



# DRAFT

## City of Cockburn **Strategic Community Plan** 2020-2030



**2030**  
**VISION**

[cockburn.wa.gov.au](http://cockburn.wa.gov.au)



**Cockburn the best place to be**

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## **Acknowledgement of Country**

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

# Summary

The Strategic Community Plan encompasses the period 2020 to 2030.

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

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

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

<b>Local Economy</b>	A sustainable and diverse local economy that attracts increased investment and provides local employment.
<b>Environmental Responsibility</b>	A leader in environmental management that enhances and sustainably manages our local natural areas and resources.
<b>Community, Lifestyle &amp; Security</b>	A vibrant, healthy, safe, inclusive and connected community.
<b>City Growth and Moving Around</b>	A growing City that is easy to move around and provides great places to live.
<b>Listening and Leading</b>	A community focused, sustainable, accountable and progressive organisation.

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



# Introduction

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

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

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

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

**Logan K. Howlett, JP**  
Mayor

## Your Councillors



**Cr Kevin Allen**  
West Ward



**Cr Michael Separovich**  
West Ward



**Cr Phoebe Corke**  
West Ward



**Cr Phil Eva, JP**  
Central Ward



**Cr Chontelle Stone**  
Central Ward



**Cr Tom Widenbar**  
Central Ward



*Deputy Mayor*  
**Lara Kirkwood**  
East Ward



**Cr Lee-Anne Smith, OAM**  
East Ward



**Cr Dr Chamonix Terblanche**  
East Ward

# Our Achievements

## Between 2016 to 2020

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### City Growth

- Completion of urban revitalisation planning strategies in Hamilton Hill, Spearwood and the Lakes
  - Achieved land sales in excess of \$25M in the past 4 years
  - Planning and development of Cockburn Central as our Regional Centre
  - New integrated online planning application lodgement and approval delivery platform
  - Creation of Business Engagement Officer position and associated business support activities
  - Enhancements to the Port Coogee Marina.
- 



### Moving Around

- Completion of \$25.7M of major road and bridge projects including Prinsep Road and Verde Drive project, Spearwood Avenue road and bridge project, and Berrigan Drive and North Lake Road duplication projects
  - Successful Community Connect South Campaigns – to secure \$382M funding for Armadale Road duplication and bridge
  - Successful advocacy for freeway widening projects
  - Successful advocacy for Aubin Grove Train Station, and Metronet Thornlie to Cockburn train line
  - Continuing improvements to roads, footpaths and bicycle network.
- 



### Environmental Responsibility

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



### 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 the \$200M, 15 year Community, Sport and Recreation Facilities Plan
  - Development of CCTV network to include more than 450 cameras
  - City's first Women's Health Expo in 2018 and first Act Belong Commit community wellbeing partnership
  - Review of CoSafe mobile security service to increase patrols at peak times.
- 



### Listening and Leading

- Leader in Disability Access and Inclusion, developing a new award winning accessible corporate website
- Reviewed and improved our Community Engagement Framework and Practice
- Developed the Digital Smart City Strategy and Smart Region innovation projects.

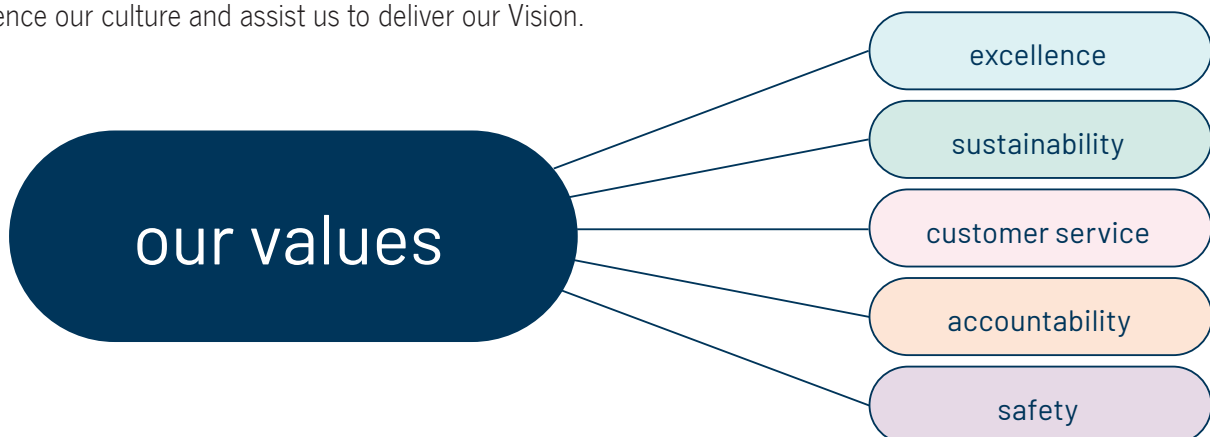
# Our Vision

# Cockburn the best place to be



## Our Values enable our Vision

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



# Our Unique City

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



Local Economy



Environmental Responsibility



Community, Lifestyle and Security



City Growth and Moving Around



Listening and Leading



# Community Consultation Snapshot

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

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

The consultation specifically sought feedback on:

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

## Community Survey

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

2,301 responses were received, representative of the City's diverse population.

## Community Workshops and Listening Posts

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

60 people attended a sundowner for community and sporting groups

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



## City Growth

The top three priorities identified were:

- Local employment opportunities
- Planning for the future
- Revitalisation of the City's older suburbs.

Other City Growth focus areas were:

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



## Moving Around the City

The top three priorities identified were:

- Improved public transport options, including better connected and more frequent buses
- Traffic congestion and freight movement
- Road safety.

Also important to residents were:

- Improved parking
- Cycleways
- Footpaths
- Managing the impacts of all the major roadworks.



## Community, Lifestyle and Security

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

The following priorities were seen to be equally important:

- Accessible and inclusive community services
- Recreation and leisure
- Health Services.

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



## Economic, Social and Environmental Responsibility

The top three priorities identified were:

- Sustainability
- Bushland, wetland and coastal natural area protection
- Open spaces and parks accessible to everyone.

Other priorities identified were:

- Increasing the urban tree canopy
- Climate change, which was particularly important to people under the age of 25
- Upgrading parks and local infrastructure, including those for young people.



## Listening and Leading

The top three priorities identified were:

- Governance
- Community engagement and consultation
- Customer service.

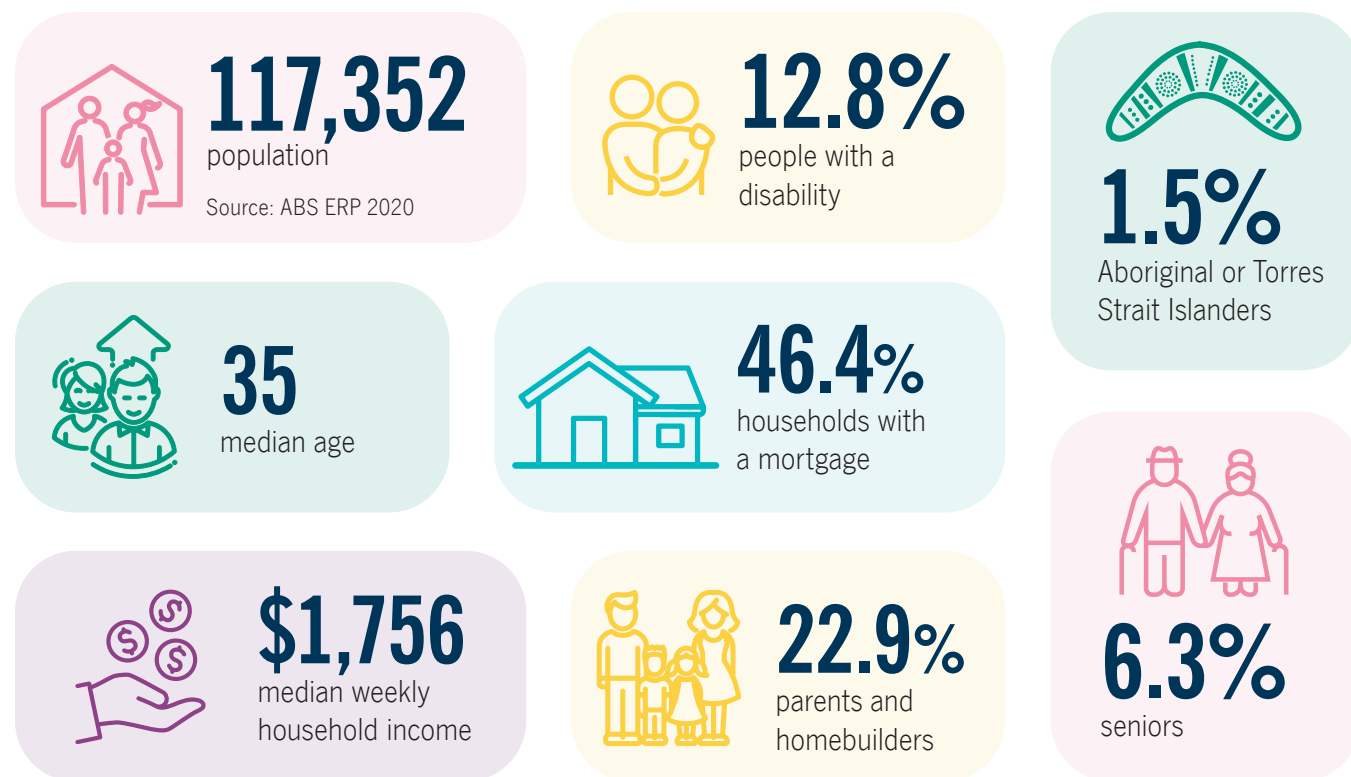
Financial sustainability and asset management was also seen as a priority.



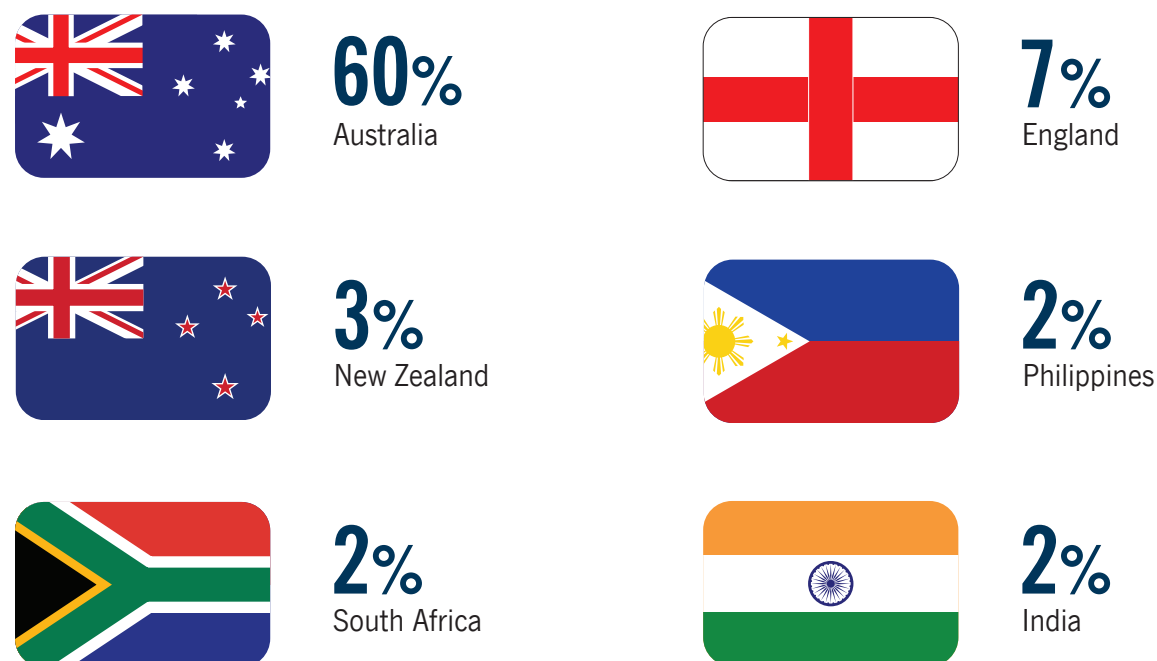
These community priorities were utilised in the development of the Strategic Community Plan 2020–2030.

# A Snapshot of our City

Based on Australian Bureau of Statistics 2016 Census data.



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



# A Snapshot of a Year

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

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

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

**8,935**  
jobs attended by rangers

**21,097**  
Facebook followers

**821**  
development  
applications assessed

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

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

**893**  
kilometres of  
verges maintained

**1.05 million**  
attendances at  
Cockburn ARC

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

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

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



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

**231**  
playgrounds  
maintained



## Challenges Ahead

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

### Economic Challenges

Whilst Australia's unemployment rate as at March 21 is 5.6 per cent, WA's rate is the lowest in the Country at 4.8 per cent. Significant challenges remain as COVID19 pandemic continues to require lockdowns and restrictions, impeding economic recovery and increasing the need for the City to support local businesses and industry to provide local employment opportunities.

### Environmental Challenges

Climate change impacts have been identified as a key factor for future planning. The City will need to be prepared for a possible rise in sea level, an increase in erosion impacts on vulnerable coastal areas, an increase in temperatures and a drying climate. The reduction of the City's tree canopy, decrease in groundwater availability and bushfire mitigation are also key challenges.

### Community, Lifestyle and Security Challenges

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

### City Growth and Moving Around Challenges

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

### Listening and Leading Challenges

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



## What we will look like by 2030

The City of Cockburn's population continues to grow with an increase of 26.4 per cent expected by 2030, resulting in 31,032 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 approximately 59,954 dwellings in the City of Cockburn. One and two person households will be the dominant household type, while 22.5 per cent of all households will be single person households.



## Our Strategic Outcomes and Objectives

# Cockburn the best place to be



## Local Economy

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

Strategic Objectives	Measurements
1.1 Increased investment, economic growth and local employment	Annual value of major new developments and number of local jobs
1.2 Thriving local commercial centres, businesses and tourism industry	Satisfaction with support of local tourism
1.3 A City that is 'easy to do business with'	Local business satisfaction with interactions and support provided by the City

## Environmental Responsibility

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

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

## Community, Lifestyle and Security

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

Strategic Objectives	Measurements
3.1 Accessible and inclusive community services and facilities that enrich our community	Satisfaction with the City's provision of community services and facilities
3.2 A safe community with social connections	Satisfaction with safety and security
3.3 Our diverse cultures and heritage recognised & celebrated	Satisfaction with recognition and celebration of diverse cultures and heritage

## City Growth and Moving Around

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

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

## Listening and Leading

A community focused, sustainable, accountable and progressive organisation.

Strategic Objectives	Measurements
5.1 Best practice Governance, partnerships and value for money	Satisfaction with the City's Governance and financial sustainability
5.2 High quality and effective community engagement and customer service experiences	Satisfaction with the City's community engagement, communications and customer service
5.3 Employer of choice focusing on equity, innovation and technology	Employee satisfaction with the City as an employer that effectively embraces change, innovation and new technology

# Measurement

## Taking a 'Pulse' – Community and Business Surveys

To monitor community and business priorities and measure the achievement of the Strategic Community Plan objectives the City conducts annual surveys which reveal higher priorities, secondary priorities and lower priorities. They measure performance and when analysed and graphed as shown in the Community and Business Priority Windows on pages 20 and 21, show where the City should focus its efforts. The survey questions are linked to all five outcome areas and relevant strategic objectives of the Strategic Community Plan.

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

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

## Other Measures and Reporting

### Corporate Business Plan

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

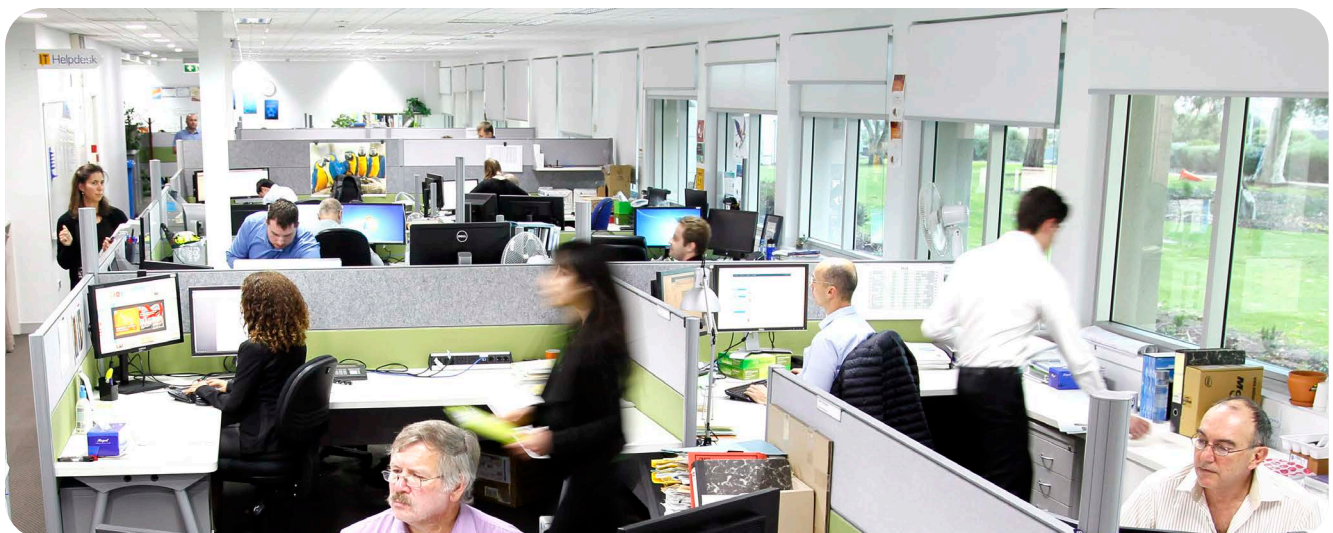
### Annual Report

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

### State of Sustainability Report

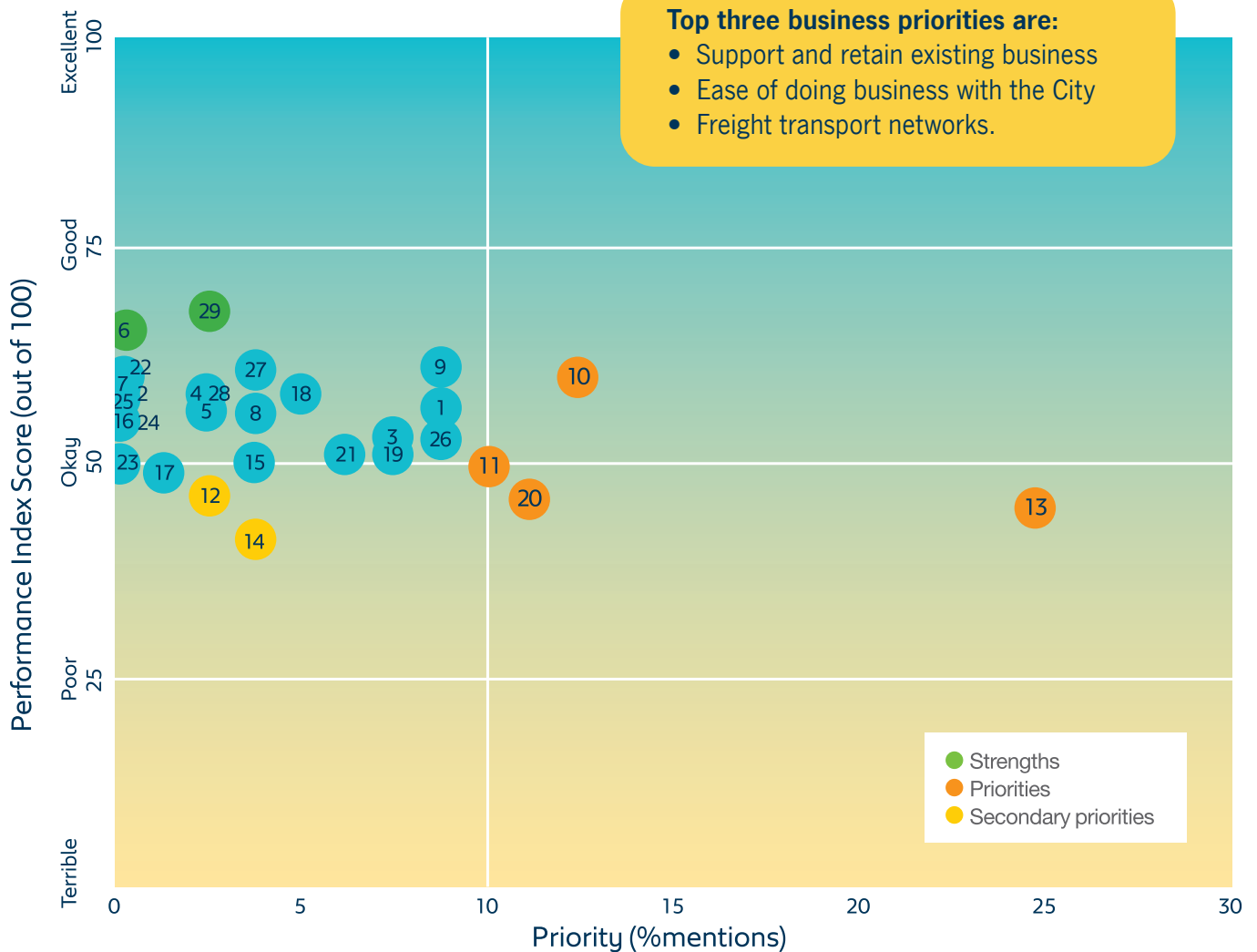
The City is a leader in sustainability and publishes an annual State of Sustainability Report. This measures progress through key areas of focus for the City: Governance, Environment, Society and Economy. This report is embedded within the City's network of corporate planning documents to form an integrated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

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





# Business Priorities 2019



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

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

# Corporate Planning Framework

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

Plan; Major Project Plans; our Revenue Strategy; and specific, subsidiary strategies.

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

## Integrated Planning and Reporting Framework



## Risk

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

The City's Risk Management Framework assists Council in achieving its goals and objectives. Under


the framework the Council's Audit and Strategic Finance Committee has the responsibility for the systems and processes for risk management in line with the Local Government (Audit) Regulations 1996.

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

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 This information is available in alternative formats upon request.

 Paper from responsible sources.

