboriginal Cultural and Visitors Centre in Bibra Lake and for the Treeby (Calleya) Community Centre and Sporting Club Rooms.

The City undertook the Seniors Right Sizing Housing Study last year to create a better market awareness of the different housing options that people are looking for in the established suburbs of Spearwood, Hamilton Hill and Coolbellup. Importantly, builders and designers will find this information highly relevant to consider when designing new homes or modifying existing ones for residents aged 50+ in Cockburn. The aim is to help people to remain in their suburb and in their own home for as long as they want to, without being forced to move.

Last year, we engaged with our community on more than 100 projects and received 56,200 visits to our engagement website Comment on Cockburn. We take community engagement very seriously and continue to refine how we engage with our community so that everyone has an opportunity to have their say on what is of interest and relevant to them. Last year, we reviewed our community engagement policy and framework in line with our commitment to continually improve engagement with our community. Council adopted the IAP2 model which is regarded as best practice for community engagement, across Australia and internationally.

So while we reflect on another year in this annual report, we can now look much further back on the rich history of Cockburn since the City launched its Cockburn history website early 2019. It is a fabulous resource that will be updated on an ongoing basis as we see history in its making.

A handwritten signature in black ink that reads "Logan K. Howlett, JP". The signature is written in a cursive, flowing style.

Logan K. Howlett, JP

Mayor

Report of the Chief Executive Officer



CEO Stephen Cain, New Energy Corporation CEO Jason Pugh and Mayor Howlett

The City of Cockburn population forecast for 2019 is 117,500, and is forecast to grow to 161,000 by 2036 (Source: .id). As the population of our City continues to increase, the need for new infrastructure grows along with it. However, in this fast paced world it is not just infrastructure that is required; we also need to invest in and improve the way the City delivers its services.

In the City's Strategic Community Plan, the pace of innovation and cost of new technology has been identified as a key challenge for the City. Converting to digital solutions requires significant financial and human resources, so to remain fiscally and socially responsible the City is phasing this conversion over a number of years.

With this in mind, Council adopted its first Digital Strategy last year, a document that will guide the City in its digital priorities over the next four years.

The City's ongoing journey to digitise services has cut costs, reduced printed materials, provided business efficiencies and allowed us to respond faster to customers. It also enables customers to access many services when they want them; not just during office hours. We continue to reinvest the savings in more digitisation and providing improved customer service.

We are mindful too, that many of our customers still want to do business face-to-face, over the phone and to receive printed material. Over time that may change, but to continue to provide the best access for our residents and ratepayers, we will continue to offer digital and non-digital options where appropriate.

Some digital highlights to date include the City's Finance department becoming 99 per cent paperless to internal and external customers; the implementation of self-service online zoning statements; and the ongoing review of all internal business processes. Cockburn was the first local authority in the State to have automated the provision of building data on a daily basis to the Building Commission. Our Smart Rates initiative has proved popular with residents. This allows ratepayers to elect to pay their rates at regular intervals and help manage their finances. These transactions are also fully automated, making it easier for customers and staff. To date, there have been 8,559 smart rate registrations, representing 17.2 per cent of all properties.



CEO Stephen Cain with student folding cranes on Hiroshima Day

The City's Gross Regional Product is estimated at \$9.12 billion, roughly 3.7 per cent of the Gross State Product. There are 8,349 local businesses (3.6 per cent of the businesses in WA) providing 54,164 local jobs (4 per cent of the jobs in WA). In 2018, businesses told us they wanted more information and consultation from the City. As a result, the City employed a business engagement officer last year, who is working hard to improve engagement with the business community. A further priority area for this role will be listening to business to help us understand how we can reduce red tape.

Local government must be scrupulous in its procurement, ensuring fairness for all businesses and avoiding favouritism for certain suppliers. Last year, we undertook a comprehensive supplier integrity analysis. The purpose was to show linkages between

suppliers and all beneficiary owners, shareholders and directors of the suppliers and related companies. This measure helps us mitigate the risk of fraudulent and non-compliant behaviour within supply markets. The system integrity testing was very positive, but it will remain a feature of our fraud prevention program.

In the coming year, we will be engaging with our community to review our Strategic Community Plan. This is the primary document that charts the City's direction and lists our strategic aspirations. It reflects the priorities of our community, which is what we all come to work each day to fulfil. The annual Community Perceptions survey results tell us that the community continues to highly value what the City provides. For the benefit of all, our aim is that the new Strategic Community Plan will continue to deliver this outcome.

A handwritten signature in black ink, appearing to read 'Stephen Cain', with a stylized flourish at the end.

Stephen Cain

Chief Executive Officer

Demographic Data

2016



111,787* Population – *annual resident population (Source: .id)



35 years-old – 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



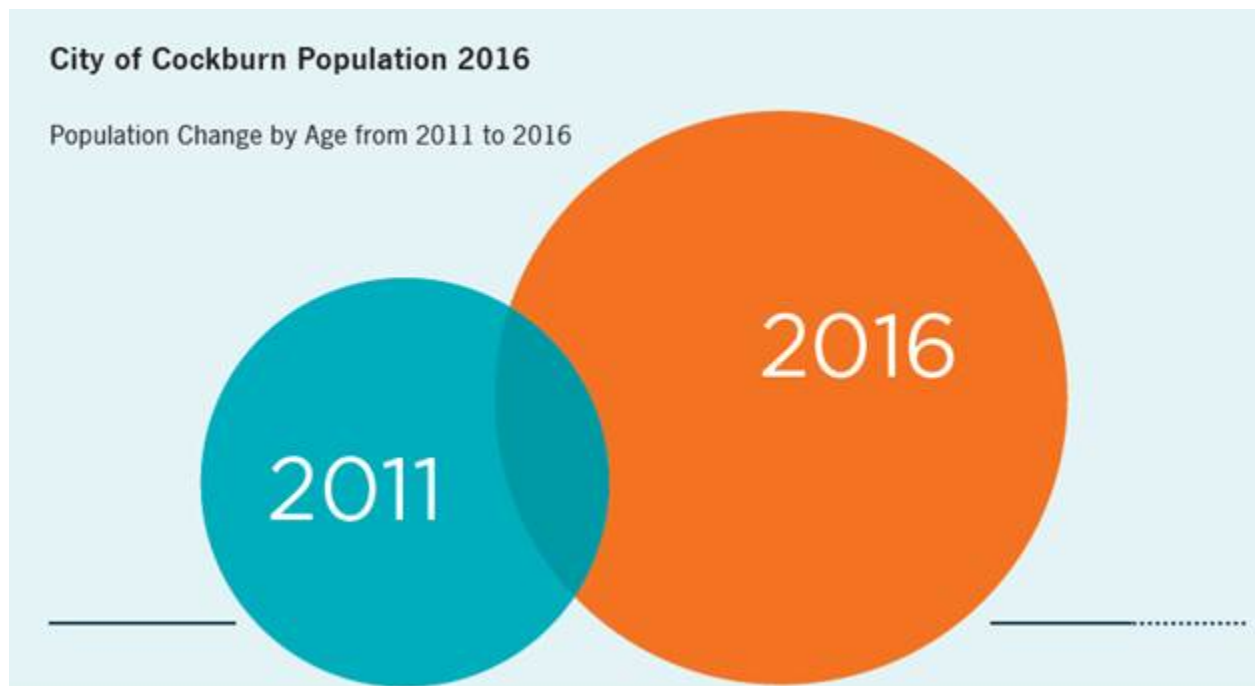
\$380 – Median weekly rent



6.67 persons by hectare – Population density

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 (85 and over)
2016: 1,430
- **+14,784** – Total population change
2016: 111,787

Source: .id

Cultural Diversity in Cockburn



Coogee Live

Diversity statistics in Cockburn from the 2016 Census

Australian Census 2016 results show that the City of Cockburn is becoming more culturally diverse. Overall, 34.1 per cent of the population was born overseas.

The most common ancestries



- 25%: English



- 21%: Australian



- 7%: Italian



- 6%: Irish



- 6%: Scottish

The most common countries of birth



- 60%: Australia



- 7%: England



- 3%: New Zealand



- 2%: Philippines



- 2%: South Africa



- 2%: India

The common languages other than English spoken at home

In 2016, 21.4 per cent of residents spoke a language other than English at home, again above the average for Western Australia (19 per cent).

你好

- 3%: Mandarin

Ciao!

- 2%: Italian

Zdravo

- 1%: Croatian

Olá

- 1%: Portuguese

Kamusta

- 1%: Tagalog

The most common responses for religion

- 32%: No Religion
- 29%: Catholic
- 11.5%: Anglican
- 9%: Not Stated
- 3%: Christian

The City of Cockburn recognises that our community is enriched by many people, from many cultures and as a result created a full time Cultural Diversity Officer position in July 2017. This permanent position caters for multicultural issues and needs in Cockburn to ensure the City is inclusive and welcoming.



Cockburn Care

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 and Annual Business Plan detail area specific projects related to the Strategic Community Plan, some of which are detailed below.

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. Following are the key highlights from 2018–19, with the majority of 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
- State of Sustainability Report and the Internal Audit Report.

Highlights From the Year



1. City Growth

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

- Completed community consultation for the Yangebup Revitalisation Strategy
- Continued negotiating for the long term development of aged care accommodation in Coolbellup to meet the shortage of affordable aged care accommodation in Cockburn’s western suburbs

- Initial consultation with residents and business owners has commenced for a new Local Planning Strategy which will take about two years to finalise
- Early planning has commenced for the current City Administration to move to Cockburn Central.



2. Moving Around

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

- Participated in the Westport Local Government Reference Group to ensure regional freight movement has a sound outcome
- The District Traffic Study 2013 was updated to prioritise and inform future road projects
- The City participated in reference groups for several major road works under the control of Main Roads WA including Karel Avenue duplication, the Kwinana Freeway widening, Murdoch Drive, Armadale Road, and the North Lake Road bridge
- Completed a number of major roads projects including Spearwood Avenue duplication and bridge construction, and Verde Drive extension with roundabout (Solomon Road)
- A city-wide Parking Strategy was developed to plan for parking requirements.



3. Community, Lifestyle and Security

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

- Two major community facilities were constructed and opened, the Cockburn Bowling and Recreation Facility in Yangebup and the Walliabup (Bibra Lake) Skate Park

- Extensive planning and consultation for future community infrastructure has culminated in the adoption of the Community, Sport and Recreation Facilities Plan (CSRFP) 2018–2033
- The South Lake Pump Track and Yangebup Pump Track have been completed and opened for community use
- Construction work on Lakelands Hockey and Community Facility commenced.



4. Economic, Social and Environmental Responsibility

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

- The State of Sustainability Report was presented which details a comprehensive update on the initiatives that have been achieved in this area. These initiatives are across all four areas of sustainability – Governance, Environment, Society and Economy
- A local history website was developed and launched
- A review of the Natural Area Management Strategy 2012–2022 was completed
- The Wetlands Precinct Redevelopment has commenced with extensive consultation with key participants regarding the concept design
- The City produced its first Cultural Diversity Strategy this year, recognising that individuals come from diverse backgrounds and are entitled to access opportunities, to participate, and contribute to the social, cultural, economic and political life of our community.



5. Leading and Listening

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

- Reviewed and updated the City's Community Engagement Policy and Framework to continue strengthening our community engagement practice
- Implementation of recommendations contained in the City's Cybersecurity Report commenced.

Community Scorecard Results 2019

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 using a representative sample of residents.

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.

Results from the Community Scorecard – 2019

Overall performance	Performance Index Score*
The City as a governing organisation	70
Sport and recreation facilities	74
Enjoy living in the City of Cockburn	78
Maintenance of local roads	63
Customer service	68
Preservation and promotion of local history and heritage	63

Overall performance	Performance Index Score*
Management of the environment	66
Safety and security	55
Mobile security patrols	57
Promotion and adoption of sustainable practices	66
Community buildings, halls and toilets	62
Streetscapes	58
Footpath and cycleways	59
Development of their local area	55
Traffic management	53
Feel included and connected to the community	62
Cockburn ARC	86

Percentage of population who agree	Agreement Index Score*
The City has developed and communicated a clear vision	52
The City has a good understanding of the community's needs	57

*The Performance Index Score is not a percentage score. It is calculated by taking into account the entire scale from strongly disagree to strongly agree. The Agreement Index Score is explained as a score out of 100 using the formula $(\text{average score} - 1) \div 4 \times 100$.

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 throughout this report, under the relevant service unit. The percentage relates to the number of customers who scored the service seven or more out of 10. The surveys were conducted by Research Solutions.



Ranger at Spearwood Vet



Bibra Lake Regional Playground

Awards and Achievements

Award or Agency	Place and Category
2018 Infinity Awards	Highly Commended, Waste Team of the Year
2018 Infinity Awards	Commended, Community Waste Award
2018 National Growth Areas Alliance (NGAA) Awards	Winner, Building Connections in Growth Areas – Cockburn ARC
2018 Sport and Recreation Industry Awards	Winner, Places and Spaces: Planning and Design Award – Cockburn ARC
2018/19 Australian Institute Of Management WA Pinnacle Awards	Winner, PrintSync Marketing Excellence – Cockburn ARC
2019 Regional Awards of Excellence – Strategic Planning Award	Winner, Community Sport and Recreation Facilities Plan

Award or Agency	Place and Category
Australian Sport, Recreation and Play Industry Awards 2018	Overall Winner, Australian Sport, Recreation, Play Innovation Award – Cockburn ARC
Australian Sport, Recreation and Play Industry Awards 2018	Winner, Facility Design and Development Award – Cockburn ARC
AustSwim	Recognised Swim Centre Award 2018 – Cockburn ARC
2018 Department of Transport Your Move Awards	Winner, Your Move Local Government Champion Award – Jillian Woolmer
2018 Department of Transport Your Move Awards	Winner, Your Move Local Government Innovate Award – Glow in the Dark Path
Regional Capitals Alliance of WA	Overall Winner, Most Accessible Community in Western Australia
Regional Capitals Alliance of WA	Winner, Most Accessible Community in Western Australia – Metropolitan Council
Basketball WA Gala Awards 2018	Winner, Community Program of the Year 2018 – Cockburn Youth Centre
Public Health Advocacy Institute of WA	Highly Commended, Shade in Public Places
Public Health Advocacy Institute of WA	Highly Commended, Smoke Free Environments
Public Health Advocacy Institute of WA	Highly Commended, Aboriginal Child Health
Public Health Advocacy Institute of WA	Winner, Road and Active Transport Safety
Royal Life Saving Association – National Aquatic Industry Safety Award 2018	Winner, Excellence in Facility Management – Cockburn ARC
Royal Life Saving Association of WA Bravery Awards 2018	Winners, Gold Star Bravery Award – Cockburn ARC Lifeguards



Waste Services Staff – Recycling Award

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 City projects and activities.

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

Over the past 12 months, the City has attracted community input from Comment on Cockburn through:

- 109 engagement projects
- 56,200 visits to the site
- 2,858 registered participants
- 3,666 survey responses.

Major engagement was undertaken last year for the following:

City Growth

- Planning applications, Structure Plan and Scheme amendments.

Moving Around

- Rockingham Road Town Centre Boulevard
- District Traffic Study
- Gaebler Road intersection changes
- Harvest Lakes traffic management
- Coolbellup traffic speeds
- Cockburn to Fremantle bus service
- Parking review Bibra Lake.



Cockburn Ranger

Community, Lifestyle and Security

- Proposed dog park for Hammond Park

- Wetlands Precinct Bibra Lake
- Yangebup Revitalisation Strategy
- Pontoons at Coogee Beach this summer
- Pump Track, Barrow Park
- Southwell Park upgrade
- Draft Western Suburbs Sports Study
- Draft Community, Sport and Recreation Facilities Plan
- Treeby Community Centre
- Bibra Lake Aboriginal Cultural and Visitors Centre
- Play spaces – let our children play.

Economic, Social and Environmental Responsibility

- Sustainability – how can we achieve it?
- Plastics – how can we reduce them?

Leading and Listening

- Your budget requests
- Cockburn Creates, a participatory budgeting process
- Lake Coogee – should part of Munster be renamed?
- Digital Strategy
- City of Cockburn draft Budget.



Cockburn Libraries

State of Sustainability

The City of Cockburn's ninth annual State of Sustainability Report is a snapshot of the City's collective efforts in working towards a sustainable future.

The City had 76 indicators for sustainability across the organisation along with a number of high-level targets across five key sustainability areas including water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability. Over 95 per cent of the key performance indicators were in progress or achieved during 2018–2019 reflecting the City's commitment to pursuing sustainability excellence.

Below is a snapshot of the City's sustainability highlights for 2018–19.

Sustainability Highlights

- Achieved the City's renewable energy target by generating 23 per cent of power for Council buildings from solar photovoltaic systems

- Installed solar photovoltaic systems on Lakelands Hockey Facility (40kW) and the Cockburn Bowling and Recreation Facility (30kW)
- Undertook feasibility studies to increase renewable energy and battery storage at Cockburn ARC and the Operations Centre
- Supported trials of Reconophalt in North Coogee using recycled road-surfacing material made from plastic and car tyres
- Developed the Urban Forest Plan 2018–2028
- Rehabilitated 4.8 hectares of bushland
- Delivered over 100 sustainability related events and workshops to the community
- Free energy audits were delivered to 80 households
- Continued the roll-out of more than 26,400 garden waste bins
- Maintained a 'Zero Emissions Fleet' via the carbon offset program and undertook desktop analysis on electric waste trucks
- Awarded 15 sustainability grants and 11 environmental education grants to enhance sustainability outcomes in the community
- Rolled out a number of online systems to improve access to information and reduce paper usage
- Developed the City's first Cultural Diversity Strategy
- Awarded several new contracts to indigenous enterprises
- Won a suite of awards for excellence in accessibility and inclusiveness, TravelSmart programs, and the Cockburn ARC
- Constructed over 12,000m² of new pathways and cycleways to facilitate sustainable transport.

Governance – 18 KPIs



- 50% complete
- 50% in progress
- 0% not started

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 – 31 KPIs



- 39% complete
- 55% in progress
- 6% not started

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 – 18 KPIs



- 55% complete
- 39% in progress
- 6% not started

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



Economy – 9 KPIs



- 33% complete
- 56% in progress
- 11% not started

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 2019–2020

Below are examples of major projects and services as detailed in the Corporate Business Plan 2016–2020.

Project	\$Million
Roads, footpaths, drains and cycleways including Jandakot Road duplication, Karel Avenue and Verde Drive upgrades	23.65 (Includes State and Federal Government funding)
Construct Cockburn Wetlands Precinct facilities	5
Parks – new playgrounds and playground upgrades	5.4
Design of Frankland Park Sport and Community facility, Malabar Park BMX Facility, Beale Park redevelopment	2
Cockburn Coast Oval and club rooms design	3
Treeby Community and Sports Centre	0.4
Community grants and donations	1.45
Free community events	0.9
Streetscape renewal and street tree planting	0.3 Street tree planting

Major Strategies, Plans and Studies

Following is a snapshot of major activities planned for 2019–20.

They are grouped under the most relevant theme from the Strategic Community Plan.



1. City Growth

- Prepare the new Local Planning Strategy and Scheme for the district
- Implement the Yangebup Revitalisation Strategy

- Implement the Phoenix Activity Centre Plan
- Implement the Cockburn Central Activity Centre Plan.



2. Moving Around

- Review and update the Integrated Transport Plan, incorporating the Road Safety Strategy and TravelSmart Plan
- Complete the Jandakot Road duplication, Verde Drive and Prinsep Road extensions.



3. Community, Lifestyle and Security

- Review and update the Library Services Strategy
- Commence construction of the Cockburn Wetlands Precinct facilities
- Commence design of the Frankland Park Sport and Community facility, Malabar Park BMX Facility, and the Beale Park redevelopment
- Complete the construction of the hockey and sporting facilities on Lakelands Reserve
- Install CCTV at priority locations
- Undertake consultation and develop a concept plan for the Aboriginal Cultural and Visitors Centre
- Undertake a concept and detailed design for Treeby Community and Sports Centre.



4. Economic, Social and Environmental Responsibility

- Create an Asset Management Plan for the Cockburn ARC and Coastal and Marine Infrastructure
- Review and update the Economic Development Strategy and incorporate tourism planning
- Implement the Local Commercial and Activity Centres Strategy
- Construct the Jandakot Volunteer Bush Fire Brigade building in Banjup
- Implement the Greenhouse Gas Emissions Reduction Plan and the Urban Forest Strategy
- Review and update the Waste Management and Education Strategic Plan 2013–2023
- Conduct a feasibility study for the Henderson Waste Recovery Park
- Research and develop a position on alternative-fuelled waste trucks
- Develop a Climate Change Strategy
- Oversee implementation of the Roe 8 Rehabilitation Management Plan
- Revegetate a minimum of 2.5 hectares of bushland within selected conservation areas, with more than 50,000 plants.



5. Leading and Listening

- Implement the City's first Digital Strategy
- Business process review and implementation for ongoing transition to Ci Anywhere, focussing on customer requests
- Undertake community and stakeholder consultation for the major review of the Strategic Community Plan 2016–2026.

Rates Allocation

The City uses rates to fund a range of services, with the following (percentage of total spend) allocated for 2019–20.



The infographic above illustrates the rates allocation as a percentage of total spend:

- Waste collection & disposal: 15%

- Roads, footpaths, cycle paths, drains & sumps: 17%
- Recreation, sport & leisure: 13%
- Parks, infrastructure & streetscapes: 16%
- Governance: 8%
- Land development, planning & building permits: 5%
- Buildings, fleet & plant: 3%
- Libraries: 4%
- Community safety: 4%
- Health - people & environment: 2%
- Arts, culture & events: 2%
- Community development: 11%



Cockburn Child Care



Waste Truck

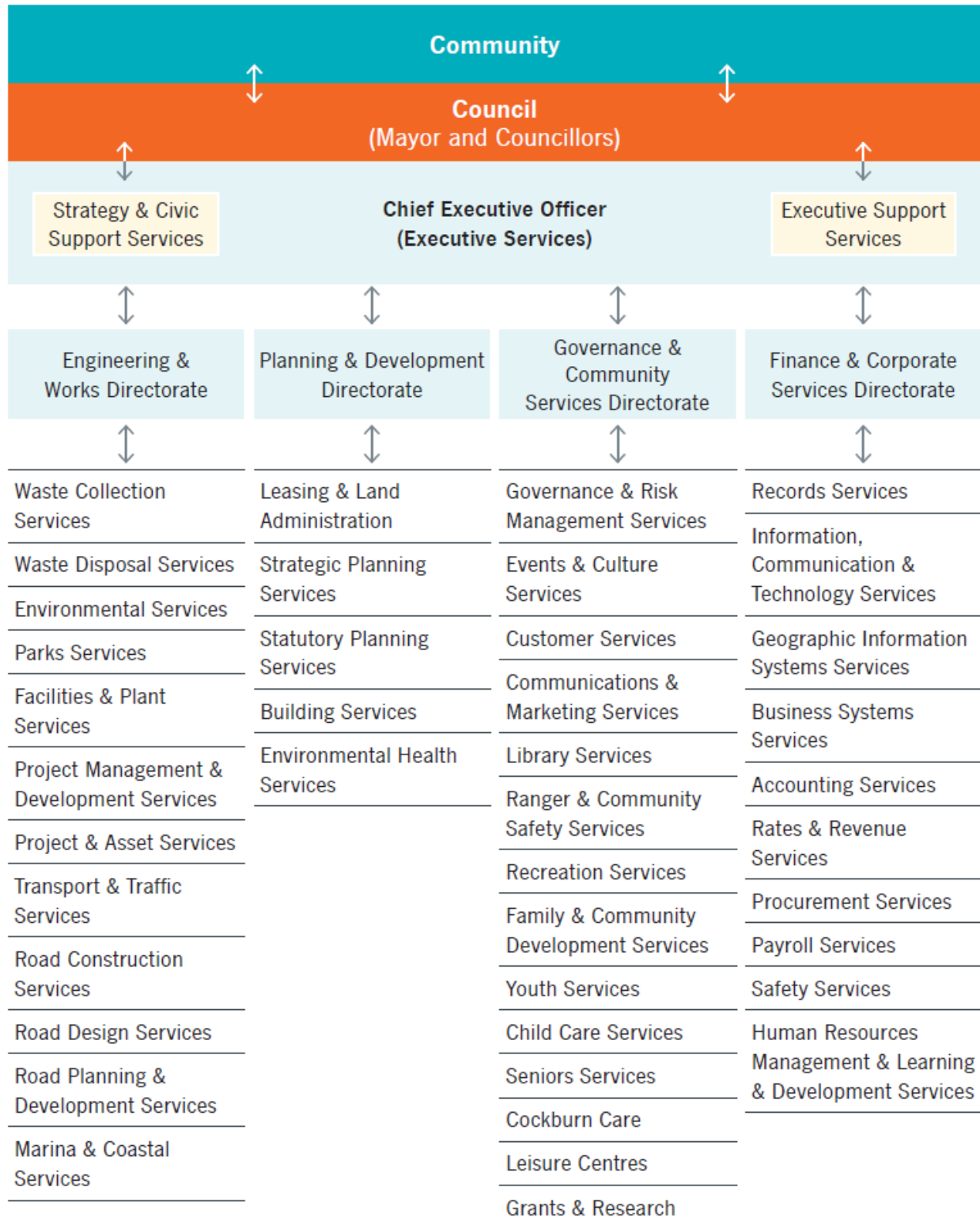


Lakelands Hockey & Sporting Facility



Cockburn Libraries

Organisational Structure



The hierarchical chart above shows the organisational structure of the City of Cockburn. Arrows flow forwards and backwards between each level. This chart is presented below as a series of bulleted lists.

At the top of the chart is:

- Community followed by,
 - Council (Mayor and Councillors) followed by,
 - Chief Executive Officer (Executive Services)

Chief Executive Officer (Executive Services) is divided into two sections:

- Strategy & Civic Support Services
- Executive Support Services

Four directorates fall under **Chief Executive Officer (Executive Services)**:

- Engineering & Works Directorate
- Planning & Development Directorate
- Governance & Community Services Directorate
- Finance & Corporate Services Directorate

Each of these four directorates are further divided into a number of areas as follows.

Engineering & Works Directorate:

- Waste Collection Services
- Waste Disposal Services
- Environmental Services
- Parks Services
- Facilities & Plant Services
- Project Management & Development Services

- Project & Asset Services
- Transport & Traffic Services
- Road Construction Services
- Road Design Services
- Road Planning & Development Services
- Marina & Coastal Services

Planning & Development Directorate:

- Leasing & Land Administration
- Strategic Planning Services
- Statutory Planning Services
- Building Services
- Environmental Health Services

Governance & Community Services Directorate:

- Governance & Risk Management Services
- Events & Culture Services
- Customer Services
- Communications & Marketing Services
- Library Services
- Ranger & Community Safety Services
- Recreation Services
- Family & Community Development Services
- Youth Services

- Child Care Services
- Seniors Services
- Cockburn Care
- Leisure Centres
- Grants & Research

Finance & Corporate Services Directorate:

- Records Services
- Information, Communication & Technology Services
- Geographic Information Systems Services
- Business Systems Services
- Accounting Services
- Rates & Revenue Services
- Procurement Services
- Payroll Services
- Safety Services
- Human Resources Management & Learning & Development Services



Parks Team



Cockburn Care



Executive Support Services

Remuneration of Senior Employees

Annual Salary of Senior Employees

Annual Salary Range (\$)	No. of Employees
100,000 – 109,999	42
110,000 – 119,999	34
120,000 – 129,999	15
130,000 – 139,999	9
140,000 – 149,999	4
150,000 – 159,999	5

Annual Salary Range (\$)	No. of Employees
160,000 – 169,999	3
170,000 – 179,999	1
180,000 – 189,999	2
190,000 – 199,999	2
200,000 – 209,999	3
210,000 – 219,999	1
220,000 – 229,999	1
230,000 – 239,999	0
250,000 – 259,999	1
270,000 – 279,999	0
370,000 – 379,999	1

The amounts include salary, super, motor vehicle allowances and performance payments. In five cases, senior employees have a motor vehicle provided and do not take a motor vehicle allowance. This equates to \$17,000 (two employees), \$20,300 (two employees), \$22,650 (one employee) and this is not included in the above figures.

Governance & Community Services Directorate

The aim of the Governance & 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 and services, as well as communications including the operation of the customer contact centre.

Highlights

- 75,000 – Number of jobs Cockburn Safety and Security Service (CoSafe) attended
- 1.4 million – Attendances at Cockburn ARC
- 9,172 – Number of jobs attended by rangers
- 32,533 – Customer service requests raised
- 697,017 – Items issued by Cockburn libraries.



CoSafe



Artist Sharyn Egan and Mayor Howlett, Yandi Park



Cockburn Libraries



San Cisco at Cockburn Community Concert

Governance

Compliance

The City's 2018 Compliance Audit Return indicated a conformity rating of 100 per cent. The annual 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.

Legislative Review

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.

Under 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 (FOI) Act 1992* 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 29 FOI requests in 2018–19.

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 informers 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 2005–2006 and has been succeeded by Australia's National Reform Agenda which is an addition to, and continuation of, the 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 \$200,000 from fee revenue that is directly generated from external users and an operating expenditure greater than \$2 million. Activities undertaken by the City which have previously been considered for market testing, owing to the competitive nature of the service, include:

- Domestic waste collection
- Waste disposal business
- Cockburn ARC (leisure centre).

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

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

- ✓ External review of the City's Risk Management Framework and update of the framework;
- ✓ Review of the City's Business Continuity Plans; and
- ✓ Continual strategic and risk reporting and monitoring.

Complaints of Breach

The *Local Government Act 1995* requires a Register of Complaints against Elected Members to be maintained. For 2018–19, two official complaints were received and have been entered into the complaints register.

Complaint 1 – made by Cr Chontelle Sands

Councillor Lee-Anne Smith, the Deputy Mayor of the City of Cockburn, committed two minor breaches of Regulation 7 (1)(b) of the *Local Government (Rules of Conduct) Regulations 2007 (WA)* when at the Special Meeting of Council held 22 August 2018 she:

- a. falsely stated that Cr Chontelle Sands was the subject of two minor breach complaints and an investigation by the Department of Local Government, Sport and Cultural Industries ("the Department"); and
- b. stated that Cr Chontelle Sands had lied about having an impartiality interest in respect to a matter previously considered by the Council;

In engaging in this conduct the Local Government Standards Panel found that Councillor Smith made improper use of her office as a council member with the intent to cause detriment to Councillor Sands.

The Panel (9 April 2019) censured Councillor Smith for the two breaches and required the following action under Section 5.110(6); that Councillor Smith:

- a. make a public apology to Councillor Sands
- b. be publicly censured by advertisement in the West Australian, Cockburn Gazette and Cockburn Herald newspapers

Complaint 2 – made by Cr Chontelle Sands

Councillor Lee-Anne Smith, the Deputy Mayor of the City of Cockburn, committed two minor breaches of Regulation 7 (1)(b) of the *Local Government (Rules of Conduct) Regulations 2007 (WA)* when she:

- a. had discussions and made agreements with an applicant regarding a development application for the installation of electronic signage on land situated in the City; and

- b. drafted an alternative recommendation for the approval of the Development application and inclusion of certain development approval conditions proposed to be raised at the Ordinary Council Meeting of 10 May 2018.

The Panel (22 February 2019) censured Councillor Smith for the two breaches and required the following action under Section 5.110(6); that Councillor Smith undertake training 'Serving on Council'.

Library Services

Delivers exciting and an ever changing collection of materials, as well as a calendar of interesting events, activities and programs for all ages and interests through the City's three libraries; Coolbellup, Spearwood and Success.

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 94%.
- ✓ Cockburn's local history website was launched in February 2019, representing a major step forward in the City's commitment to recording local history
- ✓ Received a grant for the federally funded program 'Be Connected' which will be used to introduce programs that encourage older people to learn to use digital technology
- ✓ Annual library visits decreased by three per cent to 368,669
- ✓ The number of items issued increased by five per cent to 697,017
- ✓ Annual attendances to library events and services increased by two per cent to 26,393
- ✓ Better Beginnings is about promoting the importance of reading to babies and encouraging early literacy and this year the library service distributed Early Literacy Kits to 3,039 children through 36 schools, five Child Health Clinics
- ✓ A STEAM club educating young people with skills for the future has been introduced with a focus on the principles of science, technology, engineering, arts and maths

- ✓ Scratch Coding for Beginners is running monthly for children to learn the basics of computer coding
- ✓ Pram Jams, Storytimes and holiday programs for children were hosted
- ✓ Events held included author talks, tech help, memory cafés to improve brain function, English conversation classes and sessions on sustainable lifestyles.



Library Book Week

Recreation and Community Safety Services

Ranger & Community Safety Services

Ranger & 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

- ✓ Commenced community dog obedience training classes with staff and local primary schools
- ✓ Ranger Services improved productivity this year through the development of online dog registrations and dog barking complaints.
- ✓ The rangers attended 9,172 jobs, with dog (2,693) and parking-related (2,099) matters the most significant
- ✓ During the year, City rangers attended 1,251 dog wandering and dog pick-up requests, of which 512 were collected and impounded. Of these:
 - 437 dogs were released to owners
 - 67 dogs were sent to rescue and rehoming
 - Eight dogs were euthanised (on medical grounds)
 - 357 cats were captured, of which
 - 51 were released to owners
 - 306 were sent to rescue and rehoming.

Community Safety Service

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

Achievements

- ✓ Attended over 75,000 individual tasks with an average response time of eight minutes
- ✓ Installed CCTV at Bibra Lake Skate Park and Visko Park
- ✓ Maintained and managed 500 CCTV cameras across the City

- ✓ In addition to static cameras, CoSafe Officers were equipped with body-worn cameras capable of facial recognition.



Cockburn Ranger

Emergency Services

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

Achievements

- ✓ Commenced construction on the new Jandakot Volunteer Bush Fire Brigade building
- ✓ Planned autumn hazard reduction burns throughout the City
- ✓ Completed evacuation centre training for staff and the City's Local Emergency Management Committee
- ✓ Provided ongoing support to the City's Local Emergency Management Committee and Bushfire Advisory Reference Group
- ✓ Continued to work with the CSIRO on a city-wide bush fire risk management mapping solution.

Recreation Services

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

Achievements

- ✓ Customer service ratings (see **Customer Satisfaction Results**, page 27 for details):
 - Facility booking and management services: 98%
 - Management of facilities: 76.9%
 - Sports field hire and facility booking service: 100%
 - Management of sports fields: 79.2%
- ✓ Implementation of online payments for casual facility bookings.

Recreation Future Planning

In 2018–19, the Council adopted the Western Suburbs Sporting Precinct Study (WSSPS) which investigated the development of seven different sport and recreation reserves in the western suburbs.

Following the adoption of the WSSPS, the Community, Sport and Recreation Facilities Plan 2018–2033 was adopted by Council. This plan will guide the development of community, sport and recreation facilities over the next 15 years.

Capital Works

The City progressed and completed a number of capital works projects, in particular the \$6.53 million Lakelands Hockey and Sporting Facility.

Planning started for a new community and sporting facility at Treeby, the Malabar Park (Cockburn BMX) redevelopment and Frankland Park development.

Club Development

Achievements

The City continued to provide ongoing support through its club development initiative, 'Champion Clubs' which included:

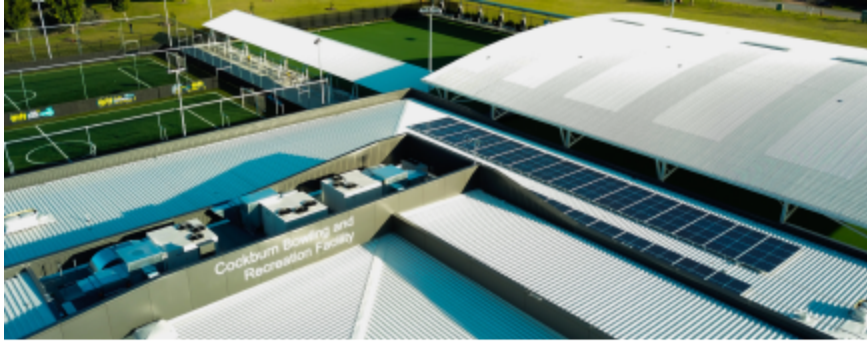
- ✓ Seven workshops and events for local sporting club volunteers
- ✓ Contribution of \$29,602 to 19 clubs for sporting equipment and minor capital works
- ✓ KidSport – contributed \$147,480 vouchers (1,018 vouchers) towards 142 local sporting clubs
- ✓ 569 people registered for the Bibra Lake Fun Run
- ✓ The City’s Junior Sport Travel Assistance Program helped fund 112 junior athletes to represent WA or Australia in their chosen sport at a national and/or international event, equating to \$44,800 in grants.

Cockburn Aquatic and Recreation Centre (Cockburn ARC)

Cockburn ARC continued to achieve its mission of getting more people, more active, more often throughout 2018–19 period:

Achievements

- ✓ Cockburn ARC continues to perform exceptionally well in terms of customer service, and has an average Net Promoter Score of 67
- ✓ Over 1.4 million visitations were recorded at Cockburn ARC, two per cent more than the previous year
- ✓ Key programs and services at the Centres have continued to grow compared to the previous year, with all programs exceeding year four targets
- ✓ Cockburn ARC has been nominated and received several industry awards over the year (see **Awards and Achievements**, pages 29–30)
- ✓ In partnership with Curtin University, Cockburn ARC has provided educational placements for 40 students studying sports science and provided health intervention programs for more than 100 participants.



Cockburn Bowling and Recreation Facility



Cockburn ARC

Community Development and Services

Child Care Services (CCS)

This service unit administers income from fees for the operation of the Family Day Care (FDC) service and In-Home Child Care (IHC) service. The Child Care Services operate in compliance with legislation and focus on continuing quality improvement. To support the child care 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, advice and training provided to educators by qualified and experienced staff who support educators to provide quality early childhood education and care. Compliance of the Service Educator Membership Agreement, the National Quality Framework legislation, Early Years Learning Framework curriculum and National Standards is required.

Achievements

- ✓ FDC Service provided 335,000 hours of early childhood education and care
- ✓ At 30 June 2019 the service was operating with 52 FDC educators registered under the Service Educator Membership Agreement and its policies.



Family Day Care

In-Home Child Care Service (IHC)

The Commonwealth has ceased funding the National IHC Program and significantly changed the criteria for families to receive education and care within the child's family home. The service now operates on a small fee for service from educators and parents of children in care.

Achievements

- ✓ IHC Service provided 50,000 hours of early education and care within the IHC Service
- ✓ At 30 June 2019 the service was operating with 26 IHC educators registered under the Service Educator Membership Agreement and its policies.

Cockburn Care

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

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 93.3%
- ✓ Provided a total of 40,055 hours of service and 5,167 transport trips.

Home Services

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

Achievements

- ✓ Provided 13,557 hours of client service
- ✓ Transferred from Home and Community Care (HACC) to Commonwealth Home Support Program (CHSP).

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 19,749 hours of client services across three funding streams.

Home Care Packages

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

Achievements

- ✓ Provided 6,749 hours of client services.

Kwobarup Aboriginal Club

This social club caters specifically for Aboriginal people and runs an art program, activities and outings.

Achievements

- ✓ Provided 2,745 hours of client services.

National Disability Insurance Scheme (NDIS)

NDIS (formerly WA NDIS My Way) is a funded service that provides individually-funded, customised services for people with disability. The City-run Cockburn Care transitioned out of home-based services and now only provides centre-based social club services.

Achievements

- ✓ Provided 3,491 hours of client services.

Seniors Services

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

The Age-Friendly Reference Group commenced in October 2018. The group is working on age-friendly initiatives and supporting the implementation of the City of Cockburn Age-Friendly Strategy 2016–2021.

Cockburn Seniors Centre

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 99.1%
- ✓ 1,137 members
- ✓ Average 2,500 visits per month
- ✓ 91 volunteers contributed more than 300 hours per week
- ✓ 508 people attended Healthy Living classes for over 50s.



Cockburn Seniors Centre

Family & Community Development

This area administers grant and City funded services, programs, community development, community engagement 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 and community 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

- ✓ 48 households celebrated 'Neighbour Day' as part of the 'Get to know your Neighbour' program
- ✓ 12 training workshops to develop skills to build capacity within the community were attended by 204 community leaders and volunteers
- ✓ 13 community-led projects and events were delivered through the 'Project Support Program' initiative.

Cockburn Volunteer Resource Centre

Achievements

- ✓ 856 one-on-one individual volunteer consultations were conducted, 2,425 referrals were made to place prospective volunteers into community roles
- ✓ 205 volunteer organisations were assisted
- ✓ The 2018 Inspirational Volunteer Awards attracted 63 nominations from 38 organisations.
- ✓ 1,563 'Very Important Volunteer' (VIV) Cards were issued, supported by 103 local businesses.

Support Services

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

Achievements

- ✓ The Financial Counselling Services assisted 814 individuals and families in face-to-face consultations and the provision of a range of workshops
- ✓ Cockburn Support Service helped 984 individuals and families in face-to-face consultations, support groups and workshops.

Cockburn Parenting Service

A service for parents of children aged 0–18 years to support parents and carers to manage the challenges of parenting, build knowledge, skills and confidence, understand children's development and identify local community supports. This service is delivered through parenting courses, workshops, parent/child groups, family events and individual consultations.

Achievements

- ✓ The service delivered 25 parenting courses or workshops to parents, including the Parenting by Connection, Baby Makes 3 and others
- ✓ Community Education sessions including Teen Mental Health and Listening to Children were delivered to 286 individuals
- ✓ Support, information, learning and referral was provided to 1,158 individuals through groups, workshops, and consultations.

Cultural Diversity

Working directly with people of Culturally and Linguistically Diverse (CaLD) backgrounds to ensure Cockburn is a welcoming and inclusive environment for all. The area provides capacity building opportunities to enhance a sense of belonging and enable CaLD residents to fully participate in social, cultural, civic, and economic life.

Achievements

- ✓ A seniors-focused Harmony Week event was attended by over 350 CaLD residents
- ✓ Five cultural groups showcased their culture through performance and catering at a community Harmony Week event
- ✓ Four capacity building workshops were held for incorporated cultural groups
- ✓ Five informal consultations were held to identify needs and strengths of CaLD communities.

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

- ✓ Conducted a creative play trial called Loose Parts in Parks in three locations, attracting 60–300 people per session
- ✓ An intergenerational holiday program, Giant Games, was held at the Seniors Centre with 14 grandparents and 21 children
- ✓ Froggy's Fun on the Green outdoor playgroup had a large increase in numbers, attracting 2,368 adults/3,042 children
- ✓ Participants for skate park clinics increased to 1,007 across four skate parks since the new Bibra Lake Skate Park opened
- ✓ A Sundowner informing the community about City services and activities attracted 33 attendees from 16 schools.

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

- ✓ NAIDOC Week 2018 had the theme 'Because of her, we can', celebrating the significant role that Aboriginal and Torres Strait Islander women play in families and community. This was celebrated with the screening of a video interviewing and acknowledging the strength and contribution of a number of local women
- ✓ Reconciliation Week 2019 had the theme of 'Grounded in Truth', highlighted at the City's
- ✓ Flag Raising ceremony with guest speakers telling stories from their lives, as a means of connecting and building honest relationships with others
- ✓ Aboriginal cultural competency training was delivered to several community groups
- ✓ Architects were selected for the development of the concept design for the City's proposed Aboriginal Cultural and Visitors Centre.



Reconciliation Week

Disability Access & Inclusion

The service provides a point of contact for staff and the community, offering information and advice, raising awareness and supporting projects that enhance participation for people with disability. The City's Disability Access and Inclusion Plan (DAIP) provides a

framework for translating the principles and objectives of the *Disability Services Act (2003)* into achievable initiatives (outcomes below).

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

- Auslan (Australian sign language) interpreting was provided for the Celebrate Ability event and the ANZAC Day dawn service
- Auslan theatrical interpreting was provided for the first time at the Christmas on the Green event, enabling the deaf and hard of hearing community to participate
- Audio description and video captioning was provided at the Coogee Live event, for a visual acrobatic show on the beach. An accessible tactile tour was run by Disability in the Arts, Disadvantage in the Arts, Australia (DADAA). A silent movie with headsets was also provided
- Recreation matting and the beach wheelchair were provided at outdoor events to enhance access
- The human library was set up for Youth Week and Coogee Live to explore stereotypes and prejudices, with storytellers with backgrounds including CaLD, LGBTQI+ and disability
- An accessible van was used in transporting seniors with access needs
- The Disability Access and Inclusion Officer, with feedback from the Disability Reference Group, created an accessible events module for the annual events workshop for staff
- A portable Radio Frequency (RF) hearing loop was purchased for use at events
- A survey was completed by a selection of contractors and grant recipients to check their understanding of their DAIP obligations
- A new Access and Equity policy was developed in consultation with the City's Disability Reference Group
- Disability Awareness Training was conducted for staff
- An independent access audit was conducted on all City buildings and facilities

- Suicide prevention training was provided to the community at no cost to benefit the health, wellbeing and social inclusion of people with disability
- Accessible programs for children and youth with disability were promoted
- Cockburn Care provided respite support and services for older people with disability
- Inclusive sports programs and clubs i.e. basketball, were supported at Cockburn ARC
- Communication pictures are used in customer service areas to increase communication with people who are non-verbal and/or of CaLD backgrounds
- Cockburn ARC continued its affiliation with the Companion Card Program, so that people with disability can bring a carer along for free.

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

- Infra-red hearing loop technology was installed to assist with community consultation
- Beach matting was laid again at Port Coogee Marina for the summer season
- A floating beach wheelchair and sand rider beach wheelchair were purchased and provided for free hire for people with disability at the beach
- Southwell Park, Ramsay Park and Mellor Park playgrounds were upgraded with accessible play equipment, accessible pathways and park furniture
- Pathway improvements were implemented at community request
- Disability Reference Group was consulted on a range of projects
- Accessibility checkpoints are now built into City procurement processes
- Sensory quiet time sessions were introduced at Cockburn ARC for people who are impacted by sensory differences.

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

- The City's 2.0 AA level compliant Web Content Accessibility Guideline (WCAG) rating is constantly monitored with monthly and annual audits in addition to ad-hoc compliance testing with regards to the addition of new features and/ or content to the websites. The City aims to increase the level of compliance to WCAG 2.1 accreditation, further improving digital information access for the community
- The City has engaged VisAbility to assist with the conversion of documents to accessible format. The colour contrast analyser tool has also been used on various publications
- A full time Digital Communications Officer role is employed to manage and maintain the City's accessible web services
- Staff have access to specialised accessibility training, including improved accessible software for graphic designers, a five-day certificate level digital accessibility course, and accessible documents training
- The City continued to support an interpreting and translation budget.

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

- Staff have attended a range of training sessions to enhance their knowledge and understanding of access and inclusion
- The City continued its subscription to Access Awareness E-books which include checklists for accessible and inclusive facilities, programs and services
- Occupational health and safety induction training included disability access and emergency egress considerations.

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

- Complaints processes were promoted among staff, outlining the range of options for residents wishing to lodge a complaint
- The Disability Access and Inclusion Officer supported staff and customers with a range of requests and complaints relating to disability issues.

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

- The City utilises 'Comment on Cockburn' online engagement, and has added an Auslan-interpreted and captioned video to encourage the deaf and hard of hearing community to fully participate in public consultation
- The City continued to facilitate monthly Disability Reference Group meetings.

Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with City of Cockburn

- 7.15 per cent of the City's workforce identify as having a disability and are employed in a range of areas including our parks and executive teams
- People with disability undertook work experience at the Cockburn Youth Centre and the Cockburn Seniors Centre
- Social procurement awareness training has been provided to staff, with the aim of increasing social procurement in partnership with West Australian Disability Enterprises. This resulted in a number of new contracts being awarded
- The City won awards for accessibility and inclusion – see **Awards and Achievements**, pages 29–30.



Floating Wheelchair, Ngarkal Beach, North Coogee

Youth Services

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.

Youth Services administers grant and Council funded services, programs and community development. Provides events and facilities to increase support, activity and leisure opportunities for young people.

Achievements

- ✓ Customer service rating Youth Centre (see **Customer Satisfaction Results**, page 27 for details): 96%
- ✓ Animated video released to increase awareness of the City's Youth Services Strategy 2016–2022.

Youth Support Services

Achievements

- ✓ Employed three full-time youth workers to support at-risk young people aged 12–18 years and their families
- ✓ Supported 65 young people to develop and work intensively towards the achievement of individualised case plan goals.

Youth Centre

Achievements

- ✓ Supervised six placement students, two were later employed by the centre, and another joined the City's Youth Advisory Collective (YAC).

Youth Development

Achievements

- ✓ Expanded the YAC membership to twelve
- ✓ Promoted 12 young person-focused 'Good News Stories' including the City's young citizen of the year, young person selected for an international youth exchange to Hong Kong.

Youth Programs and Events

Achievements

- ✓ 260 young women attended skating coaching clinics and events
- ✓ 1,509 youth participated in four school holiday excursion programs
- ✓ Provided 172 supervised driving hours to young people through the RYDE supervised driving program
- ✓ 1,290 young people attended the after school Blissco mobile youth sessions in four suburbs.

Grants & Research

The Grants & Research team provides a central coordinating service for the distribution of the City's grants, donations and sponsorships 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 two per cent of the rates income to a range of grants, donations, sponsorships and subsidies called the Cockburn Community Fund. In 2018–19, \$1.35 million was made available to the community through this fund.

Achievements

- ✓ A new community funding framework and policy was approved by Council
- ✓ Assisted with the development, coordination and submission of many successful grant applications and award nominations.



Women's Skate Clinic

Corporate Communications

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 & Media

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

Achievements

- ✓ Undertook the annual community survey to determine community priorities and areas of concern. Developed strategies to address these and reported back to staff, Elected Members and the community.

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

- ✓ Coogee Live, two-day coastal event
- ✓ The Show Off 14 Art Exhibition involved 65 artists
- ✓ The ANZAC Dawn Service was attended by more than 5,000 people, with 1,500 attending the 10am service. More than 1,500 students took part in the ANZAC Youth Parade.



Show Off – Art Exhibition Cassandra Cooper, Patricia Howlett and Mayor Howlett

Civic Events

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

Achievements

- ✓ Twelve Citizenship Ceremonies – 1,035 people from 98 countries became Australian citizens. The top 10 represented countries were (from highest to lowest): Philippines, United Kingdom, India, China, Malaysia, South Africa, Italy, Ireland, Iran and New Zealand.

Azelia Ley Homestead Museum

Achievements

- ✓ Over 6,000 people from schools and organised tours visited the museum throughout the year. More than 9,800 people attended events in the museum grounds including the Teddy Bears Picnic, vintage machinery day and High Tea.

Customer Service

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

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details):
 - Front counter 98%
 - Contact centre 83.6%
- ✓ 107,954 calls were received by the Contact Centre
- ✓ 10,644 enquiries were made at the front counter
- ✓ 32,533 customer requests were raised
- ✓ 6,608 transactions were processed at the front counter.



Pioneers Luncheon May 2019, Cr Carol Reeve-Fowkes, Patricia Howlett, Frances Bucat and Cr Lee–Anne Smith

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, industrial and commercial properties in the City, provides and maintains buildings and other facilities on Council property for community use, and promotes and implements sustainability. This directorate maintains the City's plant and vehicle fleets.

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

- 5,850 – Tonnes of waste diverted from landfill and recycled at Henderson Waste Recovery Park
- 79,948 – Bins lifted per week by the City's trucks
- 5,000 – Trees pruned under power lines
- 226 – Playgrounds maintained
- 893 – Kilometres of verges maintained



Port Coogee Marina



Spearwood Heritage Artwork Wall dedication June 2019



Bibra Lake Regional Playground

Spend on Asset Development and Operational Activities

Asset Development	\$Million
Landfill site	0.2
Plant – new and replacement	2.6
Parks and environment	5.3
Roads, footpath and drainage	19.5
Developer contributed infrastructure	8.4
Buildings	9.7
Marina and coastal	0.7
Total	46.4

Operational Activities	\$Million
Plant maintenance	3.1
Facilities maintenance	6
Marina and coastal	1.4
Waste disposal	7.3
Roads, footpaths and drainage maintenance	8
Parks and environment maintenance	16
Waste collection	12.9
Total	54.7



Paddock Parade in Cockburn Central

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 licence 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 service rating (see **Customer Satisfaction Results**, page 27 for details): 98.1%
- ✓ 6.7 per cent of recyclable items (5,850 tonnes) were recovered and diverted from landfill including 134 tonnes of recyclable items sold at the Re-use Shop
- ✓ Complete the masterplan for the redevelopment of HWRP
- ✓ 43 tonnes of toxic household hazardous waste were diverted from landfill
- ✓ 3.7million m³ of landfill gas was captured, down by 12.5 per cent from the previous year
- ✓ Completed waste service agreement for the long term waste to energy disposal of municipal solid waste
- ✓ Constructed two separate drop off areas at the transfer station to eliminate the safety hazard for users at the push wall.

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 79,948 bins per week were emptied, an increase of 12 per cent from the previous year. This equates to 4,157 million bins emptied over the year by 15 waste trucks

- ✓ Received general waste tonnages by 16.8 per cent over the year, largely due to the introduction of the 24,720 garden waste bins that collected 4,882 tonnes of green waste. This decrease occurred despite the allowance for an extra 750 tonnes from an additional 950 new residential properties
- ✓ 2,781 tonnes of hard waste and 1,603 tonnes of green waste were collected in the City's verge collection program. This represented a decrease of 5.1 per cent from the previous year
- ✓ Recovered and recycled 2,384 (60 tonnes) mattresses, 201 tonnes of scrap metal and 7 tonnes of e-Waste
- ✓ 228 tonnes of waste were collected by our illegal dumping crew
- ✓ Approved 24 waste management plans for developments
- ✓ Installed 12 public place recycling enclosures.



Cardboard Compactor at Henderson

Waste Education

The City undertakes an extensive waste education program to lead and support a community that avoids waste generation, reduces environmental impacts and considers

the waste that is produced as a valuable resource to be recovered, reused and recycled.

Achievements

- ✓ Developed a series of creative and innovative waste education materials
- ✓ Improved diversion of waste to landfill by improving the correct use of bins through doorknocking and bin auditing during the three bin roll-out program. 13,518 residences doorknocked and 45,725 bins audited
- ✓ Introduced compostable dog bags
- ✓ Managed the State Government changes to recycling rules by rolling out information campaign and updating all material
- ✓ Received Waste Authority grants for a cardboard compactor and a commercial food waste trial
- ✓ Introduced Western Australia's first Sea Bin at Port Coogee Marina
- ✓ Created waste truck videos to explain to developers the importance of good road layout and building design to accommodate waste management
- ✓ Introduced the Waste Wise Events Policy
- ✓ Supported the roll-out of the State's Plastic Bag Ban through video and community events.



Compostable Dog Bags

Parks & Environment Services

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

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 maintains parks, ovals and streetscapes on Council-owned land in accordance with agreed service levels.

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 71.7%
- ✓ This rating refers to the level of satisfaction with how customer requests were dealt with and not from satisfaction with parks themselves.



Dixon Reserve Adventure Playground

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 600 hectares of turf and landscaping at sporting ovals, passive parks and community facilities
- ✓ Managed park infrastructure valued at \$65 million
- ✓ Managed 226 playgrounds

- ✓ Maintained 121 hectares of streetscapes, including roundabouts, median strips and verges
- ✓ Maintained 893 kilometres of road verges
- ✓ Undertook annual turf analysis, soil assessments and sport oval renovations
- ✓ Undertook annual Yardstick Parks Assessment (comparisons with other local governments).

Street Tree Management

Achievements

- ✓ Completed 1,840 tree maintenance customer requests
- ✓ Pruned over 5,000 trees under power lines.

Groundwater Operating Strategy

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

Achievements

- ✓ Monitored 223 bore locations to inform individual water budgets for each park
- ✓ Maintained 11 filter systems which remove iron from abstracted groundwater
- ✓ Monitored the water quality of five significant locations adjacent to environmentally sensitive areas: Kurrajong Reserve, Kevin Bowman Reserve, Manning Reserve, Bibra Lake picnic area and Waterbuttons Park
- ✓ Produced an annual report for the Department of Water and Environmental Regulations outlining the City's abstraction per licence, water quality and impact on water draw from aquifers
- ✓ Completed an assessment of the water quality at Beelihar Lake and addressed short term recommendations.

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 13 playgrounds including Blackburn Park, Boyd Reserve, Hargreaves Park, Jan Hammond Park, Kennack Park, Lucken Reserve, Marshwood Reserve, Reeves Park, Steiner Park, Touchell Park and significant upgrades at Brandwood Reserve and Southwell Park
- ✓ Replaced irrigation systems at Katich Park and Atwell Oval
- ✓ Renewed 16 groundwater pump units
- ✓ Upgrades to Kooboolong Park, Tangle Park, Hakea Park and Broadwater Park
- ✓ Planted 1,250 street trees
- ✓ Streetscape enhancements to Wentworth Parade and Alabaster Drive
- ✓ Constructed a clay pump track at Barrow Reserve.

Shade Sail Strategy

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

Achievements

- ✓ Installed shade sails at the following parks: Beaumont Park, Marquis Park, Perdita Park, Ronsard Park, Spinnaker Park, Tranquil Park and Weetman Park.

Bibra Lake Management Plan

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

Achievements

- ✓ Completed repair works to the foreshore retaining wall adjacent the Bibra Lake picnic area, including earthworks, revegetation plantings and the installation of turtle breeding enclosures.

Coogee Beach Master Plan

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

Achievements

- ✓ Landscape design drawings compiled for the enabling works to the Coogee Café precinct.

North Coogee Foreshore Management Plan

The plan provides for the development of the northern section of the CY O'Connor Reserve to improve the amenity of adjacent residents and the wider community.

Achievements

- ✓ Contract awarded for the delivery of sewer, potable water, electrical cabling and toilet facility.

Cockburn Central West Memorial Walk

Achievements

- ✓ Installed 36 interpretive signs commemorating Australia's involvement in conflicts throughout history.

Revitalisation Strategies

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

Achievements

- ✓ Completed planting program to streets in Spearwood
- ✓ Contract awarded for the construction of the Len Packham nature playground, Coolbellup
- ✓ Completed upgrades to Dodd Park, Hamilton Hill
- ✓ Completed South Lake fenced dog exercise area

- ✓ Made improvements to Lots 12 and 52 Briggs Street including vegetation removal, bollard and gate installation, earthworks and pathways
- ✓ Completed upgrade of Ramsay Park, including landscaping, shelter and path.

Environmental Services Unit

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

Natural Area Management

Seeks to enhance and protect the environmental values of nature reserves by undertaking rehabilitation and intensive maintenance programs, managing approximately 1,200 hectares of conservation reserves.

Achievements

- ✓ Revegetated 4.8 hectares of degraded bushland with 67,107 plants
- ✓ Continued the feral animal control program at reserves throughout the City
- ✓ Completed dieback mapping at Bosworth, Denis de Young, Rose Shanks, Success, Triandra and Yangebup Reserves with re-treatment being undertaken at Denis de Young
- ✓ Veldt grass control measures in Bandicoot, Banksia Eucalypt Woodland, Bibra Lake, Denis De young, Little Rush Lake, Manning, Success and Yangebup Reserves to reduce fuel loading and prevent biodiversity loss
- ✓ Fire control measures implemented on a number of reserves to minimise fire risk
- ✓ Assessment completed of the North Lake Road and Beeliar Drive fauna underpasses
- ✓ Vertebrate Fauna Survey (Level 1) undertaken at Boorn Park and Djidi Djidi Reserve
- ✓ Completed condition rating of 16 reserves encompassing 173 hectares.

Capital Works Projects

Achievements

- ✓ Engaged project manager and architect for the Wetlands Precinct project
- ✓ Sourced new artificial reef structures for the Coogee Maritime Trail
- ✓ Completed the board walk extension at Eco Park
- ✓ Developed the Yangebup and Little Rush Lake Master Plans
- ✓ Installed a hard edge at Market Garden Swamp to restrict grass encroaching into the wetland
- ✓ Installed possum bridge across Beeliar Drive (between Spearwood Avenue and Hammond Drive), linking Yangebup and Kogalup Lakes.

Grants

Achievements

- ✓ Supported four landowners to maintain and protect remnant bushland and wetlands through the Landowner Biodiversity Conservation Grants
- ✓ Supported the State Natural Resource Management funding program, partnering with the South West Group to implement a Fox Collar Program Study. The primary objective of this project was to gather additional information about how these animals move across the urban environment, which will be used to develop more effective control programs
- ✓ Delivered Stage 2 of the Local Projects Local Jobs Urban Greening Project with community participation. This included the installation of native trees along Cockburn Coast and the tramway trail.

Community Events

Achievements

- ✓ Held 31 community and school planting events across the City's conservation reserves. More than 500 people participated, contributing over 5,000 hours of volunteer time to conservation efforts

- ✓ Hosted a Green Army work team with other south metropolitan councils. The Green Army is a practical environmental action program that supports local environment and heritage conservation projects across Australia
- ✓ Hosted the Terrific Turtle Fest in partnership with the Wetlands Precinct
- ✓ Supported five community groups to undertake clean-ups as part of Clean Up Australia Day (CUAD) and held a CUAD event at Port Coogee with over 100 volunteers
- ✓ Facilitated volunteer activities in the City's conservation reserves
- ✓ Native Plant Subsidy Scheme: 4,333 plants were provided at a discounted rate to residents. 17 schools participated with 360 free plants being provided
- ✓ Habitat for Homes: 21 residents took part in the Bird Bath Subsidy Scheme
- ✓ Participated for the third year in the Great Aussie Backyard Bird Count which is a national citizen science program that collects data on common birds
- ✓ Guided indigenous walks at Banksia Eucalypt Woodland and Bibra Lake.

Energy and Emissions Reduction

Achievements

- ✓ Completed the annual greenhouse gas emission inventory
- ✓ Maintained a Zero Emissions Fleet via the carbon offset program
- ✓ Offered free energy audit advisory visits for 40 households, community and child care centres.

Sustainability

Achievements

- ✓ Updated the Sustainability Policy to include provisions for new Council facilities to allocate three per cent of the project cost for innovative Environmentally Sustainable Design
- ✓ Coordinated a revision of the Community Garden Policy and guidelines to facilitate the establishment of community gardens

- ✓ Developed the Urban Forest Plan 2018–2028
- ✓ Coordinated the Sustainability Committee to facilitate sustainable outcomes in the workplace
- ✓ Awarded 15 sustainability grants to community groups, small business, collective households and schools
- ✓ Developed the '15 Ways To Sustainable Living' and 'Sustainable Living Events' booklet
- ✓ Completed the Smart Park Sustainability Study to guide future management of the park.

Water Campaign

Achievements

- ✓ Submitted the annual Waterwise Council Report on water reduction targets to the Water Corporation. The City maintained its gold Waterwise Council status
- ✓ Delivered the waterwise verge subsidy scheme to 17 households
- ✓ The Yangebup Lake nutrient stripping basin (stage 2) was commissioned
- ✓ Active member of WA's Water Sensitive Cities Transition Network
- ✓ Cockburn ARC awarded Waterwise Aquatic Centre accreditation.



Waterwise Verge Garden

Environmental Education

Achievements

- ✓ Conducted 29 environmental education excursions/incursions for over 1,000 school students
- ✓ Conducted 10 school revegetation excursions for over 380 students
- ✓ Ran 25 events for 900 participants for the Get Wild about Wetlands holiday program
- ✓ Held the annual World Environment Day Schools Festival which provided a day of environmental education for 230 students from nine primary schools. The project was a partnership between the Cockburn Wetlands Education Centre, Native ARC and the Bibra Lake Scouts

- ✓ 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, providing information on coastal vulnerability and marine health
- ✓ Awarded 11 environmental education initiatives grants
- ✓ Enabled two Australian Youth Climate Coalition Schools Summit events for five local high schools and 86 students
- ✓ Enabled two schools to take part in the Low Carbon Schools Pilot Program.

Tertiary Partnerships and Studies

Achievements

- ✓ The City partnered with Kings Park Science to embark on a long term study of the fire ecology in Banksia Woodlands when subject to a prescribed burn. The 20-year study will monitor the effects of undertaking a burn in woodlands and then measure responses against a variety of treatments including weed control
- ✓ Partnered with Murdoch University and the Water Corporation to conduct a study on the efficiency of vegetated swales to uptake phosphorous particles in wetlands
- ✓ Conducted a fox tracking program
- ✓ Hosted three sustainability internships delivering projects on establishing green spaces in residential developments, home energy assessment toolkits, and social rehabilitation.



Community Planting Day, Bibra Lake

Roe 8 Rehabilitation Project

Funded by Main Roads WA

Achievements

- ✓ Continued implementation of the 10-year Rehabilitation Management Plan
- ✓ Established Rehabilitating Roe 8 Advisory Committee
- ✓ Development of cultural protocols and Community Expectations Report
- ✓ 1,912 volunteer hours contributed
- ✓ Volunteer contribution valued at \$57,360
- ✓ 346 attendees at community on-ground events
- ✓ Completed revegetation program with 52,500 plants
- ✓ Completed invertebrate monitoring program
- ✓ Completed vegetation monitoring program in partnership with Murdoch University
- ✓ Completed weed mapping of site
- ✓ Coordinated 32 weeding days in conjunction with local community groups
- ✓ Ran two community capacity building workshops

- ✓ Held Community Open Day
- ✓ Completed 18 hectares of weed control
- ✓ Five schools engaged in on-ground activities and environmental education.



Community Planting, Malvolio Park

Infrastructure Services

Project Management & Development Services

Project manages the planning, design and construction delivery, including contract administration, of larger value building and facility infrastructure capital works projects. Assist in the development and application of best practice project management systems and processes across the organisation.

Achievements

- ✓ Supported the development of the following key projects from the Community, Sport and Recreation Facilities Plan 2018–2033 including:
 - The construction of the Lakelands Reserve Hockey Facility
 - The Cockburn Bowling and Recreation Facility at Visko Park in Yangebup
 - Aboriginal Cultural and Visitor Centre
 - Calleya Estate Treeby Community Centre
 - Frankland Park Recreation Centre
 - Malabar Park BMX Facility
 - Wetlands Education Precinct.
- ✓ Undertook minor upgrades to the Administrative Building, Youth Centre, Jean Willis Centre, Operations Centre.

Asset Services

To ensure that Council's assets meet and provide the required levels of service in the most cost effective method through an optimal balance of creation, preservation, enhancement and disposal.

Achievements

- ✓ Continued development and roll-out of the work management mobility strategy, including Geographic Information System (GIS) access in the field and in-field asset data access and updating for Community Safety and Parking Compliance and open space infrastructure, road, footpath and kerbing condition and defect survey
 - Ongoing implementation of the Project Portfolio Management System.

Facilities & Plant Services

Plan and deliver the Council's building and facility operational and minor capital works program as well as the City's plant and fleet acquisition and maintenance services.

Achievements

- ✓ Undertook upgrades and refurbishments at Coogee Beach Surf Life Saving Club, Cockburn Youth Centre, the Jean Willis Centre, Success Regional Sports Centre, Beale Park Clubrooms and Jandakot Hall, and sign installation across the City
- ✓ Undertook disability access improvement works
- ✓ Reviewed and updated the asbestos audit and associated improvement works across the City's building portfolio
- ✓ Replaced underperforming air conditioning systems for reduced running costs and energy emission reduction benefits
- ✓ Installed sensors and data management software to improve data capture and fault finding of the City's photo-voltaic (solar) systems.

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

- ✓ The marina fuel facility opened
- ✓ Roll-out of new software for managing the marina pens
- ✓ Pen occupancy rate of over 95 per cent
- ✓ Development of a business case for the expansion of the marina to create over 100 new boat pens, including preparation of concept designs for jetties, parking and related facilities plus financial modelling to support the project
- ✓ Refurbishment of the Port Coogee fishing jetty, to treat and prevent corrosion
- ✓ Upgrade of existing navigation marks and installation of an additional beacon on the Port Coogee breakwaters, to make navigation in and out of Port Coogee safer and easier

- ✓ Completion of planning for an accessible storage base at Ngarkal Beach for the Coogee Beach Surf Life Saving Club and the City's new beach wheelchairs
- ✓ Continuation and improvement to the City's coastal monitoring program, with the installation of photo monitoring point markers and expansion to include built coastal structures and awarding of a new four-year monitoring contract
- ✓ Triennial sand bypassing undertaken at Port Coogee, to nourish Coogee Beach and maintain the natural southward drift of beach sand past Port Coogee.
- ✓ Sand bypassing completed at CY O'Connor Beach to rebuild the beach and address erosion
- ✓ The marina fuel facility open in November 2018
- ✓ Installed Western Australia's first Seabin.



CY O'Connor statue, CY O'Connor Beach

Engineering Services

Road Construction Services

Construct and maintain roads, drains and associated infrastructure.

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 72%
- ✓ This rating refers to the level of satisfaction with how requests were dealt with, and not from satisfaction with roads themselves
- ✓ Completed Spearwood Avenue Duplication and Bridge between Beeliar Drive and Barrington Street
- ✓ Completed Verde Drive extension Biscayne Way to Solomon Road
- ✓ Completed new footpaths in Lyon Road, Solomon Road, Sudlow Road, Rowley Road, Russell Road, Cockburn Road, Frankland Avenue and North Lake Road
- ✓ Completed drainage improvements at Jakovich Park, Menas Place, Hamilton Road, Jewell Gardens
- ✓ Completed drainage sump upgrades at Powell Reserve, Peace Park, Evelyn Massey Park and Giudice Way
- ✓ Completed the construction of the Black Spot projects for the extension of the left turn at the Wentworth Parade and Beeliar Drive intersection, Spearwood Avenue and Rockingham Road intersection upgrade, and extended turning areas and added right turn pocket Phoenix and North Lake Roads
- ✓ Completed the annual bus shelter upgrade program with the Perth Transport Authority.



Cockburn Bowling and Recreation Facility Opening Cr Kevin Allen, Cr Stephen Pratt, Cr Carol Reeve-Fowkes, Cr Philip Eva, Cr Lara Kirkwood, Mayor Logan Howlett, Senator Slade Brockman, Cr Chontelle Sands, CEO Stephen Cain

Road Design Services

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

Achievements

- ✓ Completed the design of road upgrade to Barrington Street (Stock Road to Rockingham Road)
- ✓ Completed the design of the Prinsep Road extension to Verde Drive and the Verde Drive extension from Solomon Road to the Armadale Road extension
- ✓ Completed the design for Jandakot Road widening and Solomon Road to Berrigan Drive
- ✓ Completed the design for the Spearwood Avenue Road and bridge duplication between Barrington Road and Beelihar Drive
- ✓ Completed the design of the intersection upgrade of North Lake Road and Phoenix Road

- ✓ Assisted Main Roads Western Australia with the design of the Murdoch Activity Centre Link, Armadale Road duplication and the Armadale Road to North Lake Road Bridge projects.



Reconophalt Coogee

Road Planning & Development Services

Ensure development occurs in accordance with all relevant Australian Standards, WA Planning Commission Conditions and Council's development guidelines and specifications.

Achievements

- ✓ Completed the road design projects including a detailed plan for Jandakot Road duplication between Berrigan Drive and Solomon Road, the design for Verde Drive extension from Biscayne Way to Armadale Road and the design for connection of Prinsep Road to Armadale Road
- ✓ Completed the design for the black spot projects Rockingham Road, Phoenix Road and North Lake Road

- ✓ Completed 60 per cent of design for Hammond Road widening from Bartram Road to Branch Circus and the design for Frankland Avenue from Gaebler Road to Frankland Avenue Road
- ✓ Completed 80 per cent of various traffic, storm water and drainage sump projects
- ✓ Engineering construction drawings of 27 subdivisions have been reviewed, approved and construction managed successfully
- ✓ 120 crossover applications and building permit applications including residential premises have been 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

- ✓ Complete the review and improvement of the process to assess and approve the traffic management plans and construction management plans submitted for roadworks, events and building activities on the City's road network completed
- ✓ Completed requests for traffic calming
- ✓ Completed the traffic management projects for Banksia Court cul-de-sac, Nadilo Drive and Burrige Way on-street parking
- ✓ Completed the Coleville Crescent bike boulevard project development and submitted to the Department of Transport for funding approval
- ✓ Completed review and update of the City's District Traffic Study
- ✓ Completed the submissions for the Black Spot Program 2020–2021 Federal and State Black Spot funding
- ✓ Completed the Russell Road Corridor Planning Study.



Russell Road and Hammond Road intersection, Mayor Howlett, Hon. Roger Cook – Deputy Premier of Western Australia and CEO Stephen Cain



Ossie Pereira, Road Design Services

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

- \$506 million – Value of building works approved
- \$372.9 million – estimated construction value of development applications received over the year
- 1,068 – Number of complaints about noise
- 806 – Number of development applications assessed



Hamilton Hill Senior High School redevelopment



Yandi Park

Planning & Development Directorate

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 service rating (see **Customer Satisfaction Results**, page 27 for details)
 - Building Services: 82%
 - Swimming pool inspections: 95.1%
- ✓ 2,230 building permits issued
- ✓ Total value of building works \$506 million

- ✓ Fee income \$848,000
- ✓ Average time of fifteen working days to issue all building permits
- ✓ The average issuance time for a building permit in 2018–19 was:
 - Certified – nine working days
 - Uncertified – 22 working days.

Electronic Lodgement System

Over the past year, 53 per cent of all building permit applications were lodged online. Work will continue through the 2019–20 financial year to prepare for further process upgrades to facilitate the increased uptake of online submissions.

Other Building Services approvals:

- Issued 116 occupancy permits
- Issued 73 demolition permits
- Issued 32 sign licences
- Issued 19 built strata title clearances.

4,027 mandatory private swimming pool inspections.

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 generally each year by the State Government. These changes require an ongoing review of business and information system processes.

Building approvals for the previous four years are as follows:

Year Ending	Number of Permits	\$Million Value	\$Million Fee	Residential	Commercial	Industrial	Other
30/06/16	2,962	632	1.22	1,120	187	5	1,650

Year Ending	Number of Permits	\$Million Value	\$Million Fee	Residential	Commercial	Industrial	Other
30/06/17	2,573	481	0.925	1,038	89	8	1,438
30/06/18	2,489	422	0.82	941	79	36	1,433
30/06/19	2,230	506	0.848	988	27	46	1169

Environmental Health Business Unit

Environmental Health promotes wellbeing in the community to ensure 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.

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 72.8%

Healthy Lifestyles

The City continues to collaborate with the Cockburn Health and Community facility to deliver the Cockburn Healthy Lifestyle Program (CHLP). The Healthy Eating Activity and Lifestyle (HEAL) Program (HEAL) continues to be supported and sponsored by the City and, in the last 12 months, there have been over 188 clients undertaking assessments. Achievements include:

- ✓ 75 per cent of participants lost weight
- ✓ 79 per cent reduced hip circumference
- ✓ 67 per cent reduced BMI and waist circumference respectively
- ✓ 50 per cent increased serves of vegetables daily and 44 per cent increased serves of fruit
- ✓ 58 per cent improved their fitness
- ✓ The City sponsored the Healthy Schools pilot program run through CHLP to deliver nutrition education at 12 local schools to over 850 school children

- ✓ Provided 692 free health checks at City-run events of which 214 participants were found to be at risk of developing Diabetes Type 2 and/or had BMI over 30
- ✓ The City continued to support 10 Heart Foundation Walking groups
- ✓ Major new men's health program Man v Fat was launched, resulting in 88 players losing 370kg.



Man v Fat

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.

Environmental Health Initiatives

Food

Achievements

Twelve infringements were issued for noncompliance with the Food Standards Australia New Zealand Food Safety Standards and Food Code. Three \$1,000 infringements were

issued to companies and nine \$250 infringements to individuals. One infringement was forwarded to the Fines Enforcement Registry for non-payment. All infringements issued under the *Food Act 2008* totalled \$5,250.

- ✓ One Food Act prosecution was undertaken with a fine of \$60,000
- ✓ Officers conducted 1,071 inspections of 787 food premises resulting in 48 improvement notices being issued for serious items to be completed
- ✓ Approved 56 new (or amendments to) food businesses
- ✓ Approved 443 mobile food vendors
- ✓ Conducted four training sessions for 70 potential food handlers.

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

- ✓ 42 noise management plan approvals were issued for night time works on essential infrastructure
- ✓ 1,068 noise complaints were received by the City, with 765 received outside normal working hours. This is a decrease of 37 complaints from last year and a breakdown of complaints received follows with about 60 per cent being due to noisy music or parties.

Type of noise complaint	Received within work hours	Received outside work hours
Air conditioning	9	0
Alarms	7	12
Birds	14	0
Construction	40	47

Type of noise complaint	Received within work hours	Received outside work hours
Industrial	15	0
Music	124	523
Power tools	23	38
Swimming pools	4	0
Transport	13	14
Vibration	8	3
Other	46	128
Total	303	765

Six infringements were issued for noise. Noise infringements are issued for \$250 for a first offence, and \$500 for second and subsequent 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 suspension of bulk earthworks during summer to minimise dust, with 36 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

Mosquito activity last season was low across Perth due to local weather conditions.

There are a total of 633 infrastructure locations within 18 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 Beeliar.

Achievements

- ✓ The City received 16 notifications for RRV from the WA Department of Health for follow-up patient interviews
- ✓ 22 complaints were received from residents in relation to what they perceived as being abnormally high numbers of mosquitoes localised in their area
- ✓ In total, 313 sites in 18 suburbs received larvicidal treatments throughout the mosquito breeding season
- ✓ Over a period of six months, mosquito traps were set in Thomson's Lake Reserve as part of a project with the Department of Health to determine the number and species of mosquitoes 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

- ✓ 154 premises were visited in regard to mechanical servicing, metal fabricating, plastic/ fibreglass fabricating, abrasive blasting, cabinet making, vehicle wrecking, granite cutting, spray painting, boat building, vehicle battery acid distribution, demolition storage, waste control and equipment hire
- ✓ Received 28 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 service rating (see **Customer Satisfaction Results**, page 27 for details): 83.1%
- ✓ Received 1,015 development applications, 0.4 per cent down from the previous year

- ✓ Assessed 806 applications, a decrease of seven per cent over the previous year
- ✓ 598 development applications were required to be determined within 60 days. The City determined 89 per cent of those applications within 60 days
- ✓ 208 development applications were required to be determined within 90 days. The City determined 85 per cent of those applications within 90 days
- ✓ Submitted five development applications for determination under the Joint Development Assessments Panel, down from nine last year
- ✓ 1,672 new lots were approved (green title, survey strata and built strata), a decrease of 10 per cent from the previous year
- ✓ Approved 40 new Local Development Plans for small lot development, an increase from 39 in the previous year
- ✓ Logged 238 development compliance matters, an increase of five per cent over the previous year. Resolved 246 compliance matters, a decrease of nine per cent over the previous year
- ✓ The estimated construction value of all development applications received over the year decreased by seven per cent over the previous year to \$372.9 million
- ✓ Issued 2,359 zoning statements, a decrease of 11.7 per cent over the previous year
- ✓ Finalised second stage of a new online planning application lodgement and reporting system to improve the customer experience and provide more efficient processing
- ✓ Introduced a new self-service online zoning statement service to improve the customer service experience and internal efficiencies.

Strategic Planning Business Unit

The Strategic Planning business unit comprises the Strategic Planning service unit and Land & Lease Administration service unit.

Strategic Planning

Prepares structure plans scheme amendments, formulates strategies, and adopts policies which provide formal guidance and direction for the planning and development

of the district. Maintains the City's development contribution plans, provides cartographic and Geographic Information Services expertise relevant to planning, and administers geographic naming and street numbering.

Achievements

- ✓ Customer service rating (see **Customer Satisfaction Results**, page 27 for details): 100%
- ✓ Ensured comprehensive application of the City's developer contribution plans including the timely closure of the Development Contribution Plans 2, 3 and 7
- ✓ Introduced additional exemptions to the liability for development contributions to cater for the types of developments undertaken by Cockburn landowners and increase alignment with the intent of the State's infrastructure contribution policy
- ✓ Commenced creation of a new Development Contribution Plan 15 for the Treeby East oval and clubrooms
- ✓ Progressed the structure plan for the Hamilton Hill High School site
- ✓ Commenced re-assessment of the local planning framework for the Australian Marine Complex – currently being considered to change to a 'Strategic Industry' zone
- ✓ Undertook a number of structure plan rationalisations in preparation for a new local planning scheme
- ✓ Progressed structure plans for Hammond Park, Beeliar and Munster, and amendments in Cockburn Central North to further progress these areas towards mixed-use residential development outcomes
- ✓ Considered responses to the advertised key issue papers underpinning the preparation of the City's new Local Planning Strategy and Scheme and undertook further consultation with key stakeholders
- ✓ Undertook the My Best Home project which seeks to improve the information available to residents, builders, designers, architects and real estate agents on how to design age friendly homes in Cockburn's most established suburban areas
- ✓ Provided services related to geographic naming, which helps enable further implementation of the City's Reconciliation Action Plan, and

- ✓ Assisted the GIS Team progress plans to transition the City's spatial mapping system to a new provider.

Land & Lease Administration

Administers leases and licences which span commercial, community and tourism purposes, and purchases and develops land according to the adopted strategy of the City. Manages public requests for pedestrian access-ways, including closures and ensures that all property interests and the City's land portfolio are appropriate and sufficient.

Achievements

- ✓ Contributed to the planning of the Jandakot Road upgrade by facilitating the land acquisition process for stage 1 road widening requirements
- ✓ Worked with Main Roads WA to acquire land associated with the Armadale Road and North Lake Road bridge project including the upgrade of Verde Drive and Prinsep Road
- ✓ Prepared land assets ready for disposal in accordance with the Land Management Strategy (2017–2022)
- ✓ Prepared lease documentation for new City assets and tenants including the City's new hockey facility at South Lake
- ✓ Managed leasing requirements for the City's community, recreation and commercial assets.

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

- \$1.09 million – Net Operating Result
- \$1.25 billion – Value Net Assets



Sustainability Committee



Disability Enterprise Group

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

- ✓ Significant improvement in safety culture resulting in the achievement of lowest Lost Time Injury Frequency Rate, lowest incidents per 100 employees and lowest days lost per incident in many years
- ✓ Expansion of range of online training courses developed in-house
- ✓ Implementation of a range of injury management and injury prevention initiatives for both work and non-work related issues that has decreased both the frequency and duration of absenteeism
- ✓ Completed review of all Health and Safety procedures and policies to ensure currency and relevance

- ✓ Creation of two new Indigenous Trainee positions.



Safety Representatives 2019

Financial Services Business Unit

Internal Audit

Internal audit activities for the year were aligned to the City's three-year Strategic Internal Audit Plan. The plan is driven by the City's risk assessments with those areas considered high or substantial risk included. The City completed internal audits on internal communications and financial management (systems and procedures), which were reported to the July 2019 Audit Committee Meeting. An audit engagement into the City's land development activities and developer contributions framework was also carried out during the year, with a final report planned to be presented to the November 2019 Audit Committee Meeting.

2018–19 coincided with the final year of the current strategic internal audit plan. A new plan was subsequently developed for the 2019–22 three-year period and approved at the July 2019 Audit Committee Meeting. This includes inherent and individual risk topics

specific to the City's needs such as privacy of data and information, contract management and service delivery planning effectiveness.

The Office of Auditor General (OAG) took over auditing responsibilities for local governments several years ago and commenced a program of performance audits. The City was not directly impacted by these during the year but took the opportunity to review the findings of several of these audits and report them to Audit Committee (with improvement recommendations where appropriate). These included corporate credit cards, records management and annual 2017–18 financial audit results across the sector.

External Audit

During the year, delivery of the City's financial audits was formally tendered out by the Office of the Auditor General (OAG). This followed previous legislative change making the OAG responsible for all local government audits and the sub-contracting of the City's 2017–18 financial audit to the City's previous auditor (Macri Partners).

KPMG were the successful tenderer and have since completed the City's 2018–19 financial audit. This included interim audit work during June 2019, where the City's internal controls and procedures were documented by KPMG to establish an understanding of the City's financial management environment and to inform the audit plan. An audit entrance meeting was then held with the OAG and KPMG in July 2019 to review and discuss the audit plan.

The audit of the City's annual financial report was completed in November 2019 and both the audit management letter and annual financial report were presented to a specially convened meeting of the Audit & Strategic Finance Committee held in December.

Achievements

- ✓ No significant internal control failures or errors were detected during the audit and the 2018–19 financial report received an unqualified audit opinion.

Financial Systems Development

The Financial Services business unit has resources dedicated to the strategic development of financial management systems and processes. New projects and initiatives are aimed at improving financial system efficiency, performance and controls, with a strong focus on transitioning to automated paperless business processes.

Achievements

- ✓ The pilot phase of the Project Portfolio Management (PPM) solution successfully went live in March 2019, marking a significant achievement in the City's project governance and management requirements. This solution implementation has also been a driver for change management and technological improvement. The pilot phase roll-out will continue, further embedding PPM competencies across the organisation
- ✓ The City completed the Australasian LG Performance Excellence Program survey for the third year of a three-year commitment. A significant component of this survey relates to financial data, with data capturing techniques further refined to improve quality and efficiency of the process. The City will continue its participation in the survey and relies on effective data capture and reporting to ensure the accuracy of the survey results attained.

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

- ✓ Completion and commissioning of the City's 'cloud' based fees and charges solution, allowing greater visibility and transparency over the annual fee setting and revenue budgeting process
- ✓ The City's financial statements are now published directly from source data using the TechnologyOne publisher module. This eliminates manual table conversions and reduces human error in the finished product
- ✓ Successfully completed and implemented a new reporting tool to meet the City's statutory requirement to report all taxable payments (TPAR) to the Australian Taxation Office from 2018–19 onwards.

Procurement Services

Facilitate 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

- ✓ Improvements made to market engagement documentation and the evaluation system in order to better achieve procurement outcomes for project delivery across the City
- ✓ The City's procurement policy was revised to better reflect legislative requirements. Opportunities to leverage value from the local business economy have been strengthened and it reinforces the principle of corporate social responsibility in the City's procurement spend.

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

- ✓ Implemented a new debt recovery module, delivering significant efficiency benefits
- ✓ Streamlined the financial reporting requirements and reconciliation of the Building Services Levy and Building and Construction Industry Training Fund
- ✓ Converted a number of properties rated under the Unimproved Value (UV) method to the Gross Rental Value (GRV) method. This initiative ensures all properties across the City are properly rated according to their land use and involves an increasing level of consultation with affected property owners, as well as the Department of Local Government, Sport and Cultural Industries.



Budgeting and Financial Reporting Services

Information Services Business Unit

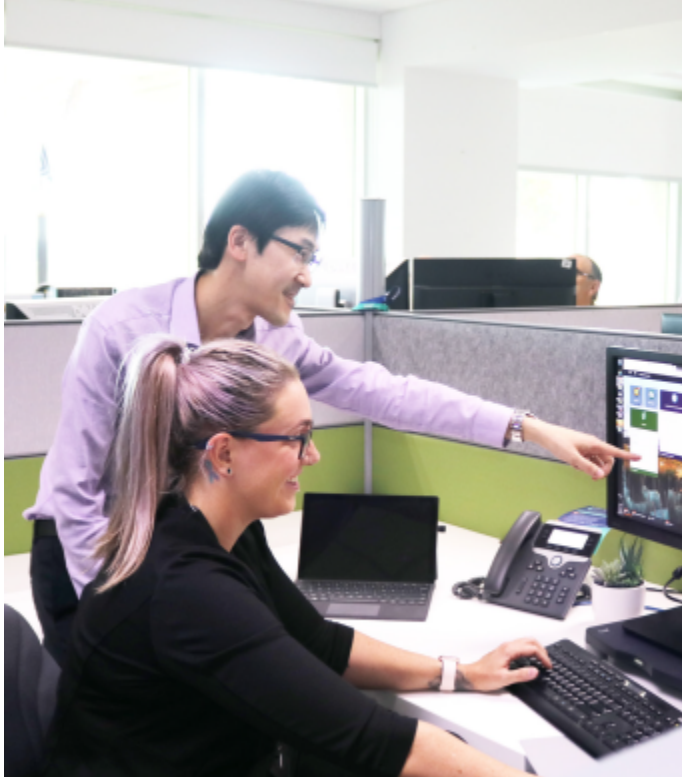
Information Services is the business unit responsible for providing, maintaining and developing the City's core services relating to information and communication technology.

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

- ✓ Stage 1 renovations of Administration data centre (server room) completed
- ✓ Continued roll-out of public Wi-Fi
- ✓ Rolled out new multi-function devices across the whole organisation
- ✓ Progressed CCTV network separation
- ✓ Commenced implementation of Cyber Security Plan.



Information Services Business Unit

Business Systems

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

Achievements

- ✓ Started city-wide business process review
- ✓ Undertook feasibility study for Live Chat
- ✓ Put Environmental Health Services applications online with inspections available via tablet
- ✓ Added more Statutory Planning online applications
- ✓ Automated zoning statement creation process
- ✓ Continued roll-out EmpLive rostering system
- ✓ Undertook full system TechnologyOne upgrade

- ✓ Implemented single touch payroll
- ✓ Implemented new marina software
- ✓ Updated financial counselling system to meet legislative requirements
- ✓ Redeveloped Cockburn Community Groups and history websites.

Geographic Information Systems (GIS) Services

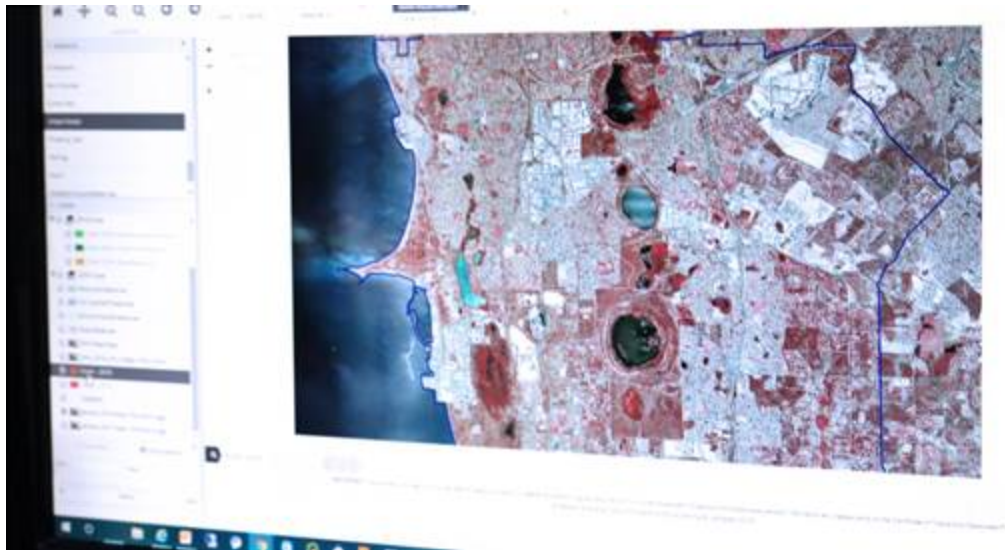
Deliver the support, maintenance and development of GIS systems and datasets that provide stakeholders with the tools to analyse, visualise and explore corporate location-based information.

Achievements

- ✓ Commenced the IntraMaps replacement project with ESRI
- ✓ Developed Cockburn Explore bike map for City website
- ✓ Mapped the tree canopy within the City
- ✓ Designed and implemented internal Dial Before You Dig system.



Geographic Information Systems (GIS) Services



Urban Forest – Tree Canopy

Records Services

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

Achievements

- ✓ Completed stages 2 and 3 of the Knowledge Management project
- ✓ Reviewed and implemented improvements to archiving processes
- ✓ Digitised hard copy Council minute books
- ✓ Upgraded Enterprise Content Management (ECM) to 2018A release.



Records Services

Recordkeeping Compliance

Evaluation of recordkeeping systems

Reviewed the City's Records Management Policy which was subsequently adopted by Council.

Recordkeeping Training Program

All new staff are required to undertake an online Records Awareness Training (RAT) course. The interactive course outlines the recordkeeping roles and responsibilities of all employees at the City. Participants must undertake and pass a short assessment at the completion of the course. Employees must then repeat the course every two years.

An online course outlining the recordkeeping responsibilities of Managers and Supervisors has also been implemented.

Regular training for new and existing staff is also held on the use of the organisations 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.

Recordkeeping Induction Program

New staff must complete the Records Awareness Training (RAT) and, where relevant, ECM training as part of their induction.

New Managers/Supervisors are also required to complete the online Recordkeeping Training for Managers and Supervisors.

Recordkeeping is also highlighted in the online corporate inductions that are coordinated by the Human Resources team.

Financial Report

To view the City of Cockburn Annual Report 2018–19 Financial Report visit [City of Cockburn website: Corporate Strategic Planning: https://www.cockburn.wa.gov.au/Council/About-Council/Strategic-Planning#annualreport](https://www.cockburn.wa.gov.au/Council/About-Council/Strategic-Planning#annualreport)



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