

Annual Report

2016-2017



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For detailed 'Financial Statements' please visit www.mandurah.wa.gov.au

Alternate formats of this Annual Report are available upon request including electronic document by email, hard copy in large print, audio on cassette or compact disc.



City Profile

Land area in square kilometres	173.5km ²
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Land area in hectares	17,350ha
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Coastline	51km
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Distance from Perth	72km
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Time by car from Perth	50 mins – 1 hr
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Time by train from Perth	48 mins
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Population (2016)*	83,099
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Number of households (2016)**	34,092
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Population per square kilometre**	479/km ²
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Households per square kilometre**	197
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Total length of roads	712km approx.
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Total length of canal waterways	22km approx.
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Number of bridges (including footbridges)	27
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Bridges managed by other agencies	8
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Paths and boardwalks	511km
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Conservation Area – City of Mandurah	46.5932ha
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Conservation Area – Other Agencies	3,956.58ha
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Foreshore Area – Developed	78ha
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Foreshore Area – Natural State	497.6397ha
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Recreation – Bushland	447.925ha
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Recreation – Used for Recreation	309.5ha
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National Parks: Yalgorup, Peel Regional Park, Creery Island, Channel Island	
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Parks and Reserves	500
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Playgrounds	110
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Annual Maximum temperature range	17° – 28°C
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Annual Minimum temperature range	10° – 18°C
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Average WA rainfall for 2016	406mm
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*ABS data

**Source: Forecast ID

City's Role and Vision

The City of Mandurah is proud to acknowledge the Binjareb People of the Bibbulmun Nation as the first people of this land. The name Mandurah is derived from the Binjareb name 'Mandjoogoordap' meaning 'meeting place of the heart'.

Mandurah is indeed a meeting place of land, water, people and culture, the natural and built environment and traditional and modern ideas. The City of Mandurah values this diversity and is ready for the challenges during the current rapid population growth and development.

The City of Mandurah aims to become an organisation that creates and delivers on a vision for the future which strengthens the community's capacity to sustain and improve the quality of life for future generations.

Our vision is a place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

The City's Strategic Community Plan and operational focus is built on the values of connected, innovation, courage, excellence, and integrity.

These values guide the behaviours of our staff and elected members in working with our community.

Reconciliation Action Plan

The City's Reconciliation Action Plan (RAP) 2015-2017 has been developed in partnership with local Aboriginal Elders and community members. The RAP formalises ways to tackle issues together to continue to create an inclusive community with strong relationships and respect across cultures.

The City continues to work hard to deliver on the actions within the plan with the assistance and guidance of the RAP Steering Group, to create an inclusive community.

Vision

A place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

Purpose

To create a vibrant and connected city that supports and improves the community for everyone.

Principles

The City's progress towards its vision and mission will be achieved by working with the following principles:

- Protecting environmental assets for future generations
- Continuous improvement to achieve the best outcomes for the community
- Ensuring social and economic wellbeing.

Values

The City's corporate values are:
Connected, Integrity, Excellence, Innovation, and Courage.

Acknowledgement of Country

The City of Mandurah would like to acknowledge the Bindjareb people - the traditional custodians of this land - and pay respect to all Elders, past and present.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and the region.



Message from the Mayor and CEO

This year has seen the City working hard to deliver on economic, community, environmental and infrastructure needs, all aimed at making Mandurah a better place to live, work and play.

Mandurah's population continues to grow, with a current population of more than 85,000.

We have worked hard to deliver a well-considered budget, ensuring that fees, charges and rates were kept as low as possible. This has occurred despite considerable growth in costs and cost-shifting from other areas of government.

This year, a review of the City's 20 Year Strategic Community Plan was completed. This involved community consultation via workshops, a telephone survey and online discussion. The subsequent Strategic Community Plan 2017-2037 was shared for public comment.

On the environmental front, the City has been excelling in water conservation, and through our ongoing efforts in 2016/17 we have been recognised with re-endorsement as a Waterwise Council, and Gold and Platinum Waterwise Council awards.

After experiencing some difficulties, the geothermal component of the Mandurah Aquatic and Recreation Centre Redevelopment is on track to achieve considerable long-term operational cost savings as well as reductions in greenhouse gas emissions and carbon footprints.

The City has prioritised the investment in solar energy and, through the delivery of our Solar Plan, have significantly decreased energy consumption, greenhouse gases and operating costs.

We know that Mandurah's unemployment rate is traditionally higher than state averages, however this is not an issue that is isolated to our area, nor something we can tackle without our state and federal counterparts.

To help overcome the employment challenges, the City has been delivering a series of free entrepreneurial workshops for a range of demographics since 2014 with great results.

The City continues to advocate for Transform Peel, a project of State and National significance. The project, located in the Shire of Murray, will be one of the biggest economic drivers for the Peel Region, and is expected to create more than 30,000 jobs by 2050 across many sectors.

Regional identity is also an issue that has come to the foreground, particularly this year.

Mandurah is a regional city, and it's important that we continue to share this message and lobby all levels of government to ensure we remain regional - this is for the benefit of our community in many different ways.

Other highlights in 2016/17 included:

- The Yaburgurt public artwork was officially opened in March, commemorating the life and times of the significant Aboriginal leader.
- This year, there have been 850,000 visits to the completely transformed MARC. Stage two of the redevelopment was opened on April 29 and celebrated with a community open day.
- During the reporting period, the Old Mandurah Traffic Bridge Replacement project continued to progress well and considerable effort has gone into minimising the effects on the community.
- The \$4.2million Eastern Foreshore Seawall Replacement project was completed in March. This is the first stage of the overall waterfront revitalisation vision that requires further funding to proceed.
- Continued focus on place activation by supporting initiatives including Make Place, and Shape Mandurah activities.

The City is honoured to be able to work with different community groups, volunteers, organisations, private business and other levels of Government to deliver many great outcomes.

Ultimately, we continue to strive towards our vision to make Mandurah a place that our community is proud to call home.



Marina Vergone
Mayor, City of Mandurah



Mark Newman
Chief Executive Officer,
City of Mandurah

2016 - 2017 Performance Highlights

Environment

- The City won the Water Corporation Western Australian Waterwise Council of the Year (Local Government category) in May 2017, for addressing local water consumption.
- Achieved second place in Australia in the Cooperative Research Centre for Water Sensitive Cities Benchmark Index in May 2017, for progress towards achieving 'Water Sensitive City' status.
- Undertook PHD Thesis partnership with Murdoch University to assess effectiveness of different approaches to local environmental education.
- Hosted Kids Teaching Kids conference in September 2016, attracting nearly 300 students and teachers.

Social

- Commenced stage two of Family Friendly Foreshore project in November 2016, to help tackle safety and crime prevention around the Mandurah War Memorial. Project included roll-out of additional CCTV, lighting and space activation in and around the War Memorial.
- Delivered annual Mandurah Crab Fest, Stretch Festival and Wearable Art Competition, Children's Festival, Christmas Pageant, New Year's Eve and Australia Day events.
- Opened pop-up library at Lakelands Shopping Centre in June 2017. The pop-up library will serve the local community while the new Lakelands Library and Community Centre is being built.

Economic

- The City continued advocacy and support for the Peel Development Commission's (PDC) Transform Peel program. The PDC commenced Phase One planning for the Peel Business Park component of Transform Peel in 2016. Transform Peel will comprise a 42,000 hectare Peel Food Zone, a 1000 hectare Peel Business Park and the Peel Integrated Water Initiative. Transform Peel is estimated to create around 30,000 jobs and annual economic output of \$16 billion by 2050.
- The highly successful Entrepreneurial Capacity Building Program was continued to be delivered by the City, including the Mumpreneur 101, Power Up, Be Your Own Boss, and Shirts with Attitude workshops.
- The City continued to sponsor the Mandurah and Peel Tourism Organisation (MAPTO) to deliver local and regional tourism marketing.
- The City provided \$130,000 to support Make Place activities.
- Sponsorship continued for the Peel Chamber of Commerce and Industry's Business Membership Agreement, which provides Mandurah businesses with discounted dual-membership of Peel CCI and CCI WA.
- The City continued to sponsor the City Centre place activation project Shape Mandurah.

Infrastructure

- Completed stage two of the Mandurah Aquatic and Recreation Centre redevelopment in May 2017.
- Continued construction of new Mandurah Traffic Bridge.
- Completed Eastern Foreshore Seawall Replacement project in March 2017.
- Commenced stage one of Mandjar Square Redevelopment in April 2017, including underground service works including water and power, and improvements to lighting and pavements.

Identity

- The Yaburgurt public artwork was installed in Mandjar Square, commemorating the life and times of significant Aboriginal leader, Yaburgurt (George Winjan).

Organisational Excellence

- A full review of the City's Strategic Community Plan 2013-2033 was undertaken, and Strategic Community Plan 2017-2037 was released for public comment in June 2017. Under the WA Government's Integrated Planning and Reporting Framework, all Councils are required to undertake comprehensive reviews of their Strategic Community Plans every four years.

Plan for the Future

In 2016/2017, as a part of the Western Australian Government's Integrated Planning and Reporting Framework, the City of Mandurah undertook a comprehensive review of its Strategic Community Plan 2013-2033. The Strategic Community Plan was adopted by Council in April 2013, and underwent a desktop review in June 2015.

The 2016/2017 full review involved community consultation via six community workshops, a youth workshop and a workshop with non-engaged people, as well as a telephone survey and online discussion via the City's Have Your Say Mandurah website. The subsequent Strategic Community Plan 2017-2037 was endorsed by Council for public comment in June 2017, with the final Strategic Community Plan anticipated to be adopted by Council in September 2017.

Outcomes of the Strategic Community Plan 2017-2037 will be incorporated into the City's Corporate Business Plan 2018-2021, which is also due for Council adoption in September 2017. The Corporate Business Plan outlines specific detailed projects and actions to be undertaken by the City and also informs existing Council plans such as Asset Management Plans and the Annual Budget. The Corporate Business Plan also incorporates the City's One Year Operational Plan, which details major projects, actions and activities for the year ahead.

Projects, actions and activities identified through the planning process have specific performance indicators, which are measured quarterly to ensure that the City delivers on its Strategic Community Plan.

Community consultation undertaken in 2016/17 revealed the following issues as being most important to shaping Mandurah's future:

- Ensuring community safety and security
- Creating more local jobs
- Providing quality healthcare services and facilities
- Protecting our natural environment and waterways
- Supporting local businesses
- Providing quality education and training opportunities
- Improving traffic management and local roads.

This Annual Report illustrates the City's capacity to deliver outcomes that meet the community's needs and aspirations, and reflects its performance against strategic objectives and targets, in line with the Corporate Business Plan, during the past 12 months.

External Influences and Challenges

Mandurah is Western Australia's largest regional city, and its 10th largest local government area by population. Mandurah has experienced phenomenal population growth over the past half-century, growing from just over 3,000 persons in 1966 to more than 83,000 in 2016. Whilst Mandurah's population growth has recently slowed, it is nonetheless forecast to continue growing steadily over the next two decades, anticipated to reach nearly 120,000 by 2036¹.

In addition to being a city facing growth challenges, Mandurah has a comparatively low proportion of younger residents and a high proportion of older residents. Mandurah's average age is currently 43, compared with the Western Australian average of 36². Mandurah also has comparatively low Year 12 completions and University enrolments, low income levels and high levels of disability and disadvantage.

Mandurah also suffers from very high unemployment. In March 2017, Mandurah's unemployment rate was 10.9 percent, compared with the WA average of 6.2 percent and the national average of 5.7 percent³. Mandurah is currently the Peel Region's highest unemployment local government area, and is currently the second-highest unemployment area within the Perth Greater Capital City Statistical Area.

Reference:

- 1 *Informed Decisions; Mandurah Population Forecasts; February 2015.*
- 2 *Australian Bureau of Statistics; 2016 Census QuickStats; June 2017.*
- 3 *Department of Employment; Small Area Labour Markets Australia; March Quarter 2017; June 2017.*

Future Highlights

As a result of half a century of rapid population growth and urbanisation, Mandurah faces a range of sustainability challenges, including:

- Growing and diversifying the regional economy and creating local jobs
- Improving education and training outcomes
- Preserving the natural environment and waterways
- Ensuring community health and wellbeing, safety and security
- Attracting and retaining young people
- Meeting community infrastructure needs
- Addressing social disadvantage, including affordable and crisis housing needs.

Despite these challenges, Mandurah has significant potential to become a dynamic and vibrant city within a diverse and thriving region.

The City continues to strive to achieve the goals set by its community, outlined in the Strategic Community Plan 2017-2037. Key projects for 2017/2018 that are designed to help achieve these goals include:

Environment

- Undertake Peel-Harvey waterways research, scientific modelling and on-ground restoration works under the Regional Estuaries Initiative
- Implement Coastal and Waterways Strategy
- Jointly develop governance structure for Peel waterways management
- Prepare business case for City battery storage project

Social

- Continue to implement Mandurah Active Recreation Strategy

Economic

- Commence Mandurah-Murray Growth Plan (subject to State Government funding approval)
- Obtain Australian Government financial commitment to the Transform Peel project
- Continue to deliver highly successful Entrepreneurial Capacity Building Program
- Continue to support Mandurah and Peel Tourism Organisation's delivery of local and regional tourism marketing and product development
- Continue to partner with the Peel Chamber of Commerce and Industry to support local small businesses

Infrastructure

- Obtain Australian Government matching funding (\$10 million) to enable the Eastern Foreshore Waterfront Revitalisation project to commence

Identity

- Continue to implement Arts, Heritage and Culture Strategy

Organisational excellence

- Adopt and implement the City of Mandurah Strategic Community Plan 2017-2037
- Develop and implement an Integrated Transport Strategy

Elected Members



Mayor Marina Vergone

Mayor (October 2013-present)

Committees and Advisory Groups:

- Audit and Risk Committee
- Executive Committee
- City of Mandurah Convention Scholarship Assessment Panel
- Community Assistance Grants Scheme
- Reconciliation Action Plan Steering Group

- South West Regional Road Group
- WALGA: Peel Country Zone
- Waste Management Alliance Board
- Peel Development Commission Board (Local Government Category)



Deputy Mayor Councillor Darren Lee

East Ward

Committees and Advisory Groups:

- Planning Committee (2nd Deputy Member)
- Audit and Risk Committee (1st Deputy Member)
- Executive Committee
- Waterside Canal Waterways Advisory Group

- Mariner's Cove Waterways Advisory Group
- Australia Day Awards Selection Panel
- City of Mandurah Convention Scholarship Assessment Panel
- Coodanup Community Advisory Group
- Murdoch University Undergraduate Nursing Scholarship Selection
- Peel Mosquito Management Group (Deputy Member)
- Rivers Regional Council (Deputy Member for Cr Riebeling)
- WALGA: Peel Country Zone
- Metro South-West Joint Development Assessment Panel



Councillor Lynn Rodgers

East Ward

Committees and Advisory Groups:

- Planning Committee
- Executive Committee
- Mandurah Environmental Advisory Group
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme

- Reconciliation Action Plan Steering Group
- Coodanup Community Advisory Group



Councillor Shane Jones

East Ward

Committees and Advisory Groups:

- Waterside Canal Waterways Advisory Group (Deputy Member)
- Mariner's Cove Waterways Advisory Group (Deputy Member)
- Community Assistance Grants Scheme
- City of Mandurah Sports Awards
- Coodanup Community Advisory Group (Deputy Member)

- Rivers Regional Council
- South West Regional Road Group (Deputy Member)



Hon Councillor Fred Riebling JP

Coastal Ward

Committees and Advisory Groups:

- Planning Committee
- Audit and Risk Committee
- Mandurah Bushfire Advisory Committee
- Mandurah Quay Waterways Advisory Group
- Port Bouvard Waterways Advisory Group

- Local Emergency Management Advisory Committee (Deputy Member)
- Peel Mosquito Management Group
- Rivers Regional Council
- Metro South-West JDAP (Alternate Representative)
- Eastport Canal Waterways Advisory Group



Councillor Shannon Lawson

Coastal Ward

Committees and Advisory Groups:

- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme
- Mandurah Coastcare Coordinating Advisory Group
- Peel Chamber of Commerce and Industry Board
- Arts Grants Panel (Creative Mandurah and Stretch Grants)



Councillor Tahlia Jones

Coastal Ward

Committees and Advisory Groups:

- Planning Committee
- Audit and Risk Committee
- Access and Inclusion Advisory Group
- Mandurah Quay Waterways Advisory Group
- Port Bouvard Waterways Advisory Group



Councillor Ron Wortley

North Ward

Committees and Advisory Groups:

- Planning Committee
- Access and Inclusion Advisory Group
- Mandurah Coastcare Advisory Group (Comet North Representative)
- Mandurah Roadwise Advisory Group
- CoastSwap



Councillor Caroline Knight

North Ward

Committees and Advisory Groups:

- Planning Committee
- Audit and Risk Committee (2nd Deputy Member)
- Executive Committee (Chair)
- Kids Teaching Kids School Selection Panel Interstate Conference
- Murdoch University Undergraduate Nursing Scholarship Panel

- WALGA: Peel Country Zone (Deputy Member)
- Peron Naturaliste Partnership
- Mandurah Environmental Advisory Group
- Peel Harvey Biosecurity Group
- City of Mandurah Convention Scholarship Assessment Panel
- Metro South-West Joint Development Assessment Panel
- Australian Coastal Council Association
- Arts Grants Panel (Creative Mandurah and Stretch Grants)
- Mandurah Coastcare Coordinating Advisory Group (Deputy Member)



Councillor Peter Jackson

North Ward

Committees

- Planning Committee
- Audit and Risk Committee (Chair)
- Executive Committee
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme

- Mandurah Liquor Accord
- Mandurah and Peel Tourism Organisation (MAPTO) Board



Councillor Dave Schumacher

Town Ward

Committees and Advisory Groups:

- Port Mandurah Canal Waterways Advisory Group
- Australia Day Awards Selection Panel
- Reconciliation Action Plan Steering Group
- City of Mandurah Sports Awards
- Peel Chamber of Commerce and Industry Board (Deputy Member)

- Mandurah Liquor Accord



Councillor Jane Field

Town Ward

Committees and Advisory Groups:

- Planning Committee (1st Deputy Member)
- Access and Inclusion Advisory Group (Deputy Member)
- City of Mandurah Sports Awards
- Kids Teaching Kids School Selection Panel Interstate Conference
- Local Emergency Management Advisory Committee

- Mandurah Bushfire Advisory Committee (Deputy Member)
- Mandurah Community Museum Advisory Group (Deputy Member)
- Mandurah Environmental Advisory Group (Deputy Member)
- Mandurah Performing Arts Inc Board
- Mandurah Roadwise Advisory Group
- Arts Grants Panel (Creative Mandurah and Stretch Grants)



Councillor Peter Rogers

Town Ward

Committees and Advisory Groups:

- Planning Committee (Chair)
- Audit and Risk Committee
- Executive Committee
- Mandurah Community Museum Advisory Group
- Reconciliation Action Plan Steering Group

- Family Friendly Foreshore Project Reference Group
- Rivers Regional Council (Deputy Member for Cr Shane Jones)



Council Meeting Attendance

Name	Ordinary Council (22 meetings held)	Special Council (1 meeting held)
Mayor Marina Vergone	17	1
Deputy Mayor Cr Darren Lee	17	1
Cr Lynn Rodgers	17	0
Cr Shane Jones	16	1
Hon Cr Fred Riebeling JP	20	1
Cr Shannon Lawson	20	0
Cr Tahlia Jones	21	1
Cr Ron Wortley	20	1
Cr Caroline Knight	21	1
Cr Peter Jackson	21	1
Cr Dave Schumacher	19	1
Cr Jane Field	19	0
Cr Peter Rogers	18	1

During the year the Mayor and Councillors also attended committee meetings of Council and a range of Council Advisory Group meetings that are not included in the table above.

Executive Management



Mark Newman

Chief Executive Officer

B.Com, Cert Local Govt. Treasurer,
Cert Local Govt. Clerk

Responsible for the overall operation of the organisation, and for Economic Development and Finance Services.



Lesley Wilkinson

Director People and Communities

BA, GradDipArts, MLM (Dist),
AIMM, LGMA

Responsible for Community and Social Development, Libraries, Learning, Arts and Culture and Recreational Centres and Services.



Allan Claydon

Director Works and Services

B.E. (Hons), GRAD DIP.Bus, GRAD
DIP.Eng, MEM(CUT) MIEAust,
CPEng

Responsible for Operation Services, Infrastructure Management, Infrastructure Development and Marinas and Waterways.



Tony Free

Director Sustainable Development

BA (Urban Studies), MBA, MPIA

Responsible for Environmental Services, Planning and Land Services, and Statutory Services.



Graeme Davies

Executive Manager Strategy and Business Performance

GradDipBus, MBA

Responsible for Strategy and Corporate Planning, Marketing and Communications, Systems and Technology, Customer and Visitor Services, Human Resources, Occupational Health and Safety and Risk Management.



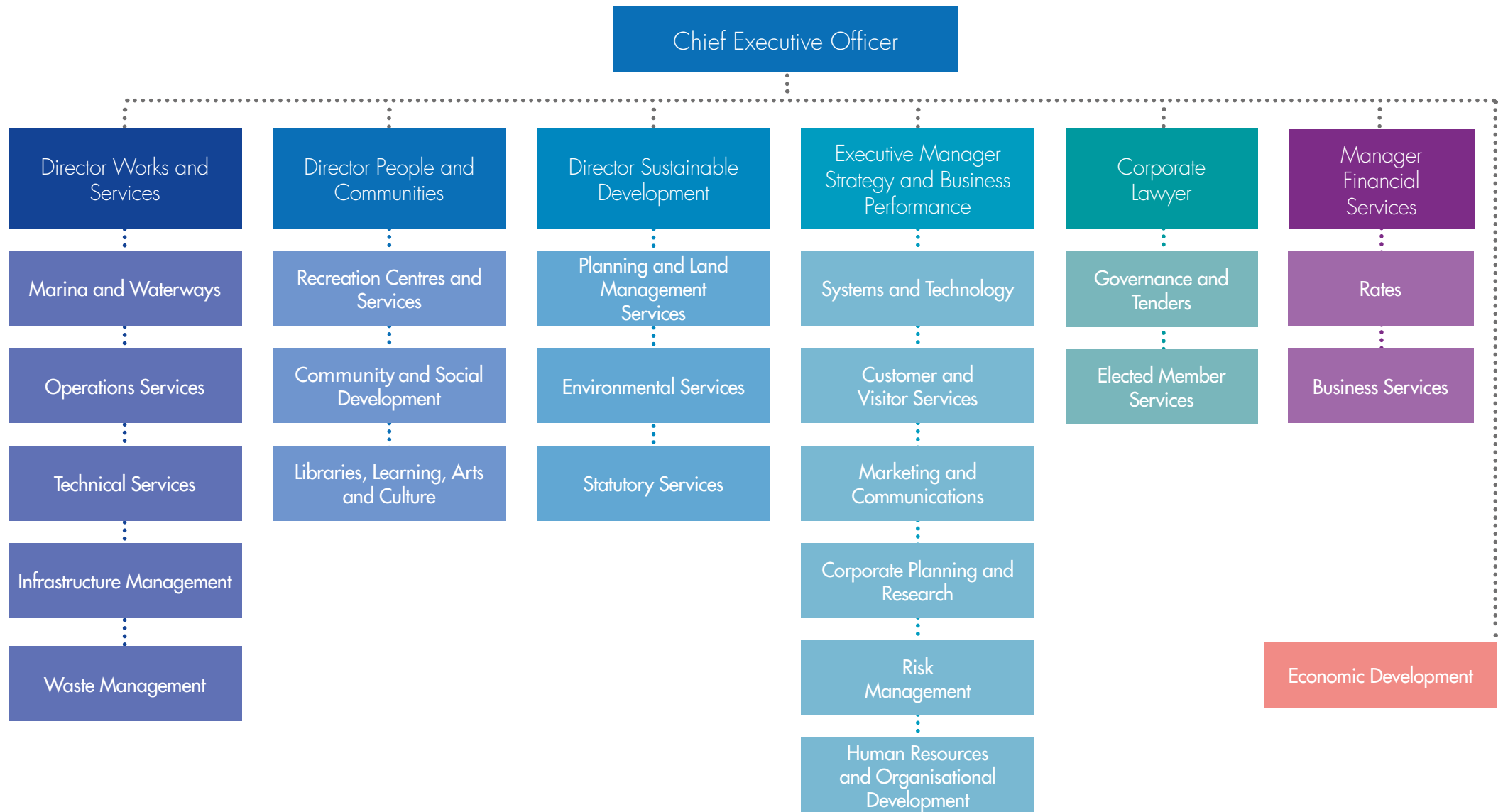
Wido Peppinck

Corporate Lawyer

B.JURIS, LL.M

Responsible for Legal Services, Procurement, Governance Services and Elected Member Services.

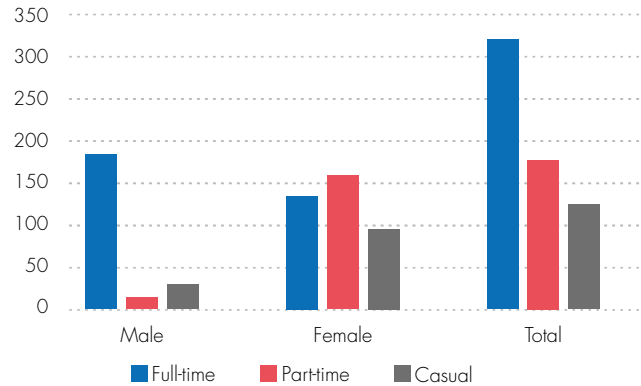
Organisational Structure



Staff Profile

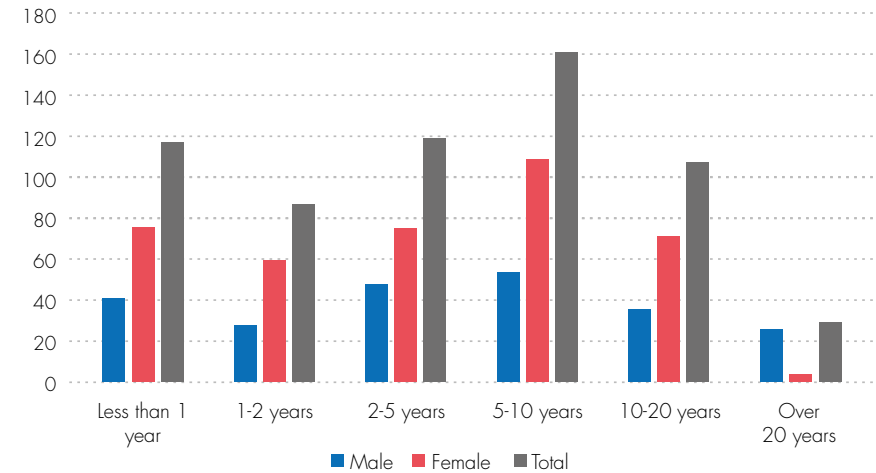
The City of Mandurah has a diverse workforce, currently employing 649 staff in many varied fields. Volunteers are also an important extension of our workforce.

City of Mandurah Employees 2016/2017*

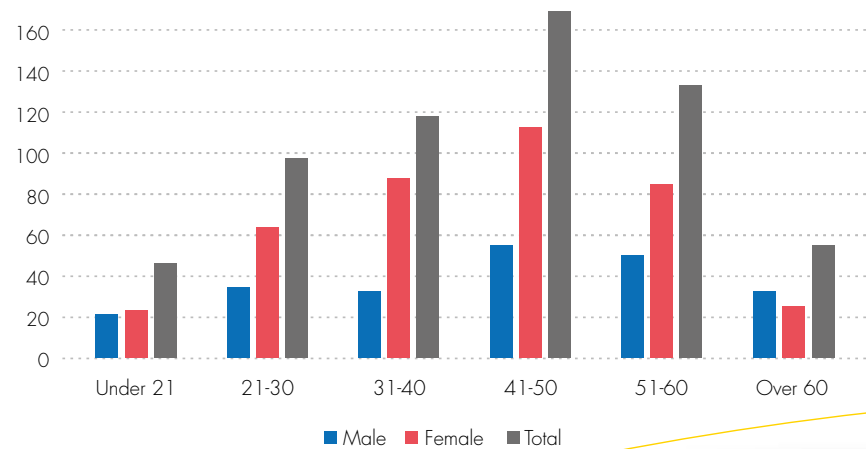


* This is current 29 June 2017 however a number of employees engaged are seasonal.

City of Mandurah Employees by tenure 2016/2017



City of Mandurah Employees by age 2016/2017



About the Annual Report

The Annual Report 2016-2017 will provide an update of the City's achievements against the Corporate Business Plan 2014-2017 which was developed from the Strategic Community Plan 2013-2033.

The strategies in both plans focus on seven key areas; Environment, Social, Economic, Infrastructure, Identity, Leadership and Organisational Excellence.

For each of the identified Strategies, Strategic initiatives, projects, actions and activities have been identified in the Corporate Business Plan 2014-2017. Performance Indicators were also identified in the Plan which are measured quarterly to ensure that the City delivers on its Strategic Community Plan. We will in this Annual Report, provide an overview of our performance, detailing the strategic initiatives implemented for each key area and

our progress to date. We will also provide an update on major issues encountered and projects the City has undertaken during this time.

The Annual Report 2016-2017 meets our commitment to transparent performance reporting, in line with the Integrated Planning and Reporting Framework required of all local governments throughout Western Australia.

Reading the Report

The City of Mandurah Annual Report 2016-2017 is structured based on the Strategic Community Plan's seven Key Focus Areas (KFA). The sections to follow will provide;

- A snapshot of our strategic direction, derived from the Strategic Community Plan 2013-2033
- For each Key Focus Area
 - Highlights of major projects/initiatives undertaken during the financial year along with major challenges faced
 - Performance to date, against our Corporate Business Plan 2014-2017 – The Scorecard

The performance against the Corporate Business Plan 2014-2017 is reported using a four colour scale;

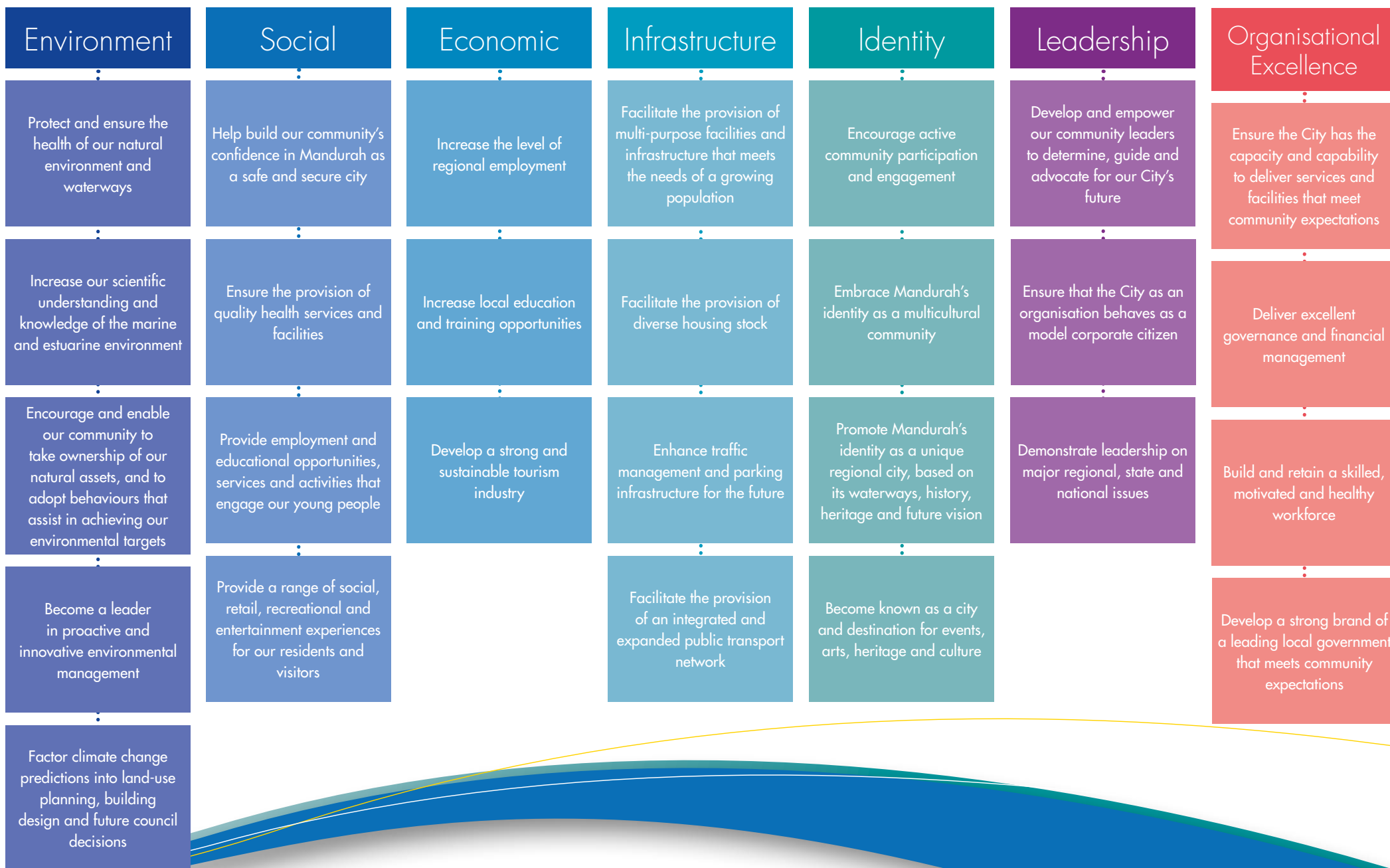
-  **Completed:** Projects/Initiatives completed during the financial year under review, as planned in the Corporate Business Plan 2014-2017
-  **In Progress:** Projects/Initiatives commenced during the financial year under review, as planned in the Corporate Business Plan 2014-2017, and not yet completed, with delivery falling due after the financial year 2016/2017, or delayed due to varied reasons
-  **Ongoing:** Projects/Initiatives completed during the financial year under review, as planned in the Corporate Business Plan 2014-2017, and will be delivered annually for a given period of time
-  **Not Commenced:** Projects/Initiatives not commenced during the financial year under review, as planned in the Corporate Business Plan 2014-2017 due to varied reasons

Overall Strategic Direction

Major projects/initiatives highlights for the KFA

Performance Scorecard for the KFA

Strategic Direction



Key Focus Area: Environment

A community that is a leader in environmental sustainability and protection of our waterways.

Environmental partnerships

The City works closely with a number of organisations, groups and research bodies to deliver the best environmental outcomes on behalf of the community.

The City's key environmental partners include:

- Rivers Regional Council – an alliance of councils providing sustainable waste minimisation and recycling service. As part of the alliance, the City has entered a contract with Phoenix Energy to treat the City's putrescible waste for the next 20 years.
- Peron Naturaliste Partnership – a coordinated regional approach to coastal adaptation.
- Australian Research Council (ARC) – the City successfully entered and continued linkage projects with the ARC including the continuation of the Backyard Bandicoots project and the Balancing Estuarine and Societal Health in a Changing Environment project.
- Peel Harvey Catchment Council (PHCC) – the City continues its support for the PHCC, working together to meet mutual objectives, mainly water quality projects aimed at protecting the health of the vital estuary waterway.

- Australian Coastal Councils Association (formerly National Seachange Taskforce) – a national body representing the interests of coastal councils and their communities.
- ICLEI – Local Governments for Sustainability – the City is a member of the Compact of Mayors, reinforcing our determination to lead actions on climate change at the national and international levels.
- Cooperative Research Centre for Water Sensitive Cities (member) – this is a research collaboration involving over 80 research, industry and government partners across Australia.

Community engagement and education

The environment has been identified as one of the community's top priorities. The City is committed to working with the local community in taking action to decrease our impact on the environment in a number of different ways.

During the reporting period, the City entered into a three-year partnership with Murdoch University to fund a PhD student to complete an environmental education research project aimed at local young people. The project will measure and evaluate the effectiveness of

different environmental education approaches used by the City.

The City hosted the fifth annual Perth and Peel Regional Kids Teaching Kids conference at the Mandurah Offshore Fishing and Sailing Club and the Baldivis Children's Forest. Close to 280 students shared their knowledge and taught fellow students about local environmental projects. Mandurah Baptist College Primary School was the winner of the City's \$5000 scholarship, which allowed six students and two teachers to attend the Melbourne Water Kids Teaching Kids Conference.

A number of CoastCare, BushCare and "Friends of" groups are supported by the City which aim to engage and educate the community on environmental protection and preservation. These hands-on groups are dedicated to rehabilitation activities including tree planting, Clean Up Australia Day and education opportunities.

The City helped local residents to create water wise verges through the Water Corporation's Waterwise Verge Incentive Scheme. The program aims to encourage residents to create low water use verge gardens and be part of Mandurah's sustainable future. The scheme aligns with the City's five-year Water Efficiency Action Plan, which aims to reduce the City's and the community's water consumption by seven percent by 2021. Forty-eight households took part in the project, reducing water consumption by 10 percent.

Mosquito Management

The Peel Mosquito Management Group (PMMG) consists of the City of Mandurah, Shire of Murray, City of Rockingham and the Shire of Waroona. In partnership with the Department of Health Western Australia, the group works hard to minimise the impact of mosquitoes across the Peel Region.

Mosquito management activities undertaken during 2016/2017 increased significantly. 21 helicopter larviciding treatments were actioned covering a total of 2,627 hectares, a substantial 263 percent increase on previous season.

The significant escalation and successful completion of the aerial treatments minimised the risk to the community from mosquito borne disease and effectively moderated mosquito populations to the benefit of the regions lifestyle and amenity.

The City and the PMMG also helps educate the community on ways to 'fight the bite' and protect themselves.

Energy saving measures

The City continues to implement energy saving measures and renewable energy projects in order to meet its 2020 Carbon Neutral targets. The City has a leadership role within the community, driving and sustaining action on climate change.

Just some of the initiatives are:

- **Solar Plan** – The City's Solar Plan has reduced the City's greenhouse gas emissions by five percent. The City's solar energy system was reaching a total 338kW capacity, cutting annual operating costs by \$155,000, electricity consumption by more than 500,000kWh and saving more than 400 tonnes of CO₂-e from being released into the atmosphere. The City installed solar panels on the Works and Services building and the Billy Dower Youth Centre, in addition to those already installed at the Administration Building, Marina Operations Centre, Small Business Centre, Merlin Street Pavilion and others.

- **Geothermal heating project** – Despite some difficulties, the City has progressed the geothermal heating project as part of the Mandurah Aquatic and Recreation Centre's redevelopment. This is the biggest energy efficiency project the City has undertaken. It's anticipated that close to one quarter of the City's total annual greenhouse gas emissions will be eliminated upon the project's completion, as well as close to saving close to \$170,000 per year in operating costs, compared to natural gas.

The City has also implemented key actions from five energy efficiency audits at community facilities owned by the City, and these actions are assisting to reduce the City's carbon footprint.

Waterwise Council re-endorsement

In 2016, the City's approach to water conservation and efficiency once again achieved the organisation re-endorsement as a Waterwise Council in the State Government's Waterwise Council Program, which is jointly run by the Water Corporation and the Department of Water.

In April 2017, the City reached Gold status, and in May reached Platinum status, which is the highest recognition.

The Platinum status recognised the City's efforts in a number of areas including:

- waste water reuse for the irrigation of public open spaces,
- the Mandurah Aquatic and Recreation Centre redevelopment, and achieving Waterwise Aquatic Centre accreditation (2016),
- facility audits, and
- engaging the community in water wise verge transformations.

In its continuing efforts to respond to environmental challenges based on scientific evidence, the City deployed two offshore Acoustic Wave and Current (AWAC) devices and a directional swell buoy. These devices will more accurately determine environmental impacts on our coastline.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
1.1. Protect and ensure the health of our natural environment and waterways	1.1.1 Protect and maintain high quality areas of biodiversity		Updating continued on the Management Plans for key natural reserves managed by the City. Grant funding applied for to construct a Fairy Tern breeding sanctuary and a Western Ringtail Possum rope bridge to help protect endangered species from predation and traffic. Mandurah Biodiversity Strategy outcomes to be implemented.
	1.1.2 Advocate for the implementation of a dedicated governing body for the Peel-Yalgorup Wetland System		A briefing paper has been prepared and distributed to Elected Members for their comment. A report is expected to be presented to Council in the first quarter of 2017/18 for Council to adopt a position on a dedicated governing body for the Peel-Harvey Estuary system.
	1.1.3 Develop and implement policies and practices that deliver environmentally sustainable outcomes		This is an ongoing initiative.
	1.1.4 Integrate the protection of waterways and bushland into land-use planning		Council supported many of the actions and initiatives from the comprehensive environmental commitments and approvals for the Perth and Peel @3.5million population plan, however expressed concern with the funding and governance model associated with the plan.
	1.1.5 Implement and review the State of the Environment Report and Action Plan		The State of the Environment Report was reviewed as part of an internal review of current strategies. Recommendations will be put to Council in the next financial year.
	1.1.6 Expand national and international recognition of the Peel-Yalgorup Wetland System		The report was presented to Council recommending to implement an 18 month community engagement campaign to gauge community interest before nominating Yalgorup National Park for national or international heritage and was endorsed unanimously. The community engagement campaign will commence in 2017/18.
	1.1.7 Ensure that our planning and activities maintain a sustainable balance between urban growth, the environment and social values		The Local Planning Strategy integrates the environmental measures, existing planning framework and community infrastructure planning (Active Recreation Strategy and Social Infrastructure Plan) to inform future land use planning.

Strategy	Strategic Initiative	Progress	Comment
1.2. Increase our scientific understanding and knowledge of the marine and estuarine environment	1.2.1 Engage in collaborative research partnerships with the education sector and other stakeholders	●	Two key Australian Research Council linkage projects (Backyard Bandicoots, and Balancing Estuarine and Societal Health in a Changing Environment) continued. Council endorsed to enter into a three-year partnership with Murdoch University to fund a PhD research project to measure and evaluate the effectiveness of three different environmental engagement approaches targeting Mandurah's youth. The City provides funding for a Scientist for the Peel Harvey Catchment Council.
	1.2.2 Facilitate the replenishment of fish stocks and habitats	●	This is an ongoing initiative.
	1.2.3 Respond to environmental challenges based on scientific evidence	●	Officers completed extensive water quality monitoring for 14 problematic lakes occurring in City-managed parks. Monitoring is guiding the City's response to managing the water quality problems in these lakes and will continue in 2017/18. Initial findings from the research through Australian Research Council Backyard Bandicoots Project is informing the design of the updating of Environmental Management Plans for City-managed reserves. The research has shown that better environmental restoration outcomes are achieved by providing Quenda habitat in restoration sites, as the habits of this species promotes better soil conditions and disperses native flora and fungal species. The City has deployed two Acoustic Wave and Current devices and a directional swell buoy offshore to determine more accurately local metocean forcings and how they impact our coastline. The data collected from these instruments will ultimately be fundamental in the production of an early storm warning model for our coastline.
	1.2.4 Work collaboratively with local government and other stakeholders to enhance our understanding of the environmental challenges we face	●	The City continues to participate in the Peron Naturaliste Partnership. Council endorsed Officers to enter into a five-year funding agreement with Peel Harvey Catchment Council to implement a Landholder Conservation Stewardship program within the Lake Clifton Catchment.

Strategy	Strategic Initiative	Progress	Comment
1.3. Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets	1.3.1 Educate the community on the role they can play in conserving our local environment		The City coordinated the school tours for year 12 geography students, teaching them about the work that the City does in protecting the environment. The City hosted the Perth and Peel Regional Kids Teaching Kids Conference in September 2016, inspiring more than 300 students to teach other students about environmental values.
	1.3.2 Reduce per capita waste generation and waste-to-landfill		The City/Cleanaway Waste Alliance and the Rivers Regional Council deliver recycling education programs to the community to encourage recycling and promote effective recycling behaviours. The City's waste alliance partner, Cleanaway, is working collaboratively with the City to increase recycling targets. The Waste Alliance is developing a strategic waste management plan which will include initiatives that will assist in increasing recycling targets. The City is a member of the Rivers Regional Council which has been formed to manage waste disposal for seven local governments. The Council has tendered for a waste disposal facility. The greatest reduction in waste-to-landfill will be achieved through the proposed construction of a Waste-to-Energy plant in Kwinana. The decision to accept a tender which will result in a waste to energy plant being constructed will be made in late 2017.
	1.3.3 Report to our community on progress implementing the State of the Environment Report and Action Plan		This is an ongoing initiative.
1.4. Become a leader in proactive and innovative environmental management	1.4.1 Develop a plan to assist our community to reduce energy use and adopt clean energy technologies		The City has implemented the key actions from five energy efficiency audits at community facilities owned by the City. These actions are assisting to reduce the City's carbon footprint.
	1.4.2 Develop and implement waste-to-energy solutions for residential and industrial waste		The City, via its membership of the Rivers Regional Council, has signed a contract with Phoenix Energy to treat the City's general waste for the next 20 years. Treatment will be via a waste-to-energy plant with the outcomes being electrical power provided to the state's power grid and residue ash being used to manufacture bricks. This is expected to commence in November 2019/2020.

Strategy	Strategic Initiative	Progress	Comment
1.4. Become a leader in proactive and innovative environmental management	1.4.3 Reduce energy and greenhouse gas emissions in City buildings, vehicles and community facilities		The City installed solar photovoltaic systems on the Works and Services Building and Billy Dower Youth Centre, in addition to those already installed at the Administration Building, Mandurah Performing Arts Centre, Small Business Centre Peel, Merlin Street Pavilion, Marina Operations Centre, and Falcon eLibrary and Community Centre. In 2016/17, the Personal Computer (PC) replacement program across the organisation resulted in four times more energy efficient computers being implemented. The replacement server storage array reduced energy consumption from 2.2Kw to 600 watts.
	1.4.4 Reduce our community's per capita water consumption		The City was re-endorsed as a Waterwise Council in October 2016 and received the Platinum award for its work and effort in reducing water consumption. Waste water reuse was an important water source developed for the Ocean Road Public Open Space development. Waterwise verge makeovers are currently being implemented and water efficiency audits at key City facilities have been conducted.
	1.4.5 Promote and encourage the development of environmentally sensitive built form		This is an ongoing initiative.
1.5. Factor climate change predictions into land-use planning, building design and future council decisions	1.5.1 Ensure that the City's planning and activities incorporate current and future climate predictions		The City is creating an urban tree canopy strategy to address the impacts of extreme heat and the Urban Heat Island effect.
	1.5.2 Demonstrate leadership in meeting the challenges of climate change at regional, state and national level		The City continues to participate in the Peron Naturaliste Partnership, International Council for Local Environmental Initiatives and the National Seachange Taskforce.
	1.5.3 Increase dwelling density around activity centres and key transport links		The Local Planning Strategy seeks to provide appropriate densities around Mandurah's activity centres and key transport links. Its implementation is primarily through the zoning and density of precincts through the new Planning Scheme and revised/updated Activity Centre Plans and new Local Structure Plans proposed for development areas.

Key Focus Area: Social

A city centre that is vibrant, and a community that is safe, healthy and engaged.

Community Safety and Crime Prevention

The City continues to ensure a well-rounded approach to community safety and crime prevention by working together with State and Federal government, local police, businesses, community groups and residents.

Key achievements during 2016/17 include:

- Family Friendly Foreshore project: The City completed Stage Two of the project, helping to tackle safety and crime prevention around the Mandurah War Memorial. Stage Two included a multi-strategy approach such as the roll-out of additional CCTV, lighting, seating, signage and space activation in and around the war memorial. The new cameras capture the public space in addition to the war memorial itself. The project received \$150,000 funding from the Community Development Grants Program and the Australian Government.
- Community Safety and Crime Prevention Strategy 2017-2022 – This Strategy was developed with input from WA Police, community feedback and local business, paving a clear way forward to deliver strategic community safety initiatives. The plan has three key focus areas of community safety and crime prevention through social development, environmental design (CPTED), and community

action, connection and involvement. It is a continuation from the previous Community Safety and Crime Prevention Partnership Plan 2011-2016.

- My Park Grooves – A series of free community events was held in four local parks (Falcon, Greenfields, Meadow Springs and Coodanup) in response to vandalism in parks and reserves, and part of efforts to bring the local community together.
- Mandurah Liquor Accord – The Accord is a vital component of the City's ongoing actions towards reducing alcohol-related violence and anti-social behaviour. Six meetings are held each year, and in 2016/17, membership increased to 35 members.

Active community

The City offers a number of vital services, facilities, programs and activities to help keep our community active and connected, across a range of demographics.

The City works closely with a number of partners to support young people, and has more than 150 programs, events and activities for young people to get involved in annually.

The Our Mandurah Community Alcohol Service Directory was launched in May to give parents and caregivers of young people (aged 12-24 years) useful information to help tackle youth alcohol consumption. It provides

information about alcohol-related support services available in Mandurah and the wider community. The City partnered with School Drug Education and Road Aware, the South Metropolitan Population Health Unit, Palmerston Association Inc and WA Police to deliver the directory, which was an initiative from the Our Mandurah Community Youth Alcohol Strategy 2016-2019. The Mandurah Junior Council, with representatives from every primary school in

Mandurah again developed another strong campaign focussed on the community, this year promoting ways to be mentally healthy.

The newly renamed Mandurah Seniors and Community Centre (formerly Ac-cent Mandurah) continued to offer an energetic and exciting centre for people aged over 55 years.

With 2,080 active members, the Centre offered a range of programs, activities, services, concerts and information sessions to seniors.

The City recognises the work of hundreds of volunteers who assist across its facilities and involved in community events, recreation and youth services, with seniors, and in the arts, environment and conservation areas.

Access and inclusion

The City has a long history of ensuring that people of all abilities are able to participate in community life, and have equitable access to services and facilities.

The City has ongoing partnerships with a number of disability service groups and agencies as well as people with disability and their families. These partnerships have enabled the City to deliver a number of great activities, programs and social opportunities.

Some of the 2016/17 highlights include:

- Training for City and Mandurah Performing Arts Centre volunteers and staff to assist patrons with low vision or who are blind.
- Audio descriptor and tactile tour for Wearable Art Mandurah Showcase in June, offering an experience for sight-impaired or blind patrons.
- Adoption of the City's Outdoor Dining Guide and the Local Government Property and Public Places Local Law 2016. These documents provide clarity and consistency to where furniture, signage and displays can be placed to create clear access in pedestrian areas.
- Changing Places – Transforming Lives project. This co-funded partnership with the WA Local Government Association and the Disability Services Commission enabled the City to design a Changing Places Facility, with construction due to be completed in July 2017.

A Changing Place is a secure and clean bathroom specifically designed for people who need space and assistance to manage their bathroom needs while in the community and for whom universal access toilets are not suitable.

- Access and Inclusion Advisory Group – this group continues to play an important role in assisting the City's implementation of the Access and Inclusion Plan by providing feedback and input on access and inclusion issues. Members have provided feedback on the Changing Places project, the Eastern Foreshore seawall project, the new Mandurah Bridge redevelopment, and stage one and two of the Mandurah Aquatic and Recreation Centre Redevelopment.
- Access Participation and Inclusion Group – this group enables the community to welcome, include and value people of all abilities. The group delivered the following initiatives during 2016/17:
 - Casino Royale evening to celebrate International Day of People with a Disability
 - Inclusion stall at Mandurah Children's Festival
 - Inclusion float at the Mandurah Christmas Pageant
 - Funding for five community groups to deliver inclusive events

- Inclusive Workforce Project – In 2016, the City recognised the need to further develop its capacity to employ people with a disability. The City's Community Development team worked closely with the Human Resources and Libraries Learning Arts and Culture teams, to develop a strategic approach to reviewing workplace culture as well as City policies and plans. This project was made possible with funding from the Lighthouse Grant, and a number of recommendations will be incorporated into the City's Workforce Development Plan.
- Existing Facilities Improvement Plan – work continued to ensure that eight identified facilities within the City are safe, compliant, universally accessible, functional and less costly by 2020. Audits and improvements to access on the following community facilities were undertaken and completed:
 - Madora Bay Hall
 - Mandurah (Old) Yacht Club
 - Coodanup Community Hall
 - Southern Estuary Hall
 - Sutton Street Hall
 - Greenfields Family and Community Centre
 - Nellie Regan Hall
 - Merlin Reserve Pavilion

Supporting our community

The City supports our community at a 'grass roots' level to build skills and opportunities available. Here are some examples during 2016/17:

- The Community Assistance Grants Scheme supports community groups who create opportunities for community participation and give them greater access to services, through two funding streams – the Community Association Fund and Partnership Fund.
 - The Community Association Fund supports local community groups to deliver projects to Mandurah residents. The Fund has two rounds per financial year.
Round one: \$25,000 for 18 community groups.
Round two: \$22,000 to 19 community groups.
 - Partnership Fund aims to assist community organisations to provide increased community access to essential programs and services over a three year period. During 2016/17, \$115,000 was given to 26 groups.
- The City supports events run by community groups through a Community Event Support Grant. In 2016/17, 13 grants (totalling \$31,530) were provided contributing to an active and vibrant community.
- Kidsport – Local children again benefited from a partnership between the City and the State Government through Kidsport funding. During 2016/17, 1593 vouchers (totalling \$258,151) were provided for financially disadvantaged young people to join sporting clubs.
- Club Grant Program – the City recognises the

importance of providing funding support to local recreation and sporting clubs. This year 16 groups benefited from the City's Club Grant program, with \$9,800 distributed. The City also provided financial assistance to 84 athletes and officials (totalling \$16,100) representing their sport at state, national or international level.

- Murdoch University scholarship – the City is a long-time supporter of local nursing students through this scholarship program and has awarded nearly \$31,000 to 25 nursing students at the Peel Campus since 2011.

Community festivals and events

The City once again delivered and facilitated a number of spectacular events during the financial year. The City also partnered with a number of organisations to attract and deliver other major events.

The events provide fun activities for local residents and visitors as well as economic opportunities and benefits to our community.

City of Mandurah major events

- **Children's Festival** - October 23
25,000 attendance
- **Community Christmas Celebration** - December 13
25,000 attendance
- **New Year's Eve** - December 31
30,000 attendance
- **Australia Day Celebrations** - January 26
5,000 attendance
- **Mandurah Crab Fest** - March 19-20
over 120,000 attendance
- **Stretch Arts Festival** - May 6-7
17,000 attendance
- **Wearable Art Mandurah Showcase** - June 10-11
over 1,300 attendance



Scorecard

Strategy	Strategic Initiative	Progress	Comment
2.1. Help build our community's confidence in Mandurah as a safe and secure city	2.1.1 Implement and review the Community Safety and Crime Prevention Plan 2011-2016		The City continues to provide ongoing administrative, communications and project support to the Mandurah Liquor Accord. The City has partnered with WA Police, the Peel Chamber of Commerce and Industry, and local businesses to deliver community safety education and awareness opportunities, including a business breakfast. The City continues to expand the CCTV network largely through grant funding. The review of the Community Safety Plan was completed, including achievements, and was endorsed by Council in February. Community consultation for 'Perceptions of Crime 2016' was completed to inform the new plan. The Community Safety and Crime Prevention Plan 2017-2022 framework is being developed in partnership with broad stakeholders.
	2.1.2 Lobby State Government regarding the need for appropriate levels of service, particularly for policing		During the April 2016 State Cabinet Meeting and subsequent State Election, the City called for the reintroduction of a standalone regional policing model for Mandurah. The City has invested in community education and awareness of the new policing model, including facilitating a monthly eWatch newsletter. Work has continued between the City and the sector to develop non-profit accommodation. The City advocated strongly for improved service outcomes at the recent State Election. The City has lobbied with business interests for extra police resources within the entertainment precinct. This has resulted in an additional permanent new patrol team effective from early in 2017.
	2.1.3 Ensure that our planning, design and infrastructure provision enhances community safety		The CCTV network was expanded to parts of the western foreshore in 2015/16. The CCTV placement on the new traffic bridge was negotiated with Main Roads WA. Additional Western Foreshore lighting was installed and business engagement strengthened. The City completed the Family Friendly Foreshore project on the Eastern Foreshore which included upgrades to the lighting, CCTV and amenity. An additional \$350,000 has been sourced for CCTV and optic fibre to the Eastern Foreshore and Smart Street Mall.

Strategy	Strategic Initiative	Progress	Comment
2.2. Ensure the provision of quality health services and facilities	2.2.1 Define the key health needs of our community, and lobby State and Federal Government for the delivery of required facilities and services, including hospitals, mental health, and aged care		The need for a Peel Rural Clinical School and regional student accommodation was outlined in the Peel Regional Leaders Forum's Strategic Priorities Plan 2016-2020. In 2016, the City was involved in the Mental Health Strategic Planning process as part of its advocacy efforts for improved mental health services for the community. The City supported a successful \$52,500 funding application by Curtin University to undertake a feasibility study into the proposal for a Peel Rural Clinical School. The City lobbied successfully for mental health federal funding for Head Space and also is working with GP Down South to deliver a health hub, in particular land requirements.
	2.2.2 Continue the delivery of best-practice mosquito control		The City continues to proactively collaborate with key stakeholders, including the Department of Health, to further develop the program's capacity and resources to deliver and enhance mosquito control for public health, amenity and community wellbeing. The City has played a vital role in the trial, testing and implementation of new helicopter larvicide equipment and tide monitoring equipment. As a member of the state Mosquito Control Advisory Committee, the City continues to ensure the interests of the City and other local government authorities are identified and understood.
	2.2.3 Encourage more medical specialists to relocate to the Peel Region		A number of new general practices have opened in Mandurah in the past two years to match the needs of a growing population. Ramsay Health Care, who manage the Peel Health Campus, continue to work to attract more specialist services to Mandurah to match the growing need. Curtin University continues to work on the establishment of a Regional Medical School.
	2.2.4 Facilitate and advocate for support for seniors in their own homes		Programs continue to be implemented as guided by the Active Ageing Plan 2013-2017. The City has a role on a regional goal, Ageing in the Peel, and has partnered with the Peel Development Commission and service providers to strategically plan for an ageing population.

Strategy	Strategic Initiative	Progress	Comment
2.2. Ensure the provision of quality health services and facilities	2.2.5 Develop, implement and review the Mandurah Active Ageing Plan		The City is implementing programs and services suitable for the active ageing target market, including those delivered at recreation centres. Regular active ageing meetings are hosted by the City, and is currently considering a number of new active ageing projects with a focus on building the capacity of the sector.
	2.2.6 Advocate for and facilitate the provision of high quality preventative health initiatives		The City's Recreation Centres continue to provide a wide range of targeted sport, leisure, recreation and fitness programs and services, such as Beat the Feet, Heartmoves and Walking Groups. The Public Health Act 2016 revisions will guide proactive health actions by the City moving forward.
2.3. Provide employment and educational opportunities, services and activities that engage our young people	2.3.1 Advocate for and facilitate improved education and training outcomes in Mandurah		The City continues to work with schools and training providers to increase the presence of training in the city. The City is advocating for the State Government to develop an Education Strategy for Mandurah.
	2.3.2 Develop, implement and review the Mandurah Youth Development Strategy to attract and retain young people		The Mandurah Youth Development Strategy 2014-2018 was endorsed by Council in October 2014 and is progressively being implemented. A midway-review of the Youth Strategy was endorsed by Council in May 2017 and several new initiatives supported. The City has significantly increased its provision of youth outreach programs in the northern and southern corridors. The City has strengthened its youth provider partnerships to ensure, where possible, other agencies take a lead role in service provision.
	2.3.3 Implement and review the Better Start, Better Future - Early Childhood Strategy 2012 - 2016		The City is promoting literacy in early years settings by working with partners to increase literacy opportunities for children aged under five and their families. As part of this, library services continued to deliver Rhymetime, Storytime and school holiday activities. The City partnered with several agencies to deliver a Mandurah Families Guide 2014 which was subsequently updated. These guides are widely distributed and well utilised.
	2.3.4 Support the development of Mandurah's future community leaders		In March 2017, 38 new Junior Councillors were elected and in April elections were held for Junior Mayor and Junior Deputy Mayor. A number of youth development programs were strengthened and/or introduced to increase the leadership capacity of young people.

Strategy	Strategic Initiative	Progress	Comment
2.3. Provide employment and educational opportunities, services and activities that engage our young people	2.3.5 Implement and review the Mandurah Skate and BMX Strategy 2012-2022		The Mandurah Skate and BMX Facilities Feasibility Study was undertaken to guide future provision of facilities within the city. Improvements to the Bill Bowler Skate Park have been put on hold pending the Mandurah Traffic Bridge construction, however ongoing maintenance is occurring. Minor improvements for the Falcon Skate Park are currently being undertaken. Potential sites for Lakelands and Dawesville Skate Parks are under consideration as part of future public open space and community centres provision. Funding options were investigated in 2017.
2.4. Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	2.4.1 Actively promote community arts, music and entertainment programmes, activities and events, including the provision of world-class public art		The City continues to deliver a series of family-friendly events including the Mandurah Crab Fest, Stretch Arts Festival, Wearable Art Mandurah, Mandurah Children's Festival, Community Christmas Pageant and Celebrations, New Year's Eve and Australia Day events. The art component of Crab Fest was strengthened after the City obtained a two-year sponsorship from Healthway. The Yaburgurt Public Art Project has been successfully installed. The City is working with different partners and agencies to deliver public art across the city, including public art at the new Forum Shopping Centre and planning for public art on the new Mandurah Bridge.
	2.4.2 Implement and review the Arts and Cultural Framework and the Civic and Cultural Precinct Master Plan		The Mandurah Arts, Heritage and Culture Strategy 2014-2020 was adopted by Council and is progressively being implemented. The potential for a regional art gallery in Mandurah is currently being explored. The Yaburgurt Public Art Project was installed in Mandjar Square.
	2.4.3 Improve the retail and entertainment experience in Mandurah, focusing on creating a city centre with a vibrant and safe evening and night economy		The City has engaged a non-profit creative organisation, Shape Mandurah, to help create projects and activities that contribute to community-driven activation of the city's streets and spaces. Significant redevelopment of the Mandurah Forum Shopping Centre and Halls Head Shopping Centre are well underway. The City has more than 35 businesses engaged through the Mandurah Liquor Accord, and delivered projects that sought to improve night time safety. The City has implemented an alcohol awareness campaign in the entertainment precinct.

Strategy	Strategic Initiative	Progress	Comment
2.4. Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	2.4.4 Develop, implement and review the Mandurah Active Recreation Strategy		The Mandurah Active Recreation Strategy was endorsed by Council in July 2015. The City is working on implementing the priority projects identified in that Strategy. Priority one, the Ocean Road Active Reserve project, was delivered in November 2015, and planning has commenced on subsequent priorities.
	2.4.5 Increase the capacity of Mandurah's community, recreation and volunteer organisations		The City continues to deliver actions outlined in the Club Support Program, helping to create sustainable clubs. The City has a representative on the Peel Volunteer Resource Centre Board and actively supports Annual Volunteer Awards for Mandurah residents. The City also provided grants support to the Peel Volunteer Resource Centre, and Officers work with their Board of Management on strengthening volunteering.
	2.4.6 Maximise the use of technology to enhance social inclusion		The City's new website is mobile enabled and provides improved access for people with disabilities. The focus of the City children's library spaces remains on early literacy and learning, and these spaces have been enhanced with new children's computers providing fun and educational software. The new Fab Lab 'maker space' was opened at the Falcon eLibrary and Community Centre which includes a 3D printer for the public to learn new skills. The installation of self-issue at Mandurah Libraries has been completed and this has changed the way the libraries operate. Staff now spend less time processing and issuing books and more time running programs with the public, generating richer community outcomes. The new shopfront library and community centre in Lakelands will also be influenced by a digital approach, having modern technology for the public to use, whilst City staff (and other agencies) are freed up to engage the public in activities and learning programs.
	2.4.7 Facilitate opportunities for lifelong sport, leisure and recreational participation		Stage two of the Mandurah Aquatic and Recreation Centre Redevelopment was completed during 2016/17, ensuring the City has delivered the best aquatic and recreation facility in the state. The redeveloped Centre will provide a modern, integrated sporting, aquatic and recreational facility that will meet the needs of Mandurah's growing community and beyond. The Mandurah Active Recreation Strategy 2015-2025 was endorsed by Council and is progressively being implemented.



Key Focus Area: Economic

A prosperous community with an innovative and skilled workforce that has accessible education and employment opportunities for all.

Reenergising our city centre

The City has been working hard to energise Mandurah's city centre by creating activities that help boost the local economy, celebrate Mandurah's uniqueness and provide ways for the community and visitors to enjoy the city centre, as part of the City Centre Creative Activation and Placemaking Initiatives.

In addition to City-run events and activities, Shape Mandurah continued to help drive activities in the City Centre and empower the local community to transform ordinary spaces into gathering places. Highlights included:

- Mandurah Soup – an initiative that helps community members pitch an idea to improve their local community
- Tuckey Lane Street Festival
- Empowering the community by supporting community champions and establishing the Shape Mandurah committee
- Sundowner Concert series
- Smart Street Prototype Festival

The City also provided \$130,000 to support Make Place activities, including free room hire for local non-profit organisations, informal networking events for entrepreneurs, TED talks, Big Ideas forums, and Morning Glory events with guest speakers.

The above activities align with the City Centre Activation Strategy 2013-2017 which is one of the City's guiding documents for economic growth.

Attracting major events to Mandurah

Through a strategic partnership with Sports Marketing Australia, the City has been able to increase the number of major events attracted and continue to deliver on its ongoing goal to attract major sporting and cultural events to Mandurah.

The events utilise a number of the City's premier sporting and community facilities, provide an injection into the local economy and provide opportunities for the community to get involved, either as a volunteer or spectator.

In addition, the City was also successful in securing the 2018 Australia Police and Emergency Services Games, which will bring more than 3,000 competitors from 10 countries to Mandurah in October 2018.

Planning for the future

The City is actively working to ensure that Mandurah and the broader region are placed on a pathway towards exceptional sustainable development.

The City, the Shire of Murray and Peel Development Commission have collaborated to develop the Mandurah-Murray Growth Plan. The Plan will outline the vision, goals and programs to drive socio-economic development, and will align with the State Planning Strategy 2050, the Peel Regional Investment Blueprint, and the City's and Shire's individual Strategic Community Plans.

The partners are currently awaiting direction and funding from State Government on the Growth Plan, however it is recognised that both local government areas have attributes that complement each other, and much better outcomes can be achieved by working together.

The City continues to advocate for and support the Peel Development Commission's Transform Peel program. The major 20- to 30-year program is intended to transform the region by significantly enhancing its economic output, productivity, local employment and export capability.

The Commission started Phase One planning for the 1000-hectare Peel Business Park component of Transform Peel in 2016. Transform Peel will also comprise a 42,000 hectare Peel Food Zone and the Peel Integrated Water Initiative. Transform Peel is estimated to create around 33,000 jobs and annual economic output of \$16 billion by 2050.

Entrepreneur programs

An innovative entrepreneurial program has been delivered since 2014 to help boost employment and community capacity building as part of the City's economic initiatives.

Since the free program began, more than 490 participants have attended a range of custom-made workshops for mums, artists, migrant women and unemployed people seeking to start their own business.

This has contributed to 41 full-time businesses being established and 70 percent of all participants registering an ABN with most of them trading part time. It is estimated that the 41 new full-time business will inject \$4.74m into the local economy.

During 2016/2017 alone, seven courses were run including Mumpreneur 101, Power Up, Be Your Own Boss, and Shirts with Attitude. Seven online shops were created during the Shirts with Attitude workshop.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
3.1. Increase the level of regional employment	3.1.1 Identify, target and attract industry sectors that diversify Mandurah's economy		The City is working with its regional partners to identify new and emerging industries in the Peel Region and the recent commencement of the Transform Peel initiative is a major step in that regard. The City supported and assisted the Peel Development Commission's December 2015 release of its draft Peel Regional Investment Blueprint. The Blueprint has a strong focus on industry creation and diversification, with particular emphasis on the agriculture and food innovation industry. The City has participated in round two of the Department of Regional Development's Regional Centres Development Plan. Participants will create Growth Plans that will outline each regional centre's long-term objectives, strategies and actions to drive socio-economic development. We are currently awaiting direction and funding from State Government on the Mandurah Murray Growth Plan.
	3.1.2 Facilitate the development of industrial and commercial land in Mandurah and the Peel Region		The City worked with the Peel Development Commission and local landholders on the Transform Peel initiative, a 30-year program comprising Peel Business Park Nambeelup, Peel Food Zone, and Peel Integrated Water Initiative. Transform Peel funding (\$50 million) has been obtained from the State Government and subsequent funding has been requested from the Federal Government.
	3.1.3 Implement and review the e-Mandurah Strategy, enhancing the City's electronic service delivery, and enabling new business and employment opportunities		The City is currently assessing the impacts and opportunities created by the mass deployment of low cost sensors via an Internet of Things (IoT) network to potentially manage traffic, parking, waste, environmental and other city services. A number of trials will start in 2017/18. In 2016/17, the City has increased the number of Wi-Fi public hotspots by 18 – there are now a total of 66 Wi-Fi hotspots around Mandurah. A range of e-service initiatives have also been implemented in 2016/17.
	3.1.4 Facilitate and advocate for the relocation of government agencies to Mandurah		The City and Peel Regional Leaders Forum continued to advocate for the relocation of State Government offices to Mandurah under the Government Accommodation Master Plan 2012-2018.
	3.1.5 Ensure that our land-use planning framework facilitates the development of high-quality commercial office and major retail developments within the Mandurah City Centre		The City Centre Precinct Plan (adopted under the Local Planning Scheme) is in place to provide for a range of commercial development in the city centre. The Precinct Plan is being incorporated into a Central Mandurah Activity Centre Plan, which is likely to refine and simplify some of the existing development requirements.

Strategy	Strategic Initiative	Progress	Comment
3.2. Increase local education and training opportunities	3.2.1 Facilitate an increase in university and other tertiary courses and programmes in Mandurah		The City actively supports nursing programs and scholarships at the Murdoch University Nursing Campus. The City is also supporting a proposal by Curtin University to establish a Peel Clinical School in Mandurah.
	3.2.2 Actively pursue international partnerships in the delivery of educational and research and development programmes		This initiative is a medium/long-term goal.
	3.2.3 Facilitate the provision of infrastructure that supports electronic and distance learning		The City's Wi-Fi network attracts approximately 20,000 unique connections monthly across the City's public open spaces and buildings supporting electronic and business learning. As mentioned previously, the number of Wi-Fi hotspots was increased to 66 during 2016/17. The Digital Hub at Mandurah Library has been in place for several years to support electronic learning for the community.
	3.2.4 Facilitate opportunities for participation in lifelong learning		The Fab Lab collaborative learning space at Falcon eLibrary and Community Centre is going from strength to strength with coding for young people being increasingly popular as well as the STEAM (science, technology, engineering, arts and maths) Imagineers program, with young people learning about technology with robots. The City commenced its Entrepreneurial Capacity Building program in February 2014. From the success of initial programs and the high demand created, the program provided a step forward to further explore and analyse market demand, and expand further into developing other tailored local entrepreneurial programs. Since the program commenced, the City has run nine Mumpreneur101 courses, four Artpreneur101 courses, one entrepreneurial program for migrant women, and two Power Up Business Intensive workshops to strengthen the capabilities of 40 previous participants at different workshops. In August 2016, the City commenced a new entrepreneurial program for unemployed people aged 17 and above. Forty nine unemployed people aged between 18 and 56 participated in the 10-week program called Be Your Own Boss. In May 2017, the Shirts with Attitude program was introduced for unemployed aged 16 and above, with 20 participants involved. All entrepreneurial programs are custom-made for each target group.

Strategy	Strategic Initiative	Progress	Comment
3.3. Develop a strong and sustainable tourism industry	3.3.1 Facilitate implementation and review of the Mandurah Tourism Strategy 2011-2016		The City continues to partner with the Mandurah and Peel Tourism Organisation to support it to deliver the Mandurah Tourism Strategy 2011-2016. A review of the Strategy will be undertaken as part of Mandurah Murray Growth Plan during 2017/18.
	3.3.2 Inspire the community to become ambassadors for Mandurah's visitor experiences		The Peel Tourism Signage Strategy has been implemented, to adopt a consistent regional approach to tourism signage and branding. Mandurah and Peel Tourism Organisation ran a number of digital campaigns during the year asking people to share their images of the Peel Region. The visitor centres also assist by showcasing visitor experiences across the region.
	3.3.3 Promote and sponsor significant regional, state and national-based festivals, sporting and cultural events		The City collaborated with the Peel Regional Leaders Forum to commence the Regional Sports Attraction Strategy in 2014/15. The City secured the 2018 Australian Police and Emergency Services Games, a major national event, along with a range of other smaller sports events which were held during 2016/17.



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Key Focus Area: Infrastructure

A community that is welcoming and accessible, where infrastructure meets the needs of a growing and diverse population.

Mandurah Aquatic and Recreation Centre Redevelopment

Stage two of the overall \$42million redevelopment was completed and opened on April 29 with a community open day.

During 2016/2017, there have been over 850,000 visits to the completely transformed facility.

The centre now provides a modern, integrated sporting, aquatic and recreational facility that will meet the needs of Mandurah's growing community and beyond.

Mandurah Traffic Bridge Replacement

The significant Mandurah Traffic Bridge Replacement project continued to progress well to deliver this vital piece of infrastructure to help meet the community's future needs.

The project partners have been working to minimise the effects on the community during this major project.

Key milestones during 2016/2017 have included piling works, incremental launch construction, removal of the launch nose, abutment works, and construction of boardwalks. These are significant steps to delivering this important project for the local community.

Eastern Foreshore Seawall Replacement

The construction of the new seawall along the Eastern Foreshore was completed and enjoyed by over 120,000 people who attended the Mandurah Crab Fest in March.

The \$4.2million seawall replacement project included approximately 550m of retaining wall, and associated landscaping with feature paths, walls and seats. It features a curved design, reflecting the shapes of the Waugal Serpent, and extends into the estuary to allow for extra recreation space.

The seawall reconstruction is the first stage of the overall Mandurah Eastern Foreshore Waterfront Revitalisation and future vision. The stage two vision of the project is reliant on attracting State and Federal funding to go ahead.

Lakelands Library and Community Centre

The new Lakelands Library and Community Centre within the Lakelands Town Centre was set to open in late 2017, providing a range of services, hireable meeting rooms, spaces for children and families and modern access to PCs and wireless connection.

Once complete, the library will increase the surrounding community's ability to enjoy a wide array of learning opportunities.

On June 27, a temporary pop-up library was opened inside the new Lakelands Shopping Centre to service residents in Mandurah's northern suburbs whilst construction was underway.

Managing City-owned facilities

The City manages and maintains a considerable number of community facilities that helps facilitate many benefits for the community including place making and community connection.

These include the City's Administration Building, the Operations Centre, Mandurah Ocean Marina, Mandurah Library, Falcon eLibrary and Community Centre, Mandurah Aquatic and Recreation Centre, Halls Head Recreation Centre, Mandurah Seniors and Community Centre, Billy Dower Youth Centre, Contemporary Arts Spaces Mandurah (CASM), Mandurah Community Museum, 15 community halls and pavilions available for community hire, eight sporting clubs who lease a facility from the City, plus a number of active reserves, outdoor courts and fields.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
4.1. Facilitate the provision of multipurpose facilities and infrastructure that meets the needs of a growing population	4.1.1 Implement and review the Mandurah Social Infrastructure Plan 2013-2043		The City has collaborated with the broader health sector to incorporate appropriate medical and health facilities in the Lakelands Community House. The Lakelands Library and Community Centre, at the new Lakelands Shopping Centre, has been developed in partnership with PEET and will open in late 2017. The City sourced funding from Lotterywest to redevelop the former Wanslea Building (Mandurah Family and Community Centre) while concept plans for the provision of homeless showers in Mandurah were finalised. A four-year operational review of the Social Infrastructure Plan was approved by Council in June 2017, which included bringing Dawesville Community Centre forward subject to funding.
	4.1.2 Redevelop the Mandurah Aquatic and Recreation Centre (MARC)		Stage one of the Mandurah Aquatic and Recreation Centre Redevelopment commenced in 2014 and was officially open on 27 September 2015. Stage two of the Mandurah Aquatic and Recreation Centre (MARC) Redevelopment commenced in 2015 and was officially opened on 29 April 2017. The Redevelopment was opened with a Community Open Day, with a VIP opening event shortly after. The Geothermal Heating project is ongoing with connection expected in late 2017.
	4.1.3 Facilitate the provision of an additional high-quality arts and cultural facility		Work continues on developing the case for an 'A' Class Regional Gallery in Mandurah. Officers have just returned from a study tour in the Eastern States and a development plan will be delivered to Council shortly. Contemporary Arts Spaces Mandurah and the Alcoa Mandurah Art Gallery are increasingly coordinating their programs as we work towards a joint approach and maximising the investment in visual arts that the City makes. The Stretch Arts Festival footprint concentrated on the area between Mandurah Performing Arts Centre and Contemporary Arts Spaces Mandurah to increase the idea of the arts and cultural precinct.
	4.1.4 Ensure community and infrastructure assets are managed and maintained for future generations		Asset management requirements are currently being factored into the City's Long Term Financial Plan. New asset management software has been installed to improve the efficiency of data collection. The City continues to manage its infrastructure portfolio to meet community expectations and within the resources available.

Strategy	Strategic Initiative	Progress	Comment
4.2. Facilitate the provision of diverse housing stock	4.2.1 Implement and review the Mandurah Affordable Housing Strategy		A number of the implementation measures have been taken into account in the preparation of the Local Planning Strategy and the pending Central Mandurah Activity Centre Plan. No further reviews of the Affordable Housing Strategy are planned. The City has been actively involved in the establishment of a Secure Housing Strategy project to tackle affordable housing in the Peel Region and via the Peel Region Homelessness Steering Groups. This includes the City funding in partnership with Peel Development Commission and LotteryWest.
	4.2.2 Facilitate and advocate for the provision of social and crisis housing in Mandurah		The City continues to participate in the Peel Homelessness Networking Group. The City partially-funded and participated in the development of a vision for affordable/ crisis accommodation in the city.
	4.2.3 Develop and implement a housing strategy that meets the needs of the City's future population		Housing is a component of the revised Local Planning Strategy adopted by Council, in January 2017, for forwarding to the Western Australian Planning Commission in conjunction with the new Local Planning Scheme. Its implementation is primarily through the zoning and density of precincts through the new Planning Scheme and revised/ updated Activity Centre Plans and new Local Structure Plans proposed for development areas.
4.3. Enhance traffic management and parking infrastructure for the future	4.3.1 Implement and review the Mandurah City Centre Car Parking Strategy		The Strategy was adopted by Council in 2011 and is being monitored.
	4.3.2 Plan and advocate for Mandurah's long-term traffic needs, including redeveloping the Old Mandurah Bridge, and providing pedestrian and bicycle connections		The City has been successful in obtaining the required funding to allow the replacement of the Mandurah Traffic Bridge. Construction work is now well underway. A pedestrian bridge linking the Mandurah Transit Station precinct to Greenfields was officially opened in November 2015, servicing the growing residential and commercial developments and the Murdoch University. The City continues to invest budget funds into providing shared path facilities throughout the community.
4.4. Facilitate the provision of an integrated and expanded public transport network	4.4.1 Expand the reach of public transport to encourage people to switch from car use		The City continues to expand the use of bicycle lanes in the transport network as an alternative travel mode for residents. Work has commenced on an Integrated Transport Strategy and further work on the strategy expected in the next financial year.
	4.4.2 Actively encourage the use of non-vehicular transport e.g. bicycles and walking		The City continues investment in path renewal and construction.

Key Focus Area: Identity

A regional community that is diverse yet inclusive, cosmopolitan yet relaxed, with a strong sense of belonging.

Regional identity

This year, Mandurah's regional identity came into question. The City firmly believes that Mandurah is a regional city, and it is important that the City and community leaders continue to share this message.

During the year, the City increased its lobbying to all levels of government to ensure Mandurah remains regional, this is for the benefit of the local community in many different ways.

Mandurah's cultural hub now home to Yaburgurt's story

An extraordinary public artwork commemorating the life and times of significant Aboriginal leader Yaburgurt (George Winjan) was installed in Mandjar Square and officially opened on March 30.

Throughout this community driven art project, opportunities were provided to the Aboriginal and wider community to provide input into aspects of the design and fabrication of the work.

This significant three-year project is part of the City's Reconciliation Action Plan, and the Arts, Heritage and Culture Strategy, both of which seek to create an inclusive community with strong relationships across cultures based on mutual respect and understanding.

Mandurah Traffic Bridge public art project

The public art project has evolved from community consultation to ensure the community maintains cultural links and connection to the bridge.

A brainstorming day, called Bridging Culture, was held in May and offered community members an opportunity to work with artists and other stakeholders to identify elements they would like to see the artwork represent.

The ideas generated by the Bridging Culture workshop form part of the briefing process for artists when the City calls for expression of interests to create the public artwork/s later in 2017.

Lifelong learning and our artistic community

The City is passionate about learning, art and cultural development as a way to help local artists prosper, address social issues and create jobs and opportunities for constructive engagement.

Over recent years, the City's libraries have grown their services to meet the community's needs, now offering multi-media items and delivering a diverse range of programs including literacy development and value-adding learning activities.

The libraries currently serve more than 29,000 members, welcoming approximately 309,000 visitors each year and issuing more than 470,000 items per annum.

This year's highlights have included the self-service system installation, and progressing works on the Lakelands Library and Community Centre.

During 2016/17, the Mandurah Community Museum recorded its highest number of visitors (7,388) who explored the region's interesting Aboriginal, colonial and maritime history on display. An indigenous gallery was added to the museum's unique offerings and many value added learning activities and programs.

Other highlights this year included:

- Various exhibitions, workshops and learning opportunities at Contemporary Art Spaces Mandurah (CASM).
- The 16th annual Stretch Arts Festival was enjoyed by many on May 6 and 7 and once again offered free events, performances, workshops, and high quality arts and cultural experiences and learning for the community.
- More than 1,300 people enjoyed the Wearable Art Mandurah spectacle in June. Capacity building workshops provided value-adding experiences throughout the year and an exhibition will be held at CASM in August.

- Sponsoring the Bindjareb Art Awards.
- Funding opportunities through the Creative Mandurah Grants Scheme.
- Attendees at the 2016 Mandurah Readers and Writers Festival enjoyed author talks, panel discussions, guest speakers and other inspiring activities.

Mandurah Crab Fest recognised

Mandurah Crab Fest, WA's biggest free regional event, claimed Gold in the Major Festivals and Events category at the 2016 Perth Airport Western Australian Tourism Awards, announced in November.

The City's signature event then went on to claim Bronze in the Major Festivals and Events category at the 2017 Qantas Australian Tourism Awards, announced in February, against a field of strong contenders, with the Australian Grand Prix claiming Silver and Toowoomba's Carnival of Flowers taking home the Gold.

The 2017 event marked the Crab Fest's 19th year of delighting local, national and international visitors with an impressive program showcasing Mandurah's iconic Blue Manna Crab with other regional offerings and more than 120,000 people attended the event.

Citizenship ceremonies

The City welcomed 343 new Australian citizens throughout the year at five citizenship ceremonies.

The Australia Day ceremony is regarded as one of the most poignant and in 2017 more than 135 people, from around the world, became Australians.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
5.1. Encourage active community participation and engagement	5.1.1 Integrate community consultation processes into the City's decision-making		The City continues to consult and engage the Mandurah community in decision-making, as appropriate. Consultation has taken place in relation to many projects in 2016/17 including the 2016 Community Safety and Crime Prevention Survey, Mandurah Traffic Bridge, and the Strategic Community Plan. The Have Your Say Mandurah website continues to grow its audience size.
	5.1.2 Identify, engage and promote community champions and high achievers as mentors within the community		The City provided \$130,000 in support to the Make Place centre in Tuckey Place. The City also established a new \$5000 fund (up to \$250 allocations) to celebrate and provide a level of financial support for youth achievements in Mandurah.
	5.1.3 Leverage arts and culture to build more cohesive community		The City submitted a successful Royalties for Regions funding application to undertake the Yaburgurt Public Art project, and \$190,000 funding was announced in June 2015. The City has now successfully installed the Yaburgurt public artwork and had a particularly successful opening in February 2017, involving children from several Mandurah schools. The City continues to deliver the Stretch Arts Festival, Wearable Art Mandurah, and operate Contemporary Art Spaces Mandurah. The Department of Culture and Healthway invested \$20,000 each into the Wearable Art Mandurah event. The Creative Mandurah grant program has been very successful enabling new arts groups and individuals to develop their art practice, for example Tiny Shops in Wheels, and Helen Coleman's Homelessness Photography Project.
5.2. Embrace Mandurah's identity as a multicultural community	5.2.1 Implement and review the Reconciliation Action Plan 2012-2014		The City continues to partner with Mandurah Performing Arts Centre and support the Bindjareb Art Awards as an annual event engaging local Aboriginal artists. The winner this year was Sharyn Egan for her work called Terra Nullius. Gnoonie Cup has been held annually in October from 2013. The NAIDOC celebration also continues to be an annual event supported by the City. The Aboriginal traineeships program continues at the City. The Student Aspiration and Incentive Program (scholarship) is still being delivered in the three local public high schools (John Tonkin College, Halls Head Community College, and Coodanup Community College). The City provides two scholarships per school. A process for a new Reconciliation Action Plan was endorsed by Council in June 2017 and achievements of the completed Plan were presented to Council.



Complete



In Progress



Complete for current year and ongoing



Not Commenced

Strategy	Strategic Initiative	Progress	Comment
5.2. Embrace Mandurah's identity as a multicultural community	5.2.2 Develop indigenous tourism opportunities		Potential opportunities are currently being explored with the Peel Development Commission, Mandurah and Peel Tourism Organisation, and Mandurah Performing Arts Centre. Further opportunities will also be explored as part of Mandurah Murray Growth Plan.
	5.2.3 Continue to promote Mandurah as a dual language (English and Indigenous) location		The City continues to be committed to dual signage. A dual signage sub-committee is currently being reestablished to progress action.
	5.2.4 Celebrate and promote our natural, indigenous and European history		The City submitted a successful Royalties for Regions funding application to undertake the Yaburgurt Public Art project. Funding of \$190,000 was announced in June 2015 with a range of initiatives being undertaken to celebrate the life and times of Yaburgurt. The public art structure was completed and launched in February 2017. A new interactive component has been installed in the Indigenous Gallery at the Mandurah Community Museum to give visitors better access to Noongar stories. The City has completed the Mandurah War Memorial refurbishment and repair which included a new plaque to commemorate service in Vietnam, symbolised by the Long Tan Cross. The annual ANZAC exhibitions in the museum continue to attract large numbers and continually inform new generations and migrants about the ANZAC tradition. Visits to the museum were at a record high in 2016/17 reaching 7,388. This was particularly impacted by the school visits program, and dynamic and relevant exhibitions such as commemorating the history of the Peninsula Hotel ('The Pen') in 2016.
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.1 Advocate for Peel Region local government structural reform		This initiative is on hold for the foreseeable future following the previous State Government's decision to cease metropolitan local government reform process. The Peel Regional Leaders Forum continues to work cooperatively on a range of economic, environmental and social projects such as the Transform Peel project.
	5.3.2 Advocate for Mandurah's continuing regional city status		The City highlighted Mandurah's regional capital role during the April 2016 State Cabinet Meeting in Mandurah.

Strategy	Strategic Initiative	Progress	Comment
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.3 Promote community pride in Mandurah		The City continues to run major community events, actively support community groups and conduct citizenship ceremonies. The annual Australia Day Celebrations was delivered and included the Active Citizenship Awards in three categories: Youth, Individual over 25, and Groups. A broad range of community events were delivered that facilitated and supported people coming together. The City runs or supports five major events and many smaller activities to help connect our community.
5.4. Become known as a city and destination for arts, heritage and culture	5.4.1 Develop and implement a dedicated arts, culture and heritage strategy for Mandurah		The City's Arts, Culture and Heritage Strategy is being rolled out in many ways including the Regional Gallery Project, Contemporary Arts Spaces Mandurah, growing the Wearable Art Mandurah competition, and with the Creative Mandurah grants getting so many more people in Mandurah involved in arts, and the number of people who attended the Stretch Arts Festival this year. The City has been invited to speak to a council of State Government Arts Ministers from all over Australia about good practice in the arts by local government. The City's achievement in arts and culture has been recognised by being chosen as hosts for the Country Arts WA Regional Arts Conference in October 2017.
	5.4.2 Continue to promote the development of local arts, culture, heritage, music and creative activity		The 16th annual Stretch Arts Festival attracted a record crowd this year, 16,000 people, and migrated to a smaller footprint between Mandurah Performing Arts Centre and Contemporary Art Spaces Mandurah, building the concept of a cultural precinct in the heart of the city. This is part of the strategic growth of the case for an 'A' Class Regional Gallery in the cultural precinct in Mandurah. The Wearable Art Mandurah Showcase expanded to two shows at Mandurah Performing Arts Centre this year, with wider regional involvement across Peel. Mandurah's profile overseas was enhanced by international entries and links being made in China and the United Kingdom. Contemporary Arts Spaces continues to be a quality arts incubator giving many local artists the opportunity to move from hobbyists to professional artists. The installation of the Yaburgurt public artwork by Peter Farmer has added to the Aboriginal community's sense of pride and belonging in Mandurah and celebrates the rich Noongar culture that flows through the life of the city. Mandurah Crab Fest strengthened its arts component with a two-year Healthway sponsorship and a range of art elements.



Key Focus Area: Leadership

An organisation that creates and delivers on a vision for the future which strengthens the community's capacity to sustain and improve the quality of life for future generations.

Regional partnerships

The City continues to work side-by-side with State and Federal government as well as local businesses and agencies to ensure a well-rounded approach to tackle issues and to leverage strengths and efficiencies for the region.

The City continues to participate in or partner with a number of peak organisations including:

- Western Australian Local Government Association (WALGA)
- Australian Coastal Councils Association Inc
- Growth Alliance Perth and Peel
- International Council for Local Environmental Initiatives (ICLEI)
- Peel Harvey Catchment Council
- Rivers Regional Council
- Peel Mosquito Management Group
- Peel Regional Leaders Forum
- Mandurah and Peel Tourism Organisation (MAPTO)
- Mandurah Performing Arts Centre board
- Main Roads Western Australia
- Department of Transport
- Transperth

- South West Regional Road Group
- Peel Development Commission
- Peel Chamber of Commerce and Industry
- Peron Naturaliste Partnership
- Waste Alliance and partner Cleanaway

The City recognises the need to be able to work with different community groups, organisations, private business and other levels of Government to deliver many positive outcomes for the community.

Advocacy and lobbying

The City actively works with partners to combat a range of complex health and social issues including unemployment, affordable housing, homelessness, drug and alcohol use, mental health, education, and community safety and crime prevention. These are tackled through a range of at-risk initiatives including support, funding, advocacy, initiatives and early intervention to ensure a well-rounded approach to these challenging issues.

There are great needs in Mandurah with a growing number of young people and the state's highest youth unemployment. This problem unfortunately can escalate to mental health and other issues within our community.

The City has been active in the planning of the Peel Youth Medical Service Health Hub which has been identified as a priority for the region. The hub will provide a holistic facility focussed on the health and wellbeing of young people in Mandurah and the Peel Region.

The hub aims to provide a range of youth-focussed specialist health services operating a shared-care model based in Mandurah, including drug and alcohol services, specialist eating disorder services, and mental health services.

The City will continue to lobby on important areas to ensure the sustainable future of Mandurah.

Waste-to-energy solution

The City, through its membership of the Rivers Regional Council, has signed a contract with Phoenix Energy to treat the City's general waste for the next 20 years. Treatment will be via a waste-to-energy plant with the outcomes being electrical power provided to the state's power grid and residue ash being used to manufacture bricks. This is expected to start in around three years.

The greatest reduction in waste-to-landfill will be achieved through the proposed construction of a Waste-to-Energy plant in Kwinana.

Service reviews

The City continues to strive to be a leading local government by improving how services are delivered to the community.

Service reviews continued this year and focussed on visitor services, Mandurah Crab Fest, Development Compliance, and the City's cemeteries functions.

Conferences, memberships and associations

Elected members and key staff attended a range of conferences during the year and benefit from sharing knowledge through like-minded organisations and forums to ensure the City contributes to a well-rounded approach for our community.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
6.1. Develop and empower our community leaders to determine, guide and advocate for our City's future	6.1.1 Attract, develop and retain Elected Members with the capacity and diversity to provide strategic direction and advocacy for our community		Elected Members continue to participate in national and international forums and attend a wide range of conferences.
	6.1.2 Advocate with other levels of government and partner with industry to ensure that community expectations are met		The City assisted the Peel Development Commission with the development of Peel Regional Investment Blueprint, launched in December 2015, and collaborated with the Peel Regional Leaders Forum to update its Strategic Priorities Plan 2016-2020.
	6.1.3 Advocate for and continue to build relationships with our diverse cultural community		The City developed and implemented the Reconciliation Action Plan 2015-2017. The City continues to meet with the Office of Multicultural Affairs and provides funding for different groups through the Community Assistance Grants program.
6.2. Ensure that the City as an organisation behaves as a model corporate citizen	6.2.1 Ensure accountability through transparent reporting that is easily accessible to the community		The 2015/16 Annual Report was released in late 2016. The Annual Report reports progress against the objectives of the City's current Corporate Business Plan.
	6.2.2 Continue to be an innovative organisation that constantly strives to achieve best practice		The City conducted a series of service reviews in 2016/17 including reviews of visitor services, Mandurah Crab Fest, Development Compliance, and the City's cemeteries functions and Cityworks. The implementation of the review of Cityparks has also continued. In 2016/17 Council endorsed the City of Mandurah Digital Strategy with the key principles of Customer First, Digital Government and Digital Inclusion. In 2016/17 a systems review was performed by an external consultant on all key business systems to provide best practice use and recommendations. These recommendations are progressively being implemented. In 2017 the City joined the Smart Cities Future Ready program to collaborate, connect and learn to grow smart city capability. The City commenced a three-phase review of procurement activities during 2016/17, and Council adopted five key strategies and 10 major recommendations. Further improvements are scheduled during 2017/18 for the final two stages. The City commenced the Complaints Management Framework Review during 2016/17 and it is anticipated that the framework will be implemented during 2017/18. The City has been invited to speak to state government representatives from all over Australia about good practice in the management of arts by local government. The City's achievement in arts and culture has been recognised by being chosen to host the Community Arts Network WA Regional Arts Conference in October 2017.

Strategy	Strategic Initiative	Progress	Comment
6.2. Ensure that the City as an organisation behaves as a model corporate citizen	6.2.3 Establish a community scorecard to review progress of the Strategic Community Plan		The City's Annual Report reported against the objectives of the Strategic Community Plan and Corporate Business Plan.
6.3. Demonstrate leadership on major regional, state and national issues	6.3.1 Encourage the establishment of a larger regional council		The City supported local government reform as part of its submissions to the State Government's metropolitan local government reform process. However, the State discontinued its reform process. The City will continue to pursue Shared Services opportunities as they arise.
	6.3.2 Manage population growth and expansion into the future		The Social Infrastructure Plan and Long Term Capital Plan guide future infrastructure needs. Council supported many of the actions and initiatives from the comprehensive environmental commitments and approvals from the Perth and Peel @ 3.5million plan, however expressed concern with the funding and governance model associated with the plan.
	6.3.3 Work collaboratively with key stakeholders, other local governments, and state and federal governments to deliver improved regional outcomes		The City assisted the Peel Development Commission with the development of Peel Regional Investment Blueprint, launched in December 2015, and collaborated with the Peel Regional Leaders Forum to update the Peel Regional Leaders Forum's Strategic Priorities Plan 2016-2020.
	6.3.4 Participate in state and national forums that promote the needs and ambitions of the community		Elected members and staff attended a range of conferences during the year. The City continues to participate with a number of peak organisations including the WA Local Government Association, the National Sea Change Taskforce, Outer Metropolitan Group Councils and Cities for Climate Protection, to ensure leading edge practices are part of both the City's long-term strategy and day to day operations.

Key Focus Area: Organisational Excellence

An organisation with the determination, leadership, resources and processes to create an outstanding and sustainable quality of life for Mandurah residents

Digital improvement

The City has made considerable progress in 2016/17 in the implementation of digital services for the benefit of the community, staff, stakeholders and many key partners.

During 2016/17 the City implemented or achieved the following digital initiatives:

- Council endorsed the City's Digital Strategy in November – the strategy aims to move the City's internal operations and the services it offers to the community to a digital environment. This includes shifting the focus of staff from manual, paper-based transactions to wholly digital transactions where possible, and also increasing the self-service capabilities of the City to allow customers to interact with the City electronically.
- Continuation of online building applications.
- WiFi hotspots increased – 18 new hotspots were installed, bringing the total to 66, which have facilitated 20,000 unique connections each month.
- Digital innovation group established internally to maintain efficiencies and improvements for enhanced customer experiences.
- Authority e-services platform (customer self-service)

was upgraded in August with an improved interface for customers.

- Mobility Strategy continues to be rolled out to improve productivity and make the workforce more mobile.
- Installation of the libraries self-service system.

Improvements to procurement

The City has adopted five key procurement strategies that aim to strengthen and maintain a sustainable community through embracing economic, social and environmental initiatives into its procurement practices.

The City is working to achieve this by:

- Consistently planning and executing procurement activities to attract best value for money.
- Supporting community sustainability.
- Fostering local economic growth through maximising participation of local suppliers.
- Identifying and promoting initiatives for small to medium businesses.
- Managing supplier relationships effectively to ensure value for money is achieved.

Increase in developmental positions

As one of the region's largest employers, the City was proud to have broadened its employment development program this year to help build capacity and employment opportunities.

The City's extensive trainee and apprenticeship program has grown, now consisting of 21 developmental positions, with three cadets, 11 apprentices and seven trainee positions in place, which includes four trainee positions set aside for Indigenous recruitment.

The employment development program is one of the many programs and activities offered by the City to build the skills and capacity of local people.

Customer Service Strategy

The City has a Customer Service Strategy in place designed to improve both the quality and access to services. This includes resolving the majority of customer service enquiries at the first point of contact, and continued development of electronic solutions to improve the volume of services available electronically. The Strategy is due for review next financial year.

Key achievements for 2016/17 included:

- The Contact Centre maintaining a first point of contact resolution rate of 72 percent for all incoming calls.
- Customer Satisfaction rating consistently above 85 percent.
- Increasing the mobility of workforces by allowing service requests to go directly to the workforce via a tablet device.
- Expanding the use of the CRM system across the organisation and including close the loop strategies.
- Introduction of a BPay option for renewal of animal registrations and renewals with email addresses being forwarded via email.

Local Planning Framework

The City has amended its Local Planning Framework to reduce the need for planning approvals on a variety of matters, to make it easier for business owners and operators.

Changes were made to:

- Local Planning Scheme No 12 Adopted
- Revised Local Planning Strategy Adopted
- Local Planning Policies updated

Occupational Health and Safety

During 2016/17, the City continued its commitment to promoting, securing and further improving the safety

and health of all people in the workplace, including employees, contractors, volunteers and authorised visitors.

The three Year Strategic OSH Plan for 2016/17 included the following actions:

- A structural review of OSH committees
- A scheduled approach to OSH training
- An increase in targeted OSH training
- Commence a review of OSH Policy Manual
- Continuation of the preventative health and wellness program
- Implemented a 'Fitness for Work Approved Operating Practice'

Financial Management

The City's Balance Sheet shows a strong financial position. Debt levels, and the ability to service that debt which has improved significantly, sit well within guideline levels. Coupled with sound liquidity, the City is a financially stable organisation. Regular reports to Council on the City's financial performance demonstrate a good level of budgetary control. The City continues to receive unqualified audit reports. Regular discussions are held with the Audit and Risk Committee which oversees the critical areas of finance and risk. In considering its longer term financial future, the City has identified the imbalances which exist in meeting the demand for new community assets, such as sports grounds and public open space, and the need to properly maintain existing

assets some of which, particularly buildings, are ageing rapidly.

Future planning must also take into account the need to maintain reasonable levels of rates increases while recognising the needs of the community regarding the capacity to pay. This area is coming under pressure from the growing number of rate exemptions particularly from affordable housing providers and not-for-profit organisations providing lifestyle units for retirees.

Just as importantly, it is also essential that the way the City works is put under constant scrutiny. The City is currently engaged in a wide-ranging review of all its services and functions. The objective is to improve productivity through organisational change and the greater use of technology.

The City has established a long term capital investment and operating plan. This plan which is reviewed at least annually not only identifies future capital priorities and how they may be funded, but is also a useful tool in informing debate and decision-making.

Information Management

Record Keeping Plan

The City is committed to the management of records in accordance with legislative requirements and best practice standards. The City's Record Keeping Plan was reviewed and an amended plan RKP 2017020 was submitted to State Records Office in May 2017.

Record keeping systems, training and awareness

The City implemented SharePoint and Record Point in May 2016 as its mandated primary Record Keeping System. This system integrates with the City's Enterprise Resource Planning suite, Authority. All record keeping procedures were reviewed, created (where applicable) and approved in 2016/2017.

The City continues to provide the following training and awareness support to staff:

- Compulsory On-Line Record Keeping Awareness, focussing on obligations under the State Records Act 2000
- Record keeping system training on induction
- Record keeping system refresher and power user training
- Broadcasting record keeping tips
- Provision of a wide range of training material
- Provision for one on one training and Business Unit specific where required

Asset Management

Asset Management Plans

The City has a set of plans, incorporating asset management plans for roads, bridges, paths, parks and reserves, drainage, marina and waterways, and buildings. These are documents that identify what infrastructure assets the City has, and how they are managed. The plans identify the management systems for the asset classes, predictions of future demand and growth, they project replacements over long time frames, and identify critical financial ratios. Each of these asset classes have risks, maintenance needs, and operational needs.

All of the assets are there to provide a level of service to the community, in many cases supporting services the City is providing.

The City reviewed all of its asset management plans in 2016/2017. The plans will be aligned with other planning works including the Long Term Financial Plan, Levels of Service consultations, and the Community Strategic Plan.

Asset Management in practice

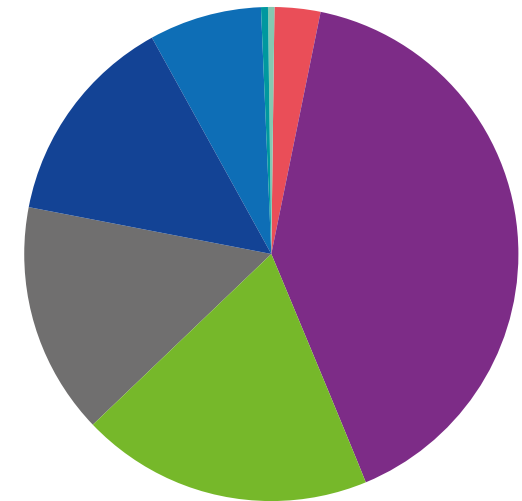
The City's asset management activities include:

- A three yearly cycle of condition inspections of all assets.
- Collecting information on assets and maintaining asset registers in a centralised software system.
- Updating asset registers as assets are installed and constructed internally.
- Receiving assets that have been created in developments such as new roads and parks.
- Mapping asset locations and providing information for the organisation to help service the community.
- Completing annual valuations for the financial reports.
- Preparing forward programs for the renewal of assets that are rated as 'poor' and 'very poor'.

These activities comply with national standards, in particular the Institute of Public Works Engineering Australasia's International Infrastructure Management Manual, and the NAMS.Plus system. Guided by these standards, the City is working on a goal of reaching an intermediate level in asset management maturity by 2020. At that stage the City plans to have, for example a strong community consultation process for levels of service, modelling of future asset condition to optimise renewals, and prioritisation of projects based on asset service needs.

The value of the assets currently being managed by the City is indicated in the graph.

Asset Management: 2016/2017 Gross Replacement Value of Infrastructure Assets by Category (\$ Millions)



- Bridges \$35.2
- Roads, footpaths, kerbs and seals \$458
- Parks \$214.3
- Drainage \$168
- Buildings \$159.2
- Coastal and estuary \$80.8
- Work in Progress \$4.6
- Marina infrastructure \$4.1
- Total \$1.124 Million**

Growth and demand

The City's infrastructure assets have now reached more than \$1 billion in value. We are continuing to see the city expand and infill, with new developments being completed and inner city zoning creating not only new assets, but bringing in new residents, visitors and workers. We are also experiencing increasing requests and desire for higher quality infrastructure of all kinds. Aside from the major projects that are underway or planned, there is also a range of forward planning for smaller infrastructure projects that will help the City meet community expectations.

Awards and recognition

The City is proud to be recognised for achievements in various fields and acknowledges the benefits these projects bring to the Mandurah community. During 2016/2017, the City received:

- Mandurah Visitor Centre Certificate of Excellence from Trip Advisor.
- WA Ranger Team of the Year at WA Rangers Association Awards.
- Intework Excellence Award for Business with 20+ employees at 2016 Alcoa Peel Business Excellence Awards.
- Channel 7 Mandurah Crab Fest Gold award at 2016 Perth airport Western Australia Tourism Awards (major festivals and events category).
- Channel 7 Mandurah Crab Fest won Bronze award at the 2017 Qantas Australian Tourism Awards (Major Festivals and Events category).
- City re-endorsed as Waterwise Council (Gold status) as part of Waterwise Council Program.
- Waterwise Council Platinum status at Water Corporation Waterwise Business Recognition event.
- Achieved second place in Australia in the Cooperative Research Centre (CRC) for Water Sensitive Cities Benchmark Index in May 2017, for progress towards achieving 'Water Sensitive City' status.

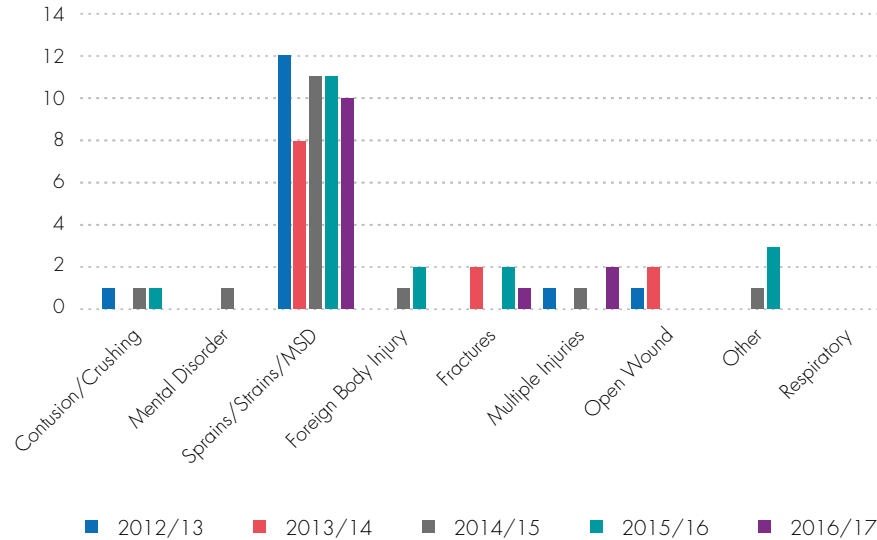


Risk Management

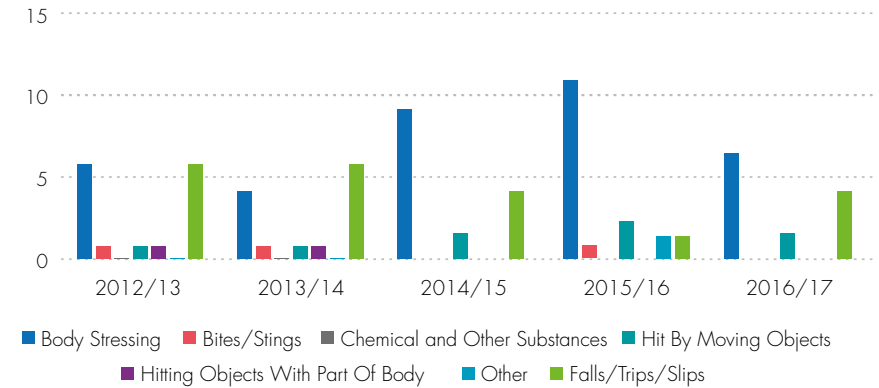
The City's Risk Management Policy (POL-RKM 01) commits it to a risk management framework in accordance with the requirements of the International Standard AS/NZS ISO 31000:2009 Risk management-Principles and guidelines. The City's Executive Leadership Team has identified 23 strategic corporate risks which require risk action plans to ensure adequate control measures are implemented to manage the impact of these risks on the City. The City is currently considering integrating online cross-organisation and cross-functional management of assurance, compliance, governance, risk and safety activities through an Enterprise Risk Management system, which will manage the City's governance, risk and compliance statutory obligations.

Automated reporting with business intelligence analytics would be a feature of this system which would be utilised to support updates to Council's Audit and Risk Committee.

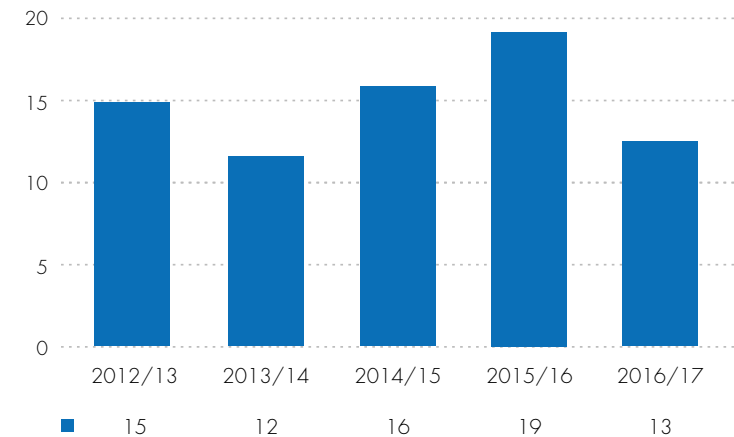
Nature of lost time injuries - last five years



Cause of lost time injuries - last five years



Lost time injuries - last five years





In an Emergency Dial 000
AND Quote Information on this Sign
To report a shark sighting
dial 9442 8600.

WARNING!
BEACH
CLOSED



MH193

Place Opposite 24 Panamua Dr
Whitiwhara
Post Intersection: Panamua Dr & Kobbie St
Phone: 01 564 889
Fax: 01 564 884



**Dogs allowed
off leash**



Scorecard

Strategy	Strategic Initiative	Progress	Comment
7.1. Ensure the City has the capacity and capability to deliver services and facilities that meet community expectations	7.1.1 Develop and deliver acceptable service levels that meet the expectations of the community		The City's Service Delivery Standards are reviewed every two years and are due to be reviewed again in 2017/18. The City measures post-transaction Customer Satisfaction monthly and has been consistently meeting an overall satisfaction rating in excess of 85 percent. All business units have, or are in the process of, introducing a range of service metrics.
	7.1.2 Investigate and implement alternative value for money service delivery models		A service review of the Mandurah Visitor Centre is currently being conducted. Service reviews of Cityworks, Compliance functions and Cemetery functions have been completed, while the external review of Crab Fest is also now largely completed. Library self-issue services were successfully installed in Mandurah Library and Falcon eLibrary and Community Centre to improve both service and efficiency.
	7.1.3 Maximise the use of technology to improve service delivery and productivity		A Digital Innovation Group has been established which has implemented a number of productivity and service improvements through technology and business improvements. In 2016/17 Council endorsed the Systems and Technology Work Plan that included more than 60 initiatives. The City remains on track to deliver all these initiatives. In 2016/17, end-to-end processing of a range of digital transactions was achieved across the organisation including electronic lodgement of building applications. In 2016/17, new mobile devices were rolled out to improve productivity and make the workforce more mobile.
	7.1.4 Embrace sustainable asset management practices for managing the built environment		Long-term asset management requirements are being factored into the Long Term Financial Plan.
	7.1.5 Implement and review the City's Customer Service Strategy		The City's Customer Service Strategy 2017-2020 is currently being developed with four key focus areas having been identified that align to the City's Digital Strategy – Consistency of Service, Digital Customer Service, Productivity, and Engagement Strategy. The Contact Centre has increased the first point of contact resolution rate to an average of 74 percent and overall customer satisfaction now above 85 percent.
7.2. Deliver excellent Governance and Financial Management	7.2.1 Implement the Integrated Planning and Reporting Framework		In order to ensure compliance with the Integrated Planning and Reporting Framework requirements, the City of Mandurah's Strategic Community Plan 2013-2033 was adopted in April 2013, and reviewed in the 2016/17 financial year. A desktop review was previously undertaken in June 2015, as part of Integrated Planning and Reporting Framework requirements two years after adoption. The 2017-2037 Strategic Community Plan and 4 Year Corporate Plan will be finalised early 2017/18.

Strategy	Strategic Initiative	Progress	Comment
7.2. Deliver excellent Governance and Financial Management	7.2.2 Establish and implement an Organisational Risk Plan		Enterprise risks have been identified and included in the City's Corporate Risk Register. The City has identified its key strategic risks. To date, four strategic risks have risk treatment plans in place and these have been reported to the Audit and Risk Committee. Risk management has been integrated into both events and project management activities. A greater focus on Strategic Risk Management will occur in 2017/18. A three-year Strategic Occupational Safety and Health Plan has been endorsed by Council, is being implemented and is showing improved results. Outcomes and progress are reported to the Audit and Risk Committee on a six-month basis.
	7.2.3 Review all council services on a regular basis for need, value for money and method of service delivery		A range of service reviews were completed in 2016/17. In addition, the Library self-service solution was implemented in early 2017, resulting in improved customer service and productivity. The Authority eServices platform (customer self-service) was upgraded in August 2016 with an improved interface for customers, and an electronic new dog registration service has been added to that platform. The technology recommendations from the Cityparks review were successfully implemented in 2017.
	7.2.4 Meet all governance standards and legislative requirements		The City is compliant with the State Government requirements and the City continues to meet all of its statutory obligations. The City has been a local government leader in Emergency Management and worked to fulfil obligations in accordance with the Emergency Management Act 2005. The City has reviewed the Local Emergency Arrangements, facilitated regular meetings of the Local Emergency Management Group, and formulated emergency management policies and procedures to guide the City's activities. The City completed 1042 food premises inspections and collected 91 food samples. 185 Public Building inspections (taverns, nightclubs, halls, auditoriums etc) and 89 public event approvals were completed. 821 water samples were obtained from 48 public aquatic facilities and 276 water samples were obtained from the estuary and beach sites. The City completed inspections of all properties within the City of Mandurah for compliance, and completed extensive fire mitigation works including mechanical works such as slashing and prescribed burning. The City has also maintained effective communications with key agencies via the Bush Fire Advisory Committee. <i>Continued on next page...</i>

Strategy	Strategic Initiative	Progress	Comment
7.2. Deliver excellent Governance and Financial Management	7.2.4 Meet all governance standards and legislative requirements		A validation process for the Annual Compliance Audit Return was also introduced. The City completed the CEO Biennial Risk, Controls and Legislative Compliance Review where a number of new initiatives were endorsed by Council. Three Local Laws were drafted and implemented during 2016/17 with six more planned for review during the 2017/18 financial year. The proposed Internal Audit Function was adopted by Council, where during 2017/18 the City will design and implement the function along with tendering for an appropriate Internal Audit Firm. All City of Mandurah Delegations of Authority were reviewed during the 2016/17 financial year. A significant review of the Authorised Officers schedule is proposed for the 2017/18 financial year. The governance software programme ATTAIN has been further utilised with all Officers and Elected Members now having been trained in the system. Code of conduct, social media and IT training continues to be delivered to all officers.
	7.2.5 Ensure a high standard of financial management and planning		Capital projects are prioritised in a Long Term Capital Plan. Eligibility for inclusion in the plan includes an assessment of strategic fit and benefits. Major projects are subject to a full financial assessment and quadruple bottom line analysis to ensure that all aspects of the project are understood. There are few new revenue opportunities available to the City. Work has been concentrated on protecting the existing revenue base.
7.3. Build and retain a skilled, motivated and healthy workforce	7.3.1 Maintain a values-based culture		A range of initiatives have been implemented including leadership development, enhanced recruitment methods and development of a range of human resource policies. The addition of four Indigenous trainee positions across the City, supported by an external Indigenous mentor, has been implemented and has proved a highly successful program. The City reviewed the values of the organisation through a consultation process with the staff. New values were rolled out in 2015/16 and accepted by all staff. A retest of the City's culture will be undertaken in September 2017.
	7.3.2 Ensure a Leadership Succession Plan is in place		Development of leadership competencies has commenced. 360 degree feedback has been obtained for Directors and Managers along with the identification of high performing talent for succession planning purposes.
	7.3.3 Increase the City's capacity to advocate on behalf of the Mandurah community		The City and the Peel Regional Leaders Forum regularly advocate on behalf of Mandurah and Peel communities at state and federal levels.

Strategy	Strategic Initiative	Progress	Comment
7.3. Build and retain a skilled, motivated and healthy workforce	7.3.4 Develop and implement a Strategic Organisational Health and Safety Plan	●	The City's three-year OSH Plan was completed and endorsed by Council in March 2016. A range of initiatives have been put in place including improved accident and hazard reporting, revised investigation process, improved communication and the issuing of safety alerts. Improvements in hazard/incident reporting and reducing Lost Time Injuries has been included in all Directors/Managers accountabilities. Fitness for work and drug and alcohol testing has also been put in place during 2016/17. Safety outcomes continued to improve over the past two years.
7.4. Develop a strong brand of a leading local government that meets community expectations	7.4.1 Review, develop and implement the City of Mandurah Community Engagement Strategy	●	All major community consultation projects have been completed. The City's Community Engagement Strategy is progressively being implemented including use of the Have Your Say Mandurah website. The strategy has been reviewed and framework developed which will be presented to Council in September 2017 with the framework to be implemented during 2017/18.
	7.4.2 Review, develop and implement the City of Mandurah Marketing and Communications Plan	●	Each year, the City develops and implements an annual marketing plan which is consistent with the Corporate Business Plan. All marketing and engagement plans were delivered as per the plan. Highlights included: • 93 projects communicated (campaigns) • Additional website created (Wearable Art Mandurah) • Management of five websites and 10 social media channels • The community engaged on the Strategic Community Plan, which involved more than 2000 people • Development of the City's community engagement plan The Social Media Strategy has been endorsed by Council and implementation of the social media initiatives including training continue to be put in place.

Service Performance



1,788,570

Household refuse bins collected



790,368

Household recycling bins collected



3,097

Building applications approved



33,000

Native seedlings planted at community tree planting events

Connecting with our community

Number of Customer Service counter visits	45,143
Telephone calls to Customer Services	79,502
Calls resolved at first point of contact (Contact Centre)	73.54%
Calls answered within 20 seconds	71.61%
Items borrowed from Mandurah Libraries	324,169
New library members	4,532
Active library members	28,988
Number of Digital Hub training participants	813
Library visits	237,745
eBook, eAudio and eMagazine issues	38,086
Mandurah Seniors and Community Centre members (September 2016)	2,080
Tonnes of household waste collected (tonnes)	29,380
Tonnes of household recyclables collected (tonnes)	8,531
Tonnes of green waste collected over two verge collections (tonnes)	2,457

Connecting with our community

Tonnes of junk collected in one junk verge collection	1,471 tonnes (plus 500 tonnes of scrap metal)
Waste collected from street and park bins (tonnes)	1,600
Reported dog wanders	2,062
Reported dog attacks	270
Number of burials	81
Ashes niche placements	33
Private swimming pool and spa inspections	1,842
Food premise inspections	1,041
Water sample collections (swimming beaches)	162
Water sample collections (public swimming pools)	512
Recreation Centre visits	973,000
Recreation Centre Health and Fitness Members	3,097
Swim School enrolments	4,392
Kidsport applications processed	1,593

Service Performance

Five Year Summary

	2012/13	2013/14	2014/15	2015/16	2016/17
Post transaction customer satisfaction	N/A	N/A	84.6%	85.2%	85%
CRM resolution rate (within SLA)	83.9%	79.7%	74.9%	75.2%	78.52%
First Point of Contact Resolution Rate	64.1%	66.9%	66.4%	69.0%	73.54%
Speed of Answer % within 20 seconds	68.8%	71.7%	77.7%	75.4%	71.61%
FOI valid applications received and completed	24	5	9	5	4
Development Planning Applications % processed within statutory time frame	97	96	91	89	99.5%
Subdivisions Planning Applications % processed within statutory time frame	95	94	99	100	98%
Building licences % processed within statutory time frame	100%	100%	100%	100%	100%

Year on Year Growth

Number of library visits (Mandurah and Falcon)	335,555 12.2%	365,328 8.9%	353,916 -3.1%	336,029 -5.1%	237,745 -29.2%
Number of annual visitations to the MARC	662,013 11.6%	584,875 -11.7%	298,532 -49.0%	687,853 130.4%	852,576 23.9%
Number of annual visitations to the HHCRC	101,370 6.9%	112,511 11.0%	114,653 1.9%	126,018 9.9%	120,784 -4.2%
Number of Mandurah Seniors and Community Centre (formerly Ac-cent Mandurah) members (Membership year ends 30 Sep)	N/A	N/A	N/A	1,958	2,080

Financial Performance

Five Year Ratio Summary

Ratio	Actual 2012/13	Actual 2013/14	Actual 2014/15	Actual 2015/16	Actual 2016/7
Current ratio	0.91	0.93	1.10	0.97	0.91
Operating surplus ratio	- 0.14	- 0.09	- 0.19	- 0.17	- 0.09
Asset sustainability ratio	0.4	0.39	0.78	1.01	1.12
Debt service cover ratio	1.87	1.94	1.96	2.32	2.35
Asset consumption ratio	0.65	0.64	0.73	0.73	0.72
Asset renewal funding ratio	1.07	0.82	0.78	0.76	1.42
Own source coverage ratio	0.84	0.87	0.75	0.81	0.85

Current Ratio [Current Assets - restricted assets / Current liabilities - liabilities associated with restricted assets]

This is a modified commercial ratio designed to focus on the liquidity position of the City that has arisen from past year's transactions.

Operating Surplus Ratio [Operating revenue minus operating expense/Own source operating revenue]

This ratio is a measure of the City's ability to cover its operational costs and have revenues available for capital funding or other purposes

Asset Sustainability Ratio [Capital renewal and replacement expenditure/Depreciation]

This ratio indicates whether the City is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

Debt Service Cover Ratio [Annual operating surplus before interest and depreciation/Principal and interest]

This ratio is the measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.

Asset Consumption Ratio [Depreciated replacement cost of depreciable assets/Current replacement cost of depreciable assets]

This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

Asset renewal funding ratio [NPV of planned capital renewals over 10 years/NPV of required capital expenditure over 10 years]

This ratio is a measure of the ability of a local government to fund its projected asset renewal / replacements in the future.

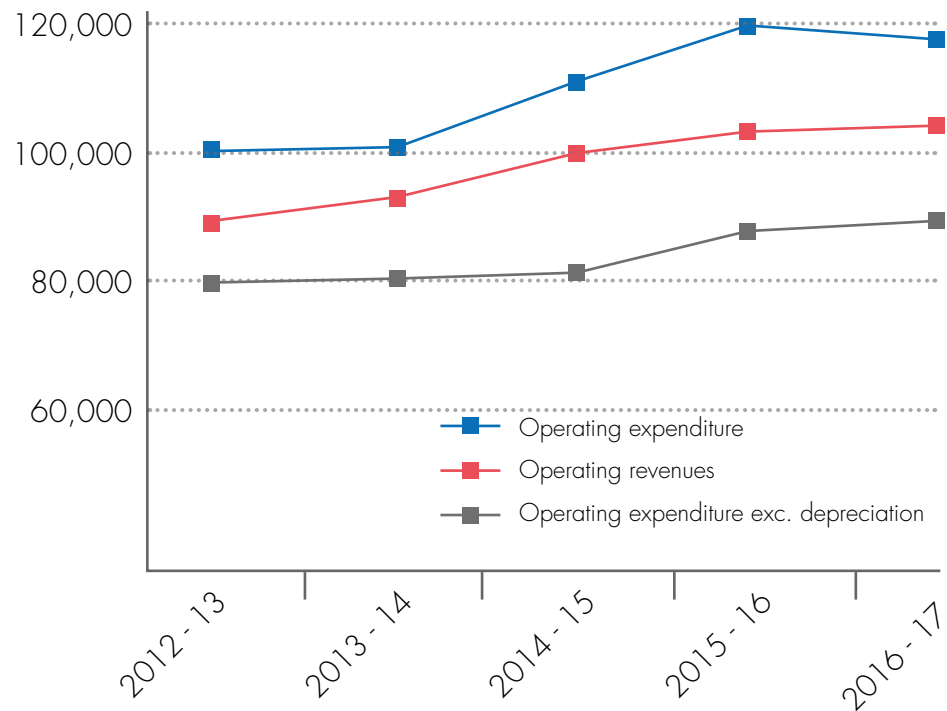
Own source revenue coverage ratio [Own source operating revenue/Operating expense]

This ratio is the measurement of a local government's ability to cover its costs through its own revenue efforts.

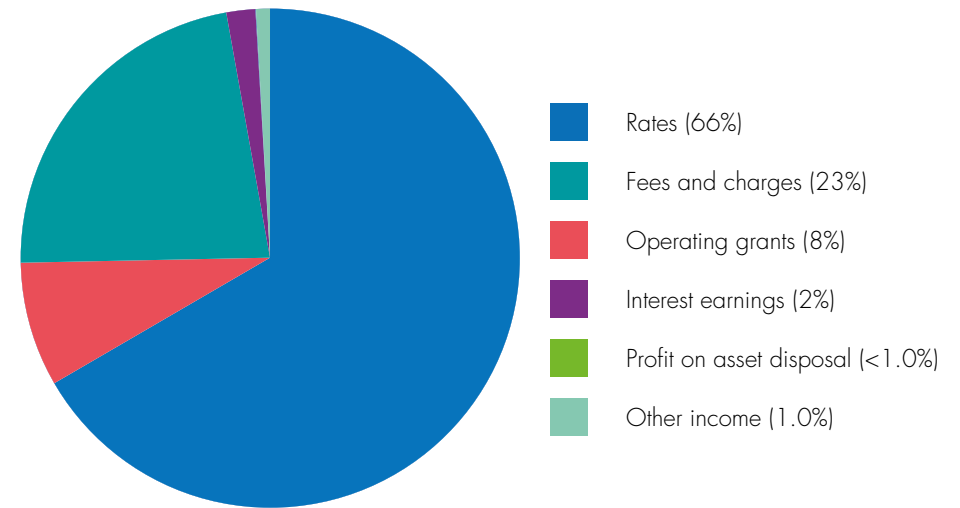
Operating Expenditure Snapshot 2016/2017

Operating revenues increased by 2.5 percent versus the prior year. This compares with the longer term growth trend of 4.8 percent and is indicative of lower property market growth which affects rates revenue and associated fees and charges such as building licence fees. At the same time, operating expenditure excluding depreciation reduced by 3 percent against the prior year. The longer term trend of growth is 5 percent and demonstrates the City's ongoing commitment to putting into place cost containment and efficiency measures.

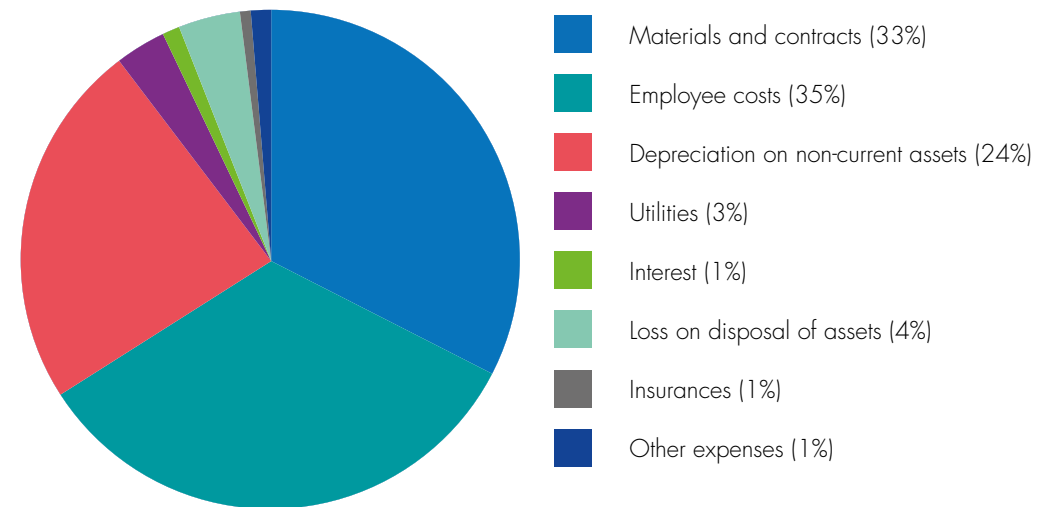
Operating Position



Operating Revenues



Operating Expenditure

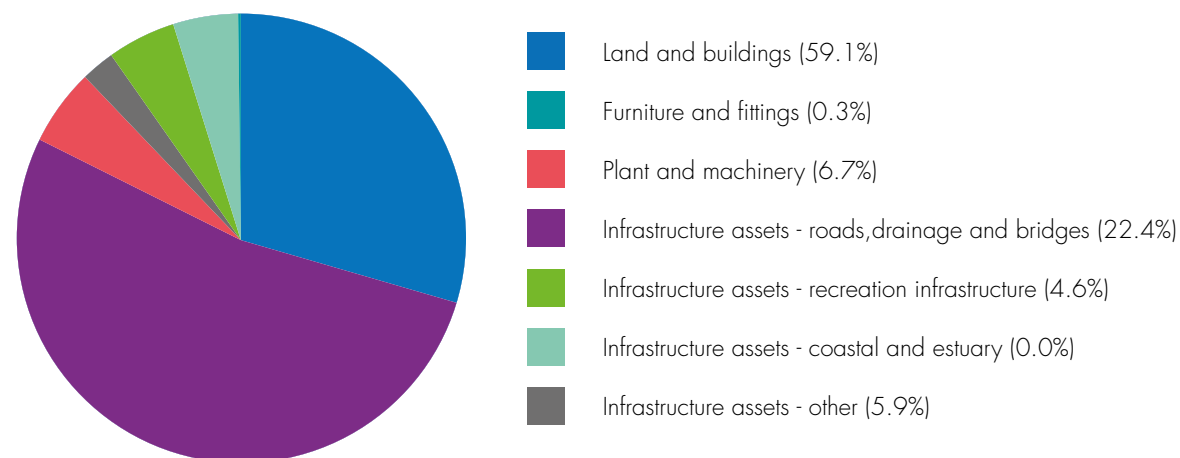


Capital Expenditure Snapshot 2016/2017

Capital expenditure shows a significant increase when compared with previous years and is almost entirely due to the costs for two major projects. The first, the MARC redevelopment, was completed during the financial year and the Centre is now fully operational. The City also made a significant contribution to the costs of the Mandurah Traffic Bridge which is being constructed by Main Roads of Western Australia. This project is due for completion in 2017/18.

2016/2017	\$'000
Mandurah Traffic Bridge	10,200
MARC Redevelopment	11,600
MARC Geothermal	1,000
Eastern Foreshore Redevelopment	1,700
Lakes Road upgrade	1,000
Mandjar Square upgrade	600
Novara Foreshore Redevelopment	500

Capital Works Program



Capital Expenditure

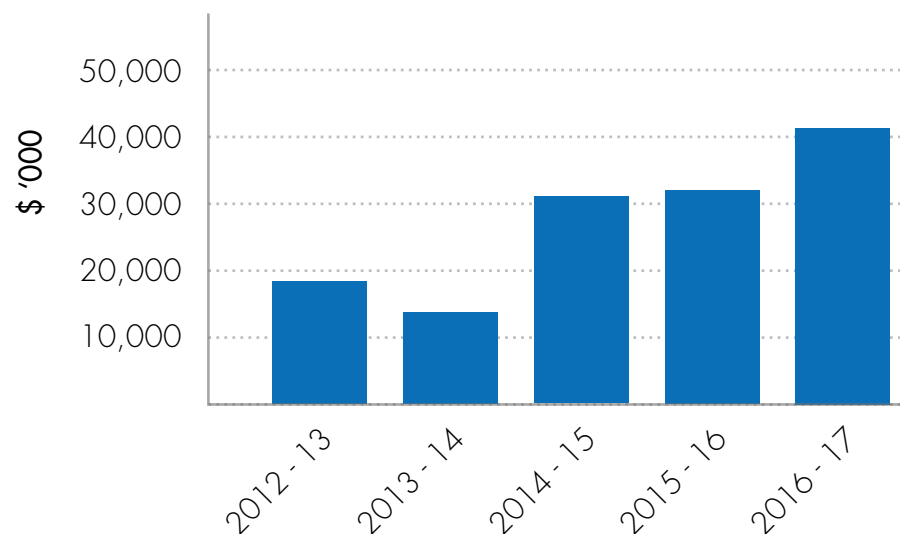


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Page 2: *City of Mandurah Administration Customer Service, 2016, City of Mandurah*

Page 3: *Eastern Foreshore, 2017, City of Mandurah*

Page 5: *Yaburgurt Public Art Launch, 2017, Travis Hayto*

Page 14: *Australia Day event, 2017, Roz D'Raine*

Page 21: *Solar panels on Administration Building, 2016, City of Mandurah*

Page 29: *Channel 7 Mandurah Crab Fest, 2017, Monica Defendi*

Page 41: *APES Games Media Launch, 2016, City of Mandurah*

Page 43: *Mandurah Traffic Bridge Replacement, 2017*

Page 47: *Australia Day event, 2017, Roz D'Raine*

Page 51: *Yaburgurt Public Art Launch, 2017, Travis Hayto*

Page 59: *Mandurah Liquor Accord, 2017, City of Mandurah*

Page 61: *Beach Emergency Number System Launch, 2017, City of Mandurah*

