City of Cockburn
Strategic Community Plan
2020–2030

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2030 VISION
cockburn.wa.gov.au

Cockburn, the best place to be

2030 Vision
City of Cockburn: cockburn.wa.gov.au

Cockburn, the best place to be

Contents

Acknowledgement of Country

The Mayor, Councillors and staff of the City of Cockburn acknowledge the Whadjuk Nyungar people of Beeliar boodja as the traditional custodians of this land. We pay our respect to the Elders, past, present and emerging.

Summary

The Strategic Community Plan encompasses the period 2020 to 2030.

The plan is reviewed every two years with a formal review, including community consultation, every four years.

The plan has been prepared in accordance with the Integrated Planning and Reporting Framework and Guidelines and our four sustainability themes of Governance, Environment, Society and Economy.

Community aspirations and priorities have been considered in the development of the strategic objectives contained in this Plan. The strategic objectives are grouped around the following five key outcome areas:

- **Local Economy**: A sustainable and diverse local economy that attracts increased investment and provides local employment.

- **Environmental Responsibility**: A leader in environmental management that enhances and sustainably manages our local natural areas and resources.

- **Community, Lifestyle and Security**: A vibrant, healthy, safe, inclusive and connected community.

- **City Growth and Moving Around**: A growing City that is easy to move around and provides great places to live.

- **Listening and Leading**: A community focused, sustainable, accountable and progressive organisation.

Major projects, activities and priorities are included in the Corporate Business Plan that will help achieve the objectives of this plan.

Introduction

The Strategic Community Plan 2020–2030 sets the City's direction and lists our strategic objectives and aspirations. It reflects the priorities of our community and builds on our history and the previous plans to shape our community. This document contains our major achievements since the last Strategic Community Plan was published four years ago, as well as the challenges we face over the next ten years. At this time our greatest challenge is the COVID-19 pandemic. This crisis has adversely affected many people and businesses in the Cockburn community. We will continue to support each other during this difficult time so we can ensure recovery from the significant economic, social and community impacts this has had.

This plan states our revised vision to make Cockburn, the best place to be and includes our values which enable this vision. It lists our high level objectives under five key outcomes. We've included the framework and model under which we plan and the key outcomes of our community consultation. Other information such as a snapshot of what the City looks like now, how it will change over the next ten years, relevant demographic data and a statement about how we deal with risk are also included.

The heart of any community is its people. Thank you to everyone who participated in our community consultation, your feedback is both welcomed and valued.

Importantly, listening to and hearing the views of the wider community informs and helps us to work together to fulfil our vision for the future. The City looks forward to working with our community over the next ten years.

Logan Howlett.

Logan K. Howlett, JP
Mayor

Your Councillors

Cr Kevin Allen, West Ward

Cr Michael Separovich, West Ward

Cr Phoebe Corke, West Ward

Cr Phil Eva, JP, Central Ward

Cr Chontelle Stone, Central Ward

Cr Tom Widenbar, Central Ward

Deputy Mayor Lara Kirkwood, East Ward

Cr Lee-Anne Smith, OAM, East Ward

Cr Dr Chamonix Terblanche, East Ward

Our Achievements

Between 2016 to 2020

City Growth

- Completion of urban revitalisation planning strategies in Hamilton Hill, Spearwood and the Lakes

- Achieved land sales in excess of $25M in the past 4 years

- Planning and development of Cockburn Central as our Regional Centre

- New integrated online planning application lodgement and approval delivery platform

- Creation of Business Engagement Officer position and associated business support activities

- Enhancements to the Port Coogee Marina.

Moving Around

- Completion of $25.7M of major road and bridge projects including Prinsep Road and Verde Drive project, Spearwood Avenue road and bridge project, and Berrigan Drive and North Lake Road duplication projects

- Successful Community Connect South Campaigns – to secure $382M funding for Armadale Road duplication and bridge

- Successful advocacy for freeway widening projects

- Successful advocacy for Aubin Grove Train Station, and Metronet Thornlie to Cockburn train line

- Continuing improvements to roads, footpaths and bicycle network.

Environmental Responsibility

- Completed roll-out of third garden waste bin

- Establishing a 20 year contract with an energy from waste facility provider

- Continued investment in renewable energy infrastructure such as photovoltaic cells on many of the City's buildings

- New significant parks infrastructure such as the Bibra Lake Regional Playground, Coogee Maritime Trail, Manning Park stairs and Walliabup Skate Park facilities

- Revegetation of more than 15 hectares of degraded bushland.

Community, Lifestyle and Security

- Opening of the $109M award winning Cockburn Aquatic and Recreation Centre

- Commencement of RYDE Youth Driver education program

- Completion of new community buildings, including the Cockburn Community Men's Shed, Cockburn Bowling and Recreation Facility, Jandakot Volunteer Bushfire Brigade Facility, and Lakelands Hockey and Sporting Facility

- Finalisation of the $200M, 15 year Community, Sport and Recreation Facilities Plan

- Development of CCTV network to include more than 450 cameras

- City's first Women's Health Expo in 2018 and first Act Belong Commit community wellbeing partnership

- Review of CoSafe mobile security service to increase patrols at peak times.

Listening and Leading

- Leader in Disability Access and Inclusion, developing a new award winning accessible corporate website

- Reviewed and improved our Community Engagement Framework and Practice

- Developed the Digital Smart City Strategy and Smart Region innovation projects.

Our Vision
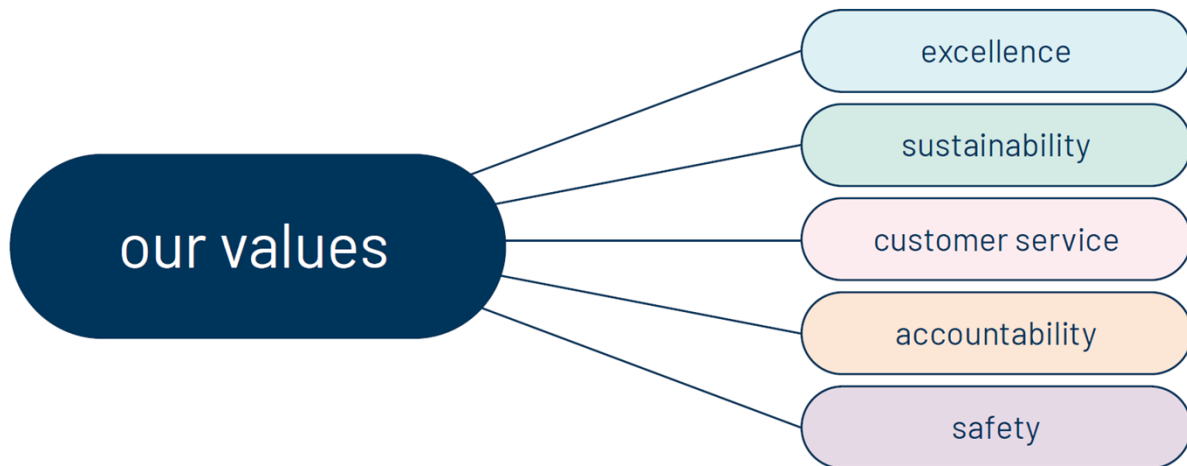
Cockburn, the best place to be

Our Purpose

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

Our Values enable our Vision

We seek to have all elected members and employees think and act according to five values. These values influence our culture and assist us to deliver our Vision.

Our values:

- ➤ excellence

- ➤ sustainability

- ➤ customer service

- ➤ accountability

- ➤ safety

Our Unique City

The City of Cockburn has many unique advantages, both natural and built, that make it 'the best place to be':

- **Local Economy**

Local Economy

- **Environmental Responsibility**

Environmental Responsibility

- **Community, Lifestyle and Security**

Community, Lifestyle and Security

- **Listening and Leading**

Listening and Leading

- **City Growth and Moving Around**

City Growth and Moving Around

Community Consultation Snapshot

The City undertook extensive community consultation to inform this plan (SCP) between August and November 2019.

Activities were widely advertised in print and digital mediums and information was available in a range of languages.

The consultation specifically sought feedback on:

- The City's vision

- Community priorities within each area of the current SCP

- Any new or emerging issues the City should consider.

Community and Business Survey

Email and hard-copy surveys were sent to a random sample of 10,000 households, as well as community, business, recreation and cultural groups.

2,301 responses were received, representative of the City's diverse population, and included 138 businesses.

Community Workshops and Listening Posts

190 people participated in face-to-face workshops, reference group meetings, one-on-one discussions and a series of 'listening posts'.

60 people attended a sundowner for community and sporting groups.

A total of 2,491 community members provided suggestions for the City to focus on over the next decade.

City Growth

The top three priorities identified were:

- Local employment opportunities

- Planning for the future

- Revitalisation of the City's older suburbs.

Other City Growth focus areas were:

- Managing an increase in population and housing density and the need to retain a desirable living environment

- Increasing local employment opportunities for young people.

Moving Around the City

The top three priorities identified were:

- Improved public transport options, including better connected and more frequent buses

- Traffic congestion and freight movement

- Road safety.

Also important to residents were:

- Improved parking

- Cycleways

- Footpaths

- Managing the impacts of all the major roadworks.

Community, Lifestyle and Security

Residents felt security and community safety were the top priority, being three times more likely to be mentioned first in the survey than any other area.

The following priorities were seen to be equally important:

- Accessible and inclusive community services

- Recreation and leisure

- Health Services.

Cultural heritage was particularly important and second to safety for people identifying as Aboriginal.

Economic, Social and Environmental Responsibility

The top three priorities identified were:

- Sustainability

- Bushland, wetland and coastal natural area protection

- Open spaces and parks accessible to everyone.

Other priorities identified were:

- Increasing the urban tree canopy

- Climate change, which was particularly important to people under the age of 25

- Upgrading parks and local infrastructure, including those for young people.

Listening and Leading

The top three priorities identified were:

- Governance

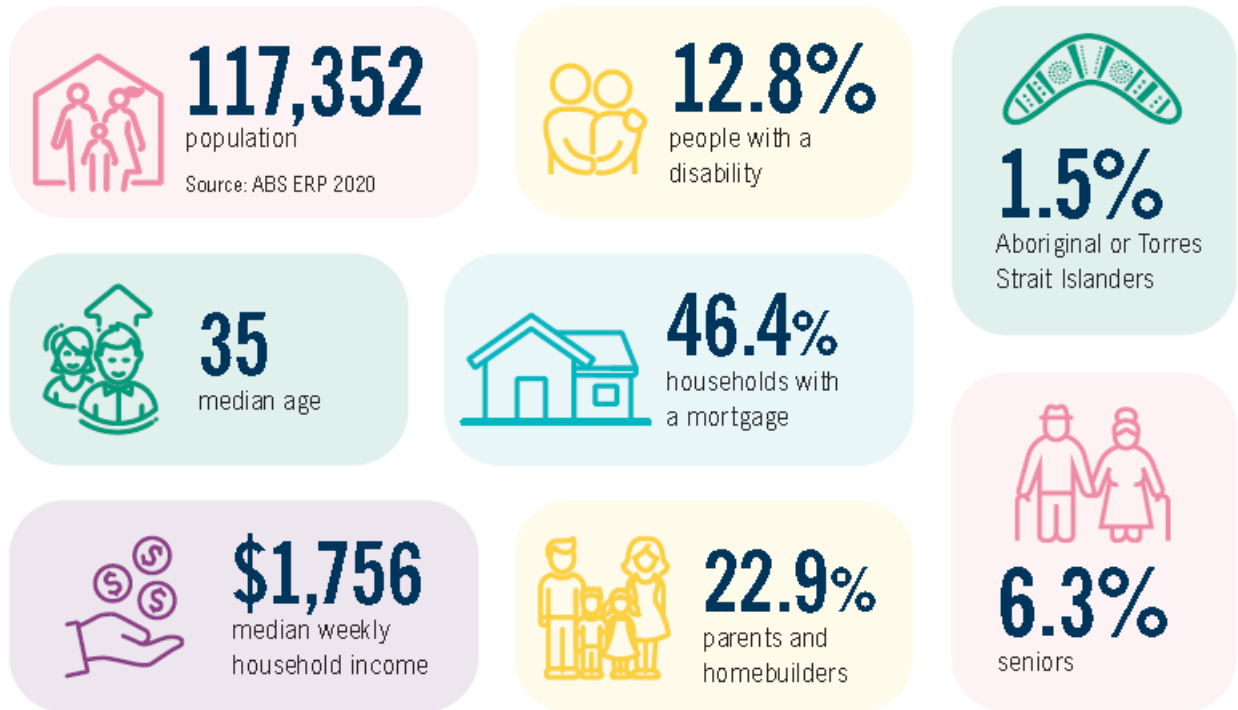- Community engagement and consultation

- Customer service.

Financial sustainability and asset management was also seen as a priority.

These community priorities were utilised in the development of the Strategic Community Plan 2020–2030.

A Snapshot of our City

Based on Australian Bureau of Statistics 2016 Census data.

117,352
population
Source: ABS ERP 2020

12.8%
people with a disability

1.5%
Aboriginal or Torres Strait Islanders

35
median age

46.4%
households with a mortgage

$1,756
median weekly household income

22.9%
parents and homebuilders

6.3%
seniors

- **117,352** – population (Source: ABS ERP 2020)

- **35** – median age

- **$1,756** – median weekly household income

- **12.8%** – people with a disability

- **46.4%** – households with a mortgage

- **22.9%** – parents and homebuilders

- **1.5%** – Aboriginal or Torres Strait Islanders
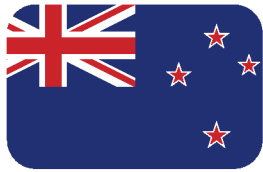
- **6.3%** – seniors

Cockburn is becoming more culturally diverse with 34.1 per cent of the population born overseas. The most common countries of birth are included below.

60% – Australia
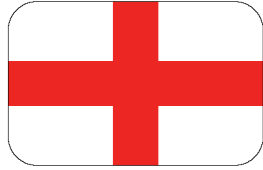
7% – England

3% – New Zealand

2% – Philippines

2% – South Africa

2% – India

A Snapshot of a Year

Based on the City of Cockburn Annual Report 2019-20.

- **68,000** plants used to revegetate 4.8 hectares of degraded bushland

- **61,300** visits to Comment on Cockburn community consultation website

- **8,935** jobs attended by rangers

- **21,097** Facebook followers

- **572,908** items issues by Cockburn libraries

- **26%** of power for council buildings generated from solar photovoltaic systems

- **5,919** tonnes of waste diverted from landfill and recycled

- **893** kilometres of verges maintained

- **1.05 million** attendances at Cockburn ARC

- **57.1%** of participants in the HEAL program lost weight

- **$1.45m** available via Cockburn Community Fund

- **231** playgrounds maintained

- **821** development applications assessed

Challenges Ahead

The world is experiencing unprecedented challenges caused by the COVID-19 pandemic. The emergent social and economic crisis continues to demand new and evolving responses from Local Governments. The Australian COVID-19 vaccination program is currently being rolled out in phases in accordance with advice from the Australian Government. The City will continue to support the community through this challenging situation while focusing on areas such as public health and wellbeing, support for vulnerable people, financial relief, and supporting local businesses and the economy.

Economic Challenges

Whilst Australia's unemployment rate as at March 21 is 5.6 per cent, WA's rate is the lowest in the Country at 4.8 per cent. Significant challenges remain as the pandemic continues to require lockdowns and restrictions, impeding economic recovery and increasing the need for the City to support local businesses and industry to provide local employment opportunities.

Environmental Challenges

Climate change impacts have been identified as a key factor for future planning. The City will need to be prepared for a possible rise in sea level, an increase in erosion impacts on vulnerable coastal areas, an increase in temperatures and a drying climate.

The reduction of the City's tree canopy, decrease in groundwater availability and bushfire mitigation are also key challenges.

Community, Lifestyle and Security Challenges

Services to enhance safety and security, and services to support our ageing, culturally diverse and growing community, continue to be important priorities. The City will need to continue to assist the community with facilitation of responsive social support and mental health services during the pandemic.

City Growth and Moving Around Challenges

Traffic congestion will continue to be a priority area due to population growth. It is anticipated that improvements in car driving behaviour, public transport, and transport networks will reduce traffic congestion.

Listening and Leading Challenges

Financial sustainability challenges will continue, including pressure for rate capping, increasing ratepayer expectations and demand to decrease 'red tape'. Over the next ten years it is anticipated that society will go through a significant digital transformation journey which will enable new innovative products and services, drive efficiency and allow better decision making.

What we will look like by 2030

The City of Cockburn's population continues to grow with an increase of 26.4 per cent expected by 2030, resulting in 31,030 new residents and a population of almost 150,000. The greatest population change for the City of Cockburn is forecast for the period from 2022 to 2026, which is expected to have a net increase of 14,500 people. The number of children aged 0 to 4 years is expected to increase by 21.6 per cent from 8,810 in 2019 to 10,700 by 2030. The number of people aged over 65 years is expected to increase by 42.9 per cent from 13,580 in 2019 to 19,400 by 2030.

By 2031 there will be approximately 59,950 dwellings in the City of Cockburn. One and two person households will be the dominant household type, while 22.5 per cent of all households will be single person households.

Our Strategic Outcomes and Objectives

Cockburn, the best place to be

Local Economy

A sustainable and diverse local economy that attracts increased investment and provides local employment.

Strategic Objectives		Measurements
1.1	Increased investment, economic growth and local employment	Increased annual value of major new developments and number of local jobs
1.2	Thriving local commercial centres, local businesses and tourism industry	Improved satisfaction with efforts to support and retain existing businesses
1.3	A City that is 'easy to do business with'	Improved satisfaction with ease of doing business with the City

Environmental Responsibility

A leader in environmental management that enhances and sustainably manages our local natural areas and resources.

Strategic Objectives		Measurements
2.1	Protection and enhancement of our natural areas, bushland, parks and open spaces	Improved satisfaction with environmental management and with the provision of parks and open spaces
2.2	Sustainable resource management including waste, water and energy	Progress against the KPI's identified in the State of Sustainability Report
2.3	Address Climate Change	Progress against the actions identified in the City's Climate Change Strategy

Community, Lifestyle and Security

A vibrant, healthy, safe, inclusive and connected community.

Strategic Objectives		Measurements
3.1	Accessible and inclusive community, recreation and cultural services and facilities that enrich our community	Improved satisfaction with the City's provision of community, recreation and cultural services and facilities
3.2	A safe and healthy community that is socially connected	Improved satisfaction with safety, security and health and social connection activities

Strategic Objectives		Measurements
3.3	Aboriginal and Torres Strait Islander cultures and other diverse cultures and heritage are recognised & celebrated	Improved satisfaction with recognition and celebration of Aboriginal and Torres Strait Islander and other diverse cultures and heritage

City Growth and Moving Around

A growing City that is easy to move around and provides great places to live.

Strategic Objectives		Measurements
4.1	An attractive, socially connected and diverse built environment	Improved satisfaction with local area development and Cockburn as a place to live
4.2	Cockburn Central as the capital of Perth's South Metro Region	Improved satisfaction with development of Cockburn Central
4.3	An integrated, accessible and improved transport network	Improved satisfaction with the City's transport network, cycleways, footpaths and parking

Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

Strategic Objectives		Measurements
5.1	Best practice Governance, partnerships and value for money	Improved satisfaction with the City's Governance and financial sustainability

Strategic Objectives		Measurements
5.2	High quality and effective community engagement and customer service experiences	Improved satisfaction with the City's community engagement, communications and customer service
5.3	Employer of choice focusing on equity, innovation and technology	Improved employee satisfaction with the City as an employer that effectively embraces change, innovation and new technology

Measurement

Taking a 'Pulse' – Community and Business Surveys

To monitor community and business priorities and measure the achievement of the Strategic Community Plan objectives the City conducts annual surveys which reveal higher priorities, secondary priorities and lower priorities. They measure performance and when analysed and graphed as shown in the Community and Business Priority Windows on pages 17 and 18, show where the City should focus its efforts. The survey questions are linked to all five outcome areas and relevant strategic objectives of the Strategic Community Plan.

Key performance areas are benchmarked and compared with other Local Governments who participate in the MARKYT Community or Business Survey.

The City undertakes regular customer satisfaction surveys for key service delivery areas for measurement and improvement purposes.

Other Measures and Reporting

Corporate Business Plan

The Corporate Business Plan contains additional detail against the first four years of the Strategic Community Plan objectives. It contains information about key projects; our business as usual activities and KPIs; and major resource requirements. The Annual Budget is developed from this plan.

Annual Report

At the end of each financial year, a comprehensive Annual Report is published which describes our progress against the objectives of the Strategic Community Plan and Corporate Business Plan.

State of Sustainability Report

The City is a leader in sustainability and publishes an annual State of Sustainability Report. This measures progress through key areas of focus for the City: Governance, Environment, Society and Economy. This report is embedded within the City's network of corporate planning documents to form an integrated reporting platform.

The reports listed above are placed on the City's website and made available in alternative formats upon request. For current editions of these reports please refer to our website at: cockburn.wa.gov.au

Community Priorities

Transcriber's Note: Please contact City of Cockburn for more information or clarification on the following graph.
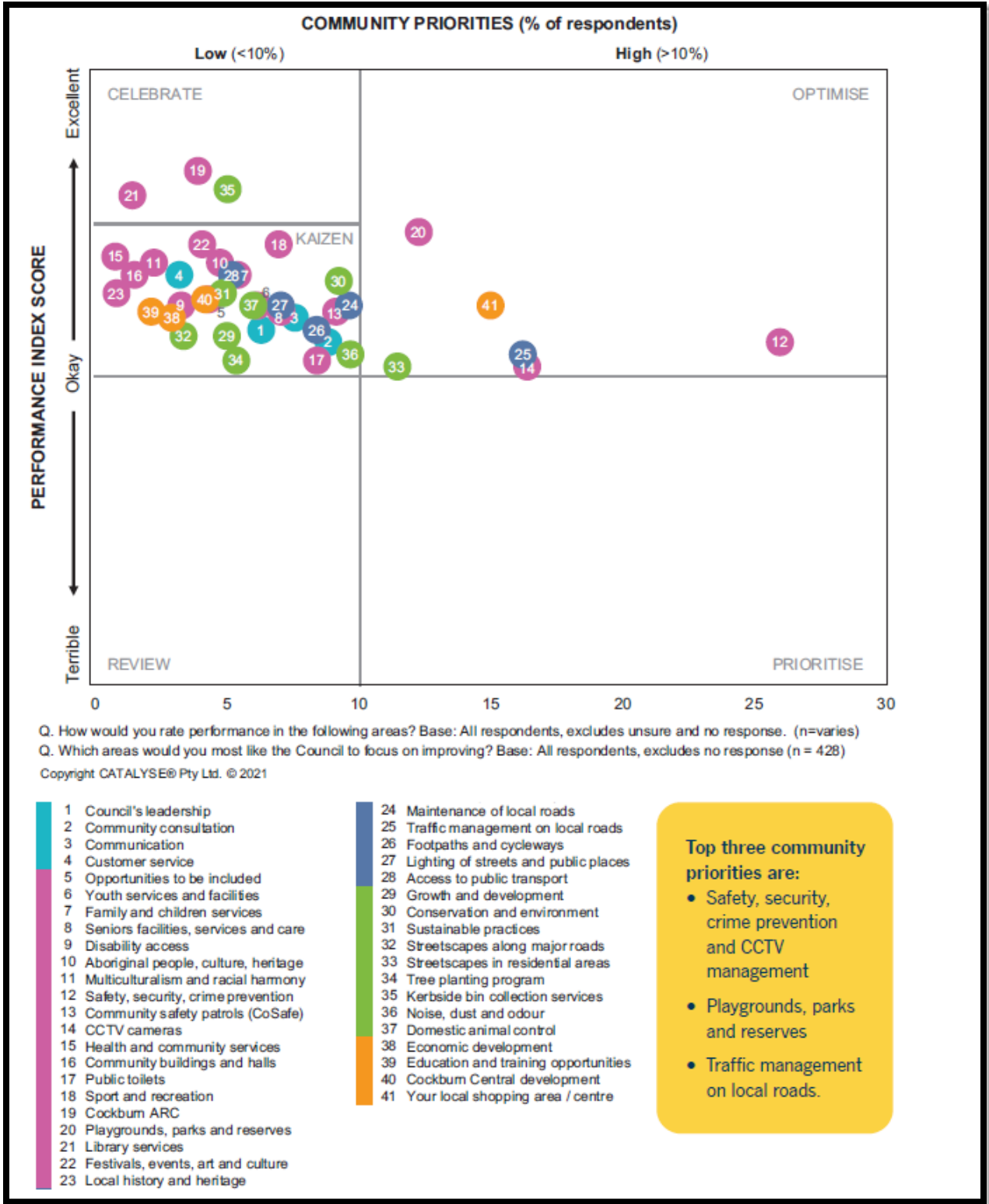
The graph above is a scatter plot entitled "**Community Priorities 2021**". The horizontal X axis shows Community Priorities (% of respondents) ranging from 0 to 30 in

increments of 5. Anything that falls below than 10% of respondents is considered low, while anything above 10% is considered high. The vertical Y axis shows the Performance Index Score, ranging from Terrible to Excellent. Anything that falls below the halfway mark is considered Terrible. Anything above the halfway mark, up to the three-quarter mark is considered Okay. Anything above the three-quarter mark is considered Excellent.

The graph is further divided into five sections that indicate what actions the City of Cockburn should take in each area:

- Review –areas with a terrible Performance Index Score that are considered a low Community Priority. There are no points in this section.

- Prioritise –areas with a terrible Performance Index Score that are considered a high Community Priority. There are no points in this section.

- Kaizen –areas with an okay Performance Index Score that are considered a low Community Priority. The majority of points fall in this section.

- Celebrate –areas with an excellent Performance Index Score that are considered a low Community Priority. 3 points fall in this section.

- Optimise –areas with an okay to excellent Performance Index Score that are considered a high Community Priority. 6 points fall in this section.

The graph plots responses to the following questions:

- How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

- Which areas would you most like the Council to focus on improving? Base: All respondents, excludes no response (n = 428)

The graph contains 41 numbered points that correspond to a particular area. The action section they fall under is also indicated below:

1. Council's leadership (Kaizen)

2. Community consultation (Kaizen)

3. Communication (Kaizen)

4. Customer service (Kaizen)

5. Opportunities to be included (Kaizen)

6. Youth services and facilities (Kaizen)

7. Family and children services (Kaizen)

8. Seniors facilities, services and care (Kaizen)

9. Disability access (Kaizen)

10. Aboriginal people, culture, heritage (Kaizen)

11. Multiculturalism and racial harmony (Kaizen)

12. Safety, security, crime prevention (Optimise)

13. Community safety patrols (CoSafe) (Kaizen)

14. CCTV cameras (Optimise)

15. Health and community services (Kaizen)

16. Community buildings and halls (Kaizen)

17. Public toilets (Kaizen)

18. Sport and recreation (Kaizen)

19. Cockburn ARC (Celebrate)

20. Playgrounds, parks and reserves (Optimise)

21. Library services (Celebrate)

22. Festivals, events, art and culture (Kaizen)

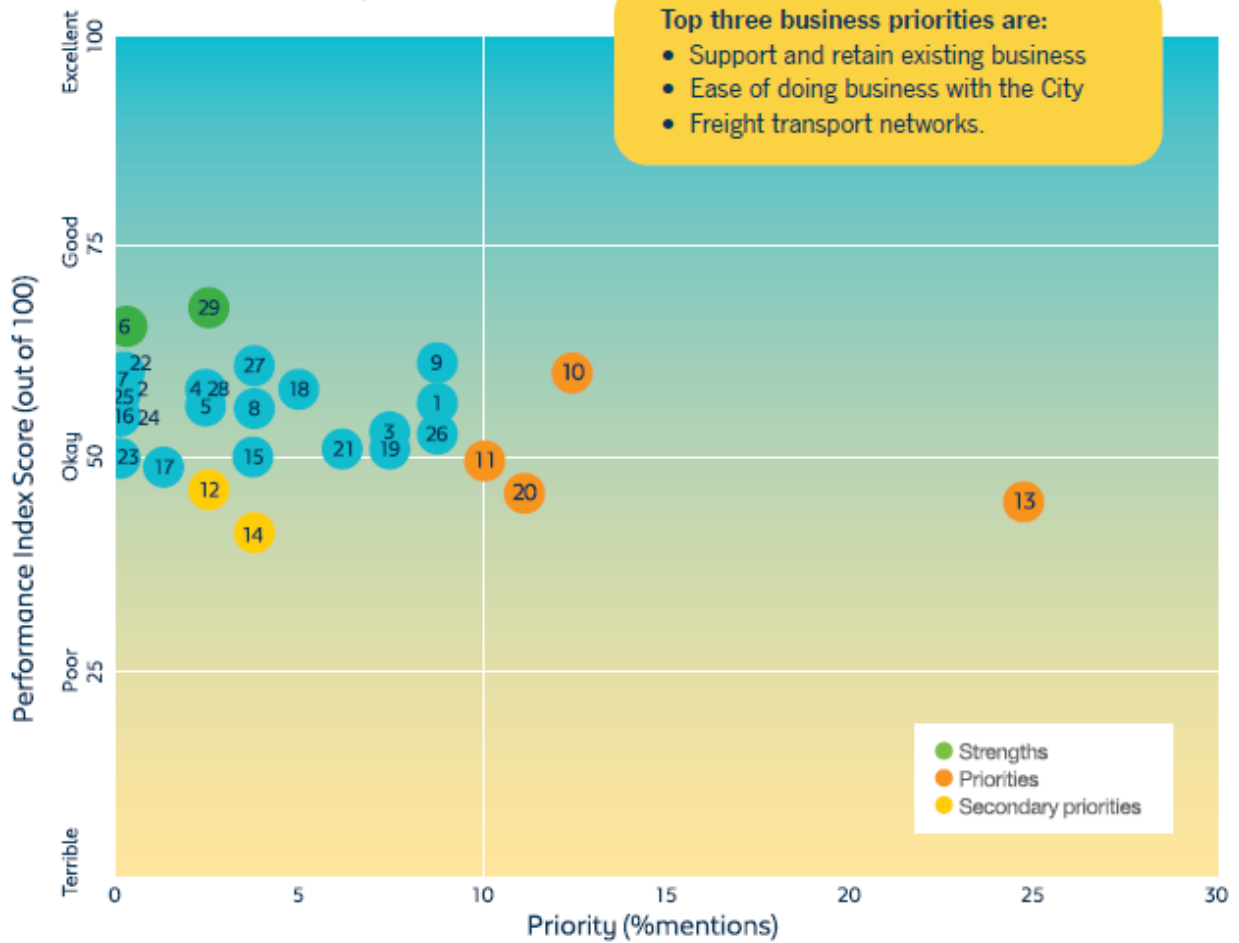23. Local history and heritage (Kaizen)

24.   Maintenance of local roads (Kaizen)

25.   Traffic management on local roads (Optimise)

26.   Footpaths and cycleways (Kaizen)

27.   Lighting of streets and public places (Kaizen)

28.   Access to public transport (Kaizen)

29.   Growth and development (Kaizen)

30.   Conservation and environment (Kaizen)

31.   Sustainable practices (Kaizen)

32.   Streetscapes along major roads (Kaizen)

33.   Streetscapes in residential areas (Optimise)

34.   Tree planting program (Kaizen)

35.   Kerbside bin collection services (Celebrate)

36.   Noise, dust and odour (Kaizen)

37.   Domestic animal control (Kaizen)

38.   Economic development (Kaizen)

39.   Education and training opportunities (Kaizen)

40.   Cockburn Central development (Kaizen)

41.   Your local shopping area/centre (Optimise)

Top three community priorities are:

- Safety, security, crime prevention and CCTV management

- Playgrounds, parks and reserves

- Traffic management on local roads

Business Priorities

Transcriber's Note: Please contact City of Cockburn for more information or clarification on the following graph.

MARKYT

Top three business priorities are:
- Support and retain existing business
- Ease of doing business with the City
- Freight transport networks.

Performance Index Score (out of 100)

Excellent 100
Good 75
Okay 50
Poor 25
Terrible

Priority (%mentions)

Legend:
- ● Strengths
- ● Priorities
- ● Secondary priorities

How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)
Q. Which areas would you most like the City to focus on improving? Base: All respondents, excludes no response
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* Performance Score: 0 = Terrible, 50 = Okay, 100 = Excellent

1 Value for money	16 Access to Broadband internet
2 Council's leadership	17 Advocacy for strategic regional projects
3 How businesses are consulted	18 Road safety and maintenance
4 How businesses are informed	19 Traffic management
5 Engagement Officer	20 Freight transport networks
6 Enewsletter	21 Parking in commercial areas
7 Business in Cockburn on LinkedIn	22 Access to public transport
8 Education, training and personal development	23 Connecting business with community
9 Events, workshops and networking	24 Encourage Corporate Social Responsibility
10 Ease of doing business with City	25 MCCC events and activities
11 Economic growth and jobs	26 Safety and security
12 Attracting investors/new businesses	27 Conservation and environment
13 Support and retain existing businesses	28 Climate change and sustainability
14 Support for start-up businesses	29 Waste collection and management
15 Planning and building approvals	

The graph is a scatter plot entitled "**Business Priorities 2019**". The horizontal X axis shows Priority (% mentions) ranging from 0 to 30 in increments of 5. The vertical Y axis shows Performance Score (out of 100) ranging from 0 to 100 in increments of 25. Each Performance Score increment is also labelled as follows:

- 0 – Terrible

- 25 – Poor

- 50 – Okay

- 75 – Good

- 100 – Excellent

The graph plots responses to the following survey questions.

- How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

- Which areas would you most like the City to focus on improving? Base: All respondents, excludes no response.

The graph contains 29 numbered points that correspond to a particular area. Strengths, Priorities and Secondary Priorities are indicated below:

1. Value for money

2. Council's leadership

3. How businesses are consulted

4. How businesses are informed

5. Engagement Officer

6. Enewsletter (strength)

7. Business in Cockburn on LinkedIn

8.   Education, training and personal development

9.   Events, workshops and networking

10.   Ease of doing business with City (priority)

11.   Economic growth and jobs (priority)

12.   Attracting investors/new businesses (secondary priority)

13.   Support and retain existing businesses (priority)

14.   Support for start-up businesses (secondary priority)

15.   Planning and building approvals

16.   Access to Broadband Internet

17.   Advocacy for strategic regional projects

18.   Road safety and maintenance

19.   Traffic management

20.   Freight transport networks (priority)

21.   Parking in commercial areas

22.   Access to public transport

23.   Connecting business with community

24.   Encourage Corporate Social Responsibility

25.   MCCC events and activities

26.   Safety and security

27.   Conservation and environment

28.   Climate change and sustainability

29.   Waste collection and management (strength)

The points are scattered in a pattern beginning in the middle left of the graph where Priority (% mentions) are lowest and Performance Score is Poor to Okay. The pattern extends upwards and right, where the Performance Score or Priority is higher. The majority of points are concentrated in the middle to upper left section of the graph and diminish in concentration as the pattern extends right.

Top three business priorities are:

- Support and retain existing Business

- Ease of doing business with the City

- Freight transport networks.

Corporate Planning Framework

The City is required to use an Integrated Planning Framework developed by the Department of Local Government, Sport and Cultural Industries. The diagram below illustrates the model. A Long Term Financial Plan (LTFP) is a ten year plan developed alongside the Strategic Community Plan that identifies the resources required to deliver long term objectives. It includes long term financial projections based on our Asset Management Plans; Workforce Plan; Major Project Plans; our Revenue Strategy; and specific, subsidiary strategies.

The Corporate Business Plan is developed on a four yearly cycle and reviewed annually to prioritise projects and services. It links annual operations to the Strategic Community Plan and informs the annual budget process. The annual budget details the revenue and expenditure estimates for activities scheduled for the relevant financial year.

Integrated Planning and Reporting Framework

Transcriber's Note: Please contact City of Cockburn for more information or clarification on the following graph.

The diagram above is a flowchart, presented below as an ordered list:

1. **Community Vision and Context**

   a. forward to **Strategic Community Plan** – Outcomes and Objectives

   b. forward to **Informing Strategies**

2. **Strategic Community Plan** – Outcomes and Objectives

   a. forward and back to **Corporate Business Plan** – City services and projects (including Capital)

   b. forward and back to **Informing Strategies**

3. **Informing Strategies**

   a. forward and back to **Strategic Community Plan** – Outcomes and Objectives

   b. forward and back to **Corporate Business Plan** – City services and projects (including Capital)

   c. forward and back to **Annual Budget** – Quarterly reporting of KPIs

4. **Corporate Business Plan** – City services and projects (including capital)

   a. forward and back to **Strategic Community Plan** – Outcomes and Objectives

   b. forward and back to **Informing Strategies**

   c. forward and back to **Annual Service Plans Capital and Corporate Projects** (one year plans)

5. **Annual Service Plans Capital and Corporate Projects** (one year plans)

   a. forward and back to **Corporate Business Plan** – City services and projects (including capital)

   b. forward and back to **Annual Budget** – Quarterly reporting of KPIs

6. **Annual Budget** – Quarterly reporting of KPIs

   a. forward and back to **Annual Service Plans Capital and Corporate Projects** (one year plans)

   b. forward and back to **Informing Strategies**

There is a list under **Informing Strategies**:

- Long Term Financial Plan

- Information Communications and Technology

- Workforce Plan

- Asset Management Plan

- Issues Specific Strategies etc.

To the right of the flowchart is a text section entitled **Measuring and Reporting**:

Outputs

- Performance Monitoring

- Plan Monitoring

- Annual Report

Risk

Risk management identifies and assesses risks, threats and opportunities confronting the City. It aims to maximise the City's chance of delivering its business objectives and strategies as well as ensuring that associated risks are managed and monitored.

The City's Risk Management Framework assists Council in achieving its goals and objectives. Under the framework the Council's Audit and Strategic Finance Committee has the responsibility for the systems and processes for risk management in line with the Local Government (Audit) Regulations 1996.

The City's Risk Management documents including the Local Emergency Management Plans can be found on the City's website at: cockburn.wa.gov.au

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City of Cockburn website: cockburn.wa.gov.au

This information is available in alternative formats upon request.

Paper from responsible sources.