

City of Cockburn
Strategic Community Plan
2020–2030 **DRAFT**



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Acknowledgement of Country

The City of Cockburn would like to acknowledge the Nyungar people who are the traditional custodians of this land. We would like to pay respect to the Nyungar Elders past, present and future and extend that respect to all Aboriginal Australians.

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. This plan includes feedback from consultation that occurred in 2019/20.

The plan has been prepared in accordance with the Integrated Planning and Reporting Framework and Guidelines issued by the Department of Local Government, Sport and Cultural Industries.

Population forecasts indicate that the City continues to grow at 1.5 per cent to 2.5 per cent per annum and remains a 'growth' council. This will result in approximately 31,000 more people calling Cockburn home over the life of this plan.

Community aspirations have been listed under the Community Consultation section of the document and recognised in the strategic objectives. They are grouped around five key outcomes:

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 & 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.

These are further elaborated and priorities reflected in the Corporate Business 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 and awards 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.

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

Logan K. Howlett, JP
Mayor

Our Unique City

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

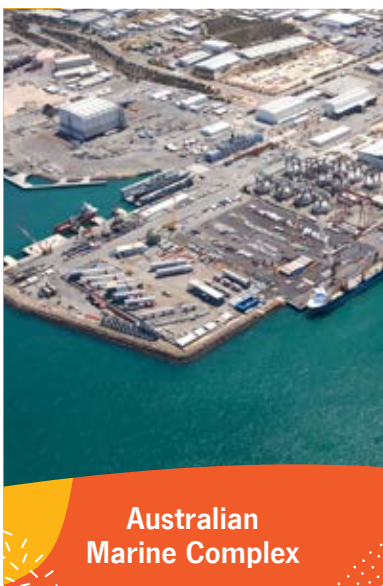
Cockburn

the best place to be *for lifestyle and community*



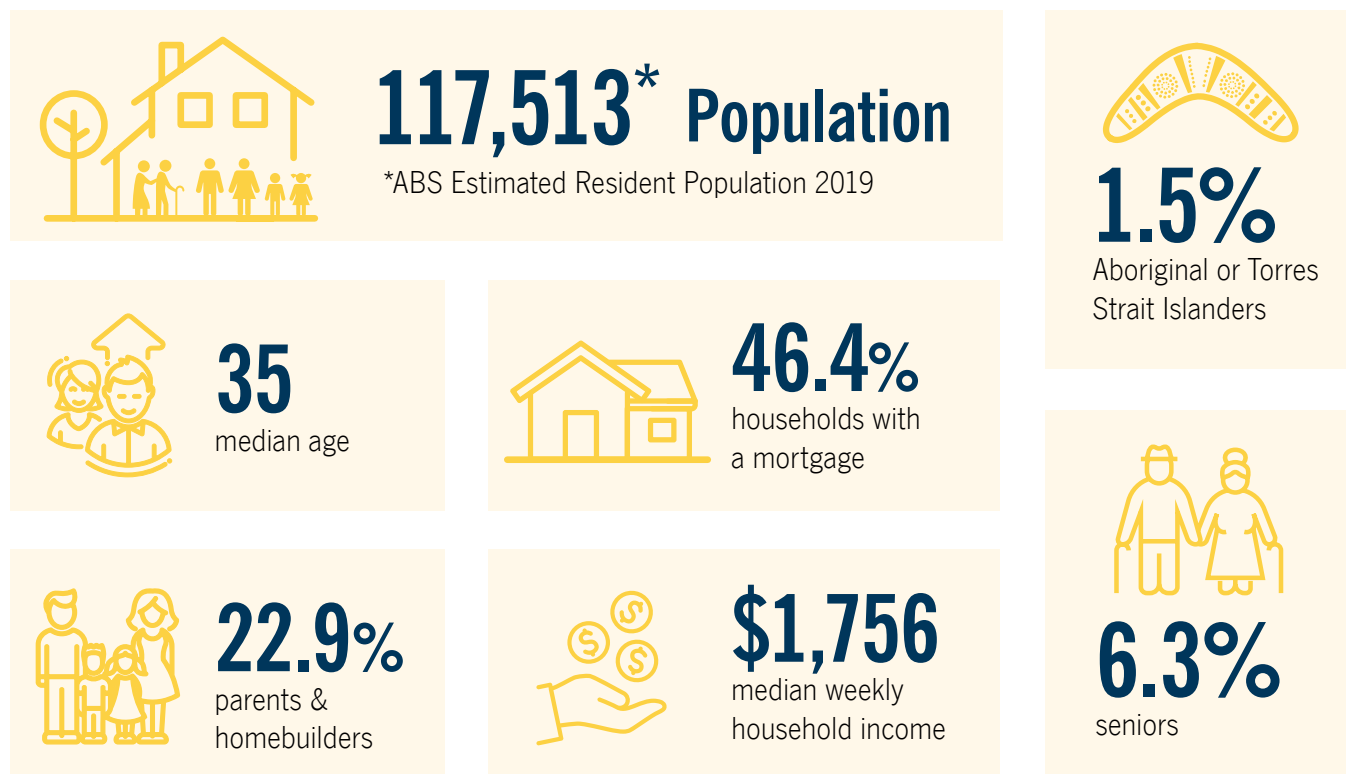
Cockburn

the best place to be *for growth and jobs*

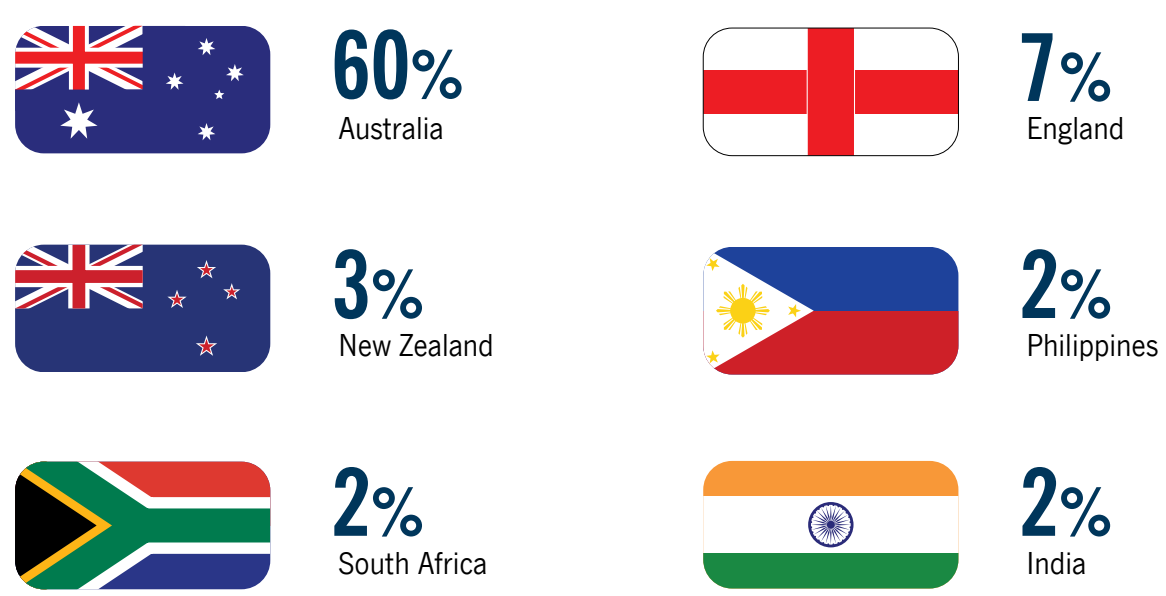


A Snapshot of our City

Based on Australian Bureau of Statistics 2016 Census data.



The most common countries of birth.





Based on the City of Cockburn Annual Report 2018–19.

Over
12,000m²
new pathways and cycleways

67,107 plants used
to revegetate 4.8 hectares
of degraded bushland

56,200 visits
to Comment on Cockburn
community consultation website

25 average
number of daily jobs
attended by rangers

18,182
Facebook followers

806
development
applications assessed

23%
of power for
council
buildings
generated
from solar
photovoltaic
systems

5,850 tonnes
of waste diverted from
landfill and recycled

893
kilometres of
verges maintained

82 average number
of daily visits at Cockburn
Seniors Centre

75%
of participants in the HEAL
program lost weight

\$1.35m
available via Cockburn
Community Fund

\$1.25 billion
value of City's net assets



Success

Key Achievements 2016 – 2020

City Growth

- Completion of urban revitalisation planning strategies
- Achieved land sales in excess of \$25M in the past 4 years
- Establishment of the City's Design Review Panel in March 2017
- New integrated online planning application lodgement and approval delivery platform
- Creation of Business Engagement Officer position and associated business support activities.

Moving Around

- Redesigning the Armadale Road and North Lake Road highway arrangements through Cockburn Central, and securing Federal Government funding
- Successful Community Connect South Campaigns (three) – to secure funding for Armadale Road duplication and bridge
- Successful advocacy for freeway widening projects
- Continuing improvements to roads, footpaths and bicycle network.

Environmental

- Leader across Local Government in WA in the areas of environmental health
- Completed roll-out of garden waste bin
- Establishing a 20 year contract with an energy from waste facility
- Continued investment in renewable energy infrastructure such as photovoltaic cells on many of the City's buildings
- New parks infrastructure such as the Bibra Lake Regional Playground, Coogee Maritime Trail and Walliabup Skate Park facilities.

Community, Lifestyle, 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 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 Act Belong Commit partnership
- Review of CoSafe mobile security service to increase patrols at peak times.

Listening and Leading

- New award winning accessible corporate website
- Reviewed the Community Engagement Framework
- Developed the Digital Smart City Strategy and Smart Region innovation projects.

Awards and Recognition

Award or Agency	Place and Category
Australasian Leisure Management 2019	Winner, Local Government Award – Cockburn ARC
Department of Fire and Emergency Services, Volunteer Employer Recognition Awards	Gold Award Status, recognition of the delivery of emergency services in Western Australia
Department of Planning, Lands and Heritage	Winner, Coastal Planning Award – Cockburn Sound Coastal Alliance for the Cockburn Sound Coastal Vulnerability and Flexible Adaptation Pathways project
Heart Foundation	State Winner, Councils with populations greater than 50,000
Institute of Public Administration Australia (IPAA) WA	Gold Award Winner, Best Practice in Collaboration – Cockburn ARC (in conjunction with Fremantle Football Club and Curtin University)
Regional Awards of Excellence – Strategic Planning Award	Winner, Community, Sport and Recreation Facilities Plan
Neighbourhood Watch	Gold, Local Government Participation Awards
Water Corporation	Gold Waterwise Council Status – Environmental Services
2018 Infinity Awards	Commended, Community Waste Award
Australian Sport, Recreation and Play Industry Awards 2018	Overall Winner, Australian Sport, Recreation, Play Innovation Award – Cockburn ARC
Basketball WA Gala Awards 2018	Winner, Community Program of the Year 2018 – Cockburn Youth Centre
Regional Capitals Alliance of WA 2018	Overall Winner, Most Accessible Community in Western Australia 2018
Public Health Advocacy Institute of WA	Overall State Winner, 2016 Children’s Environment and Health Local Government Report Card Project



Challenges Ahead

At the time of preparing this reviewed plan, the world is experiencing unprecedented challenges caused by the COVID-19 pandemic. This emergent social and economic crisis is demanding new and evolving responses from Local Governments. In supporting our community through this challenging situation, the City is focused on areas such as public health and wellbeing, support for vulnerable people, financial relief, and supporting local businesses and the economy.

Economic Challenges

Australia's unemployment rate is predicted to rise to 10 percent as a result of the global recession from the pandemic. This will significantly impact economic growth and increase the need for the City to actively support local businesses and industry to continue 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 possible sea level rise and increasing erosion impacts on vulnerable coastal areas, increased temperatures, and a drying climate. The loss of the City's tree canopy, reduction 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 assist the community as demand for responsive, social support and mental health services increases as the pandemic continues.

City Growth and Moving Around Challenges

Traffic congestion will continue to be a priority area for the City due to population growth. It is anticipated that car driving behaviour change, improvements to public transport, and improvements to 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'. Society will go through a significant digital transformation journey over the next 10 years. Managed well, this will enable new innovative products and services that will transform everyday life, drive efficiency and safety, create productivity gains and allow better decision making.



Community Consultation

Community consultation is central to the City of Cockburn’s planning processes. In preparing the new Strategic Community Plan (SCP) 2020–2030, the City undertook extensive community consultation between August and November 2019. The consultation activities were widely advertised through the local newspaper, the City’s website and social media channels, with information about the Strategic Community Plan prepared in English, Filipino, Mandarin and Italian.

The consultation specifically sought feedback on:

- The City’s vision
- Community priorities within each area of the SCP
- Any new or emerging issues the City should consider.



Community Survey

Central to the consultation process was a survey, delivered online and in hard-copy format to a random sample of 10,000 households in the City. Broadly, all residents, ratepayers and business owners were invited to complete the survey on the Comment on Cockburn website. Community, recreation and cultural groups were also emailed a link to the survey.

The survey received an excellent response with 2,301 people participating and all sections of the community represented. The survey results were considered reliable and representative of the City’s diverse population.

Community Workshops and Listening Posts

In all, 190 people participated face-to-face through workshops, community and reference group meetings, one-on-one discussions and a series of ‘listening posts’ held at Cockburn ARC and the Spearwood and Success libraries. The City hosted a sundowner for community and sporting groups, where more than 60 people attended and provided valuable input on important considerations as the City plans for the next ten years.

A total of 2,491 community respondents have provided a range of suggestions for the City to focus on over the next decade as summarised on page 12.

Community Consultation Snapshot

Between August and November 2019, we asked our community what their 10 year vision and priorities were for our City. Here's a snapshot of what we heard:



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 include:

- Managing an increase in population and housing density and the need to retain a desirable living environment
- Increasing the number of local employment opportunities, particularly for young people
- Upgrading parks and local infrastructure, including those 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.



2,301
responses



Workshops



Listening posts



Face to face meetings



Email submissions and surveys



Community, lifestyle and security

Residents felt security and community safety was 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 included:

- Increasing the urban tree canopy
- Climate change, which was particularly important to people under the age of 25.



Listening and leading

The top three priorities identified were:

- Governance
- Community engagement and consultation
- Customer service.

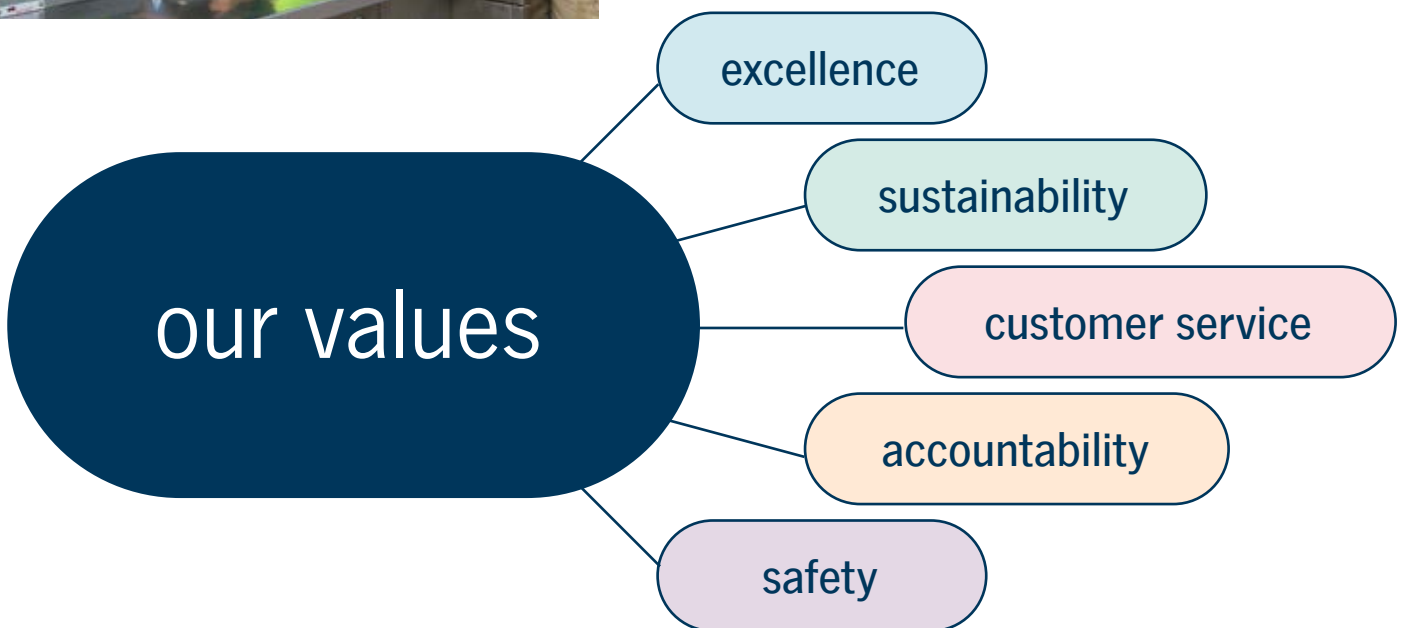
Financial sustainability and asset management was also seen as a priority.

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



Our Values enable our Vision

We seek to have all employees think and act according to five values. These values influence our workforce culture and assist our staff to deliver quality customer service.



Our Vision

Cockburn

the best place to be



Cockburn
the best place to be

cockburn.wa.gov.au



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 31,032 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 14,506 people. The number of children aged 0 to 4 years is expected to increase by 21.6 per cent from 8,811 in 2019 to 10,713 by 2030. The number of people aged over 65 years is expected to increase by 42.9 per cent from 13,582 in 2019 to 19,404 by 2030.

By 2031 there will be 59,954 dwellings in the City of Cockburn. One and two person households will be the dominant household type by 2031. 22.5 per cent of all households will be single person households by 2031.



Our Strategic Outcomes and Objectives

Local Economy

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

- | | |
|--|---|
| <p>1.1 Plan for and facilitate opportunities for local business (including home business and sole traders), local activity centres and industry to thrive.</p> | <p>1.4 Ensure the City is 'easy to do business with' through improved business focused processes.</p> |
| <p>1.2 Build local business capacity through partnerships, networks and skill development.</p> | <p>1.5 Support and promote the benefits of buying locally.</p> |
| <p>1.3 Advocate for and attract investment, economic growth, and local employment.</p> | <p>1.6 Facilitate a thriving tourism and ecotourism industry.</p> |
| | <p>1.7 Facilitate and advocate for the provision of a full range of education and training opportunities.</p> |



Environmental Responsibility

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

2.1 Sustainably manage our environment by protecting and enhancing our unique natural coast, bushland, wetlands and native wildlife.

2.2 Improve our urban forest and streetscapes across the City.

2.3 Provide accessible high-quality open spaces and parks for community benefit.

2.4 Sustainably manage water, energy and other resources and promote the use of environmentally responsible technologies.

2.5 Minimise the City's waste to landfill through reducing, reusing, re-purposing, re-gifting and recycling of waste.

2.6 Reduce adverse outcomes arising from climate change through planning, adaptation, mitigation, infrastructure and ecological management.



Community, Lifestyle and Security

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

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- | | | | |
|------------|--|------------|--|
| 3.1 | Provide a diverse range of accessible, inclusive and targeted community services, recreation programs, events and cultural activities that enrich our community. | 3.5 | Recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups. |
| 3.2 | Facilitate and advocate for increased community safety. | 3.6 | Provide community, sport, recreational, and cultural facilities and infrastructure to meet community needs. |
| 3.3 | Foster local community identity and connection through social inclusion, community development, and volunteering opportunities. | | |
| 3.4 | Facilitate and support health and well-being outcomes for our community. | | |
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City Growth and Moving Around

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

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- | | | | |
|------------|---|------------|---|
| 4.1 | Plan to provide residents with great places to live, activated social connections and high quality open spaces. | 4.5 | Advocate and plan for reduced traffic congestion. |
| 4.2 | Sustainably revitalise urban areas to deliver high levels of amenity and to cater for population growth. | 4.6 | Plan, develop and advocate for safe, sustainable, integrated local transport networks, public transport and regional transport networks. |
| 4.3 | Develop Cockburn Central as our City centre and strengthen local area localities through planning and activation. | 4.7 | Continue to complete the coverage of accessible cycleways, footpaths, parking and end of trip facilities, and trail networks across the City. |
| 4.4 | Plan and facilitate diverse and affordable housing choices for residents and vulnerable communities. | | |
-



Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

-
- 5.1 Ensure good governance through transparent and accountable planning, processes, reporting, policy and decision making.

 - 5.2 Deliver value for money through sustainable financial management, planning and asset management.

 - 5.3 Listen to, communicate, consult and engage with our residents and business community in a timely, open and collaborative manner.

 - 5.4 Attract, engage, develop, support and retain our employees to provide exceptional services for the community.

 - 5.5 Provide high quality accessible customer service and experiences for all our community.

-
- 5.6 Build an organisational culture that encourages innovation in both digital and non-digital mediums, and utilise technology to increase efficiency and effectiveness.

 - 5.7 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.



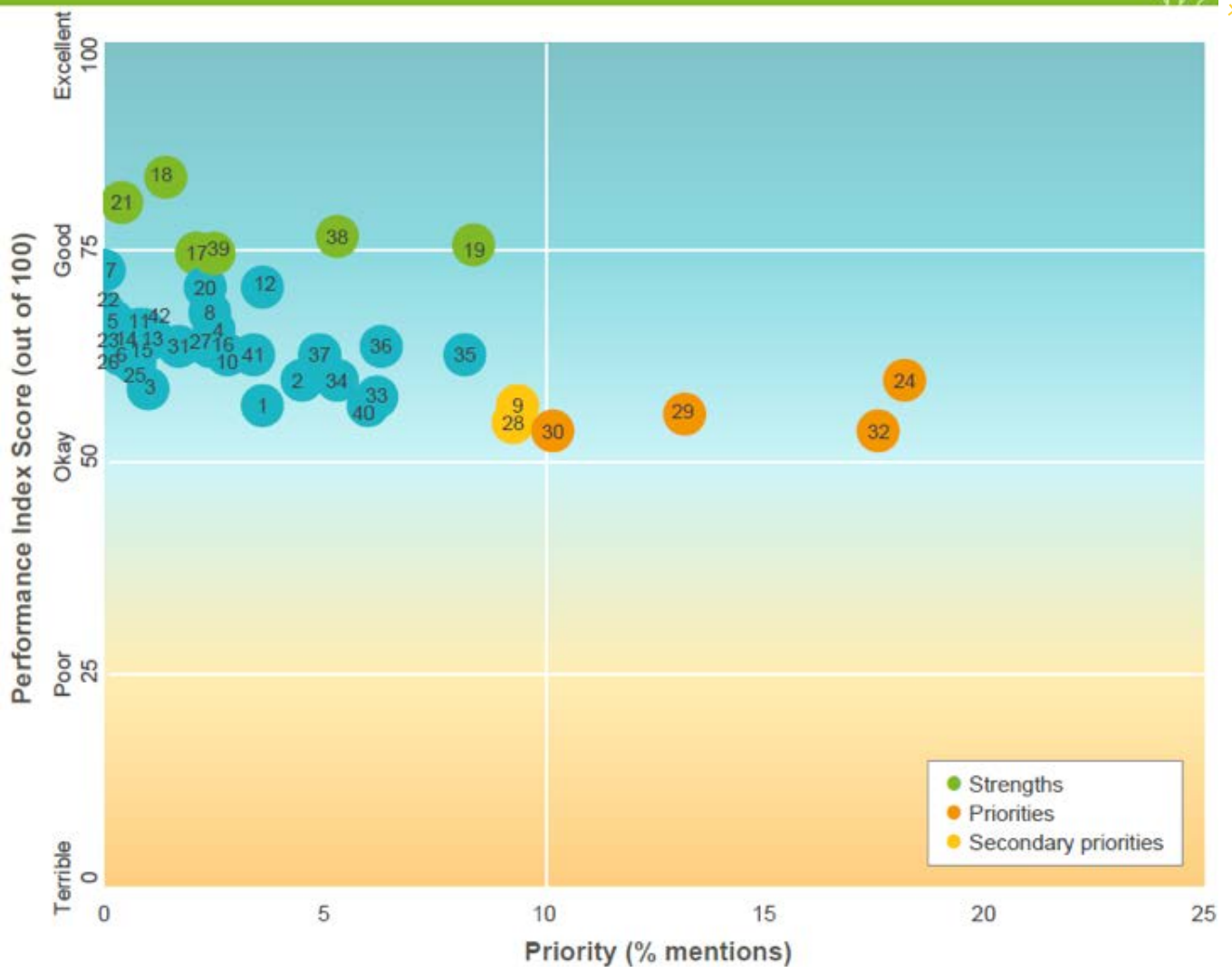
Measurement

Taking a ‘Pulse’ – Perception Surveys

To monitor the community and business priorities, the City conducts annual surveys which reveal higher priorities, secondary priorities and lower priorities. It measures performance and when analysed and graphed, clearly shows where the City must focus its efforts. The survey questions are linked to all five outcome areas and relevant strategic objectives of the Strategic Community Plan. Examples of some of the measures and results from the previous Strategic Community Plan are shown below.

2019 top three community priorities:

Outcome Area	Strategic Objective	Measure	Performance Rating
Community, Lifestyle and Security	Increased safety and security	How do you rate the City’s performance in safety and security?	55%
Moving Around	Reducing traffic congestion	How do you rate the City’s performance in traffic management on local roads?	53%
Environmental Responsibility	Improving urban forest and streetscapes	How do you rate streetscapes?	58%



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

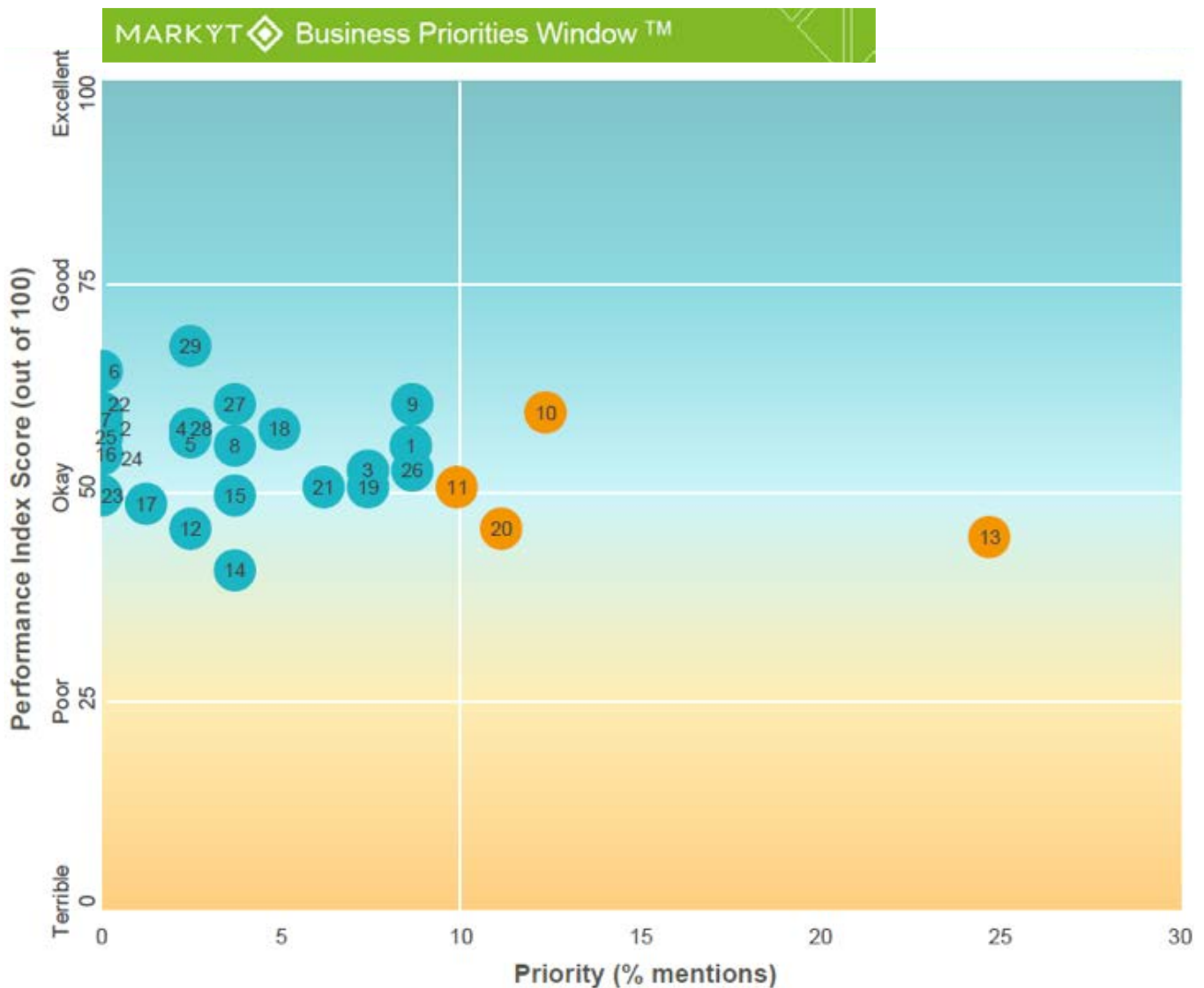
Q. Which areas would you most like the City to focus on improving? Base: All respondents, excludes no response

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- | | |
|---|---|
| <ul style="list-style-type: none"> 1 Value from Council rates 2 Council's leadership 3 Consultation 4 Informing the community 5 Website 6 Social media 7 Newsletter 8 Customer service 9 Economic development 10 Included and connected 11 Youth services 12 Children and family services 13 Seniors services 14 Disability access 15 Multiculturalism 16 Community buildings, halls, toilets 17 Sport and recreation facilities 18 Cockburn ARC 19 Playgrounds, parks & reserves 20 Festivals, events & culture 21 Library 22 History and heritage 23 Aboriginal recognition & respect | <ul style="list-style-type: none"> 24 Safety and security 25 CoSafe 26 Graffiti removal 27 Cockburn central development 28 Local area development 29 Streetscapes 30 Tree planting program 31 Road maintenance 32 Traffic management 33 Footpaths and cycleways 34 Street lighting 35 Access to public transport 36 Conservation and environment 37 Sustainable practices 38 Waste bin collections 39 Bulk waste collections 40 Noise, dust and odour issues 41 Domestic animal control 42 Feral animal control |
|---|---|

2019 top three business priorities

- Support and retain existing businesses
- Ease of doing business with the City
- Freight transport networks.



Q. 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 (n = 81)

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- | | |
|--|--|
| 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 | |



Other Measures and Reporting

Corporate Business Plan

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

Annual Report

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

State of Sustainability Report

The City has been 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:

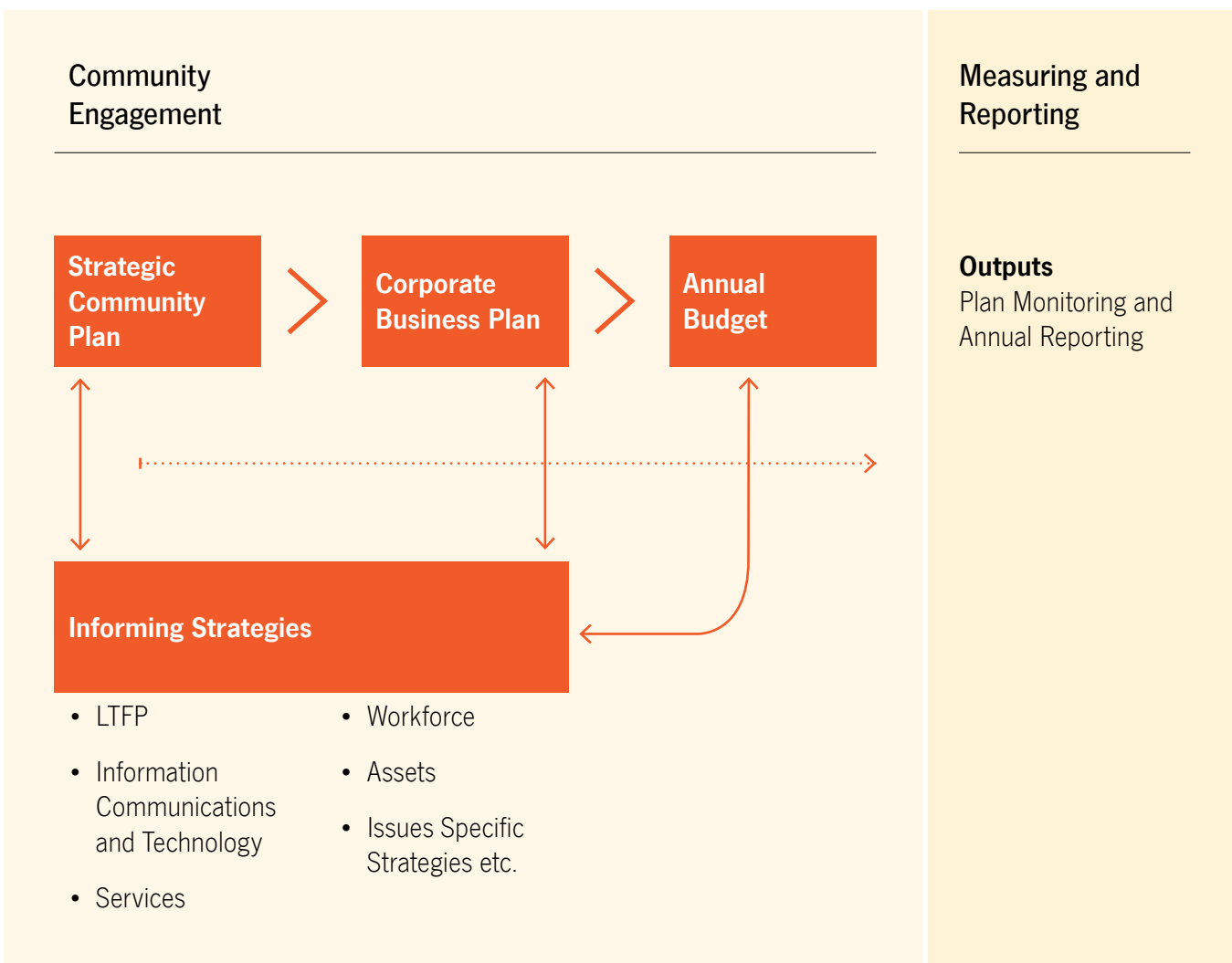
cockburn.wa.gov.au

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.

Elements of Integrated Planning and Reporting Framework





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 is progressing in the implementation of its risk program, ensuring that sound risk management practices and procedures are fully integrated into its strategic, projects and operational processes and day to day business practices.

The City has developed a Risk Management Framework to assist Council in achieving its goals and objectives, and continues to roll out the risk program in-line with the risk program Strategy. 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 ability of Council to influence, advocate and partner with others will be important to deliver on Council's strategic directions. The strategic risk review will be conducted in conjunction with the review of this plan to align the strategic outcomes to the strategic risks.

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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This information is available in
alternative formats upon request



Paper from responsible sources