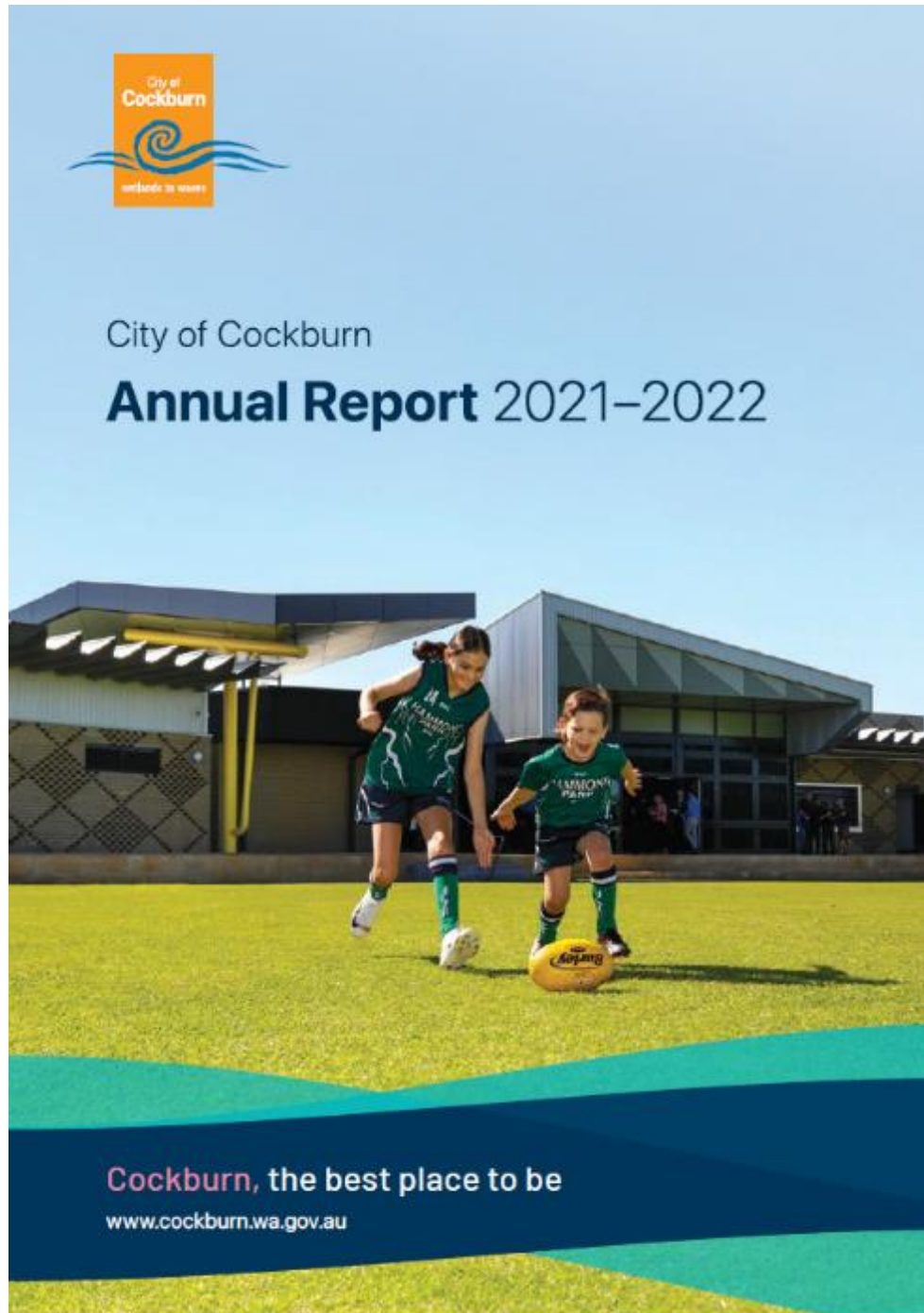


City of Cockburn Annual Report 2021–2022



Cockburn, the best place to be

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



Top: Australia Day Coogee Beach Festival 2022. Lyn Beazley – Order of Australia with members of Binjareb Middars Aboriginal Dance Troupe - January 2022.

Front Cover: Frankland Park Sporting and Community Facility opened April 2022.

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.

Contents

City of Cockburn Annual Report 2021–2022	1
Acknowledgement of Country	2
Contents	3
About the Annual Report	5
Key Community Outcomes	6
Mayor’s Report	7
Chief Executive Officer’s Report	10
A Snapshot of our City	13
Cultural Diversity in Cockburn	14
Elected Members	17
Meeting Attendance Elected Members	21
Our Administration	26
Remuneration of Employees	27
Organisational Structure	29
Awards and Achievements	35
City Performance for the 2021-2022 Financial Year	38
Governance Report	56
Recordkeeping Compliance Report	60
Breaches by Elected Members	61
Building and Statutory Planning Approvals Report	62
Community Engagement and Customer Satisfaction	64
State of Sustainability Report	68

Disability Access and Inclusion Report.....	72
The Plan for the Future.....	76
Integrated Planning and Reporting Framework.....	78
The Year Ahead.....	81
Financial Report.....	88
Contact	89

About the Annual Report

The *Local Government Act 1995* requires local governments to adopt an annual report by 31 December each year or within two months of the Auditor General's report on the City's financial statement being available. The City of Cockburn meets this requirement by producing a detailed report annually.

The City's Annual Report is an important part of the Integrated Strategic Planning and Reporting Framework. It details the City's financial and operational performance in the 2021-2022 financial year and documents the City's progress towards the Strategic Community Plan 2020-2030 (SCP).

The SCP provides the City's long-term strategic direction and guides the organisation's decision-making, services and financial commitments. The SCP outlines the City's promise to its community via its Vision, Purpose and Key Community Outcomes.

Vision

Cockburn, the best place to be

Purpose

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



Teddy Bears Picnic at Manning Park - October 2021.

Key Community Outcomes

These are the five key community outcomes which the City seeks to deliver through the Strategic Community Plan.

Local Economy:

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

Community, Lifestyle and Security:

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



CoSafe at Harvest Lakes - April 2021.

Environmental Responsibility:

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

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.

The City of Cockburn Annual Report includes a snapshot of performance against the Key Community Outcomes and an overview of the City's outlook for the future.

Mayor's Report

I am delighted to present my 14th annual report after another year of great achievement for the City, despite the continued impacts of COVID-19 and cost of living pressures.

Council adopted the City's 2022-23 fiscally responsible budget in June 2022, with Cockburn households continuing to pay some of the lowest rates in Perth.

The City's 2021 population forecast was 118,091 (Source: ABS) and is estimated to grow to 165,989 (Source: REMPLAN) by 2041. We must continue to expand our infrastructure and manage our assets, with finite resources.

Last year, the City gave \$1.23 million back to Cockburn in grants and donations for community groups and environmental, sporting and cultural projects.

I proudly opened the \$10.5 million Frankland Park Sports and Community Facility and the \$7.3 million Treeby Community and Sports Centre, both significant assets that enable communities to recreate and gather together.

The opening of the City's new look environment hub was the culmination of 20 years of planning. Cockburn Wetlands Precinct is home to not-for-profit organisations WA Wildlife, The Wetlands Centre and Cockburn and Bibra Lake Scout Groups.

We continued our successful Turtle Tracker program co-created with Murdoch University to monitor and protect the near-threatened Southwestern snake-necked turtle.

The efforts of professional and volunteer wildlife carers, volunteer citizen scientists and Cockburn staff saved potentially hundreds of native freshwater turtles from death during the 2021-22 nesting season. The program will now be expanded across WA.

Climate change continues to be a major risk for all levels of government. In an Australian first, 135 precast concrete modules were craned 100m offshore at C.Y. O'Connor Beach to form an engineered fringing reef to reduce coastal erosion.

The International Association for Public Participation named the City and the City's partner Perth-based Town Team Movement winners at its 2021 Core Values Awards for community consultation for the City's Climate Change Strategy (2020-2030).

The City's Cockburn Youth XLR8 Motocross program was also shortlisted at the Institute of Public Administration Australia WA 2021 achievement awards. This grassroots City program reduced illegal and unsafe motorbike use in our suburbs.



WA Day Award 2022: (from Left to Right) Mayor Logan Howlett, Rocco Zagari WA Day award winner and Julie McDonald Seniors Centre Coordinator - June 2022.

The City's unique Coogee Live 2021 beachside festival won a prestigious national accolade at the 2021 Australian Event Awards, with its accessibility and culturally diverse features gaining the judges' attention.

The Cities of Cockburn and Melville were recognised by Reconciliation Australia for a ground-breaking program that empowers staff to support First Nations workmates impacted by racism.

The 'Let's Talk About Racism' initiative featured as a case study in Reconciliation Australia's 2021 Reconciliation Action Plan Impact Report.

The City continued to support the arts with its annual 'Show Off' art exhibition attracting more than 65 artists.

The City's Community Fund provided \$60,000 sponsorship to Fremantle Biennale's 'Moombaki', a choreographed drone light show recreating the first stories of Whadjuk Nyungar Country.

People living with disability enjoyed a range of all-abilities sports at the City's inaugural Disability Sporting Day on International Day of People with Disability.

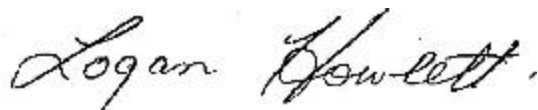
The Aboriginal Cultural and Visitors Centre moved a step closer with the finalisation of designs. Council is set to consider going out to tender to start building in 2023.

The City is excited by its \$12 million expansion of Cockburn ARC and co-located facilities at Fremantle Football Club.

The project will provide oval seating for 250 spectators, community changerooms with female and gender-neutral facilities, new changerooms for Fremantle's AFL Women's team plus an extra 550sqm of gym floorspace at ARC's three health studios.

I would like to thank outgoing CEO Tony Brun for his invaluable input and impact during the City's significant structural reform and transformation program.

Finally, thanks to the hundreds of dedicated volunteers in the City who give up thousands of hours each year to help make Cockburn the best place to be.



His Worship the Mayor
Logan K. Howlett, JP



Remembrance Day at Memorial Hall: (from Left to Right) Mayor Logan Howlett, Councillor Tarun Dewan, Councillor Phoebe Corke, Councillor Michael Separovich - November 2021.

Chief Executive Officer's Report



Service delivery, infrastructure and strategic planning were the standout achievements for Cockburn this year.

Council and the Administration prioritised strategic planning commitments by reviewing the Strategic Community Plan objectives and Corporate Business Plan activities.

A successful organisation has the right people, with the right skills at the right time to collectively achieve its purpose.

The City developed a new Workforce Plan 2022-26, to create and sustain a skilled workforce. It ensures we continue to attract, retain and upskill our most valuable assets to fulfil our vision of being an employer of choice.

Significantly, the Council adopted a range of strategic documents to take our City's transparency and strategic processes to the next level and reinforce Cockburn as the benchmark local government.

With a performance index score of 73, as rated by you, our community, Cockburn is a leader among similar Councils.

We're always striving to improve, and the research highlights the priorities the City should focus on. These include safety and security and streetscapes, particularly in our older suburbs. We will continue to work with State and Federal governments, stakeholders, industry and the community to achieve the best outcomes.



Members of the City's Executive team with Mayor Logan Howlett: (from Left to Right) Mayor Logan Howlett, Victoria Green Executive Corporate Affairs, Emma Milne Executive Governance and Strategy and Anton Lees Chief of Operations.

To read full story: [Diverse team committed to City of Cockburn during CEO recruitment.](#)

In a major boost to the priority of improved traffic and transport congestion, several major capital works projects are now complete. The final stage of Jandakot Road has transformed a once dangerous two-way rural road into a safer contemporary four-lane carriageway.

The City welcomed completion of the Karel Avenue upgrade and the Armadale Road to North Lake Road bridge after several years of advocating to ease traffic congestion in Cockburn Central.

At a time of high national inflation and construction costs, rising interest rates and a tight labour market, it is critical we continue to deliver value-for-money services for our community.

We have reduced recurrent and capital works expenditure without negatively impacting service delivery. Council, in consideration of prevailing market conditions, delayed or deferred several capital works projects.

A focus on supporting our local economy, including creating jobs and skills, has enabled us to provide our 8,500 local businesses with educational workshops, scholarships and reduction in government red tape.

The City granted more than \$184,000 to nearly 50 Cockburn businesses during the period.

In closing, I would like to acknowledge the work of outgoing CEO Tony Brun and wish him all the best for the future.



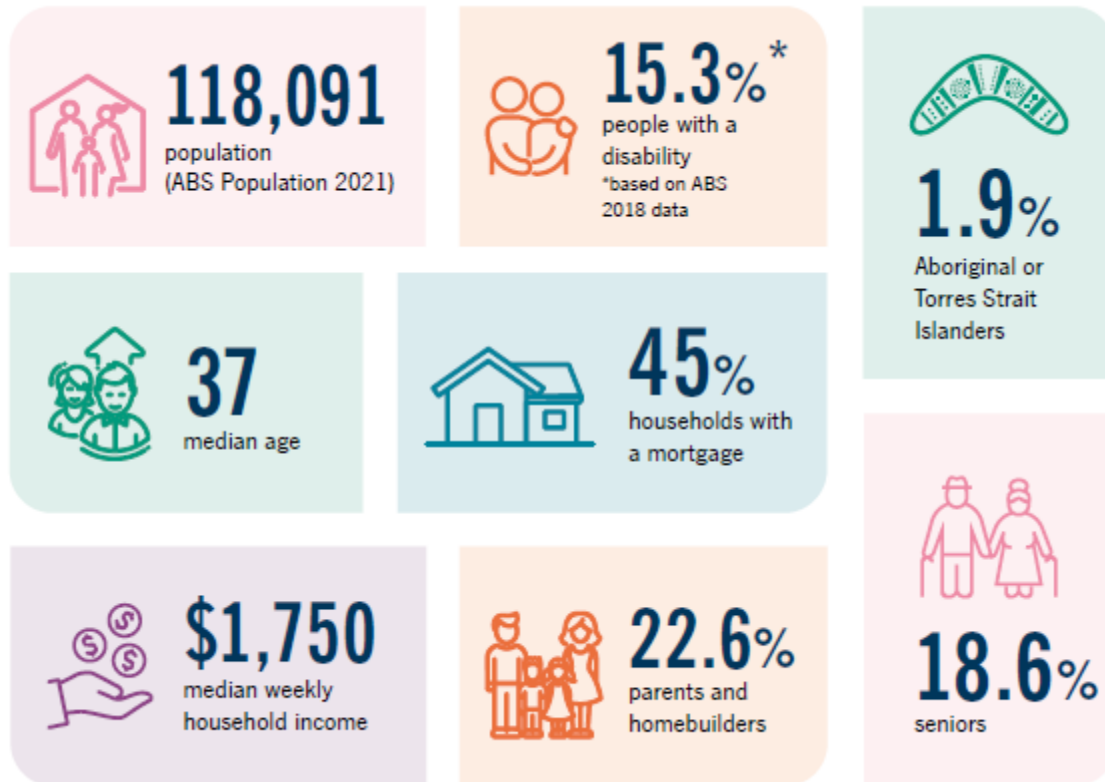
Victoria Green
Acting Chief Executive Officer



Indonesian Consulate visit at City of Cockburn Administration Building: (from Left to Right) Victoria Green Executive Corporate Affairs, Widya Fitri Vice Consul Economy of the Republic of Indonesia in Perth, Daniel Arndt Chief Built and Natural Environment, Listiana Operananta Consul General of the Republic of Indonesia in Perth, Deputy Mayor Tom Widenbar, Mayor Logan Howlett, Tony Brun Chief Executive Officer, Michael Faulkner Manager Business and Economic Development and William Barry Economic Development Officer - June 2022.

A Snapshot of our City

Based on Australian Bureau of Statistics 2021 Census data



- **118,091** – population (ABS Population 2021)
- **15.3%** – people with a disability (based on ABS 2018 data)
- **37** – median age
- **45%** – households with a mortgage
- **\$1,750** – median weekly household income
- **22.6%** – parents and homebuilders
- **18.6%** – seniors
- **1.9%** – Aboriginal or Torres Strait Islanders



Family enjoying water playground at Cockburn Central - January 2022.

Cultural Diversity in Cockburn

Diversity statistics in Cockburn from the 2021 Census

Australian Census 2021 results show that the City of Cockburn is becoming more culturally diverse. Overall, 34.2 per cent of the population was born overseas.

The most common ancestries



35% – English



29% – Australian



9% – Italian



9% – Scottish



8% – Irish

The most common countries of birth



62% – Australia



7% – England



3% – New Zealand



2% – Philippines



2% – South Africa



2% – India

The common languages other than English spoken at home

In 2021, 26.1 per cent of residents spoke a language other than English at home, above the average for WA (21.2 per cent).

你好

3% – Mandarin

Ciao!

2% – Italian

Zdravo

1% – Croatian

Olá

1% – Portuguese

Kamusta

1% – Tagalog

Elected Members



Logan K. Howlett, JP, His Worship the Mayor

- Age group: 61+
- Gender: Male
- Linguistic Background: English
- Country of Birth: Australia
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Tom Widenbar, Deputy Mayor from October 2021 and Councillor, Central Ward

- Age group: 25-35
- Gender: Male
- Linguistic Background: English
- Country of Birth: Australia
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Philip Eva JP, Councillor, Central Ward

- Age group: 55-64

- Gender: Male
- Linguistic Background: English
- Country of Birth: United Kingdom
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Chontelle Stone, Councillor, Central Ward

- Age group: 35-44
- Gender: Female
- Linguistic Background: English
- Country of Birth: Australia
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): Yes



Lara Kirkwood, Deputy Mayor until October 2021 (Maternity leave: 23 October 2021 to 1 March 2022) and Councillor, East Ward

- Age group: 35-44
- Gender: Female
- Linguistic Background: English
- Country of Birth: South Africa
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Chamonix Terblanche, Councillor, East Ward (resigned April 2022)

- Age group: 35-44
- Gender: Female
- Linguistic Background: Afrikaans
- Country of Birth: South Africa
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Tarun Dewan, Councillor, East Ward from October 2021

- Age group: 55-64
- Gender: Male
- Linguistic Background: Hindi/English
- Country of Birth: India
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Cr Lee-Anne Smith, Councillor, East Ward until September 2021



Kevin Allen, Councillor, West Ward

- Age group: 64+
- Gender: Male
- Linguistic Background: English
- Country of Birth: Australia
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Michael Separovich, Councillor, West Ward

- Age group: 25-35
- Gender: Male
- Linguistic Background: English
- Country of Birth: Australia
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No



Phoebe Corke, Councillor, West Ward

- Age group: 55-64
- Gender: Female
- Linguistic Background: English

- Country of Birth: England
- Identifies as Aboriginal or Torres Strait Islander? (Yes or No): No

Meeting Attendance Elected Members

Council Meetings

1 July 2021 – 30 June 2022:

Elected Members	Ordinary Council Meeting (total: 12)	Special Council Meeting (total: 4)
Mayor Logan Howlett	11	4
Deputy Mayor Cr Tom Widenbar	9	2
Cr Philip Eva	12	4
Cr Chontelle Stone	12	4
Cr Lara Kirkwood	9	4
Cr Chamonix Terblanche (Resigned April 2022)	6	3
Cr Tarun Dewan	8	3
Cr Lee-Anne Smith (Resigned September 2021)	0	1
Cr Kevin Allen	10	4

Elected Members	Ordinary Council Meeting (total: 12)	Special Council Meeting (total: 4)
Cr Michael Separovich	12	4
Cr Phoebe Corke	12	4

Committee Meetings

1 July 2021 – 28 February 2022:

Elected Members	Audit and Strategic Finance Committee (total: 2)	Delegated Authorities and Policies Committee (total: 3)	Grants and Donations Committee (total: 1)	CEO Performance Review and Key Projects Appraisal Committee (total: 2)
Mayor Logan Howlett	0	1	1	2
Deputy Mayor Cr Tom Widenbar	1	2	0	1
Cr Philip Eva	Not a member	Not a member	1	2
Cr Chontelle Stone	Not a member	3	Not a member	1
Cr Lara Kirkwood	Not a member	Not a member	Not a member	1

Elected Members	Audit and Strategic Finance Committee (total: 2)	Delegated Authorities and Policies Committee (total: 3)	Grants and Donations Committee (total: 1)	CEO Performance Review and Key Projects Appraisal Committee (total: 2)
Cr Chamonix Terblanche (Resigned April 2022)	0	1	Not a member	1
Cr Tarun Dewan	1	2	Not a member	Not a member
Cr Lee-Anne Smith (Resigned September 2021)	Not a member	0	0	Not a member
Cr Kevin Allen	2	Not a member	Not a member	1
Cr Michael Separovich	1	3	0	2
Cr Phoebe Corke	2	3	1	2

1 March 2022 – 30 June 2022:

On 10 March 2022 Council endorsed a new committee structure, disbanding the old committee structure. The new committees are:

Elected Members	Audit Risk and Compliance Committee (total: 2)	Governance Committee (total: 2)	Organisational Performance Committee (total: 2)	Expenditure Review Committee (total: 1)	Code of Conduct and Complaints Committee (total: 1)
Mayor Logan Howlett	Not a member	Not a member	2	Not a member	1
Deputy Mayor Cr Tom Widenbar	2	2	Not a member	1	1
Cr Philip Eva	Not a member	0	1	Not a member	1
Cr Chontelle Stone	Not a member	2	2	1	1
Cr Lara Kirkwood	Not a member	2	Not a member	Not a member	1
Cr Chamonix Terblanche (Resigned April 2022)	Not a member	Not a member	Not a member	Not a member	N/A
Cr Tarun Dewan	3	Not a member	2	1	1
Cr Kevin Allen	3	Not a member	Not a member	Not a member	1
Cr Michael Separovich	Not a member	2	2	1	N/A

Elected Members	Audit Risk and Compliance Committee (total: 2)	Governance Committee (total: 2)	Organisational Performance Committee (total: 2)	Expenditure Review Committee (total: 1)	Code of Conduct and Complaints Committee (total: 1)
Cr Phoebe Corke	2	2	2	1	1
Mr Glyn Geen (Independent Member – ARC)	2	Not a member	Not a member	Not a member	Not a member

Our Administration

Executive Team 2021-2022



Tony Brun, Chief Executive Officer



Daniel Arndt, Chief Built and Natural Environment



Victoria Green, Executive Corporate Affairs



Emma Milne, Executive Governance and Strategy



Gail Bowman, Chief Community Services



Jemma Iles, Executive People Experience and Transformation



Stuart Downing, Chief Financial Officer



Anton Lees, Chief Operations Officer

Remuneration of Employees

Number of employees of the City entitled to an annual salary of \$130,000 or more.

Annual Salary Range (\$)	Number of Employees
130,000 – 139,999	3
140,000 – 149,999	5
150,000 – 159,999	9
160,000 – 169,999	5
170,000 – 179,999	6
180,000 – 189,999	4
190,000 – 199,999	0
200,000 – 209,999	0
210,000 – 219,999	1
220,000 – 229,999	2
230,000 – 239,999	3
240,000 – 249,999	0

Annual Salary Range (\$)	Number of Employees
250,000 – 259,999	0
260,000 – 269,999	0
270,000 – 279,999	0
280,000 – 289,999	0
290,000 – 299,999	0
300,000 – 309,999	0
310,000 – 319,999	0
320,000 – 329,999	0
330,000 – 339,999	0
340,000 – 349,999	0
350,000 – 359,999	0
360,000 – 369,000	0
370,000 – 379,999	0

Chief Executive Officer: The remuneration paid to the CEO during the FY22 was \$374,990 including superannuation.

Organisational Structure



The diagram above shows the organisational structure of the City of Cockburn. This structure is described and presented below as a series of bulleted lists.

At the top of the chart is the CEO, with the Office of the CEO directly below, and seven divisions falling under the Office of the CEO.

- **CEO**
 - **Office of the CEO** (Business Unit)
 - Governance and Strategy Division
 - Finance Division
 - Built and Natural Environment Division
 - Community Services Division
 - Operations Division
 - Corporate Affairs Division
 - People Experience and Transformation Division

Under each of these divisions is a series of business and service units.

- **Governance and Strategy Division**
 - Civic Services (Service Unit)
 - Strategy and Integrated Planning (Service Unit)
 - Legal and Compliance (Service Unit)
- **Finance Division**
 - **Finance** (Business Unit)
 - Revenue Management (Service Unit)
 - Financial Accounting (Service Unit)

- Financial Performance (Service Unit)
- **Information and Technology** (Business Unit)
 - Technology (Service Unit)
 - Information Management (Service Unit)
 - GIS (Service Unit)
 - Business Systems (Service Unit)
- **Procurement** (Service Unit)
- **Built and Natural Environment Division**
 - **Development Assessment and Compliance** (Business Unit)
 - Building Services (Service Unit)
 - Statutory Planning (Service Unit)
 - Public Health (Service Unit)
 - Subdivisional (Service Unit)
 - **Planning** (Business Unit)
 - Transport and Traffic (Service Unit)
 - Strategic Planning (Service Unit)
 - Community Planning (Service Unit)
 - **Sustainability and Environment** (Business Unit)
 - Sustainability and Climate Change (Service Unit)
 - Environment Management, Policy and Planning (Service Unit)
 - Coastal Management and Planning (Service Unit)

- **Community Services Division**
 - **Library and Cultural Services** (Business Unit)
 - Lifelong Learning (Service Unit)
 - Library Digital Services and Customer Experience (Service Unit)
 - Branch Libraries (Service Unit)
 - Cultural Services (Service Unit)
 - **Recreation Infrastructure and Services** (Business Unit)
 - Recreation Services (Service Unit)
 - Cockburn ARC (Service Unit)
 - Port Coogee Marina (Service Unit)
 - **Community Development and Services** (Business Unit)
 - Seniors Services (Service Unit)
 - Cockburn Care (Service Unit)
 - Childcare Services (Service Unit)
 - Family and Community Development (Service Unit)
 - Youth Services (Service Unit)
 - Community Grants (Service Unit)
 - **Community Safety and Ranger Services** (Business Unit)
 - Service Support (Service Unit)
 - Ranger Services (Service Unit)
 - Safer City (Service Unit)

- CoSafe (Service Unit)
- Fire and Emergency Management (Service Unit)
- Parking Operations (Service Unit)
- **Operations Division**
 - **Operations and Maintenance** (Business Unit)
 - Environment, Parks and Streetscapes (Service Unit)
 - Civil Infrastructure (Service Unit)
 - Fleet Management (Service Unit)
 - Waste Services (Service Unit)
 - **Projects** (Business Unit)
 - Civil Projects (Service Unit)
 - Building and Security Projects (Service Unit)
 - Landscape and Coastal Projects (Service Unit)
 - Project Management Office (PMO) (Service Unit)
 - **Property and Assets** (Service Unit)
 - Land and Leasing (Service Unit)
 - City Facilities (Service Unit)
 - Asset Management (Service Unit)
- **Corporate Affairs Division**
 - Advocacy and Engagement (Service Unit)
 - Communications and Marketing (Service Unit)

- Customer Experience (Service Unit)
- Business and Economic Development (Service Unit)
- **People Experience and Transformation Division**
 - People Experience (Service Unit)
 - Workplace Health and Safety (Service Unit)
 - Culture and Organisational Development (Service Unit)

Awards and Achievements

Award or Agency	Place and Category
IAP2 Australasia Core Values Awards	Winner, Climate Change Strategy Engagement
LG Professionals WA	Excellence Awards, Winner, Environment and Sustainability, 2021
Australian Swim School Association	Cockburn ARC Swim ARCADEMY - Safer Swimmer Award (Highly Commended)
Austswim WA	Cockburn ARC Swim ARCADEMY - Austswim School of Excellence
Water Corporation	Cockburn ARC - Gold Waterwise Award
Aquatic and Recreation Institute Awards	Natalie Chua - Lifeguard of the Year
Aquatic and Recreation Institute Awards	Jordan Jupp - Runner-up Emerging Leader of the Year (Highly Commended)
Environmental Health Association (WA) State Conference student with the highest level of academic achievement	Gold medal awarded to City of Cockburn, Environmental Health Officer Hannah Lethbridge having successfully completed the Bachelor of Science (Environmental Health) course at ECU, concurrently with working full-time at the City
Public Health Advocacy Institute's Local Government Policy Awards (Children, Environment, Health)	Diversity, Inclusion or Multicultural Child and Young Persons - Joint Commendable: Multisensory Storytime

Award or Agency	Place and Category
Public Health Advocacy Institute's Local Government Policy Awards (Children, Environment, Health)	Mental Health and Wellbeing for Children and Young People - Commendable: Youth Mental Health Mural Project
Public Health Advocacy Institute's Local Government Policy Awards (Children, Environment, Health)	Promoting Healthy Behaviours for Children and Young People - Joint Commendable: Healthy Eating Initiatives.



Cockburn ARC - Gold Waterwise Award: (from Left to Right) Toby McCready Cockburn ARC Manager, Gail Bowman Chief Community Services, and Cockburn ARC staff: Truman Lynch Operations Supervisor, Sarah Jayne Westberg Infrastructure & Operations Coordinator, David Holloway Facility Supervisor - May 2022.



National Growth Areas Alliance Awards: Tony Brun CEO and Bronwen Clark National Growth Areas Alliance Executive Officer - March 2022.



Renewable Energy Awards: (from Left to Right) Jennifer Harrison Sustainability Officer, Tony Brun CEO and Jamie Parry Local Government Professionals WA - November 2021.



Austswim WA - Winner and Runner up: Natalie Chua Lifeguard of the Year and Jordan Jupp Runner-up Emerging Leader of the Year - June 2022.

City Performance for the 2021-2022 Financial Year

The City measures performance against the key community outcomes outlined in the Strategic Community Plan and by tracking progress of the priority projects outlined in the Corporate Business Plan (CBP). This section outlines the City's performance against each community outcome for the 2021-2022 financial year.

1. Local Economy

1.1 Increased investment, economic growth, and local employment

- a. Annual estimated value of issued development applications (DAs):

2020-2021: **\$265 Million**, 2021-2022: **\$315 Million**

- b. Number of new local jobs generated: Measure currently under review

1.2 Thriving local commercial centres, businesses and tourism industry

- a. Improved satisfaction with efforts to support and retain existing businesses:

2020-2021 Score: **57**, 2021-2022 Score: **57**

1.3 A City that is 'easy to do business with'

- a. Improved satisfaction with the ease of doing business in the City:

2018-2019 Score: **60**, 2020-2021 Score: **58**

FY 2021-2022 CBP KPIs

Strategy	Project	Status
1.1	Develop the Economic Development Framework and Action Plan	Completed

Strategy	Project	Status
1.1	Review and update the Local Commercial and Activity Centres Strategy 2011	Completed
1.1	Strategic research and partnerships focused on new investments	Completed
1.1	Progress planning and advocacy to support development of Latitude 32 and the Australian Marine Complex	Completed
1.1	Provision of new economic development area to support the Economic Development Framework	Completed
1.1	Prepare an infrastructure and funding advocacy plan that underpins economic and growth strategic priorities for Cockburn	Completed
1.1	Work with Southwest Group, innovators, community and industry to explore development of clusters, innovation and co-working hubs	Completed
1.1	Leverage off national defence programs to position Cockburn as the destination of choice for investment	Completed
1.2	Support buying local through policies and practices	Completed
1.2	Deliver grants to support Economic Development Policy and Guidelines	Completed
1.2	Embed economic development principles into the Grants and Donations Sponsorship program	Completed
1.2	Advocate for education and training opportunities to support business and industry	Completed

Strategy	Project	Status
1.2	Promote programs to build innovation skills and pathways	Completed
1.2	Identify general education and training gaps in Children and Families Strategy	Completed
1.2	Promote the revised Procurement Policy which supports the City buying locally	Completed
1.2	Develop a Tourism Plan as part of the Economic Development Framework	Completed
1.2	Develop the City's new Visitor Information Service as part of the Aboriginal Cultural and Visitors Centre (ACVC)	Delayed
1.3	Ensure the City is 'easy to do business with' through improved business-focused processes	Completed
1.3	Develop a new commercial food waste collection service.	Completed



Clean up Australia Day at C.Y. O'Connor Beach in North Coogee: (from Left to Right) Deputy Mayor Tom Widenbar, Councillor Chontelle Stone, Mayor Logan Howlett, Serena Kipling from Port Coogee Community Association, David Scaife MLA, Reece Whitby MLA, Simone McGurk MLA, Josh Wilson, Councillor Philip Eva JP, Rafeena Boyle Environmental Education Officer, Councillor Phoebe Corke, Clare Courtauld Waste Education Coordinator - March 2022.

2. Environmental Responsibility

2.1 Improved satisfaction with environmental management and with provision of parks and open spaces

a. Community satisfaction with conservation and environmental management:

2020-2021 Score: **66**, 2021-2022 Score: **62**

b. Community satisfaction with playgrounds parks and reserves

2020-2021 Score: **74**, 2021-2022 Score: **74**

2.2 Progress against KPIs identified in the State of the Sustainability Report

a. Per cent of sustainability strategy targets achieved each financial year:

2020-2021: **64%**, 2021-2022: **96%**

2.3 Progress against actions in the City's Climate Change Strategy

a. Climate Change Strategy reporting:

2020-2021: **N/A**, 2021-2022: **N/A**

FY 2021-2022 CBP KPIs

Strategy	Project	Status
2.1	Sustainably manage our environment by protecting and enhancing our unique natural areas, coast, bushland, wetlands and native wildlife	Completed
2.1	Construct Wetlands Education Centre/Native Arc	Completed

Strategy	Project	Status
2.1	Review and implement Natural Areas Management Strategy 2012-2022	Completed
2.1	Review City's Bushfire Risk Management Plan 2015-2022	Completed
2.1	Review and implement Urban Forest Plan 2018-2028	Completed
2.1	Develop and implement City entry statement program	Completed
2.1	Improve our urban forest and streetscapes across the City	Completed
2.1	Implement and review Cash in Lieu Plan 2017-2020 for Public Open Spaces	Completed
2.1	Provide accessible high-quality open spaces and parks for community benefit - develop Aubin Grove Youth Facilities	Delayed
2.1	Provide accessible high-quality open spaces and parks for community benefit - Undertake Yandjet Park Yangebup improvements	Delayed
2.1	Implement and review Public Open Space Strategy 2014-2024	Completed
2.2	Sustainably manage water, energy and other resources and promote the use of environmentally responsible technologies	Completed
2.2	Plan and implement initiatives to reduce building, and facility and plant non-renewable energy consumption and greenhouse gas emissions	Completed
2.2	Research and develop position on alternative-fuelled waste trucks	Completed

Strategy	Project	Status
2.2	Water Efficiency Action Plan 2018-2028	Completed
2.2	Undertake feasibility study for use of hydrogen-powered waste trucks	Completed
2.2	Invest in Henderson Waste Recovery Park onsite renewable energy generation	Completed
2.2	Minimise the City's waste to landfill through reducing, reusing, repurposing, regifting and recycling of waste	Completed
2.2	Henderson Waste Recovery Park Leachate Evaporation Plan	Completed
2.2	Review and implement Waste Strategic Plan 2020-2030	Completed
2.2	Final capping of northern landfill cell, final capping of southern landfill cell	Completed
2.2	Deliver general waste to East Rockingham Energy from Waste Facility	Completed
2.2	Construct a new community drop-off facility at Henderson Waste Recovery Park	Completed
2.3	Address climate change through planning, adaptation, mitigation, infrastructure and ecological management	Completed
2.3	Review and implement the City's Coastal Management and Adaption Plan	Delayed
2.3	Develop and implement Climate Change Strategy 2020-2030	Completed



Karel Avenue upgrade: (from Left to Right) Hon Mark McGowan MLA Premier of Western Australia, Hon Rita Saffioti MLA Minister for Transport, Deputy Mayor Lara Kirkwood - August 2021.

3. Community, Lifestyle & Security

3.1 Improved satisfaction with the City's provision of community, recreation and cultural services and facilities

a. Community buildings, halls, and toilets:

2020-2021 Score: **67**, 2021-2022 Score: **67**

b. Sport and recreation facilities:

2020-2021 Score: **84**, 2021-2022 Score: **71**

c. Festivals, events, and cultural activities:

2020-2021 Score: **72**, 2021-2022 Score: **71**

3.2 Improved satisfaction with safety, security and health, and social connection activities

a. Opportunities to be included and connected to your community:

2020-2021 Score: **63**, 2021-2022 Score: **65**

b. Safety and security:

2020-2021 Score: **56**, 2021-2022 Score: **59**

c. Mobile security patrols:

2020-2021 Score: **56**, 2021-2022 Score: **62**

d. Access to health and community services:

2020-2021 Score: **70**, 2021-2022 Score: **68**

e. Effectiveness of CCTV cameras:

2020-2021 Score: **N/A**, 2021-2022 Score: **56**

3.3 Improved satisfaction with recognition and celebration of Aboriginal and Torres Strait Islander and other diverse cultures and heritage

a. Recognition and respect for Aboriginal people, culture and heritage:

2020-2021 Score: **69**, 2021-2022 Score: **68**

FY 2021-2022 CBP KPIs

Strategy	Project	Status
3.1	Provide a diverse range of accessible, inclusive and targeted community services, recreation programs, events and cultural activities that enrich our community	Completed
3.1	Review Age Friendly Strategy 2016-2021	Completed
3.1	Review Children and Families Strategy 2016-2021	Completed
3.1	Implement and review Disability Access and Inclusion Plan 2017-2022	Completed
3.1	Implement Youth Services Strategy 2017-2022	Completed
3.1	Review Cultural Strategy (Art, Culture and Heritage & Events) 2016-2020	Completed

Strategy	Project	Status
3.1	Implement Libraries Strategic Plan 2020-2025	Completed
3.1	Map the application and approval process for external run events and implement improvements	Completed
3.1	Undertake feasibility study for arts and cultural spaces in Cockburn	Completed
3.1	Foster local community identity and connection through social inclusion, community development and volunteering opportunities. Review and implement Community Development Strategy 2016-2020 - develop Volunteering Strategy	Completed
3.1	Facilitate and support health and wellbeing outcomes for our community. Develop a Public Health Plan	Delayed
3.1	Provide community, sport, recreational, and cultural facilities and infrastructure to meet community needs	Completed
3.1	Review Community, Sport and Recreation Facilities Plan 2018-2033	Completed
3.1	Port Coogee Community Space concept design	Completed
3.1	Wally Hagan Recreation Centre Development (concept development and business case)	Completed
3.1	Provide accessible high-quality open spaces and parks for community benefit – Treeby Community Centre construction	Completed
3.1	Provide accessible high-quality open spaces and parks for community benefit - Beale Park	Completed

Strategy	Project	Status
3.1	Provide accessible high-quality open spaces and parks for community benefit - extension of Port Coogee Marina	Delayed
3.1	Provide accessible high-quality open spaces and parks for community benefit - Frankland Park construction	Completed
3.1	Provide accessible high-quality open spaces and parks for community benefit – design Cockburn ARC expansion	Delayed
3.1	Complete peer review of the draft design of Coogee Golf Course	Completed
3.1	Investigate opportunities to repurpose the Roe 9 corridor for community infrastructure and development	Completed
3.2	Facilitate and advocate for increased community safety	Completed
3.2	Review City's Community Safety and CCTV Strategy 2017-2022	Completed
3.2	Review City's Local Emergency Management Arrangements 2018 (not due for review until 2023)	Completed
3.2	Finalise the development of a Smart City facility security and access control system and commence roll-out of preselected locations	Completed
3.3	Recognise and celebrate the significance of cultural, social and built heritage including local Indigenous and multicultural groups	Completed
3.3	Design and construct the Aboriginal Cultural and Visitors Centre	Completed

Strategy	Project	Status
3.3	Commence operation of the new Aboriginal Cultural and Visitors Centre services (not due until 2022-2023)	Completed
3.3	Azelia Ley Museum management model (and tenure) review.	Completed

4. City Growth & Moving Around

4.1 Improved satisfaction with local area development and Cockburn as a place to live

a. Place to live:

2020-2021 Score: **78**, 2021-2022 Score: **79**

b. How your local area is being developed:

2020-2021 Score: **59**, 2021-2022 Score: **54**

4.2 Improved satisfaction with development of Cockburn Central

a. How Cockburn Central is being developed:

2020-2021 Score: **63**, 2021-2022 Score: **62**

4.3 Improved satisfaction with the City's transport network, cycleways, footpaths and parking

a. Traffic management and control on local roads:

2020-2021 Score: **54**, 2021-2022 Score: **58**

b. Footpaths and cycleways:

2020-2021 Score: **58**, 2021-2022 Score: **60**

FY 2021-2022 CBP KPIs

Strategy	Project	Status
4.1	Plan to provide residents with great places to live, activated social connections and high-quality open spaces	Completed
4.1	Review and implement the Land Management Plan	Completed
4.1	Prepare the new Local Planning Strategy and Scheme for the District	Completed
4.1	Australian Building Cladding Audit	Not completed
4.1	Sustainably revitalise urban areas to deliver high levels of amenity and to cater for population growth	Completed
4.1	Implement the Phoenix Central, Hamilton Hill, Coolbellup, the Lakes Revitalisation strategies. Review City's approach to future revitalisation strategies	Completed
4.1	Undertake stage 2 of the My Best Home project (disability focus)	Completed
4.1	Plan and facilitate diverse and affordable housing choices for residents and vulnerable communities. Implement and review the Housing Affordability and Diversity Strategy	Completed
4.1	Progress planning and advocacy for the redevelopment of the South Fremantle Power Station site (and the associated electrical sub-station)	Completed

Strategy	Project	Status
4.2	Develop Cockburn Central as our City centre and strengthen local area localities through planning and activation	Completed
4.2	Prepare an intervention framework to promote growth, good design and viable outcomes in our activity centres	Completed
4.2	Design of the New Council and Administration Centre	Completed
4.3	Advocate and plan for reduced traffic congestion	Completed
4.3	Review and update the City's District Traffic Study 2018	Completed
4.3	Advocate for the analysis and planning to support the delivery of the Fremantle to Cockburn Transit Link	Completed
4.3	Develop information campaigns and education resources about traffic congestion, road safety and alternative transport modes	Completed
4.3	Plan, develop and advocate for safe, sustainable, integrated local transport networks, public transport and regional transport networks. Road Projects 2019-2033	Completed
4.3	Advocate for improvements to public transport	Completed
4.3	Review and implement the Integrated Transport Strategy	Completed
4.3	Continue to complete the coverage of accessible cycleways, footpaths, parking and end of trip facilities, and trail networks across the City	Completed
4.3	Construct new and refurbished footpaths	Completed

Strategy	Project	Status
4.3	Complete Bicycle Network Infrastructure 2017-2026	Completed
4.3	Progress concept development and advocacy for coastal corridor and east-west public transport options.	Completed



Armadale Road to North Lake Road Bridge opening: Mayor Logan Howlett, Member for Cockburn David Scaife MLA, Minister for Transport Hon. Rita Saffioti - December 2021.

5. Listening & Leading

- 5.1 Improved satisfaction with the City's governance and financial sustainability
 - a. The City of Cockburn as the organisation that governs the local area:

2020-2021 Score: **68**, 2021-2022 Score: **67**

- 5.2 Improved satisfaction with the City's community engagement, communications and customer service
 - a. How the community is consulted about local issues (ability to have a say on local issues):

2020-2021 Score: **56**, 2021-2022 Score: **60**

b. Level of customer service:

2020-2021 Score: **57**, 2021-2022 Score: **66**

c. How the community is informed about City services and local issues (how the community is informed about what's happening in the local area):

2020-2021 Score: **60**, 2021-2022 Score: **59**

d. Customer satisfaction surveys:

2020-2021 Score: **88%**, 2021-2022 Score: **89%**

5.3 Improved employee satisfaction with the City as an employer that effectively embraces change, innovation and technology

a. Employee culture survey - Employer rating score: how likely are staff to promote the City as an employer:

2020-2021 Score: N/A, 2021-2022 Score: **86**

FY 2021-2022 CBP KPIs

Strategy	Project	Status
5.1	Ensure good governance through transparent and accountable planning, processes, reporting, policy and decision making	Completed
5.1	Knowledge Management project	Completed
5.1	Develop, implement and maintain a four-year corporate planning cycle and new strategy software system	Completed
5.1	Consolidate the existing strategies and strategic documents into a cohesive framework of strategies	Completed

Strategy	Project	Status
5.1	Review of and continual management of the Enterprise Risk Management Framework	Completed
5.1	Organisational Risk Management Maturity Review	Completed
5.1	Review, access and apply new or amended legislative requirements from the Local Government Act Review	Completed
5.1	Deliver value for money through sustainable financial management, planning and asset management	Completed
5.1	Review and implement Asset Management Strategy 2017	Completed
5.1	Create and review an Asset Management Plan for marine and coastal assets	Completed
5.1	Create and review the Asset Management Plan for Cockburn ARC	Completed
5.1	Office of the Auditor General performance audits	Completed
5.1	Refine the long-term financial planning methods to integrate with the City's Strategic Community Plan objectives, implement COVID-19 financial measures	Completed
5.1	Actively advocate and seek regional collaboration focused on growing the wellbeing and self-sufficiency of the community to better meet their social, environmental and economic needs	Completed
5.1	Apply for areas to be included in funding for underground power	Completed

Strategy	Project	Status
5.1	Participate in the Westport Local Government Reference Group	Completed
5.1	Develop and implement a Stakeholder Management Plan	Completed
5.1	Review and implement the Corporate Governance Framework	Completed
5.1	Five-year review and update of the Drainage Management and Maintenance Strategy 2018-2028	Completed
5.2	Listen to, communicate, consult and engage with our residents, businesses and community in a timely, open and collaborative manner	Completed
5.2	Undertake research to review the Communication Strategy 2017-2022 and incorporate the City's new vision	Completed
5.2	Provide high-quality accessible customer service and experiences for all our community - undertake requirements gathering for a single view of the customer/CRM and implement a solution	Completed
5.3	Attract, engage, develop, support and retain our employees to provide exceptional services for the community	Completed
5.3	Review and implement Workforce Plan 2017-2022	Completed
5.3	Focus on providing a workplace that supports diversity	Completed
5.3	Build an organisational culture that encourages innovation in both digital and non-digital mediums, and utilisation of technology to increase efficiency and effectiveness	Completed

Strategy	Project	Status
5.3	Implement and review Sustainability Strategy 2017-2022	Completed
5.3	Review and implement the Information Services Strategy 2016-2020	Completed
5.3	Review and update the existing customer request system to meet current business processes	Completed
5.3	Develop an Innovation Framework and culture	Completed
5.3	Review and implement Digital Strategy 2019-2024	Completed
5.3	Transformation projects	Completed
5.3	Undertake three strategic service reviews.	Completed

Governance Report

Compliance

The Department of Local Government, Sport and Cultural Industries (DLGSCI) requires all local governments to complete a Compliance Audit Return March 2022 (CAR 2021).

The City utilised the services of Macri Partners to subject the CAR 2021 to an external audit before submitting the CAR 2021 to Council. Based on the audit methodology employed, Macri Partners confirmed that the City's responses to the questions in the audited sections of the CAR 2021 are correct.

The City utilises an online compliance management system for statutory forms such as financial disclosures, gifts, travel contributions and delegated authorities.

Legislative Review

Section 3.16 of the *Local Government Act 1995* requires that all of the Local Laws of a local government must be reviewed within an eight-year period after their commencement to determine if they should remain unchanged or be repealed or amended. The City commenced a review of the *Standing Orders Local Law 2016*, expected to be completed in FY23.

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 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 had 29 FOI requests in the 2021-2022 financial year.

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. In the 2021-2022 financial year, the City had no disclosures under the PID Act.

Audits – External and Internal

External

The Western Australian Office of the Auditor General is responsible for auditing the local government sector and conducted audits on local government in the following areas:

- Local Government COVID-19 Financial Hardship Support, 15 October 2021
- Cyber Security in Local Government, 24 November 2021
- Viable Cycling in the Perth Area, 9 December 2021
- Information Systems Audit Report 2022 – Local Government Entities, 28 June 2022.

The City has adopted the recommendations from the audit findings.

Internal

On 15 March 2020, pursuant to section 56 of the *Emergency Management Act 2005*, the Western Australian Minister for Emergency Services, declared a State of Emergency in Western Australia effective 12am, 16 March 2020, due to the pandemic caused by COVID-19. A range of restrictions were put in place to limit the spread of COVID-19. Subsequent lockdowns ensued which meant prioritising the operations and

services delivery of the City and requiring non-essential employees to begin a work from home regime.

In view of the restrictions imposed by COVID-19, and following discussions with audit plan stakeholders, internal audits which had been scheduled were postponed.

Competition Principles Agreement

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 apply 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 (Aquatic and Leisure Centre).

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

Risk Management

Following tender RFT26/2020, Risk Management and Safety Systems Pty Ltd, trading as RMSS, was retained by the City and awarded a three-year contract with the City. [RMSS](#) is a cloud-based online enterprise risk management software, and version 16 of the software was brought online for the City on 26 April 2022.



Business Continuity

Since the declaration of the State of Emergency in WA on 15 March 2020, as a result of the COVID-19 pandemic, the City has been working under the guidelines issued by the

WA Health Department while updating its Infectious Disease Pandemic Business Continuity Plan. This plan has enabled the City to identify and manage resources to continue its critical operations and delivery of essential services to the community.

A review of the City's business continuity planning is underway to ensure appropriate actions are taken by the City should any incident cause, or threaten to cause, serious impact to the continuity of its operations and service delivery to the community.

Recordkeeping Compliance Report

Evaluation of Recordkeeping Systems

Work was undertaken with the organisation's Corporate Affairs Division and Management Accounting Service Unit to review their recordkeeping practices through the Knowledge Management project. This resulted in a number of changes to processes to improve recordkeeping within the teams and reduce the amount of information being stored outside of the recordkeeping system.

The City's Recordkeeping Plan was reviewed on 7 April 2022 and the review report submitted to the State Records Commission. The report commits to submitting an amended Recordkeeping Plan by 31 March 2023.

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 specific 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 organisation's electronic document and records management system called Enterprise Content Management (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 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.

Breaches by Elected Members

Minor breach complaints

In the financial year ended 30 June 2022, there were no complaints upheld regarding an elected member's conduct under Section 5.121 of the *Local Government Act 1995 (WA)*.

Building and Statutory Planning Approvals Report

Building

- 2,554 building permits issued
- Total value of building works \$502 million
- Average time of 13 working days to issue all building permits
- The average issuance time for a building permit in 2021-22 was:
 - Certified – 7 working days
 - Uncertified – 19 working days.

Building approvals for the previous four years are as follows:

Year Ending	Number of Permits	\$million Value	\$million Fee	Residential	Commercial	Industrial	Other
30 June 2019	2,230	506	0.848	988	27	46	1,433
30 June 2020	2,247	349	0.712	1,076	80	14	1,169
30 June 2021	3,444	616	1.24	1,993	121	9	1,321
30 June 2022	2,554	502	0.973	1,132	129	18	1,276

Statutory Planning

- **Statutory Planning received 1,141 development applications**, a 24.68 per cent increase from the previous year
- **564 development applications** were required to be determined within 60 days. The City determined 81.86 per cent of those applications within 60 days
- **174 development applications** were required to be determined within 90 days. The City determined 71.60 per cent of those applications within 90 days
- **131 new lots were approved** (green title, survey strata and built strata), an increase of 34.17 per cent from the previous year
- The estimated construction value of all development applications received over the year **increased by 18.73 per cent over the previous year to \$49.7 million.**

Community Engagement and Customer Satisfaction

The City is committed to engaging with its community and providing exceptional service. This section summarises the engagement undertaken in this financial year and outlines the results of the customer surveys.

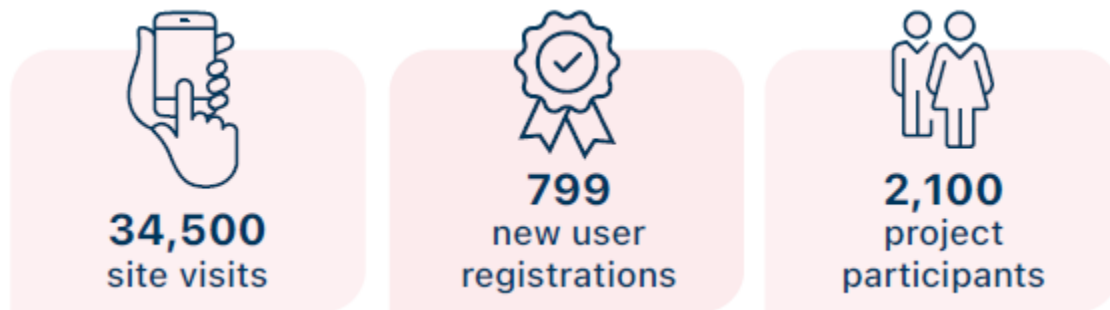
Community Engagement Report

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 a variety of methods to seek feedback including listening posts, workshops, surveys, meetings, one-on-one conversations and more.

These projects are communicated using a number of mediums. Some examples include direct mail, newspaper advertisements, e-newsletters, social media and signage.

Over the past 12 months, the City has attracted community input via its Comment on Cockburn community engagement website which had:



- **34,500** site visits
- **799** new user registrations
- **2,100** project participants



Mural at Cockburn Youth Centre in Success: Artist Darren Hutchens (centre left), Cockburn Youth Centre Coordinator Josh Gardner (centre right) with local members and siblings Hayden (15) and Hannah (13) Eckerman (left) and Maeve (8) and Finian (10) Mellett (right) - September 2021.

Customer Satisfaction

The City undertakes independent customer satisfaction surveys across a number of service units each year. The percentage of satisfied customers reported is the number of customers who scored the service seven or more out of 10.

Service	% Satisfied customers
Sports Field Hire and Booking Services	100
Henderson Waste Recovery Park Commercial	100
Henderson Waste Recovery Park Domestic	98.1
Youth Centre	97.9
Front Counter	96.1
Library - overall visit experience	95
Library - satisfaction with customer service	94.5
Swimming Pool Inspection Service	94.3
Cockburn Care	94
Seniors Services	92.8
Building Services	90.4
Port Coogee Marina (customer service)	89.9
CoSafe	89.3
Facility Booking and Management Services	87.4

Service	% Satisfied customers
Statutory Planning Services	87.3
Sports Fields and management of them	85.8
Contact Centre	84.6
Community Centres and management of them	81.5
Port Coogee (infrastructure)	76.8
Civil Infrastructure (construction and maintenance)	72
Ranger Services (customer requests)	71.5
Environment, Parks and Streetscapes (customer requests)	70.6
Public Health Services (customer requests and food premise inspections).	67.9



Adrian Dzvuke performing at Cockburn Central Community Concert - February 2022.

State of Sustainability Report

The City of Cockburn's 12th 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: water conservation, waste minimisation, energy and emissions reduction, biodiversity and liveability. One hundred per cent of the key performance indicators were in progress or achieved during 2021-2022 reflecting the City's ongoing commitment to pursuing sustainability excellence.

Below is a snapshot of the City's sustainability highlights for 2021-2022.

Sustainability Highlights

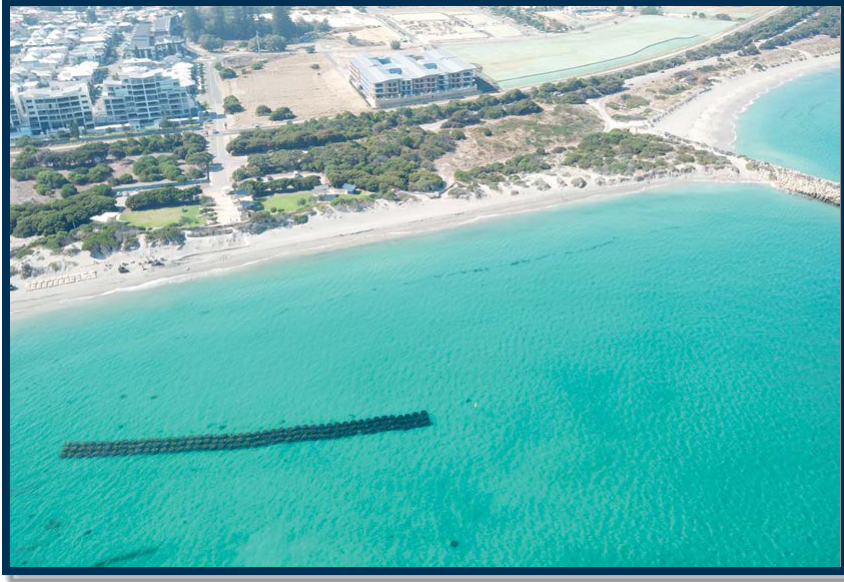
Our Operations

- Retained Gold Waterwise Council status
- Maintained a zero emissions fleet via the carbon offset program.

Our Projects

- City of Cockburn Wetlands Precinct upgrade complete
- Rehabilitation of 4.5ha of bushland and planted 55,000 seedlings
- Installed a 100m artificial fringing reef and 35m seawall at C.Y. O'Connor Beach, to reduce coastal erosion impacts of climate change.

To read full story: [Fringing reef at C.Y. O'Connor Beach - March 2022](#)



Our Facilities

- Installed additional 60kW solar photovoltaic systems on the Treeby Community and Sports Centre and the Frankland Park Sport and Community Facility
- Frankland Park Sports and Community Facility and Treeby Community and Sports Centre completed with integrated Environmentally Sustainable Design features.

Supporting our Community

- Delivered two carbon neutral events, Christmas on the Green and Cockburn Rotary Spring Fair
- Awarded 14 sustainability grants
- Awarded \$99,500 to 27 local businesses through the Local Economic Development Grants.

Environment

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

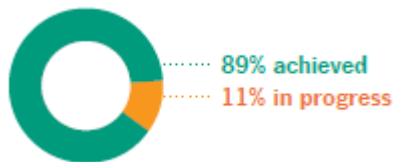


31 KPIs

✓ **100% achieved**

Governance

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



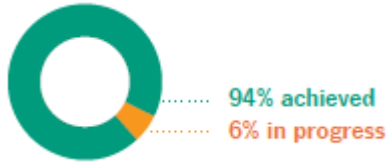
18 KPIs

✓ **89% achieved**

✓ **11% in progress**

Society

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.



18 KPIs

- ✓ **94% achieved**
- ✓ **6% in progress**

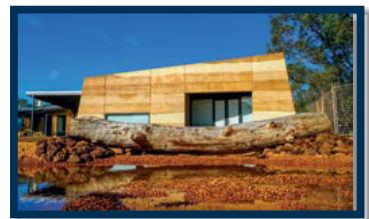
Economy

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.



9 KPIs

- ✓ **100% achieved**



Cockburn Wetlands Precinct upgrade opening - August 2021.

Disability Access and Inclusion Report

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. Below are the highlights for implementation of the DAIP for the 2021-2022 financial year.

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

- The City hosted its first Disability Sports Day event at the Cockburn ARC to celebrate International Day for People with Disability. It was attended by over 120 people
- The City trialled the use of communication boards at the Disability Sports Day to assist people with communication needs to access City facilities. The trial is continuing throughout the pool areas and stadium at the Cockburn ARC
- The City is piloting a music program targeting people with disability. The program targets individuals who do not engage in sport as an alternative program to gauge appetite for an arts-based activity.

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

- The Treeby and Frankland Sports and Community facilities have been completed. The design and development of both centres included an access assessment to ensure universal use of the facilities
- Accessible toys for children with disability have been purchased for the Treeby Community Centre toy library

- The City's marina upgrade has been completed and included refurbishment of the Coogee jetty along with the installation of an access ramp to the water's edge.

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

- The City was proud to be one of the finalists for the 2021 Australian Access Awards for its accessible website and content
- During the COVID-19 pandemic the City provided one-on-one support to residents to navigate COVID-19 information such as providing proof of vaccination, myGov access and assistance to understand the restrictions on community.

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

- The City has a mandatory induction requirement for new staff to undertake disability awareness training
- Staff were trained in creating accessible documents and easy to read documents to continue the commitment to providing accessible information
- Cockburn Libraries introduced an Auslan workshop to staff and community members, to build awareness of this method of communication for the deaf and hard of hearing community and offered basic language skills to build confidence.

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

- The website offers several ways to connect with the City through either a web form, phone contact, email message and social media

- The City encourages in-person contact and our customer service staff are well equipped to support those interactions
- The City supplies hearing loops to support those requiring specific assistive technology to communicate effectively with staff. The trial of the communication boards will hopefully identify additional means to provide feedback.

Outcome 6: People with disability receive the same level of quality service as other people in the community from staff at the City of Cockburn

- The City has worked hard to develop its Disability Reference Group which now has a balance in favour of people with disability over service providers
- The Disability Access & Inclusion Officer has attended several community group public speaking events to build awareness of access and inclusion matters related to our community and provide pathways to connect and provide feedback
- The City, as standard practice, provides a variety of methods for people to engage and participate in consultations using the website, phone, email, in person or in writing.

Outcome 7: People with disability receive the same level of quality service as other people in the community from staff at the City of Cockburn

- The City has been reviewing the way it advertises its vacant positions, aiming to attract more people with disability, Aboriginal and Torres Strait Islander people and people from a culturally diverse background.



WA Blind AFL Eagles and Dockers training at Cockburn ARC - March 2022.



Disability Sports Day at Cockburn ARC - December 2021.

The Plan for the Future

This section of the annual report outlines the City's plans for the future, identifies emerging issues and provides an overview of the Strategic Community Plan and the Corporate Business Plan.

Emerging Issues

COVID-19 Pandemic

The unprecedented challenges presented by the COVID-19 pandemic are evolving as the world shifts into recovery. The social and economic impacts of the pandemic are still palpable and continue to present challenges to local government. The City will continue to support the community while finding solutions to the current labour and materials market shortages.

Economic Challenges

While Australia's unemployment rate as at August 2022 was 3.5 per cent, WA's rate is the lowest in the country at 3.1 per cent. Significant challenges remain as the State recovers from the lockdowns and restrictions implemented at the height of the COVID-19 pandemic. The City will focus on supporting economic recovery as Australia moves away from restrictions imposed at the height of the pandemic.

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 environmental challenges for the future.

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. The City will need to identify strategic partnerships and work collaboratively with the State and Federal governments to address this issue.

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 into the future. Community safety and crime prevention issues are complex in nature and require all levels of government and the community to work together to achieve significant change over the life of this plan. An increase in mental health and social issues will require the City to continue to increase provision or facilitation of responsive local social support and mental health services for the community.

Listening and Leading Challenges

Financial sustainability challenges will continue, including pressure for rate capping, increasing ratepayer expectations and demand to decrease 'red tape', labour market shortages, and increased materials costs. Over the next 10 years it is anticipated that society will continue its digital transformation journey that will enable new innovative products and services, drive efficiency and allow better decision-making. Legacy systems are also an emerging issue that are creating challenges for large organisations to be agile and quickly adapt to change. Cybersecurity continues to be a global and local risk that will need to be managed into the future.

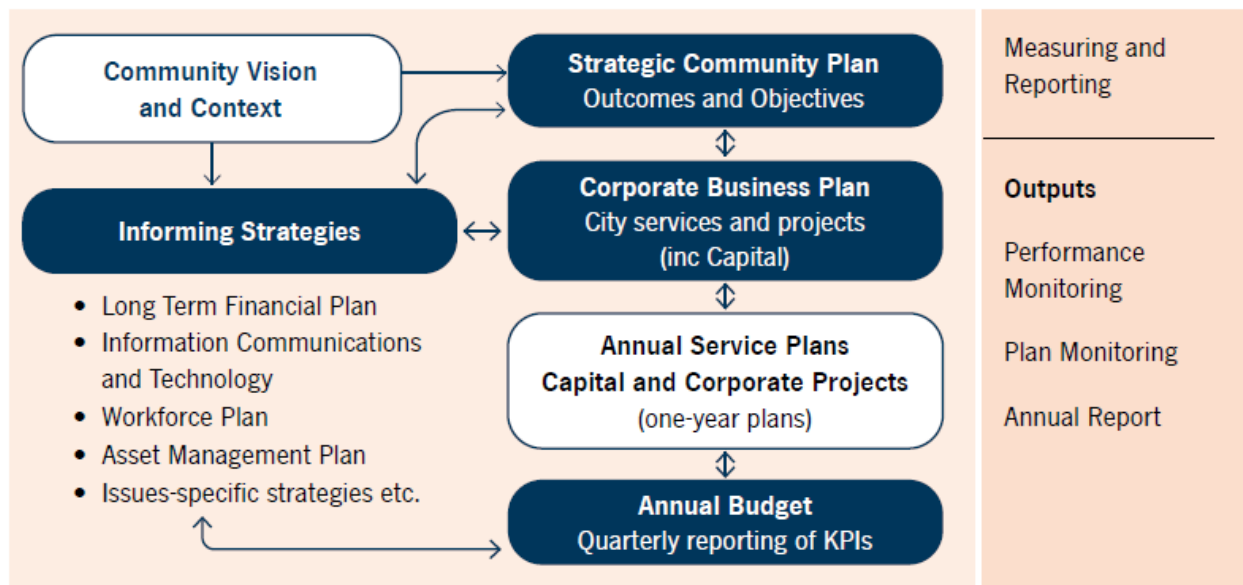
Integrated Planning and Reporting Framework

Strategic Community Plan

The City’s Strategic Community Plan 2020-2030 sets the strategic direction for the organisation. A minor review of the plan was undertaken in 2021 and the next major review is scheduled for 2024. The City continues to deliver on the vision and outcomes identified through the Strategic Community Plan.

Corporate Business Plan

The Corporate Business Plan 2020-2021 to 2023-2024 outlines the City’s activities to deliver against the Strategic Community Plan 2020-2030. The Corporate Business Plan hinges on the acceptance of priorities, outcomes and strategic objectives included in the Strategic Community Plan.



The flow chart above illustrates the Corporate Business Plan. It is 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: Outcomes and Objectives**
 - b. forward and back to **Strategic Community Plan: Outcomes and Objectives: City services and projects**
 - 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: 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 service and projects**
 - 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**

Listed under **Informing Strategies** is:

- Long Term Financial Plan
- Information Communications and Technology
- Workforce Plan
- Asset Management Plan
- Issues-specific strategies etc.

Listed at the end of the chart is:

Measuring and Reporting

- Outputs
 - Performance Monitoring
 - Plan Monitoring
 - Annual Report



Coogee Community Garden: (from Left to Right) Councillor Phoebe Corke, Councillor

Philip Eva JP, Simone Sieber Community Development Lead, Councillor Kevin Allen and Mayor Logan Howlett - August 2021.



Cockburn Ranger Casey - October 2021.

The Year Ahead

Below are the priority projects the City is undertaking in the 2022-2023 financial year to deliver against each of the community outcomes, as outlined the Corporate Business Plan. For full details on the City's priority projects please refer to the City of Cockburn Corporate Business Plan 2020-2021 to 2023-2024.

Local Economy

Increased investment, economic growth and local employment

- Position Cockburn as a leader in the Blue Economy
- Develop visitor economy approach.

Thriving local commercial centres, local businesses and tourism industry

- Deliver business grants program supporting economic development principles, policy and guide
- Small Business Friendly Approvals Project implementation.

Environmental Responsibility

Protection and enhancement of our natural areas, bushland, parks and open spaces

- Coogee Beach Masterplan review
- Review Urban Forest Plan 2018-2028
- Undertake Yandjet Park Yangebup improvements.

Sustainable resource management including waste, water and energy

- Electric vehicles chargers at all City infrastructure with solar
- Waterwise Council Action Plan 2018-2028
- Henderson Waste Recovery Park redevelopment
- Develop the Coastal Management and Development Plan.

Community, Lifestyle and Security

Accessible and inclusive community recreation and cultural services and facilities that enrich our community

- Review the Disability Access and Inclusion Plan
- Malabar BMX Park redevelopment
- Beale Park redevelopment
- Port Coogee community space
- Wally Hagan Recreation Centre redevelopment
- Cockburn ARC – health and fitness expansion

- Coogee Golf Course review
- Beeliar Reserve redevelopment
- Tempest Park redevelopment
- Santich Park upgrade
- Manning Park Master Plan implementation
- Review the Community, Sport & Recreation Facilities Plan 2018-2033
- Multicultural Centre for Sport and Education – ARC Precinct.

A safe and healthy community that is socially connected

- Smart Buildings project.

Aboriginal and Torres Strait Islander cultures and other diverse cultures and heritages are recognised and celebrated

- Aboriginal Cultural and Visitors Centre development
- Review the Reconciliation Action Plan 2018-2021.

City Growth and Moving Around

An attractive, socially connected and diverse built environment

- Prepare the new Local Planning Strategy for the district
- Prepare the new Local Planning Scheme for the district
- Cockburn Central town centre parking facility feasibility study
- Reconnecting Hamilton Hill (post Roe 9) urban renewal project
- Spearwood civic precinct renewal

- Spearwood land development.

Cockburn Central as the capital of Perth's South Metro Region

- Cockburn Civic and Cultural Centre
- Cockburn Central West car parking (Poletti Road).

An integrated, accessible and improved transport network

- Review and update the City's District Traffic Study 2018
- Advocacy for Cockburn Road upgrade, pedestrian crossing and car parking
- Semple/Berrigan realignment
- Hammond Road duplication.

Listening and Leading

Best practice governance, partnerships and value for money

- Deliver divisional strategy reform
- Review organisational risk management maturity
- Undertake three strategic service reviews
- Review and implement the Corporate Governance Framework
- Refine the long-term financial planning methods to better integrate with the City's Strategic Community Plan objectives
- Operations Centre expansion.

High quality and effective community engagement and customer service experiences

- Progress community priorities highlighted in MARKYT Community Scorecard 2021
- Deliver Elected Member civic support.

Employer of choice focusing on equity, innovation and technology

- Develop and implement Smart Cities projects in partnership with South West Group
- Review requirements for required website upgrades.



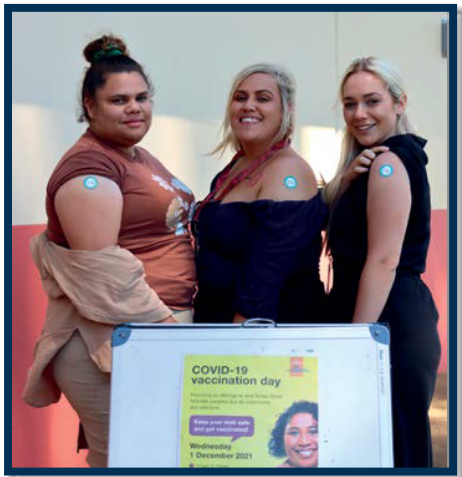
C.Y. O'Connor foreshore tree planting: Kennedy Baptist College students - June 2022.



Clean Up Australia at C.Y. O'Connor Beach - March 2022.



Cockburn Youth Advisory Committee: (from Left to Right) Hugo Jorge Youth Development Officer with part of the Cockburn Youth Advisory Committee, Franco, Akua, Janeese, Spike and Claire - November 2021.



COVID-19 vaccination clinic for Aboriginal and Torres Strait Islander community at Coolbellup Hub: (from Left to Right) Marlee Kickett Aboriginal Community Development Officer, Shelley Farmer and Kathleen Miller Aboriginal Community Development Officer - December 2021.



Aboriginal Cultural and Visitors Centre \$1.5 million Lotterywest grant: (from Left to Right) Aboriginal Affairs Minister Hon. Stephen Dawson MLC, Cockburn Aboriginal Reference Group member Gail Beck, Marlee Kickett Aboriginal Community Development Officer, Mayor Logan Howlett, Gail Bowman Chief of Community Services and Tony Brun CEO - July 2021.

Financial Report

To view the City of Cockburn's Annual Financial Report 2021-2022 on the City's website visit the link below and scroll down.

Financial Report 2021-2022 (PDF):

https://www.cockburn.wa.gov.au/getattachment/dde2d691-0a33-4002-b61e-f8eee00f5c3/ECM_11315790_v1_Annual-Financial-Report-2021-22-pdf.aspx



Treeby Community and Sports Centre - May 2021.

Contact



9 Coleville Crescent, Spearwood WA 6163

PO Box 1215, Bibra Lake DC WA 6965

Telephone: 08 9411 3444

Email: customer@cockburn.wa.gov.au

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


 [City of Cockburn Facebook: www.facebook.com/CityofCockburn](https://www.facebook.com/CityofCockburn)

 [City of Cockburn Twitter: www.twitter.com/CityofCockburn](https://www.twitter.com/CityofCockburn)

 [City of Cockburn Instagram: www.instagram.com/cityofcockburn](https://www.instagram.com/cityofcockburn)

 [City of Cockburn YouTube: www.youtube.com/CityofCockburn](https://www.youtube.com/CityofCockburn)

 [City of Cockburn LinkedIn: www.linkedin.com/company/city-of-cockburn](https://www.linkedin.com/company/city-of-cockburn)

 This information is available in alternative formats upon request.

Cockburn, the best place to be

