



## **NOTICE OF MEETING**

## **ORDINARY COUNCIL**

Members are advised that a meeting of the Council will be held in Council Chambers, Civic Building, 83 Mandurah Terrace, Mandurah on:

**Tuesday 23 July 2019  
at 5.30pm**



**MARK R NEWMAN**  
Chief Executive Officer  
17 July 2019

## **AGENDA:**

**1. OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS**

**2. ACKNOWLEDGEMENT OF COUNTRY**

**3. ATTENDANCE AND APOLOGIES**

Leave of Absence - Councillor Schumacher, Hon Councillor Riebeling

**4. IMPORTANT NOTE:**

Members of the public are advised that any decisions made at the meeting tonight, can be revoked, pursuant to the *Local Government Act 1995*. Therefore, members of the public should not rely on any decisions until formal notification in writing by Council has been received.

**5. ANSWERS TO QUESTIONS TAKEN ON NOTICE**

Refer Attachment 5.1

**6. PUBLIC QUESTION TIME**

*Public Question time provides an opportunity for members of the public to ask a question of Council. For more information regarding Public Question Time, please telephone 9550 3787 or visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au).*

**7. PUBLIC STATEMENT TIME**

*Any person or group wishing to make a 2-minute Public Statement to Council regarding a matter concerning local government must first complete an application form. For more information about Public Statement Time, or to obtain an application form, please telephone 9550 3787 or visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au).*

**8. LEAVE OF ABSENCE REQUESTS**

Councillor L Rodgers – 5 August to 30 September 2019 inclusive

**9. PETITIONS****10. PRESENTATIONS****11. DEPUTATIONS**

*Any person or group wishing to make a 5-minute Deputation to Council regarding a matter listed on this agenda for consideration must first complete an application form. For more information about making a deputation, or to obtain an application form, please telephone 9550 3787 or visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au).*

**12. CONFIRMATION OF MINUTES:**

12.1 Ordinary Council Meeting: 25 June 2019 (attached).

12.2 Special Council Meeting: 2 July 2019 (attached)

**13. ANNOUNCEMENTS BY THE PRESIDING MEMBER (WITHOUT DISCUSSION)****14. DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS**

**15. QUESTIONS FROM ELECTED MEMBERS (WITHOUT DISCUSSION)**

- 15.1 Questions of which due notice has been given  
 15.2 Questions of which notice has not been given

**16. BUSINESS LEFT OVER FROM PREVIOUS MEETING****17. RECOMMENDATIONS OF COMMITTEES**

- 17.1 Adoption of Recommendations of Audit and Risk Committee Meeting: 8 July 2019 (Blue pages)

<i>Item</i>		<i>Page No</i>	<i>Interests Declared / Additional Information</i>
AR.3/7/19	Review of Procurement Related Policies	3	
AR.4/7/19	Update on Risk Management	4	

**18. REPORTS****18.1 COMMITTEE OF COUNCIL REPORTS (Green Pages)**

	<i>Item</i>	<i>Page No</i>
1	Review City of Mandurah Policy Manual: Report 2	1 - 83
2	Stretch Arts Festival Review	84 - 87
3	Access and Inclusion Plan 2015 - 2020 Progress Report	88 - 107
4	Appointments to Mandurah Environmental Advisory Group	108 - 109
5	Design Review Guide	110 - 115
6	Cat Management and Local Law 2019	116 - 134
7	T06-2019 Supply and Delivery of Large Format Paving Bricks	135 - 137
8	T07-2019 Extension of Boardwalk to New Traffic Bridge	138 - 140
1	Confidential Item: Land Sales Marketing	1 - 6

**18.2 STRATEGY COMMITTEE REPORTS (Buff Pages):**

	<i>Item</i>	<i>Page No</i>
1	Community Development Review	1 - 7

**18.3 CHIEF EXECUTIVE OFFICER REPORTS (Yellow Pages):**

<i>Item</i>		<i>Page No</i>
1	Financial Report June 2019	1 - 15
2	Supporting Vulnerable People	16 - 22
3	Committee Membership	23 - 24

**19. ADOPTION OF RECOMMENDATIONS NOT WITHDRAWN FOR FURTHER DISCUSSION****20. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN**

Councillor Knight – Community Gardens

**21. NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING****22. LATE AND URGENT BUSINESS ITEMS****23. CONFIDENTIAL ITEMS**

23.1 Land Sales Marketing

**24. CLOSE OF MEETING**



## **MINUTES OF COUNCIL MEETING**

**HELD ON**

**TUESDAY 25 JUNE 2019**

**AT 5.30PM**

**IN COUNCIL CHAMBERS  
CIVIC CENTRE  
MANDURAH TERRACE MANDURAH**

### ***PRESENT:***

MAYOR	R WILLIAMS	
COUNCILLOR	C KNIGHT [DEPUTY MAYOR]	NORTH WARD
COUNCILLOR	P JACKSON	NORTH WARD
COUNCILLOR	D LEE	EAST WARD
COUNCILLOR	L RODGERS	EAST WARD
COUNCILLOR	S JONES	EAST WARD
HON COUNCILLOR	F RIEBELING	COASTAL WARD
COUNCILLOR	M DARCY	COASTAL WARD
COUNCILLOR	P ROGERS	TOWN WARD
COUNCILLOR	M ROGERS	TOWN WARD

MR	M NEWMAN	CHIEF EXECUTIVE OFFICER
MR	A CLAYDON	DIRECTOR WORKS & SERVICES
MR	T FREE	DIRECTOR SUSTAINABLE COMMUNITIES
MR	G DAVIES	DEPUTY CHIEF EXECUTIVE OFFICER
MRS	L SLAYFORD	MINUTE OFFICER

### **OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS [AGENDA ITEM 1]**

The Mayor declared the meeting open at 5.33pm, acknowledging the attendance of Andrew McKerrell of Peel Chamber Commerce and Industry.

**ACKNOWLEDGEMENT OF COUNTRY [AGENDA ITEM 2]**

Mayor Williams acknowledged that the meeting was being held on the traditional land of the Bindjareb people, and paid his respect to their Elders past and present.

**APOLOGIES [AGENDA ITEM 3]**

Councillors Schumacher and Wortley on leave of absence.

**DISCLAIMER [AGENDA ITEM 4]**

The Mayor advised that the purpose of this Council Meeting is to discuss and, where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact, appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting. Persons should be aware that the provisions of the Local Government Act 1995 (Section 5.25(e)) and Council's Consolidated Local Laws (Section 4.86) establish procedures for revocation or rescission of a Council decision. No person should rely on the decisions made by Council until formal advice of the Council decision is received by that person.

The City of Mandurah expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Council meeting.

**ANSWERS TO QUESTIONS TAKEN ON NOTICE [AGENDA ITEM 5]**

Officers provided responses to questions taken on notice at the Committee of Council meeting held on Tuesday, 11 June 2019.

**CC.3/6/19 L BARBER: ENTERPRISE AVENUE TREES**

Ms Barber asked if trees located on Enterprise Avenue were reviewed as part of the report as there was a large tree lifting the pathway in that area.

*The Director Works and Services requested to take this question on notice. He further advised that tree roots interfering with pathways were addressed via the City's pathway maintenance program.*

Response:

*All pine trees on Enterprise Avenue were inspected as part of the review. Tree roots interfering with pathways will be addressed as part of the City's pathway maintenance program.*

**CC.22/6/19 TENDER NUMBER 03-2019 PROVISION OF SECURITY SERVICES**

Hon Councillor Riebeling asked what the previous suppliers percentage increase was for the supply of services. The Manager Infrastructure Management advised he would take this question on notice.

Response:

*In negotiating an extension to the previous supplier's contract, the supplier proposed to maintain the hourly rates for vehicle and foot patrols however, the increase to static guard hourly rates varied from +7% to +167% (dependant on week day/end and day/night) and the alarm response hourly rate increased by +336%. The services were proposed as a whole package, without the option to appoint in some services and not others.*

**PUBLIC QUESTION TIME [AGENDA ITEM 6]**

Nil.

**PUBLIC STATEMENT TIME [AGENDA ITEM 7]**

Nil.

**LEAVE OF ABSENCE REQUESTS [AGENDA ITEM 8]**

**G.1/6/19 LEAVE OF ABSENCE: HON COUNCILLOR RIEBELING: 12 – 31 JULY, 2019 INCLUSIVE**

MOTION: D Lee / S Jones

**That leave of absence be granted to Hon Councillor Riebeling from 12 – 31 July, 2019 inclusive.**

CARRIED UNANIMOUSLY: 10/0

**PETITIONS [AGENDA ITEM 9]**

**G.2/6/19 COUNCILLOR DARCY: COX BAY NORFOLK PINE REMOVAL**

Councillor Darcy presented a petition containing the signatures of 119 residents requesting the staged removal of 65 Norfolk Pines in the Cox Bay location.

MOTION: M Darcy / F Riebeling

**That the petition be received and referred to officers.**

CARRIED UNANIMOUSLY: 10/0

**PRESENTATIONS [AGENDA ITEM 10]**

Nil.

**DEPUTATIONS [AGENDA ITEM 11]****G.3/6/19            JON GLAUERT: ARBORICULTURAL ASSESSMENT OF STREET TREES: COX BAY FALCON**

Mr Glauert addressed the meeting in regard to the ongoing submissions, reports, remediation, repairs, costs and impacts of the Norfolk Pines by residents. Protection zones identified by the City of Mandurah and recommendations by the Water Corporation were stated with reference to the placement of trees in the Cox Bay area contrary to the guidelines. Mr Glauert proposed a three to six year replacement program for all Norfolk Pines in the Cox Bay area.

**G.4/6/19            CAROLYN DENIC: ARBORICULTURAL ASSESSMENT OF STREET TREES: COX BAY FALCON**

Ms Denic spoke in support of the report recommendation advising that the majority of residents are coexisting reasonably well with the Norfolk Pines. Ms Denic highlighted the financial and community impact of removing mature trees from the area.

**G.5/6/19            KIM SIMMONS: ARBORICULTURAL ASSESSMENT OF STREET TREES: COX BAY FALCON**

Mr Simmons informed Council of the perceived safety and placement issues of the Norfolk Pine plantings and issues impacting residents. Suggestions pertaining to removal and relocation of pines, replacement of street trees with native species and consultation with affected residents were suggested by Mr Simmons.

**G.6/6/19            REX ROBERTSON: ARBORICULTURAL ASSESSMENT OF STREET TREES: COX BAY FALCON**

Mr Robertson gave an overview of the area's history and activities and concerns of residents living in close proximity to the Norfolk Pines. Former Councillor Tahlia Jones was thanked for her support and proactive approach to resident concerns. Mr Robertson spoke of his desire for the community and the Council to work together to address this matter.

**G.7/6/19            TONY DODD: NEW SHARED PARKING AND TRAINING FACILITY BORTOLLO RESERVE**

Mr Dodd advised of the Mandurah Volunteer Fire and Rescue history and membership, currently 37 senior and approximately 30 junior members. It was acknowledged that incidents had declined for the volunteer service since the implementation of career fire and rescue services in Mandurah. Mr Dodd outlined the monthly use of the fire track for training purposes and the utilisation of the track for a senior and junior competition annually. Mr Dodd suggested the track be extended in a northerly direction in its current location until finalisation of a permanent facility could be arranged.



**G.8/6/19            ANDREW MCKERRELL: RETAIL TRADING HOURS**

Peel Chamber of Commerce and Industry General Manager, Mr McKerrell, supported the report recommendation for the proposed review and survey process in regard to trading hours in Mandurah. Mr McKerrell spoke of consultation previously undertaken in 2012 and how the economic, technological and community base had changed considerably since that time. Peel Chamber of Commerce and Industry offered its support and assistance in collaborating to develop the survey structure, survey participation by members and consultation with regional colleagues.

**CONFIRMATION OF MINUTES [AGENDA ITEM 12]****G.9/6/19            CONFIRMATION OF COUNCIL MINUTES: TUESDAY 28 MAY 2019**

MOTION:            Lynn Rodgers / Peter Rogers

**That the Minutes of Council Meeting held on Tuesday, 28 May 2019 be confirmed.**

CARRIED UNANIMOUSLY: 10/0

**G.10/6/19           ANNOUNCEMENTS BY THE PRESIDING MEMBER [AGENDA ITEM 13]**

- Mayor Williams recognised Vic Clarke's 30 years of service to the City of Mandurah within the CityWorks section. The Chief Executive Officer commended Mr Clarke for his loyalty to the City of Mandurah, his continuing pride in his role and tasks and presented Mr Clarke with his 30 year recognition award.
- Mayor Williams announced the June Local Legend, Judith Tuckey, and spoke of Judith's dedication to the community for more than 60 years. The Council's thanks for Judith's lifelong dedication and commitment to helping others within the community was extended.
- Mayor Williams advised of the City's presentation of the Parks and Leisure Australia WA: Event of the Year Award pertaining to the 2018 APES Games. The City will now progress to the Australian National awards to be held in October 2019.
- Councillor Darcy spoke of his attendance at the Mandurah Volunteer Fire and Rescue annual dinner and the service awards presented to volunteers, including a 35 year service award to one member.
- Councillor Darcy also attended the Lions Club changeover night which saw new office bearers elected. The contribution to community by this Club was acknowledged.
- Hon Councillor Riebeling informed the meeting of changes unveiled at the Seniors and Community Centre recently and improvements made to hall, kitchen and storage facilities.
- Councillor Knight informed the meeting of her attendance at the opening of the Vehicles of the Future event on June 21. Vehicles from industry and private owners were displayed.

- The Mandurah Matters Stakeholder Workshop was conducted on May 30 and attended by Councillor Knight. Many stakeholders were present and the vision of many items suggested by the community for various areas was gathered.
- Councillor Knight along with Councillor Wortley attended a Community garden tour in Fremantle on June 9. The tour was coordinated by a Lakelands community group who are endeavouring to create a similar garden in their area.
- Councillor Peter Rogers congratulated organisers and participants of the Wearable Art Mandurah showcase event held on 15 June. Amazing talent and creativity was on display from local, national and international artists. Councillor Peter Rogers participated in the judging of the School Headpiece award which included pieces created by special needs students.

*With the consensus of Council, Mayor Williams suspended Standing Order 7.8, Recording of Proceedings, for the following item.*

- Mayor Williams passed a motion for Council's thanks to be extended to Tahlia Jones for her service to Council which was seconded by Councillor Lee. Elected Members spoke of their thanks, appreciation for and commitment by Tahlia Jones to her elected role as a Coastal Ward Councillor.

#### **G.11/6/19**

MOTION: R Williams / D Lee

**That Council extend its thanks to Tahlia Jones for her service as a Coastal ward Councillor.**

CARRIED UNANIMOUSLY: 10/0

*With the consensus of Council Standing Order 7.8, Recording of Proceedings, was reinstated.*

- Mayor Williams acknowledged Jill Burgess for her tireless work as a community journalist in the Peel Region and presented her with a gift of gratitude due to her upcoming retirement.

#### **G.12/6/19      DECLARATION OF INTERESTS [AGENDA ITEM 14]**

- Councillor Peter Rogers declared an impartiality interest at the Committee of Council meeting in relation to Minute G.25/6/19 – Confidential Report 1: Budget due to his appointment as a Council representative on the Mandurah Performing Arts Centre Board. Councillor Peter Rogers would consider the item on its merits and vote accordingly.
-

- Mayor Williams declared an impartiality interest at the Committee of Council meeting in relation to Minute G.25/6/19 – Confidential Report 1: Budget due to his appointment on the Mandurah Performing Arts Centre Board. Mayor Williams would consider the item on its merits and vote accordingly.
- Chief Executive Officer, Mark Newman, declared an impartiality interest in Minute G.25/6/19 – Confidential Report 1: Budget due to his appointment as a Council representative on the Mandurah Performing Arts Centre Board.
- Acting Director Corporate Services, David Prattent, declared an impartiality interest in Minute G.25/6/19 – Confidential Report 1: Budget as a patron of Mandurah Performing Arts Centre.

### **QUESTIONS FROM ELECTED MEMBERS [AGENDA ITEM 15]**

#### **Questions of which due notice has been given**

Nil.

#### **Questions of which notice has not been given**

Nil.

### **BUSINESS LEFT OVER FROM PREVIOUS MEETING [AGENDA ITEM 16]**

Nil.

### **RECOMMENDATIONS OF COMMITTEES [AGENDA ITEM 17]**

**NOTE: Council adopted en bloc (moved by Hon Councillor Riebeling and seconded by Councillor Matt Rogers), the recommendations of the Committee of Council meeting of Tuesday 11 June 2019 with the exception of Items CC.10/6/19, CC.15/6/19 and CC.17/6/19 which were dealt with separately.**

#### **G.13/6/19            ARBORICULTURAL ASSESSMENT OF STREET TREES: COX BAY FALCON (FK) (CC.10/6/19)**

A number of residents of Cox Bay, Falcon have raised concerns about the impact Norfolk Island Pine trees are having on verges within the estate and have requested they be removed.

The removal of an established streetscape has community and financial implications therefore an independent arborist was engaged to assess 65 trees within Cox Bay to make recommendations for the ongoing management, retention or removal of each tree.

Council is requested to consider the outcomes and recommendations of the street tree investigation.

Hon Councillor Riebeling moved the report recommendation with the inclusion of point five being:

5. Requests officers review the 16 trees noted in the Arboriculture report as 'considered for removal' and provide a report on the condition of the trees and actions required to Council in six months.

Councillor Knight seconded the amended motion.

Discussion ensued as to the required condition of trees for removal and the urban tree canopy strategies promoted within the City of Mandurah. The Director Works and Services advised of the planned community engagement with officers and the Arboriculturalist to consider perceived impacts of the Norfolk Pines. Councillor Lynn Rodgers asked what type of tree would be used as a replacement for any removed Norfolk Pines in the area. The Director Works and Services advised that no suitable replacement had been determined at this stage and replacement trees would be looked at in the context of the subdivision theme and overall coverage for the area. The Director Works and Services requested to take this question on notice. Mayor Williams informed the meeting that upon subdivisions being created tree selection is up to the developer and not a decision of Council.

MOTION: F Riebeling / C Knight

**That Council:**

1. **Acknowledges that it continues to support its commitment to maintain and strengthen the urban tree canopy wherever it can whilst appreciating that residents will have concerns that tree roots will cause maintenance issues to crossovers, kerbing and road pavements from time to time.**
2. **Approves the Norfolk Island Pines at 23 Enterprise Avenue, 9 Governor Drive and Perseverance Boulevard carpark being removed and replaced with new street trees in accordance with the City's Locality Street Tree Masterplan.**
3. **Acknowledges that there are a number of Norfolk Island Pines that will require remedial works in order to maintain them in good condition.**
4. **Requests officers liaise with the property owners to ensure that every assistance is given to undertake the remedial works required.**
5. **Requests officers review the 16 trees noted in the Arboriculture report as 'considered for removal' and provide a report on the condition of the trees and actions required to Council in six months.**

CARRIED UNANIMOUSLY: 10/0

#### **G.14/6/19 TRAFFIC MANAGEMENT REVIEW: COCO DRIVE FALCON (TC) (CC.11/6/19)**

In response to resident concerns regarding traffic speed in Coco Drive, Falcon, Council resolved to undertake a traffic management trial.

The City agreed to trial the installation of speed cushions at two locations on Coco Drive and to review the impact on traffic speeds. It was found that as the speed cushions were installed within the traffic lane, the gap created between the two speed cushions (each way lane installation) enticed vehicles to drive between the speed cushions. Vertical post delineators

were subsequently installed to deter this action with resultant driver behaviour focused on smashing them.

Traffic counts including vehicle speed measurements were conducted before and after the traffic management intervention to assess the effectiveness in vehicle speed control. Analysis of the traffic data has shown that traffic volumes and the 85<sup>th</sup> percentile speeds have remained relatively unchanged throughout the duration of the trial period with consistent results captured on all three occasions.

Council is requested to consider the traffic management review outcomes and resolve a final solution.

MOTION: F Riebeling / Matt Rogers

**That Council approves the installation of two full width Watts profile speed humps in Coco Drive.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.15/6/19                    EXPRESSION OF INTEREST NUMBER 02-2019 PROJECT INITIATION, LEAD TESTER AND TRAINER (SH/VL) (CC.12/6/19)**

In March 2019, Council awarded TechnologyOne the contract to deliver a new ERP system to the City. The new system would help the City deliver Citizen e-Services and improve business performance through mobility, workflow, automation and business intelligence and analytics.

To achieve the full benefits of the system, a highly skilled internal project team was formed to deliver the system to the organisation. It was also recognised that specialised resources would be required throughout the project to assist the project team with data migration, testing and training activities. These additional resources have been accounted for in the total project budget.

In March 2019, the project team in collaboration with the Governance and Tenders Team issued an expression of interest for a consultant to deliver the Project Initiation, Lead Tester and Trainer services.

Council approval is sought to decline all responses for Expression of Interest 01-2019 - Project Initiation, Lead Tester and Trainer and not proceed to tender, due to the evaluation panels conclusion that that no single vendor could successfully deliver services across all of the project initiation, testing and training components.

MOTION: F Riebeling / Matt Rogers

**That Council declines all responses for Expression of Interest 01-2019 Project Initiation, Lead Tester and Trainer and does not proceed to tender.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.16/6/19            TENDER NUMBER 05-2019 DATA MIGRATION SERVICES (SH/VL)  
(CC.13/6/19)**

In March 2019, Council awarded TechnologyOne the contract to deliver a new ERP system to the City. The new system would help the City deliver Citizen e-Services and improve business performance through mobility, workflow, automation and business intelligence and analytics.

To achieve the full benefits of the system, a highly skilled internal project team was formed to deliver the system to the organisation. It was also recognised that specialised resources would be required throughout the project to assist the project team with data migration, testing and training activities. These additional resources have been accounted for in the total project budget.

In March 2019, the project team in collaboration with the Governance and Tenders Team issued a tender for data migration services. The migration of data is critical to the City in maintaining business as usual activities as it transitions to the new system, and that cost savings are realised by allowing the City to decommission old systems after data is migrated to the new system.

Council approval is sought to select Outsource Business Support Solutions Pty Ltd as the preferred tenderer for T05-2019 Data Migration Services.

MOTION:            F Riebeling / Matt Rogers

**That Council accepts Outsource Business Support Solutions Pty Ltd as the preferred tenderer for Tender 05-2019 for the Data Migration Services.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.17/6/19            RATES HARDSHIP ASSISTANCE PROGRAMME (DP) (CC.14/6/19)**

On a day-to-day basis, City staff deal with ratepayers who are experiencing financial difficulty. As much as possible the guiding principles surrounding these conversations are based on respect, empathy and a desire to help. This has never been formalised so that there is a consistent approach and one which can be seen and understood by external agencies such as financial counselling services.

In late 2018, the Ombudsman Western Australia produced a good practice guidance for local governments and recommended the development of a Hardship Assistance Policy which can be used in the community. Council is requested to endorse the City's Hardship Assistance Programme.

MOTION:            F Riebeling / Matt Rogers

**That Council:**

- 1        Endorses the Financial Hardship Assistance Programme.**
- 2        Authorises the discretionary application of the suspension of interest charges as a method of helping those who need assistance.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.18/6/19            ANNUAL REVIEW REGISTER OF DELEGATED AUTHORITY (SG)  
(CC.15/6/19)**

A Council decision to delegate authority to the Chief Executive Officer (CEO) and Employees on most occasions can only occur when resolved by Council. Once delegated, the City must maintain a register of the powers or duties delegated with a review to be conducted at least once every year.

The review also includes all delegations by the CEO to employees in accordance with the CEO's powers of sub-delegations under s.5.44 of the Local Government Act 1995, and delegations that fall under other legislation such as the Bush Fires Act and Public Health Act 2016.

The review for the 2018/2019 year has been completed and given the review forms part of Council's annual compliance requirements, it must be endorsed by 30 June 2019.

The outcome of the review of the City's 54 delegations resulted in 15 delegations being amended, seven being revoked, two new proposed, and reaffirmation of the remaining 32 delegations.

Council is requested to consider and adopt the proposed new delegations and amendments along with noting the reaffirmation of the remaining delegations.

Councillor Peter Rogers moved an amendment to the recommendation removing Delegation of Authority DA-LWE 01 Prosecutions / Legal Proceedings to enable a briefing and discussion to be held pertaining to the delegation. Hon Councillor Riebeling seconded the amended motion.

MOTION:            Peter Rogers / F Riebeling

**That Council:****1. Revokes the following seven Delegations of Authority:**

- **DA-CMR 01        Food Premises Annual Assessment Fees**
- **DA-CMS 01        Waiver of Animal Impound/Surrender Fees**
- **DA-CMS 02        Sports Flood Lighting**
- **DA-CNP 01        Waiver/Reduction of Hire Fees for Use of a Community Facility**
- **DA-DBC 02        Planning/Building Application Fees**
- **DA-FCM 01        Write-off of Debts**
- **DA-FCM 05        Loan Repayment Schedules**

**2. Adopts the following two new Delegations of Authority:**

- **DA-FCM 06        Defer, Grant Discounts, Waive or Write Off Debts**
- **DA-CNP 02        Disposing of Property**

**3. Adopts the following eight amended Delegations of Authority:**

- **DA-CMS 04        Dog Act 1976**
- **DA-FCM 04        Non-rateable Status for Land**
- **DA-LWE 06        Disposal of Impounded Goods / Vehicles**
- **DA-LWE 07        Authorised Officers**
- **DA-PBH 10        Public Health Act 2016**
- **DA-TFT 01        Parking Administration**

- **DA-TFT 02**      **Closing of Certain Thoroughfares to Vehicles**
- 4. Adopts the following seven amended (minor) Delegations of Authority:**
- **DA-LUP 06**      **Preparation and Endorsement of Responsible Authority Reports**
  - **DA-CPM 01**      **Expressions of Interest**
  - **DA-EMS 01**      **Prohibited Burning Times**
  - **DA-FCM 03**      **Investment of Funds**
  - **DA-GVN 03**      **Destruction of Electoral Material**
  - **DA-LWE 08**      **Infringement Notices**
  - **DA-PBH 09**      **Submissions under the Liquor Control Act 1988**
- 5. Reaffirms the remaining 32 Delegations of Authority that remain unaltered as per Attachment 4 of the report.**

CARRIED ABSOLUTELY: 10/0

#### **G.19/6/19      REVIEW OF COUNCIL POLICY MANUAL (SG) (CC.16/6/19)**

The City's Policy Manual provides Council and staff with guidelines covering a wide range of topics and issues, and enables the community to be aware of Council's approach and reasoning in certain matters and decisions.

Section 2.7(2)(b) of the *Local Government Act 1995* prescribes that Council determine the local governments policies. In line with this, and to maintain the effectiveness and relevance of each policy, a comprehensive review of all of the policies contained within the City of Mandurah Policy Manual has been conducted.

As a result of a significant number of policy statements marked for deletion from the manual, Council approval is sought to revoke these policies (as attached to this report), and note a further two reports to Council will be submitted seeking adoption of all remaining revised policies.

MOTION: F Riebeling / Matt Rogers

#### **That Council:**

- 1. Adopts the proposed combined policies as listed in Attachment 1 of the report;**
- 2. Revokes 35 policies that have been marked for deletion as per Attachment 2 of the report;**
- 3. Acknowledges the following three policies are undergoing a separate review and will be subject of a further report to Council in the coming months:**
  - **POL-CPM 01**      **Buy Local Regional Price Preference**
  - **POL-CPM 02**      **Purchasing of Goods and Services**
  - **POL-CPM 03**      **Selection Criteria for Major Procurements**
- 4. Acknowledges all remaining revised policies will be subject of a further report to Council as listed in Attachment 3 of the report.**



5. **Maintains policies POL-CMR 03 Media and Public Statements and POL-CMR 10 Public Statements by Councillors and Chief Executive Officer in their current forms with a further report to Council following a review of the Elected Member engagement process.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.20/6/19          NEW SHARED PARKING AND TRAINING FACILITY - BORTOLO RESERVE  
(CJ/PM) (CC.17/6/19)**

Bortolo Reserve in Greenfields is a district level sports facility comprising 2 multi-purpose ovals and a Clubroom / Pavilion with change room facilities. In 2018, the City of Mandurah installed new sports lighting to the northern oval through a \$200,000 grant as part of the State Government's Local Jobs Local Projects initiative. As a result, there has been increased usage of the northern oval leading to demand for additional parking to support the 45 existing bays that are situated at the southern end adjacent to the Clubroom / Pavilion.

With funding for the City Centre Waterfront Project now secure and planning underway for the redevelopment of the Western Foreshore, the City urgently needs to resolve the issue of relocating the current Fire Training and Competition Track facility.

Over the past 3 years, the City has considered a large number of alternative options, both in Mandurah and surrounding areas, of which none were deemed appropriated for a range of reasons. Officers have now identified an opportunity to develop a Shared Parking and Training Facility at Bortolo Reserve to service the newly lit northern oval as well as accommodate the relocation of the existing fire track from the Western Foreshore.

Council is requested to approve the proposal for the planned construction of a new Shared Parking and Training Facility at Bortolo Reserve to improve parking provisions and to accommodate the future training and competition facilities for the Mandurah Volunteer Fire and Rescue Service and note that a funding strategy will now need to be developed to enable the delivery of the project.

Report Recommendation

*That Council:*

1. *Approve the proposal for the planned construction of a new Shared Parking and Training Facility at Bortolo Reserve to improve parking provisions and to accommodate the future training and competition facilities for the Mandurah Volunteer Fire and Rescue Service.*
2. *Note that a funding strategy will now need to be developed to enable the delivery of the project.*

Committee Recommendation

*That Council approve the consultation for future consideration of a proposal for the construction of a new Shared Parking and Training Facility at Bortolo Reserve to improve parking provisions and to accommodate the future training and competition facilities for the Mandurah Volunteer Fire and Rescue Service.*

Discussion ensued as to the possibility of maintaining the current facility until such time as a new track was provided. The Chief Executive Officer advised of funding commitments that required adherence and would impact location of current track. The Director Works and Services explained how approximately 70 metres of the current track would impact the proposed skate park and playground construction works planned to commence in April 2020. He advised extending the Northern end of the track could be considered as a temporary solution.

Councillor Darcy moved a motion for deferral of this item to consider options for the current track during construction works, Councillor Jones seconded the motion.

MOTION: M Darcy / S Jones

**That Council defer consideration of this item to enable options for the current track to be considered.**

CARRIED UNANIMOUSLY: 10/0

#### **G.21/6/19 JETTY LICENCE: QUAY VENTURES PTY LTD (LP) (CC.18/6/19)**

Quay Ventures Pty Ltd currently hold three commercial jetty licenses with the City, two within the Boardwalk Precinct, adjacent to MPAC trading as Bouvard Cruises and Mandurah Ferry Cruises, with the third located in the Mandurah Ocean Marina, adjacent to the City's Marina Office, trading as Mandurah Dolphin Cruises.

All three licenses are due for expiry on the 12 October 2019, and as such Quay Ventures have requested renewal of the licenses which will all trade under the name Mandurah Cruises. As all licenses will commence on the same date and trade under the one name, Quay Ventures have requested support for one licence agreement which will identify the three separate licensed areas.

An independent valuation has been undertaken to determine fair market rent, the MPAC jetty has been valued at \$30,750 per annum (exc GST) being 82 linear metres for side A and side B, and the Mandurah Ocean Marina jetty is valued at \$6,375 per annum, for 17 linear metres. These rental rates reflect exclusive use of the jetties 7 days a week, during a fixed timeframe with no overnight stays.

Taking into consideration the request for one overarching licence, officers consider one agreement is appropriate which would cover the three separate sites. The term of the agreement should also reflect the City's standard practice for commercial leasing and licensing which is for a five year term with a five year renewal option (5+5 years). The starting rent for all three sites equates to \$37,125 (exc GST).

Council is therefore requested to support the advertising of and if no submissions received the disposal of an exclusive use jetty licence to Quay Ventures Pty Ltd trading Mandurah Cruises over 82 linear metres being side A and side B of the MPAC jetty and 17 linear metres of the jetty adjacent to the City's marina offices for an annual rent of \$37,125 (exc GST). The term of the licence being five years with a five year renewal option (5+5 years) with annual CPIs and market rent review to apply. The licence is also subject to the Minister for Lands and Department of Transport approval.

MOTION: F Riebeling / Matt Rogers

**That Council:**

1. **Approves the advertising of, and if no submissions received, the disposal of an exclusive use jetty licence to Quay Ventures Pty Ltd trading as Mandurah Cruises over side A and side B of Jetty LM 2305 located adjacent to the Mandurah Performing Arts Centre for a total of 82 linear metres; and 17 linear metres of Jetty LM 3844 adjacent to the City's Marina Office, as delineated in this report, with the following conditions:**
  - 1.1 **A five year term with five year renewal option (5+5 years), commencing after Minister for Lands approval;**
  - 1.2 **A Rental rate of \$37,125 per annum excluding GST;**
  - 1.3 **Annual CPI to apply, with market rent review at end of the first term;**
  - 1.4 **Operational hours being 8am – 6.30pm 7 days per week;**
  - 1.5 **No overnight mooring being permitted;**
  - 1.6 **The relocation for Special Events if requested;**
  - 1.7 **The Minister for Lands and Department of Transport approval being granted.**
2. **Acknowledges all costs associated with the preparation of the licence will be borne by Quay Ventures;**
3. **Authorises the Chief Executive Officer to finalise the conditions of the licence.**

CARRIED UNANIMOUSLY: 10/0

*(This item was adopted en bloc)*

**G.22/6/19 SUBLEASES: RESERVE 48150 LOT 22 (NO. 187) BREAKWATER PARADE MANDURAH WESTMEN INVESTMENTS PTY LTD (RL/LP) (CC.19/6/19)**

Westmen Investments Pty Ltd (Westmen) have held a lease over a 15,323 square metre portion of Lot 22 (No. 187) Breakwater Parade Mandurah since January 2002. In 2003 Westmen constructed workshops and office accommodation over a portion of their lease area to facilitate the sub-letting of units to local business operators offering marine related services to the marina precinct.

In May 2019, Westmen requested approval to enter into two new sub-leases over Units 2 and 4 for proposed terms of two years with a three year renewal term options (2 + 3 years) that will support:

- a) A local marine business for the storage of food and beverage items to be used offsite in conjunction with the daily running of their tourism services within the Mandurah waterways for the local community and international visitors to the Peel region (Unit 2);

- b) A local caterer for the storage of food and beverage items to assist with their offsite Food Truck services providing the surrounding marine businesses and visitors with kiosk style take-away foods and beverages (Unit 4).

The head lease allows for operations over the site that relate to marine related activities and kiosk food of which both the new subleases align with.

Council is requested to approve the two subleases for 187 Breakwater Parade Mandurah with one being between Westmen Investments Pty Ltd and Quay Ventures Pty Ltd trading as Mandurah Cruises and the second being between Westmen Investments Pty Ltd and Paul Andrew Wynne trading as Platinum Service Catering. Both subleases are for a term of two years with a three year renewal (2+3 years) and subject to the approval of the Minister for Lands.

MOTION: F Riebeling / Matt Rogers

**That Council:**

1. **Approves the sublease between Westmen Investments Pty Ltd and Quay Ventures Pty Ltd trading as Mandurah Cruises, over Unit 2, 187 Breakwater Parade, Mandurah for a term of two years with a three year option of renewal (2+3 years);**
2. **Approves the sublease between Westmen Investments Pty Ltd and Paul Andrew Wynne trading as Platinum Service Catering, over Unit 4, 187 Breakwater Parade Mandurah for a term of two years with a three year option of renewal (2+3 years);**
3. **Acknowledges the subleases will be subject to the approval of the Minister for Lands and all costs associated with the preparation of documentation to be borne by the head-lessee;**
4. **Acknowledges the City is only consenting to the agreement and not party to the sub-lease agreements.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.23/6/19 TRANSFORMATIVE CITIES COOPERATIVE RESEARCH CENTRE:  
REQUEST TO SUPPORT/PARTNER (DS/NL) (CC.20/6/19)**

The Cooperative Research Centre for Water Sensitive Cities (CRCWSC) is an Australian Research Centre that brings together many disciplines, subject matter experts, and industry leaders to revolutionise urban water management in both Australia and overseas. The City of Mandurah has been an active partner in the CRCWSC since its inception in 2012.

The CRCWSC period of operation is coming to a close and the City has been invited to join their submission to the Commonwealth Government's 21<sup>st</sup> CRC Selection Round to establish the new entity of *Transformative Cities CRC*. The City has benefited from CRCWSC partnership and research by utilising technical guidance documents, the facilitation of industry partnerships and training opportunities, as well as the use of tools such as the Water Sensitive Cities Index.

Ongoing research and collaboration is important as the City of Mandurah transitions towards becoming a Water Sensitive City. The *Transformative Cities CRC* bid would build around their strength in water as the core of their research, whilst acknowledging that sustainable, resilient, productive and liveable cities require greater integration and coordination with other city shaping elements. The City of Mandurah would benefit from being a partner in the *Transformative Cities CRC* as the focus will be on the adoption of the research outcomes and how to embed them into our organisation and on ground works programs.

Council is requested to approve its continuing support and involvement in the CRCWSC should its application for Commonwealth funding be successful.

MOTION: F Riebeling / Matt Rogers

**That Council:**

- 1. Supports the Transformative Cities Cooperative Research Centre (CRC) application for continued funding.**
- 2. Acknowledge the funding commitment of \$10,000 per year for the next ten years (totalling \$100,000) being required should the application to the Commonwealth Government's 21<sup>st</sup> CRC Selection Round application be successful.**
- 3. Authorises the Chief Executive Officer to sign the Cooperative Research Centres Partner Declaration.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.24/6/19 TENDER NUMBER 02-2019 SUPPLY OF MATERIALS TESTING AND ANALYSIS REPORTING (CP/EJ) (CC.21/6/19)**

The City of Mandurah invited tenders for the Supply of Materials Testing and Analysis Reporting. This service is utilised in the provision of road construction and maintenance activities. During the qualitative evaluation process, before price was considered, it was established that there was no suitable tenderers to perform the services.

Council approval is sought to decline to accept all tenders and note that the City will review the tender specification before undertaking a quotation process within six months, under the provisions of the *Local Government (Functions and General) Regulations 1996 Clause 11 (c)(i)*.

MOTION: F Riebeling / Matt Rogers

**That Council:**

- 1. Rejects tenders for T02-2019 Supply of Materials Testing and Analysis Reporting.**
- 2. Notes the City will undertake a quotation process for the Supply of Material Testing and Analysis Reporting under the provisions of the *Local Government (Functions and General) Regulations 1996 Clause 11 (c) (i)*.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.25/6/19            TENDER NUMBER 03-2019 PROVISION OF SECURITY SERVICES  
(VL/LMCA) (CC.22/6/19)**

The City of Mandurah uses security services to provide vehicle patrols through the City Centre, Marina and various car parks throughout the municipality and an alarm response service to the City's owned or managed buildings, grounds and facilities.

Foot patrols and static guards are used to deter and detect unusual or suspicious activity as well as to safeguard people and property. Cash collection is required for various offices, facilities and City sponsored events to transfer revenues to the City's nominated bank.

Security crowd controllers and patrol officers are required for the six major events organised by the City to ensure assets and people are kept safe.

The City of Mandurah invited tenders for the Provision of Security Services and as a result of the evaluation of tendered submissions, Council is now requested to accept the following tenderers as the preferred tenderer:

1. Separable Portion One – Vehicle Patrols and Alarm Responses - Accord Security Pty Ltd
2. Separable Portion Two – Foot Patrols and Static Guards - Accord Security Pty Ltd
3. Separable Portion Three – Cash Collection - WestSure Group Pty Ltd
4. Separable Portion Four – Events Security - NPB Security Pty Ltd

MOTION:            F Riebeling / Matt Rogers

**That Council:**

1.    **Accepts Accord Security Pty Ltd as the preferred tenderer for Tender 03-2019 for the Provision of Security Services - Separable Portion One – Vehicle Patrols and Alarm Responses.**
2.    **Accepts Accord Security Pty Ltd as the preferred tenderer for Tender 03-2019 for the Provision of Security Services - Separable Portion Two – Foot Patrols and Static Guards.**
3.    **Accepts WestSure Group Pty Ltd as the preferred tenderer for Tender 03-2019 for the Provision of Security Services - Separable Portion Three – Cash Collection.**
4.    **Accepts NPB Security Pty Ltd as the preferred tenderer for Tender 03-2019 for the Provision of Security Services - Separable Portion Four – Events Security.**

CARRIED UNANIMOUSLY: 10/0  
(*This item was adopted en bloc*)

**G.26/6/19            CONFIDENTIAL ITEM: BUDGET (DP) (CC.23/6/19)**

MOTION:            F Riebeling / Matt Rogers

**That Council:**

- 1.    Acknowledges and supports the contribution of Mandurah Performing Arts Centre to the cultural diversity of the City.**
- 2.    Endorses the 2019/20 Budget for the Mandurah Performing Arts Centre noting the key risks identified.**
- 3.    Notes the inclusion of the City's contribution to match the Regional Venues Investment Fund grant of \$250,000 in the 2019/20 draft budget.**
- 4.    Request Mandurah Performing Arts Centre Board to undertake a review of the Centre's operating model and provide a report to Council.**
- 5.    Keeps the report confidential but makes the resolution public.**

CARRIED UNANIMOUSLY: 10/0  
*(This item was adopted en bloc)*

**G.27/6/19            CONFIDENTIAL ITEM: LAND ACQUISITION (DP) (CC.24/6/19)**

MOTION:            F Riebeling / Matt Rogers

- 1    That Council adopts the course of action agreed.**
- 2    That this report and resolution remains confidential until after settlement of the properties.**

CARRIED UNANIMOUSLY: 10/0  
*(This item was adopted en bloc)*

**REPORTS [AGENDA ITEM 18]****G.28/6/19            FINANCIAL REPORT: MAY 2019 (PB/DP) (REPORT 1)**

The Financial Report for May 2019 together with associated commentaries, notes on investments, balance sheet information and the schedule of accounts are presented for Elected Members' consideration.

*Councillor Lynn Rodgers left the Chamber at 6.57pm.*

MOTION: F Riebeling / S Jones

**That Council:**

- 1 **Receives the Financial Report for May 2019.**
- 2 **Receives the Schedule of Accounts for the following amounts:**

Total Municipal Fund	\$ 11,558,086.00
Total Trust Fund	<u>\$ 17,791.70</u>
	<u>\$ 11,575,877.70</u>
- 3 **Approves funding from the 2019/2020 budget for works that include:\***
  - 3.1 **Parks and Reserves – Staged Projects**

3.1.1 Birchley Reserve Upgrade Stage	\$ 120,000
3.1.2 Falcon Bay Foreshore Stage 3 of 4	\$ 300,000
3.1.3 Pinjarra Road East Stage 2	\$ 250,000
3.1.4 San Marco Quays Playground Final Stage	\$ 20,000
  - 3.2 **Parks and Reserves – Capital Projects**

3.2.1 Converting Sporting Ovals to central irrigation control systems	\$ 50,000
---	-----------
  - 3.3 **City Centre Activation**

3.3.1 Smart Street Mall Upgrade	\$ 1,500,000
---------------------------------	--------------
  - 3.4 **Infrastructure Management**

3.4.1 Christmas Decorations 2019	\$ 180,000
3.4.2 Council Chambers Furniture	\$ 180,000
3.4.3 Port Bouvard SLSC Gear Shed Re-Roof	\$ 90,000
- 4 **Approves unbudgeted expenditure of \$25,000 for Bortolo Reserve Sports Lighting\***
  - **Funded from Administration Precinct Lighting \$25,000;**
- 5 **Approves unbudgeted expenditure of \$50,667 for 4 Motorised Basketball Backboards at the MARC;\***
  - **Funded from LGIS surplus scheme fund \$40,000**

CARRIED ABSOLUTELY: 9/0

*Councillor Jones left the Chamber at 6.58pm.*

**G.29/6/19 REQUEST TO ELECTORAL COMMISSIONER: COASTAL WARD VACANCY TO REMAIN UNFILLED (MN) (REPORT 2)**

The Chief Executive Officer has received a resignation from Tahlia Jones in relation to the office of Councillor effective 5 June 2019. In accordance with the *Local Government Act 1995*, the Council can request the approval of the Electoral Commissioner to allow the vacancy of the Coastal Ward office to remain unfilled until the Local Government Election on 19 October 2019. Council is requested to approve the Chief Executive Officer making this request.



MOTION: D Lee / Matt Rogers

**That Council request the Electoral Commissioner to allow the vacancy of the Coastal Ward to remain unfilled until the Local Government Election on 19 October 2019.**

CARRIED ABSOLUTELY: 8/0

**G.30/6/19 WALGA AGM: NOMINATION OF DELEGATES (MN) (REPORT 3)**

The Western Australian Local Government Association (WALGA) will hold its 2019 Annual General Meeting during the Local Government Convention at the Perth Convention and Exhibition Centre, on Wednesday 7 August 2019. WALGA has requested Council to nominate two voting delegates to the AGM and two Proxy Voting Delegates.

Voting delegates may be either Elected Members or officers. Delegates must be registered with WALGA to be eligible to attend and represent their respective Councils. Proxy voting is available for councils that are unable to be represented by two delegates.

Notice of the Annual General Meeting, Procedural Information and Submission of Motions has been received however WALGA has not yet released the agenda for the AGM. Once this has been done, the agenda will be forwarded to Elected Members. It is important that the Elected Members representing Council as voting delegates are given some authority in relation to Executive and Member motions that are put forward to the meeting.

Council is requested to approve the nominations of its Peel Zone delegates Mayor Rhys Williams and Cr Caroline Knight to attend the 2019 WALGA AGM on Wednesday 7 August.

MOTION: P Jackson / M Darcy

**That:**

- 1 Peel Zone delegates Mayor Rhys Williams and Councillor Caroline Knight be nominated as the City of Mandurah voting delegates to the 2019 Western Australian Local Government Association Annual General Meeting, to be held at the Perth Convention and Exhibition Centre on Wednesday 7 August.**
- 2 The Deputy Peel Zone Member Hon Councillor Fred Riebeling JP and Chief Executive Officer be registered as the Proxy Voting Delegate should either Voting Delegate be unable to attend.**

CARRIED UNANIMOUSLY: 8/0

**G.31/6/19 RETAIL TRADING HOURS (JMcD/TB) (REPORT 4)**

Retail trading hours within the City of Mandurah are currently partially deregulated by virtue of a Retail Trading Hours (City of Mandurah) Variation Order (No.2) 2013, which enables a seven-day trading regime for businesses within the City of Mandurah local government area.

Notwithstanding, as a result of extended retail trading hours in the Perth Metropolitan Region in recent years, the full deregulation of trading hours in the Shire of Murray in 2012 and the City of Bunbury in 2015, and the City of Geraldton's alignment with Metropolitan retail trading

hours in 2018, the City of Mandurah's retail trading hours are now among the most restricted in Western Australia.

The retail trade industry is currently Mandurah's largest employer, generating 5,483 local jobs in 2017/18, or 20.5% of Mandurah's total industry employment. By comparison, retail trade currently accounts for 9.7% of Western Australia's total industry employment (*Source: Informed Decisions; City of Mandurah Economic Profile; 2019.*)

Council is requested to authorise officers to undertake a consultation process in relation to retail trading hours to determine the community's views on retail trading in Mandurah. Whilst previous consultations have taken place, officers seek to gain an understanding of contemporary community opinion on Mandurah's retail trading hours.

*Councillors Lyn Rodgers and Jones returned to the Chamber at 7.00pm.*

### Report Recommendation

*That Council:*

- 1 Authorises officers to undertake a community consultation process in relation to retail trading hours in Mandurah.*
- 2 Authorises expenditure for the engagement of a consultant to undertake the community consultation.*
- 3 Requests officers to provide a subsequent report to Council on the results of the community consultation on Mandurah's retail trading hours.*

Councillor Knight moved the report recommendation with the inclusion of "and business" in points 1, 2 and 3, Councillor Peter Rogers seconded the motion. Discussion ensued as to the definition of small business and how to capture the views of small business.

Councillor Darcy foreshadowed his intention to move an alternate motion should the current one be defeated. Discussion continued as to options and avenues for capturing and categorising various aspects of all traders' views. During discussion Elected Members agreed to combine the current motion with the alternate motion proposed by Councillor Darcy as this would capture the essence of their concerns.

MOTION: C Knight / Peter Rogers

**That Council:**

- 1 Authorises officers to undertake a community and business consultation process in relation to retail trading hours in Mandurah.**
- 2 Authorises expenditure for the engagement of a consultant to undertake the community and business consultation.**
- 3 Requests officers to provide a subsequent report to Council on the results of the community and business consultation on Mandurah's retail trading hours.**

- 4 **Authorise expenditure for the engagement of an independent and suitably qualified consultant to provide a report to council of the economic impact of extending deregulating retail trading hours in Mandurah.**
- 5 **Authorise expenditure for the engagement of an independent and suitably qualified community consultant to report on the social impact on retail business owners, their families and their staff in Mandurah.**

CARRIED ABSOLUTELY: 10/0

#### **MOTIONS OF WHICH NOTICE HAS BEEN GIVEN [AGENDA ITEM 20]**

##### **G.32/6/19 COUNCILLOR KNIGHT: USE OF GLYPHOSATE**

The reason for this Motion is in relation to recent legal cases in the United States of America and Victoria suggesting that Council revisit its use of glyphosate.

MOTION: C Knight / F Riebeling

**That officers submit a report to Council in relation to minimising or reducing the use of glyphosate in highly trafficked and popular public spaces.**

CARRIED UNANIMOUSLY: 10/0

##### **G.33/6/19 MAYOR WILLIAMS: ADDRESSING CITY CENTRE ANTISOCIAL BEHAVIOUR**

The City of Mandurah is spending unprecedented resources and officer time on working alongside business and community groups towards activation of the City Centre precinct. We have had strong cooperation and investment from other levels of Government, local businesses and local community leaders.

The purpose of the proposed summit is to engage the relevant stakeholders, with the outcome of establishing a framework to ensure that our collective efforts are addressing antisocial behaviour in the City Centre area.

MOTION: R Williams / M Darcy

#### **That Council:**

1. **Host a summit for business and community leaders in response to addressing antisocial behaviour in the Mandurah, with an emphasis on the City Centre precinct and establishment of a City Centre Activation Taskforce to oversee outcomes of the summit.**
2. **Notes the key achievements made by City of Mandurah, including:**
  - **Major emphasis on events and community activation in the City Centre**
  - **Strong engagement with business owners, land owners, Government agencies and other relevant stakeholders.**

- **Enhanced relationships between major stakeholders, including the Mandurah Liquor Accord and the MOU with WA Police**
  - **Soon to be commenced re-development of Smart Street Mall and waterfront precinct**
  - **Increased security presence, funded by Council**
  - **Increased CCTV network, funded by State and Federal Governments**
3. **Allocates a project budget of \$10 000 for costs associated with the summit.**
  4. **Requests Officers to prepare a report to Council following the summit, noting the outcomes and outlining next steps in addressing these issues.**

CARRIED UNANIMOUSLY: 10/0

**G.34/6/19            MAYOR WILLIAMS: ECONOMIC DEVELOPMENT / CITY CENTRE REDEVELOPMENT**

Mandurah's biggest challenge in the coming decade will be the diversification of our local economy, and with signs of a slowing economy nationally, it is imperative that we prioritize aspirational projects that will increase confidence and encourage investment.

This Council has a long history of aspirational economic development, with major achievements in recent times including the Mandurah- Murray Economic Development Alliance, and its associated transformational projects, and the emphasis on place-making and activation of the Mandurah City Centre.

The City Centre has been a focus of this Council for many years. In 2006, the City of Mandurah, in partnership with relevant agencies, developed the Mandurah Central Revitalisation Strategy, which outlined clear priorities and a framework for facilitating redevelopment in the City Centre.

The City of Mandurah has fulfilled many priorities listed within the report, including upgrades to public infrastructure, refining the road networks and land acquisition. It is noted that these achievements now position us well to leverage future redevelopment opportunities.

That being said, due to very little economic activity in that time, the over-arching vision set out in this strategy has been largely unfulfilled.

This motion seeks to re-establish the relevant frameworks and undertake the appropriate analysis for leveraging future City Centre redevelopment opportunities.

MOTION:            R Williams / S Jones

**That Council**

1. **Notes the City of Mandurah's overarching economic development agenda, and its emphasis on aspirational, long-term economic development initiatives.**
2. **Seeks to establish a formal partnership with the Peel Development Commission, Landcorp and other relevant agencies to lead long term Mandurah City Centre Redevelopment outcomes, with an emphasis on:**

- Developing a clear vision for the City Centre in line with Council's current economic development strategies;
  - Developing a business case for Government-led investment opportunities;
  - Developing an investment readiness strategy to attract private sector investment;
  - Reviewing current City Centre Precinct Plan;
  - Leveraging Council owned land-holdings in the City Centre.
3. Requests Officers to prepare a report outlining clear timeframes and budget implications relating to point two.
  4. Authorizes the Mayor to engage with local parliamentarians in relation to project advocacy.
  5. Notes the achievements that have been made over the past 15 years in delivering on the vision of the Mandurah Central Revitalisation Strategy.

CARRIED UNANIMOUSLY: 10/0

**NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING [AGENDA ITEM 21]**

Nil.

**LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 22]**

Nil.

**CONFIDENTIAL ITEMS [AGENDA ITEM 23]**

Nil.

**CLOSE OF MEETING [AGENDA ITEM 24]**

There being no further business, the Mayor declared the meeting closed at 7.30pm.

CONFIRMED ..... (MAYOR)



## **MINUTES OF SPECIAL COUNCIL MEETING**

**HELD ON**

**TUESDAY, 2 JULY 2019**

**AT 5.30PM**

**IN COUNCIL CHAMBERS  
CIVIC CENTRE  
MANDURAH TERRACE MANDURAH**

### ***PRESENT:***

MAYOR	R WILLIAMS	
COUNCILLOR	C KNIGHT	NORTH WARD
COUNCILLOR	P JACKSON	NORTH WARD
COUNCILLOR	D LEE	EAST WARD
COUNCILLOR	L RODGERS	EAST WARD
COUNCILLOR	S JONES	EAST WARD
HON COUNCILLOR	F RIEBELING	COASTAL WARD
COUNCILLOR	P ROGERS	TOWN WARD
COUNCILLOR	M ROGERS	TOWN WARD
MR	A CLAYDON	DIRECTOR WORKS AND SERVICES
MR	T FREE	DIRECTOR SUSTAINABLE COMMUNITIES
MR	D PRATTENT	ACTING DIRECTOR CORPORATE SERVICES
MR	B INGLE	ACTING DEPUTY CHIEF EXECUTIVE OFFICER
MRS	L SLAYFORD	MINUTE OFFICER

### **OPENING OF MEETING [AGENDA ITEM 1]**

The Mayor declared the meeting open at 5.32pm.

## **ACKNOWLEDGEMENT OF COUNTRY [AGENDA ITEM 2]**

Mayor Williams acknowledged that the meeting was being held on the traditional land of the Bindjareb people, and paid his respect to their Elders past and present.

## **APOLOGIES [AGENDA ITEM 3]**

Councillors Schumacher and Wortley on leave of absence, Councillor Darcy an apology.

## **DISCLAIMER [AGENDA ITEM 4]**

The Mayor advised that the purpose of this Special Council Meeting is to discuss and, where possible, make resolutions about items appearing on the agenda. Whilst Council has the power to resolve such items and may in fact, appear to have done so at the meeting, no person should rely on or act on the basis of such decision or on any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting. Persons should be aware that the provisions of the Local Government Act 1995 (Section 5.25(e)) and Council's Consolidated Local Laws (Section 4.86) establish procedures for revocation or rescission of a Council decision. No person should rely on the decisions made by Council until formal advice of the Council decision is received by that person.

The City of Mandurah expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any resolution of Council, or any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Council meeting.

## **PUBLIC QUESTION TIME [AGENDA ITEM 5]**

### **SP.1/7/19 K JOHNSTONE: RATE INCREASE**

Ms Johnstone asked the following questions of Council:

1. Can the City of Mandurah explain how they endorse a 2.5% increase for 2019/20 when they increased rates at 2% in 2018/19?
1. *Mayor Williams advised this meeting was to adopt the proposed increase for public comment, not to endorse the increase. Following the 21 day consultation period feedback would be considered at the Special Council meeting of July 30. The City of Mandurah is a \$150 million organisation and there is a requirement to ensure community expectations were met particularly around the area's economic development strategy.*

*The Acting Director Corporate Services provided the following additional response:*

*The purpose of this Special Council meeting is to allow the proposed rates to be advertised for public submissions. Adoption of the rates and the 2019/20 budget cannot take place until that process is completed.*

*The City faces demands for increases in services and capital investment as its population continues to grow. Although rates have increased each year, Council endeavours to keep this to the minimum possible while ensuring the provision of services.*

2. How can the City of Mandurah justify the increase of rates against the Gross Rental Value or Unimproved Value when rents and housing values have dropped?
2. *Mayor Williams confirmed the Valuer General determines rateable value for properties in Western Australia. Council bases its increases on the rental value over the whole District not on the fluctuations of each individual area. The rate proposed is an average figure for the whole area comprising the local government of Mandurah.*

The Valuer General

3. If this increase is endorsed, can the City of Mandurah detail specifically what the increased raised amounts will be spent on, assuring the residents that it will be spent on services.
3. *The Mayor confirmed that Council wishes to hear from the community about what the 2.5% increase can achieve for the overall economy of the District. Council was not trying to impose burdens on its residents but desiring to build on the needs of the community in what are very tough economic times. Submissions from residents will permit expenditure to be discussed and explained. The decision of a rate increase could be different to what is proposed for advertising.*

#### **DEPUTATIONS [AGENDA ITEM 6]**

Nil.

#### **DECLARATION OF INTERESTS [AGENDA ITEM 7]**

Nil.

#### **QUESTIONS FROM ELECTED MEMBERS [AGENDA ITEM 8]**

**Questions of which due notice has been given**

Nil.

**Questions of which notice has not been given**

Nil.



## **REPORTS [AGENDA ITEM 9]**

### **SP.2/7/19      ADOPTION OF THE 2019/20 RATES FOR ADVERTISING**

The 2019/20 Draft Budget outlines how the City will deliver its existing level of services, deliver economic investment, and provide asset management and community infrastructure investment. The budget has been prepared acknowledging both the current economic conditions and the priorities for expenditure, particularly in economic development, identified during community consultation.

Mandurah faces a range of economic issues which are interlinked. These include, but are not limited to, the lack of employment opportunities and the need to attract economic investment. In recommending an average rate increase of 2.5%, the City recognises that, although its capacity to create major job growth and investment may be limited, it nevertheless has a significant role to play both in direct economic investment and in creating the type of environment which will stimulate businesses to establish and grow, and tourists to visit and spend. The budget establishes economic expenditure programmes, including capital investment, designed to deliver both medium and long term outcomes.

The City has received revalued gross rental valuations (GRV) for all properties and these values are applied from 1 July 2019. As with all revaluations, property prices have not moved uniformly, and some areas will receive higher-than-average increases while, conversely, others will experience lower-than-average increases, or a reduction in rates.

The *Local Government Act 1995* requires local governments which have differential rates, to advertise their proposed rates, and invite public submissions. Council is requested to adopt the rates in the dollar and Objects and Reasons for advertising purposes.

The Acting Director Corporate Services delivered a visual presentation to the meeting outlining Mandurah's economic base, declines in consumer spending and building approvals. Whilst economic development is a State and Federal Government task, and not generally considered a Local Government function, there was a need for local governments to provide the foundations for future economic development within the Mandurah area, not necessarily for growth but also to sustain existing economies to assist in alleviating business closures and reduce underemployment and unemployment.

The proposed rate increase of 2.5% was proposed to provide 1% expenditure for economic development within the area with the balance of 1.5% allocated to areas such as the maintenance and improvement of services and asset management.

Mayor Williams moved the report recommendation which was seconded by Councillor Jones. Opportunities for involvement in science and technology and airport development should be embraced to diversify Mandurah's economy base, encourage business and employment. Further discussion ensued encouraging submissions from the public which would be considered prior to a final decision being made on July 30.

RESOLVED: R Williams / S Jones

### **That Council**

- 1. Notes the 2019/20 draft budget including the initiatives taken and capital investment programmes.**

2. Approves the following rates in the dollar and minimum rates, equivalent to a 2.5% average increase, and Objects and Reasons for 2019/20 for the purpose of advertising for public submissions:

#### Introduction

This statement is provided:

- to inform electors and ratepayers of the City of the objects and reasons for the differential rates being proposed for the 2019/20 financial year;
- to invite submissions from ratepayers on the proposed differential rates and minimum payments;
- in accordance with the *Local Government Act 1995 Section 6.36*.

Submissions must be in writing and ratepayers wishing to do so are invited to lodge their comments by no later than close of business 5.00 pm on Sunday 28 July 2019.

Written submissions can be:

- Made on [www.haveyoursaymandurah.com.au](http://www.haveyoursaymandurah.com.au)
- Mailed to the Chief Executive Officer, City of Mandurah, PO Box 210, Mandurah WA 6210.
- Lodged in person at the City's Administration Centre, 3 Peel Street, Mandurah.

Please note that all submissions are provided to Council as public documents and will be disclosed in a Council report.

In order to help with the understanding of how the City manages its rates, this document provides an overview of the rating system in Western Australia as well as explaining the reasons as to why the City sets particular rates.

#### An overview of rating

#### *Legislation*

*Please note that all references are to the Local Government Act 1995.*

#### *Basis of rates (S. 6.28)*

The key element of rating is the establishment of land values. To achieve this, the Minister for Local Government must determine whether the predominant use of land is for rural or non-rural purposes. The categories of land values are:

- Use for rural purposes--- valuation is on the basis of the unimproved value (UV) of the land.
- Use for non-rural purposes – the gross rental value (GRV) of the land.

The Minister has previously determined that land use in the City of Mandurah is predominantly for non-rural purposes and all properties are valued on a GRV basis<sup>1</sup>.

---

<sup>1</sup> The Gross Rental Value of a property is the amount of annual rental which the Valuer General determines the property would earn if it were offered on an open rental market.

***Rates and service charges (S. 6.32)***

When it adopts its budget the City must seek funding by imposing a general rate on all properties. This is expressed as a rate in the dollar (RID) which, when multiplied by the GRV's for properties determines the amount of money raised. This RID can be applied:

- Uniformly, through the application of a single rate in the dollar for all types of property.
- Differentially, by applying different rates to certain types of property.

***Differential general rates (S. 6.33)***

Differential rates can be imposed on land which has one, or a combination of, the following characteristics:

- The purpose for which a land is zoned (e.g. residential, commercial).
- A purpose for which land is held or used as determined by the local government.
- Whether or not the land is vacant land.

A local government cannot impose a differential rate which is more than twice the lowest rate without the approval of the Minister for Local Government.

***Minimum payment (S. 6.35)***

A local government can impose a minimum rate. If, for an individual property, the GRV multiplied by the rate in the dollar is less than the minimum rate, the minimum rate is payable.

A local government cannot impose a minimum rate on more than 50% of properties in each category. The exception to this is vacant land where, with Ministerial permission, this can be exceeded.

***Giving notice of rates to be imposed (S. 6.36)***

Before a local government can impose differential rates for the year it must firstly advertise:

- Details of each RID and minimum payment to be imposed.
- An invitation for a submission to be made by an elector or ratepayer in respect of this and any related matters within 21 days.
- Where and how this document may be viewed.

All submissions received must be considered by Council prior to the rates being imposed.

***Objects and reasons for the City's 2019/20 proposed differential rates***

The City proposes to impose differential general rates to all gross rental values in its district according to one or a combination of:

- The purpose for which land is zoned.
- Whether or not the land is vacant land.

**The following rate categories have been assigned to properties:**

<b>Improved land</b>	<b>Vacant land</b>
<b>Residential improved</b>	<b>Residential vacant</b>
<b>Business improved</b>	<b>Business vacant</b>
	<b>Urban development</b>

The City also imposes a minimum payment to recognise that properties must contribute a minimum amount for the provision of services and infrastructure which benefit all the community.

***Increase in rates for 2019/20***

The City proposes to levy an average 2.5% increase in rates.

In 2019/20, all properties in the City have been subject to a revaluation by the Valuer General. Properties are revalued every three years and the City is required to apply the GRV's provided.

The effect of the revaluation is that individual property values do not move uniformly. Some values may not change or may even reduce. Others can increase and, in some cases, the increase will be significant.

This means that, although the City is seeking a revenue increase of 2.5%, some properties will experience rate increases of more than this and some will see little change or even a reduction in rates. Because the City is permitted only one RID for each property category, it is not possible to prevent this happening.

***Rates by category***

***Residential improved land – rate in the dollar \$0.09594***

This rate is regarded as the base rate as it represents the most number of properties in the City. This rate aims to ensure that the proportion of rates raised from this category is between 70% and 75% of total rates.

***Residential vacant - rate in the dollar \$ 0.16300***

This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential. This will act to stimulate economic growth and development in the community.

***Business improved - rate in the dollar \$ 0.09783***

This rate is set at a higher level to recognise that certain expenditures in the budget are specifically directed towards the economic development of the City. Examples of this are:

- The Economic Development function which is largely directed towards the encouragement of business to locate in the City and to support business organisations.
- The promotion of tourism.
- Costs related to the general improvement of to the road streetscapes of the entry roads to Mandurah, including landscaping, tree plantings and the provision of pedestrian and cycle paths.

***Business vacant - rate in the dollar \$ 0.16560***

This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential. This will act to stimulate economic growth and development in the community.

***Urban development - rate in the dollar \$ 0.13059***

This rate relates to land held for future development. As with other vacant land rates, this rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.

***Minimum rates***

The minimum rates for 2019/20 are set at:

- |                        |            |                      |          |
|------------------------|------------|----------------------|----------|
| • Residential improved | \$1,108.00 | • Residential vacant | \$917.00 |
| • Business improved    | \$1,108.00 |                      |          |
| • Business vacant      | \$1,108.00 |                      |          |
| • Urban Development    | \$1,108.00 |                      |          |

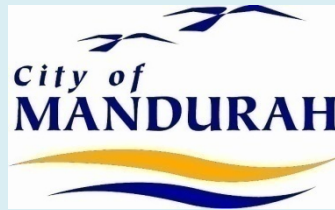
Mark R Newman  
Chief Executive Officer

CARRIED UNANIMOUSLY: 9/0

**CLOSE OF MEETING [AGENDA ITEM 10]**

There being no further business the Mayor declared the meeting closed at 6.01pm.

CONFIRMED ..... (MAYOR)



**MINUTES OF**

**AUDIT AND RISK  
COMMITTEE MEETING**

**HELD ON**

**Monday 8 July 2019  
5.30 pm**

**IN COUNCIL CHAMBERS - 83 MANDURAH TERRACE MANDURAH**

***PRESENT:***

HON COUNCILLOR	F RIEBELING [CHAIRMAN]	COASTAL WARD
COUNCILLOR	P ROGERS	TOWN WARD
COUNCILLOR	D LEE	EAST WARD
COUNCILLOR	P JACKSON	NORTH WARD
MR	I ILSLEY	EXTERNAL REPRESENTATIVE

***ELECTED MEMBERS OBSERVING:***

COUNCILLOR	C KNIGHT [arrived 5.58PM]	NORTH WARD
------------	---------------------------	------------

***OFFICERS IN ATTENDANCE:***

MR	M NEWMAN	CHIEF EXECUTIVE OFFICER
MR	D PRATTENT	ACTING DIRECTOR CORPORATE SERVICES
MR	B INGLE	ACTING DEPUTY CHIEF EXECUTIVE OFFICER
MR	R KING	MANAGER HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT
MS	T JONES	MANAGER GOVERNANCE SERVICES
MRS	B NAPIER	SENIOR PROCUREMENT SPECIALIST
MRS	L SLAYFORD	MINUTE OFFICER

***OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS [AGENDA ITEM 1]***

The Chairman declared the meeting open at 5.30pm.

***ATTENDANCE AND APOLOGIES [AGENDA ITEM 2]***

Councillors Schumacher and Wortley on leave of absence. Apologies from Mayor Williams, Councillors Darcy and Lynn Rodgers.

***RESPONSE TO QUESTIONS TAKEN ON NOTICE [AGENDA ITEM 3]***

Nil.

***PRESENTATIONS AND ANNOUNCEMENTS BY CHAIRMAN [AGENDA ITEM 4]***

Nil.

***CONFIRMATION OF MINUTES [AGENDA ITEM 5]***

**AR.1/7/19          CONFIRMATION OF MINUTES**

RESOLVED:      Peter Rogers / I Illsley

**That the Minutes of the Audit and Risk Committee meeting of Monday 11 March 2019 be confirmed.**

CARRIED UNANIMOUSLY: 5/0

***DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS [AGENDA ITEM 6]***

Nil.

***BUSINESS LEFT OVER FROM PREVIOUS MEETING [AGENDA ITEM 7]***

Nil.

***SUSPENSION OF STANDING ORDERS [AGENDA ITEM 8]***

**AR.2/7/19          SUSPENSION OF CITY'S STANDING ORDERS 8.5 AND 8.6**

RESOLVED:      D Lee / P Jackson

**That the City's Standing Orders 8.5 and 8.6 be suspended at 5.32pm in order to facilitate debate.**

CARRIED UNANIMOUSLY: 5/0

**ITEMS FROM OFFICERS [AGENDA ITEM 9]**

**AR.3/7/19 REVIEW OF PROCUREMENT RELATED POLICIES (BN/DP) (REPORT 1)**

A review of procurement activity report presented to Council in March 2019 identified eight key focus areas for the City in relation to procurement.

This report addresses one of the eight focus areas:

- Focus area 1: Policy - Review of the Purchasing Policy and Approved Operating Practice (AOP).

Procurement policies were subsequently set aside from the recent City Review of Council Policy Manual with the understanding that this review was being undertaken.

The following documents were included in the review process:

- POL-CPM 02 Purchasing of Goods and Services
- POL-CPM 01 Buy 'Local' Procurement
- POL-CPM 03 Selection Criteria for Major Procurements
- AOP-CPM 01 Purchasing of Goods and Services

The City's AOP for purchasing has been reviewed and redrafted as a City procedure, finalisation being subject to adoption of the proposed amendments to policy, proposed in this report. The procurement procedure will then be subject to Manager level approval.

Council is requested to consider and adopt the proposed revocation, amendments and advertising (where applicable) of the policies listed and attached to this report.

The report recommendation as moved by Councillor Jackson, seconded by Councillor Lee. Committee members requested clarification as to the impact to suppliers and employee work practices. The Acting Director Corporate Services and Senior Procurement Specialist provided responses outlining the rationale, audit controls and training for personnel when changes are implemented. Discussion ensued in relation to local supply facets of procurement, controls in place and assistance to encourage and build local business capacity.

RESOLVED TO RECOMMEND: P Jackson / D Lee

**That Council:**

- 1 Revokes POL-CPM 03 Selection Criteria marked for deletion in Attachment 1 of the report;**
- 2 Adopts the proposed amendments to POL-CPM 02 Purchasing of Goods and Services as per Attachment 3 of the report;**
- 3 Adopts the proposed amendments to POL-CPM 02 Buy 'Local' Procurement as per Attachment 2 for advertising.**

CARRIED UNANIMOUSLY: 5/0

**AR.4/7/19 UPDATE ON RISK MANAGEMENT (JF/GD) (REPORT 2)**

This report provides the Audit and Risk Committee with an update on the progress of imbedding risk management practice into the City's normal business practices. The report specifically provides an update on:



- Management of the City's Strategic Risks
- The recent review undertaken on the City's operational risks
- The proposed categorisation process for identifying strategic, operational and project risks

Council is requested to note the progress of implementing risk management practices into the City of Mandurah.

Councillor Peter Rogers moved the report recommendation which was seconded by Mr Illsley. Discussion ensued in relation to risk type categorisation and ownership/management of risks. The Chief Executive Officer provided clarification and rationale for classifications and confirmed task ownership.

RESOLVED TO RECOMMEND: Peter Rogers / I Illsley

**That Council notes the progress being made with Risk Management at the City.**

CARRIED UNANIMOUSLY: 5/0

***REPORTS FROM AUDITORS [AGENDA ITEM 10]***

Nil.

***LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 11]***

Nil.

***QUESTIONS AND ISSUES FROM COMMITTEE MEMBERS [AGENDA ITEM 12]***

Nil.

*With the consensus of Committee members, Standing Orders 8.5 and 8.6 were reinstated at 6.04pm.*

***CLOSE OF MEETING [AGENDA ITEM 13]***

There being no further business, the Chairman declared the meeting closed at 6.05pm.

CONFIRMED: .....[CHAIRMAN]

1	<b>SUBJECT:</b>	Review of Council Policy Manual Report 2
	<b>CONTACT OFFICER:</b>	David Prattent
	<b>AUTHOR:</b>	Suzanne Gunton

## Summary

The City's Policy Manual provides Council and City staff with guidelines covering a wide range of topics and issues, and enables the community to be aware of Council's approach and reasoning in certain matters and decisions.

The Local Government Act s.2.7(2)(b) prescribes that Council determine its policies. It is considered good governance to ensure policies are reviewed every few years to ensure they remain clear and concise and meet the City's' strategic direction.

A comprehensive review of all policies contained within the City of Mandurah Policy Manual commenced in 2018, which identified that a large proportion of policies were redundant for a variety of reasons such as containing outdated or duplicated information or they provided a layer of unnecessary red-tape in the organisation.

At the conclusion of the review, an initial report was submitted to Council in June 2019 seeking the revocation of 38 policies. This second report serves to inform Council of the outcome of the remaining policies that have been reviewed and amended (as necessary) and requests Council adopt these changes.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

• G.19/6/19	25 June 2019	Review of Council Policy Manual
• G.27/4/19	30 April 2019	Jetties, Waterway and Marina Local Law 2018
• G.35/2/15	24 February 2015	Review of City of Mandurah Policy Manual
• G.57/2/12	28 February 2012	Review of Council Policy Manual

## Background

At the commencement of the review in 2018, the City had a total of 93 policies in place. Additionally, a further five local planning policies relating to Town Planning Scheme No 3 existed.

Of the City's 93 policies:

- 38 were revoked by Council at its meeting of 25 June 2019;
- three (3) had their content combined with policies that were essentially revoked at this same meeting;
- one (1) was revoked separately by Council at its meeting of 30 April 2019 (EVM 03 Live on Boards);
- three (3) procurement related and five (5) Mayor/Councillor related policies will be subject of further review and separate reports to Council;
- 43 policies remain that have been reviewed and form the basis of this report.

## Comment

A Policy *means* a concise statement of strategic objectives or principles that give effect to the local government's obligations or objectives, minimise risk, guide subsequent decisions and actions and ensure that the community is served in an open, accountable, consistent and sustainable manner.

A review of all the City's policy statements commenced in 2018 and initially required each policy to be reviewed by the relevant business unit and if necessary, update policies relevant to their areas. Governance officers subsequently undertook a separate more extensive review to ascertain whether each policy continued to reflect the definition and requirements for a policy. Of the City's 93 policies, 38 were

Report from **Acting Director Corporate Services**  
to **Council Meeting of 23 July 2019**

determined to be redundant during this review due to their content being outdated or duplicated in other policies, City plans and strategies, local laws, and/or state legislation. These were subsequently revoked from the manual in June 2019.

The intent of this report is for Council to consider the remaining policies which have also been reviewed and recommended for either further extensive review, nil changes, minor or substantial amendment. One revocation has also been recommended.

Policies subject of separate reports to Council

An in-depth review of City wide procurement activity was required as a recommendation of a report presented to Council in March 2019. The following policies relating to the City's procurement processes therefore do not form part of this report and will instead be presented separately to the Audit and Risk Committee in July due to procurement being considered a high risk activity:

CPM 01	Buy Local Regional Price Preference
CPM 02	Purchasing of Goods and Services
CPM 03	Selection Criteria for Major Procurements

In addition to the above, the following Mayor/Councillor related policies do not form part of this report and will be subject of a separate review and report to Council:

CMR 03	Media and Public Statements
CMR 10	Public Statements by Councillors and CEO
GVN 02	Legal Representation for Elected Members, Committee Members and Employees
GVN 04	Elected Member Support and Development
GVN 05	Mayoral Vehicle Usage

Revoked Proposed

HRM 03	Occupational Safety and Health
--------	--------------------------------

The above policy has been marked for deletion from the manual due to having an internal employee focus. Both the Worksafe Plan and AS/NZS 4801 criteria require for an OSH policy to be developed and signed by the CEO (as the employer) as a clear demonstration of the organisations commitment to safety and health. As it is an operational document the contents of the policy will therefore be implemented as an internal Approved Operating Policy and will be signed by the CEO.

Amendments Proposed

The following table identifies at a glance all policies that have been identified as requiring either minor or significant amendment. The rationale of the amendment outcomes and individual policy copies are attached to this report as Attachment 2.

	<b>POL No</b>	<b>POLICY TITLE</b>		<b>POL No</b>	<b>POLICY TITLE</b>
1	CMR 04	Promotion and Advertising	13	HRM 04	Payments to Employees
2	CMR 06	Sponsorship	14	HRM 05	Senior Employees
3	CMR 09	Donations to Charitable & Not for profit Organisations	15	HRM 06	Annual Performance Review – Chief Executive Officer
4	CPM 04	Infrastructure Asset Management	16	IMT 01	Records Management
5	CPM 05	Service Complaints Handling	17	LUP 02	Response to Appeals to State Administrative Tribunal
6	CPM 06	Authority to Execute Documents	18	LUP 03	Unauthorised Clearing of Vegetation
7	CNP 01	Funeral Services in Community Halls & Public Open Space	19	LUP 07	Street Numbering
8	EMS 01	Bush Fire Prevention and Control	20	PBH 04	Alcohol Management
9	EMS 02	Emergency Management	21	RCS 04	Grants and Donations
10	EVM 06	Canal Waterways Management	22	RCS 06	Public Art
11	FCM 03	Loans to Sporting and Community Associations	23	RKM 01	Risk Management
12	FCM 07	Related Party Disclosures	24	RDS 06	Urban Tree Management

### No Amendments Proposed

The following policies were identified as requiring no changes. The review indicated that the content of these policies remained in alignment with Council objectives and current legislative requirements continued to be relevant. Additionally, either no formatting, language or style changes were suggested, or were very minor in nature. The policies within this category have not been attached to this report, however can be individually viewed on the City's website.

	<b>POL No</b>	<b>POLICY TITLE</b>
1	CMR 01	Coat of Arms and Logo
2	CMR 02	Honorary Freeman of the City
3	CMR 05	International Relations Policy
4	CMR 07	Welcome to Country and Acknowledgment of Country
5	CMR 08	Aboriginal Connection to Country (Land)
6	CMS 04	Families and Children
7	CNP 07	Community and Recreation Facilities
8	EVM 04	Ocean Sewerage Outfalls
9	FCM 02	Finance Investment
10	FCM 05	Private and Other Third Party Works
11	FCM 06	Treatment of Annual Surpluses
12	LUP 06	Community Purpose Land
13	PKR 01	Memorial Seats and Plaques in Reserves and Public Open Space
14	PKR 04	Naming of Community Infrastructure and Public Places
15	PBH 01	Burial Plots
16	RDS 04	Roadside Memorials
17	RDS 07	Water Sensitive Urban Design
18	TFT 05	Parking Permits

### **Consultation**

Some consultation was undertaken with state government departments (i.e. Water Corporation) to ensure policy content that referenced these departments remained current.

### **Statutory Environment**

Section 2.7(2)(b) of the *Local Government Act 1995* prescribes that Council determine the local governments policies.

All policies reference legislation where applicable. Details of the relevant legislation is outlined on individual policies in the 'Related Documentation' section.

### **Policy Implications**

This report relates directly to a number of policies within the City of Mandurah Policy Manual.

### **Economic Implications**

Nil

### **Risk Analysis**

In order to maintain transparency and to facilitate appropriate decision making processes, it is imperative that policy statements reflect the current position of Council and work practices at the City as well as best practice approaches.

## Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2017 – 2037* is relevant to this report:

### Organisational Excellence:

- Deliver excellent governance and financial management.

## Conclusion

The review of the City's Policy Manual is a comprehensive ongoing process, which address issues in terms of consistency, relevance and outdated material of all policies. In order to maintain the effectiveness of policies established by Council, it is important that they be kept up to date and reflect current objectives and Councils response to community issues as part of its community leadership.

A comprehensive review of all of the City's 93 policies has been undertaken. Council at its meeting of 25 June 2019 resolved to revoke 38 policies that were considered by officers to be redundant. All remaining policies are subject of this report and Council is requested to endorse the below recommendations thus finalising the full review of the Policy Manual.

- Refer **Attachment 1** **Policy to be revoked – HRM 03 Occupational Health and Safety**  
**Attachment 2** **Rationale of amendment outcome and individual amended policies**

NOTE: The *current* City of Mandurah Policy Manual can be found on the City's website or a hard copy located at Governance Services.

## RECOMMENDATION

That Council:

- 1 **Revokes HRM 03 Occupational Safety and Health as shown in Attachment 1;**
- 2 **Adopts the City's 24 policies that have undergone amendment as shown in Attachment 2;**
- 3 **Endorses the City's 18 policies which have not been amended or have undergone very minor administrative/grammatical type amendments;**
- 4 **Acknowledges the following eight policies are undergoing separate reviews and are subject of additional reports to Council:**
  - **CPM 01 Buy Local Regional Price Preference**
  - **CPM 02 Purchasing of Goods and Services**
  - **CPM 03 Selection Criteria for Major Procurements**
  - **CMR 03 Media and Public Statements**
  - **CMR 10 Public Statements by Councillors and CEO**
  - **GVN 02 Legal Representation for Elected Members, Committee Members and Employees**
  - **GVN 04 Elected Member Support and Development**
  - **GVN 05 Mayoral Vehicle Usage**



POL-HRM 03

## POLICY

# OCCUPATIONAL SAFETY, HEALTH AND WELLBEING

### Policy Objective:

To promote, secure, and further improve the physical and psychological safety, health and wellbeing of all persons in the workplace, including employees, contractors, volunteers and authorised visitors

### Policy:

The City of Mandurah will:

- Provide leadership and commitment to meet all occupational safety and health statutory obligation and will provide occupational safety, health and wellbeing information and advice to all workplace.
- Maintain safety, health and wellbeing standards for all operations, employees, contractors, volunteers and visitors through the provision of appropriate instruction, training and supervision.
- Provide resources for occupational safety, health and wellbeing and will support a mechanism of consultation with all parties on occupational safety, health and wellbeing matters.
- Provide clear safety governance through defined accountabilities and personal responsibility at all levels.
- Review, evaluate and improve our safety, health and wellbeing performance with measured and targeted key performance indicators and leadership review practices.
- Promote a culture where individual and collective behaviours demonstrate we are proactive about safety, health and wellbeing.
- Establish and support a workplace health and wellbeing program.
- Provide ongoing relevant education and training to all of our employees.

The City of Mandurah demonstrates our safety, health and wellbeing commitment by:

- providing high standards of occupational safety, health and wellbeing management practices and principles.
- ensuring the occupational safety, health and wellbeing needs of all persons in the workplace are not compromised.

**Deleted:** The City of Mandurah

**Deleted:** is committed to

**Deleted:** ing

**Deleted:** ing

**Deleted:** ing

**Deleted:** and

**Deleted:** ¶  
The City of Mandurah demonstrates this commitment by:¶  
providing high standards of occupational safety and health management practices and principles, ¶  
ensuring the occupational safety and health needs of all persons in the workplace are not compromised, ¶  
striving to reduce work related injuries through engagement of the workforce in promotion of an active safety leadership culture, ¶  
supporting persons in the workplace to remain vigilant towards hazard identification and accident injury prevention in our many workplaces, ¶  
recognising the positive impact to the workforce of active participation in health and wellness wellbeing initiatives ¶  
ensuring employees present at the workplace fit for work¶

**Deleted:** City of Mandurah embraces

**Deleted:**

**Deleted:** Demonstrating

**Deleted:** and

**Deleted:** Responsibility

**Deleted:** for

**Deleted:** the maintenance of

**Deleted:** and

**Deleted:** Its obligation to p

**Deleted:** and

**Deleted:** provide

**Deleted:** and

**Deleted:** issues

**Deleted:** C

**Deleted:** The r

**Deleted:** ion

**Deleted:** ment

**Deleted:** C

**Deleted:** , systems are in place to identify and mitigate risks, and keeping safe every day is what we do.

**Deleted:** Developing a comprehensive program aimed at improving the physical and mental wellbeing of the workforce

**Deleted:** this

**Deleted:** •

**Deleted:** and

**Deleted:** •

**Deleted:** and

- striving to reduce work related injuries through engagement of the workforce in promotion of a active safety leadership culture,
- supporting persons in the workplace to remain vigilant towards hazard identification and injury prevention in our many workplaces,
- supporting employee participation in wellbeing activities
- ensuring employees present to the workplace fit for work

Deleted: •

Deleted: •

Deleted: • recognising the positive impact to the workforce of active participation in health and wellbeing initiatives

Deleted: ness

Deleted: •

Deleted: at

Everybody throughout the workplace has a personal responsibility to work safely, recognise their duty of care under the *Occupational Safety and Health Act 1984*, and cooperate in ensuring the highest possible safety and health standard is maintained throughout the City's many workplaces.

All persons in the workplace share a commitment to maintain the highest standards of care for themselves and for each other to ensure their own and their workmates safety, health and wellbeing at all times.

This policy will be reviewed bi-annually.

Deleted: on or before every anniversary of its signing

Mark R Newman Chief Executive Officer	
TBA	

Deleted: 9 May 2016

#### Procedure:

#### Originating Section:

Human Resources & Organisational Development

#### Relevant Legislation:

*Local Government Act 1995*  
*Occupational Safety and Health Act 1984*

#### Reviewer:

Executive Manager Strategy and Business Performance

#### Delegated Authority:

#### Approved:

Minute G.43/12/09, 15 December 2009

#### Reviewed:

Minute G.57/2/12, 28 February 2012  
Minute G.35/2/15, 24 February 2015  
Minute G.23/5/16, 10 May 2016

#### Other References:





POL-CMR 04

## POLICY

### PROMOTION AND ADVERTISING

**Policy Objective:**

To manage commercial operators, community groups and sporting associations utilization of the City of Mandurah (the 'City') community, sport and recreation facilities for advertising purposes.

**Policy:**

The City will accept applications for the erection of signage at its community, sport and recreation facilities that will be assessed in accordance with its Recreation Services Procedures.

Long term tenants ~~of the City's facilities may submit applications to Council seeking approval~~ enter into commercial sponsorship agreements and to promote such partnerships through activities such as but not limited to corporate signage and venue naming rights.

Deleted: (either by lease or license arrangement)

Deleted: sport and recreation

The City will assess applications from clubs, groups and associations to enter into commercial sponsorship arrangements at community, sport and recreation facilities. All applications for external corporate signage and venue naming rights will be referred to Council for consideration.

The City will be able to manage the commercial sponsorship arrangements established between long-term tenants and private businesses at its community, sport and recreation facilities.

**Procedure:**

CS – R10 Sport and Recreation – Commercial Promotion and Sponsorship

**Originating Section:**

Recreation Services

**Relevant Legislation:****Reviewer:**

Coordinator Recreation Services  
Manager Recreation Centre's and Services

**Delegated Authority:****Approved:**

Minute G. 31/11/06, 21 November 2006

**Reviewed:**

Minute G.57/2/12, 28 February 2012

Minute G.35/2/15, 24 February 2015

**Other References:**

Previous reference – CS-RS 03





POL-CMR 06

## POLICY SPONSORSHIP

### Objective:

To:

1. co-ordinate and maximise sponsorship of City of Mandurah events, programs and activities, to achieve mutually beneficial outcomes for all parties concerned.
2. co-ordinate and manage the risks associated with sponsorship of City of Mandurah events, programs and activities.
3. provide external organisations with the opportunity to sponsor City of Mandurah events, programs and activities.

### Rationale:

Within this policy, the term '*sponsorship*' refers to the provision of cash or in-kind support offered by external organisations to the City of Mandurah (the 'City') as a mutually beneficial business arrangement. Sponsorship involves the purchase of the right to associate the sponsor's name, product or services with the sponsored activity, program or event, in return for perceived tangible and/or negotiated benefits.

For the purpose of this policy, the following are not considered Sponsorship and are therefore excluded:

- donations;
- grants, bequests endowments, hospitality, gifts and prizes which are given for benevolent reasons, where financial or material assistance is given without expectation of anything in return;
- grants and/or goods provided through a formally recognised program for a specific purpose with no expectation of commercial return;
- joint ventures, consultancies or partnerships in which organisations share ownership and responsibility for the ultimate outcome or product;
- projects such as displays and exhibitions in which the sponsor does not receive genuine and measurable value for money;
- scholarships
- research projects.

This policy also excludes the process for *provision* of sponsorship arrangements made by the City to external organisations.

### Statement:

1. The City welcomes and encourages sponsorship of its events, programs and activities as a means of:
  - developing alternative sources of income to facilitate and support the provision of the City's projects;

- forming partnerships with corporate entities; and
- increasing the long term sustainability of the City.

2. When *seeking* sponsorship arrangements, the City will ensure that:

- the City's integrity, public image, brand and reputation is protected;
- the sponsor's image supports the values of the City;
- there is no conflict with any legislation, statutory approvals, license or legal agreements;
- the selection of potential sponsors is undertaken fairly and equitably;
- sponsors demonstrate openness, transparency and effective competition;
- all events are accessible and appropriate to all groups in the community;
- sponsors have a clearly defined objective which should allow the City to evaluate the outcome and results;
- sponsors involved in the manufacture and/or promotion of illegal drugs, gambling or pornography are not considered;
- businesses involved in selling or distributing alcohol or tobacco will be carefully evaluated to determine their suitability to the event, program or activity;

3. When *implementing* sponsorship arrangements, the City will ensure that:

- the full potential benefit from sponsorship is maximised;
- there is transparency in all sponsorship transactions and agreements;
- a written sponsorship agreement and/or contract between the sponsor and the City exists.
- sponsors make efficient use of funds or resources, demonstrating value for money.

4. **Recognition**

In recognising the contribution that sponsors provide, the City will afford a level of recognition that fairly reflects the sponsors contribution and optimise the benefit and satisfaction they derive from their association with the City.

5. **Risk Management**

Before entering into any sponsorship agreement, the City reserves the right to:

- undertake written risk assessments of any proposal;
- conduct reasonable checks of sponsoring organisations; and/or
- refuse any sponsorship.

6. **Conflict of Interest**

All City employees, contractors and Elected Members are bound by the relevant City of Mandurah Code of Conduct and are prohibited from receiving personal financial rewards for their involvement in the engagement of sponsorship arrangements (including the solicitation, negotiation, authorisation or execution) for a City project.

City employees and Elected Members receiving products, goods or services (otherwise deemed a gift) as mementoes or tokens of appreciation from sponsors, must disclose the receipt of such gifts in accordance with City policies and Code of Conduct.

City employees and Elected Members must also declare an interest if a closely associated person (within the meaning of the *Local Government Act 1995*) and/or any businesses they may own, control or are in any way associated with, are negotiating and/or entering into sponsorship

Deleted: solicitation, negotiation, authorisation or execution of a

Deleted: All

Deleted:

Deleted: will

Deleted: items

arrangements with the City.		
<b>Procedure:</b> Sponsorship Procedure		
<b>Originating Section:</b> Legal and Governance Services	<b>Relevant Legislation:</b>	
<b>Reviewer:</b> Manager Community & Social Development	<b>Delegated Authority:</b> DA-CMR 02	
<b>Approved:</b> Minute G.25/17/12, 24 July 2012 <b>Reviewed:</b> Minute G.35/2/15, 24 February 2015	<b>Other References:</b> Sponsorship Application Form	



POL-CMR 09

## POLICY

# DONATIONS TO CHARITABLE & NOT FOR PROFIT ORGANISATIONS

### Policy Objective:

To provide a framework within which donations to charitable organisations may be made.

### Policy:

Council receives a range of requests to make donations to charitable organisations or individuals. In addressing these requests, Council sets out the following processes:

#### Donations authorised by the Mayor and the Chief Executive Officer

The Mayor and the Chief Executive Officer may jointly authorise donations up to a maximum value of \$1,000 to charitable and other not-for-profit organisations or individuals in the Mandurah District only, subject to the following conditions:

- Where donations are for individuals the maximum donation is \$300.00.
- Where donations are sought by an organisation for general operating purposes, donations are limited to \$500.
- Where donations are sought as a contribution to a locally held community event, donations are subject to a maximum of \$1,000.
- A detail of donations made will be provided to Council in the month following their authorisation.

#### All other donations

Donations which fall outside of the scope of discretion outlined above must be approved by Council in advance.

#### Exclusions

This policy is not intended to encompass the annual school book donations or the outstanding athletes programme.

**Deleted:** subject to the following conditions:¶  
Donations are limited

**Deleted:** 250.00

**Deleted:** <#>Donations authorised under this section of the policy are made at the discretion of the Mayor and Chief Executive Officer jointly.¶

<b>Procedure:</b> Nil	
<b>Originating Section:</b> Financial Services	<b>Relevant Legislation:</b>
<b>Reviewer:</b> Manager Financial Services	<b>Delegated Authority:</b>
<b>Approved:</b> Minute G.31/9/16, 27 September 2016	<b>Other References:</b>

## POLICY

# INFRASTRUCTURE ASSET MANAGEMENT

### Policy Objective:

Sustainable service delivery through optimised lifecycle management of public infrastructure assets.

### Policy:

As custodians of a substantial investment in municipal infrastructure assets, the City will endeavour to meet the service needs of the Community, in a manner that does not place undue economic, social or environmental burden on future generations. Decisions relating to the provision and management of public infrastructure shall reflect the City's core values, statutory responsibilities and accountability to the Mandurah Community.

The policy will also provide clear direction as to how the City of Mandurah, as custodians of infrastructure assets, will manage those assets within a consistent management framework that is aligned to International Standard AS/NZS/ISO 55000:2014, Asset Management — Overview, Principles and Terminology, integrated with the City's business practices, and is consistent with the State Government's Integrated Planning and Reporting requirements.

To achieve these objectives the City will:

1. Ensure that appropriate infrastructure assets are acquired, maintained and renewed to meet the needs of current and future stakeholders, at equitable intergenerational cost.
2. Take into account whole of life costs associated with asset ownership when considering proposed capital investment or other infrastructure related expenditure.
3. Quantify and communicate the true cost of operating, and maintaining, renewing and upgrading assets ~~enance, renewal, upgrade and new expenditure classifications~~ aining assets, as a basis for setting service level standards and making informed decisions on whole of life infrastructure purchase and disposal costs, maintenance and renewal.
- 3.4. Consult with key stakeholders to establish agreed service standards that reflect community expectations and willingness / propensity to pay.
- 4.5. Implement appropriate business practices and procedures to ensure that infrastructure assets are operated, maintained and renewed in accordance with agreed standards, at lowest whole of life cost to the community.

6. Where appropriate, engage the private sector and Government agencies to explore opportunities for alternative “non asset” service delivery solutions, including public private partnerships and integrated / shared servicing arrangements.
7. Ensure that statutory and legal obligations with respect to the operation and maintenance of public infrastructure assets are effectively met, particularly with regard to public safety and security.
8. Provide appropriate asset data and reporting to meet the needs of the end users/key stakeholders.
9. Develop and implement long term Asset Management Plans for the six (6) key asset classes:
  - Buildings and Community Facilities
  - Roads and Transport Infrastructure
  - Coastal and Marine Infrastructure
  - Parks and Open Space Assets
  - Stormwater Drainage Infrastructure
  - Bridges
10. Develop and implement an Asset Management Practice Improvement Strategy detailing proposed business improvement actions and projects aimed at enhancing organisational effectiveness with respect to the management of infrastructure assets.

#### **Training and Development:**

The Asset Management Working Group will assess the training requirements of Officers and Electorate Members annually, with recommendations submitted to the Executive Leadership Team.

#### **Evaluation and Review:**

This policy will be evaluated and reviewed annually to determine its effectiveness in achieving its objectives, with recommendations for amendments being submitted to the Executive Leadership Team if required.

#### **Deleted: Vision:**

¶ This policy is prepared under the direction of the City's vision, objectives and strategies.¶

¶ Strategic Community Plan 2017-2037¶

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

¶ Infrastructure - A place where infrastructure matches the demands of a growing regional City

#### **Procedures:**

#### **Originating Section:**

Technical Services

#### **Relevant Legislation:**

Australian Accounting Standard 27  
Local Government Act 1995

#### **Reviewer:**

Manager Technical Services  
Director Works and Services

#### **Delegated Authority:**

<b>Approved:</b> Minute G.43/12/09 15 December 2009 <b>Reviewed:</b> Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015	<b>Other References:</b> <ul style="list-style-type: none"><li>• City of Mandurah Integrated Asset Management Plans</li><li>• City of Mandurah Asset Management Improvement Strategy</li><li>• Works and Services Strategic Plan</li><li>• City of Mandurah 10 Year Capital Plan</li><li>• International Infrastructure Management Manual</li><li>• Aust Infrastructure Financial Management Guidelines</li></ul>
--	---





POL-CPM 05

# POLICY

## SERVICE COMPLAINTS HANDLING

### Policy Objective:

The City of Mandurah (the 'City') is committed to providing the highest level of service to its customers and recognises that an essential part of the provision of quality customer service is establishing an effective complaints handling system.

This system should provide the basis for service complaints:

- 1) to be resolved in a fair, efficient and structured manner;
- 2) to aid in the improvement of services the City provides to its customers; and
- 3) to be managed effectively by City officers in accordance with the City's best practice principles.

### Policy:

#### Definition of a Complaint

A 'Complaint' is an expression of dissatisfaction with the standard of service, action or lack of, by the City or its staff, affecting an individual person or group of people. Issues the City will not consider as complaints are:

- requests for services
- requests for information or explanations of policies or procedures
- issues over twelve (12) months old.

In the context of this policy, complaints involving the behaviour of Employees and Elected Members is excluded.

### Statement:

The City recognises that customers have a right to expect that principles of efficiency, effectiveness, fairness, impartiality, and responsiveness will underpin service delivery. When customers believe that their expectations have not been met, they have the right to expect that the City will deal with their concerns in a professional, respectful, satisfactory and timely manner.

The City welcomes customer service complaints as a form of feedback, and will use this feedback to:

- 1) provide opportunities for system and process improvement;
- 2) provide equitable redress to customer for poor service and processes;
- 3) provide an opportunity to actively resolve service complaints and reduce the incidence of recurring complaints.

Customers submitting a complaint to the City can expect that:

- officers will regularly provide updates on the progress of the complaint and the expected

<p>timeframes for resolution;</p> <ul style="list-style-type: none"> <li>• they are provided with information on the City's complaints handling process;</li> <li>• they will be treated with tact, courtesy and fairness at all times; and</li> <li>• appropriate confidentiality of the complaint will be maintained upon request.</li> </ul> <p>All complaints will be dealt with in accordance with the City's associated procedure for Service Complaints Handling.</p>	
<p><b>Procedure:</b> PRO- CPM 01 - Service Complaints Handling</p>	
<p><b>Originating Section:</b> Strategy and Business Performance</p>	<p><b>Relevant Legislation:</b></p> <ul style="list-style-type: none"> <li>• <i>Corruption and Crime Commission Act 2003</i></li> <li>• <i>Public Interest Disclosure Act 2003</i></li> <li>• <i>Freedom of Information Act 1992</i></li> </ul>
<p><b>Reviewer:</b> Manager Customer and Visitor Services</p>	<p><b>Delegated Authority:</b></p>
<p><b>Approved:</b> Minute. G.32/3/11, 22 March 2011 Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015</p>	<p><b>Other References:</b></p> <ul style="list-style-type: none"> <li>• City of Mandurah Customer Service Charter</li> <li>• Australian Standard AS 4269-1995 Complaints Handling</li> </ul>

# COMPLAINTS MANAGEMENT

## POLICY

POL-CPM 05

### Objective:

To provide the highest level of service to the City of Mandurah's customers and establish a framework to guide the City in its management and handling of complaints.

### Statement:

The City of Mandurah (the 'City') is committed to managing complaints in a consistent and unbiased manner that complies with Australian Standard Guidelines and the WA Ombudsman thus ensuring an open and responsive complaints handling process.

### Policy Scope:

This policy applies to all Elected Members, staff and contractors of the City that receive and manage customer feedback relating to products and services delivered by or on behalf of the City.

For the purposes of this policy, the following is not classified as a complaint:

- Requests for City services;
- Requests for information or explanations of policies, procedures or decisions of Council;
- Reports of damaged or faulty infrastructure (eg damaged footpath, potholes in road);
- Reports of hazards;
- Reports concerning neighbours or neighbouring property (ie noise or unauthorised building works);
- Issues over twelve months old; or
- The lodging of an appeal in accordance with policy or procedure.

### Policy:

#### DEFINITIONS

**Complaint:** The Australian Standard for Complaints Management (ISO 10002:2014) defines a complaint as any *"Expression of dissatisfaction made to or about an organisation, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required"*.

**Malicious Complaint:** A complaint made for the purpose of hurting another person (their career, their reputation or their livelihood).

**Frivolous Complaint:** A complaint that has no serious purpose or value. It may have little merit and be trivial; investigating would be out of proportion to the seriousness of the issue complained

about.

**Vexatious Complaint:** A complaint that is not supported by any evidence and there is other evidence to suggest that the complaint was made primarily for the purpose of causing annoyance.

## IMPLEMENTATION

The City recognises that customers have a right to expect that principles of efficiency, effectiveness, fairness, impartiality and responsiveness will underpin service delivery. When customers believe that their expectations have not been met, they have the right to expect that the City will deal with their concerns in a professional, respectful, satisfactory and timely manner.

The City welcomes customer service complaints as a form of feedback, and will use this feedback to:

- 1) Provide opportunities for system and process improvement;
- 2) Provide equitable redress to the customer for poor service or processes; and
- 3) Provide an opportunity to actively resolve service complaints and reduce the incidence of recurring complaints.

## COMPLAINTS HANDLING

The City will endeavour to resolve issues that are subject of complaints at the first point of contact or within a reasonable timeframe. Complaints may be lodged with the City in the following ways:

- In writing (preferred method) by email or other electronic means;
- By telephone;
- In person; or
- Completing a Service Complaint Report available at any of the City's public service counters.

Complainants are encouraged to include their name, address and contact number and a brief description of the issue.

## ANONYMOUS COMPLAINTS AND CONFIDENTIALITY

An anonymous complaint will only be investigated where reasonable and sufficient information is provided and which, in the opinion of City staff, constitutes:

- a breach of statutory provisions;
- a breach of an approval, licence or permit;
- a matter for which the City is obliged to act, prescribed in the *Local Government Act 1995*, *Corruption, Crime and Misconduct Act 2003* or under any other written law;
- a matter which if not attended to could reasonably constitute a risk to public health and safety or persons, animals or the environment; and
- a matter which is deemed to be capable of investigation and resolution without assistance from the complainant.

The City encourages complainants to provide full contact information when lodging complaints, however where a complainant requests their identity and complaint details remain confidential; the City will ensure to the best of its ability that disclosure of any personal information to third parties is not made. The City however cannot guarantee that they will not be identified during investigation,

and as such, it is the complainants right to decide if they would like to proceed with the complaint.

### **MALICIOUS, FRIVOLOUS AND VEXATIOUS COMPLAINTS**

While there is currently no legislative provision to deal with Vexatious complaints, the Department of Local Government has advised that it is within the local government's administrative responsibility to take whatever action it considers necessary.

Every endeavour will be made by the City to deal with complaints with the utmost seriousness, however the City may refuse to investigate a complaint if:

- the complainant behaves in an ongoing actively hostile manner;
- the complaint is considered to be trivial and/or frivolous; or
- the complainant is consistently making complaints of trivial and/or frivolous matters.

The City may consider it appropriate to determine that vexatious questions, complaints and repetitive communications are not given priority or that no further action will be taken regarding the complaint as the complaint may divert a substantial and unreasonable portion of the City's resources away from its other functions.

The City may, at its discretion, seek legal advice with respect to implications of the suspected malicious, frivolous or vexatious complaint.

### **UNREASONABLE CONDUCT BY COMPLAINANTS**

*Unreasonable Persistence:* In some instances, the City will encounter complainants who refuse to accept the decision of the complaint handler solely on the fact that the decision was not in the complainants favour. Complainants may also make persistent and repeated contact with the City to the point that the complaint or complainant diverts a substantial and unreasonable portion of resources away from the City's other functions.

*Unreasonable Behaviour:* In some instances, the City will encounter complainants whose behaviour is aggressive or threatening, consistently rude, abusive or the complainant makes threats to oneself, staff or third parties (whilst using Council services or on Council premises) or in general.

Under the above circumstances, details of complaints are to be provided to the Deputy Chief Executive Officer who will make a recommendation to the Chief Executive Officer that:

- 1) further correspondence and/or telephone contact with the complainant be restricted;
- 2) further discussions, interviews etc will not be granted that relate to the same matter;
- 3) access to Council premises be restricted for a specified period of time.

The Chief Executive Officer (CEO) will consider all facts and issues of the individual case prior to acting on any recommendation/s. If a decision is made to endorse the recommendation, the CEO will write to the complainant explaining the decision.

All threats made to staff or third parties will be reported to the WA Police.

### **COMPLAINTS THAT WILL NOT BE INVESTIGATED**

The City may determine that a complaint will not be investigated where that complaint:

- is considered malicious, frivolous or vexatious or not made in good faith or concerns trivial matters;



- involves a matter where an adequate remedy or right of appeal already exists, whether or not the complainant uses the remedy or right of appeal;
- where a matter is subject to an existing mediation process;
- relates to a decision made by a meeting of Council;
- relates to conduct before a court, coroner or tribunal;
- relates to a matter under investigation by the Minister for Local Government, Corruption and Crime Commission, the WA Ombudsman's office, a Minister of the Crown or Government Department or the WA Police Service;
- relates to the appointment or dismissal of an employee or an industrial or disciplinary issue;
- relates to a decision, recommendation, act or omission which is more than one year old;
- relates to actions or conduct of private individuals;
- involves a matter where the complainant declines or refuses to provide further information and/or there are threats made against the City and/or its staff.

Should the City decide not to investigate a complaint, the complainant will be advised of the reason for the decision.

### **COMPLAINTS REGARDING ELECTED MEMBERS**

The *Local Government (Rules of Conduct) Regulations 2007* provides a disciplinary framework to address matters of misconduct by local government council members. Any person may make a formal complaint about an elected member for a minor or serious breach under these Regulations.

Conduct of elected members is covered by "Code of Conduct – Elected Members". Complaints about conduct can also be made through this document which can be found on the City's website at [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au).

### **ALLEGATIONS OF MISCONDUCT**

Allegations concerning criminal, corrupt or seriously improper conduct will be dealt with independent of the City's complaint handling process. The City has appointed Principal Officers who are required by legislation to assess and if required notify the Public Sector Commission (PSC) or the Corruption and Crime Commission (CCC) for instances of minor or serious misconduct.

#### Misconduct by Elected Members

Any allegations of misconduct, whether minor or serious in nature, will in the first instance be referred to the Chief Executive Officer and/or Mayor for determination including whether there are reasonable grounds for the compulsory notification to the CCC or the Police.

#### Misconduct by Employees/Public Officers

Allegations of misconduct of a minor nature, will be referred to the PSC if the misconduct could constitute a disciplinary offence providing reasonable grounds for termination of a persons employment.

In circumstances of serious misconduct, where misconduct involves corrupt intent and/or criminal conduct, these matters will be referred to the CCC.

Further information is available from the Commissions website – [www.ccc.wa.gov.au](http://www.ccc.wa.gov.au)

### **THE PUBLIC INTEREST DISCLOSURE ACT 2003 (PID ACT)**

The PID Act is designed to facilitate the disclosure of allegations or complaints about persons who are government officials, or public authorities and their contractors. This legislation specifically

covers improper conduct, corruption, irregular or unauthorised use of public resources, conduct involving a substantial and specific risk or injury to public health, prejudice to public safety or harm to the environment.

Before making a disclosure it is important that you are aware of the rights and responsibilities imposed on you and others under the Act. Further information is available through the City's website at <http://www.mandurah.wa.gov.au/city-and-council/governance/disclosure>

## COMPLAINTS TO THE OMBUDSMAN AND THIRD PARTY AGENCIES

The Ombudsman can investigate complaints about most Western Australian public authorities, including local governments.

Generally the Ombudsman will investigate actions or decision where the decision maker has:

- Acted outside their legal authority;
- Not followed policy, or applied its policy inconsistently;
- Did not consider all the relevant information, or considered irrelevant information;
- Unreasonably delayed making a decision or informing the complainant of the decision; or
- Failed to notify the complainant of the decision or did not provide reasons for a decision.

Complaints in this category will be dealt with independent of the City's Complaint Handling process.

## REVIEW PROCESS

Where a complainant is dissatisfied with the way in which a complaint has been dealt with and/or the final determination of the complaint by the City, the following is to occur:

- 1) The complaint is to be referred to the relevant Director to investigate the matter and review the action and steps taken to resolve the complaint;
- 2) A report will be provided to the CEO detailing the history of the complaint and the actions taken to resolve the issue/s;
- 3) The CEO will determine the appropriate resolution of the outstanding complaint and the review of the service complaint handling process.

Should the CEO consider appropriate, an independent review of the complaint will be carried out by the Deputy Chief Executive Officer.

In circumstances where internal processes are unable to resolve a complaint or satisfy the complainant, the City may refer the complainant to appropriate external agencies, such as the State Administrative Tribunal or State Ombudsman Office, for review.

All complaints received by the City will be recorded in the mandated records management system as a 'complaint'.

---

**Responsible Directorate:**

**Reviewer:**

**Creation date:**

**Amendments:**

**Related Documentation:**

PROPOSED



# AUTHORITY TO EXECUTE DOCUMENTS

## POLICY

POL-CPM 06

### Objective:

To establish, in accordance with the requirements of Division 3 sections 9.49 and 9.49A of the *Local Government Act 1995 (the Act)*:

1. Protocols for affixing and administration of the City of Mandurah Common Seal; and
2. Authority for the Chief Executive Officer and other Officers and Agents to execute (sign) documents on behalf of the City of Mandurah.

### Statement:

The Act provides local governments with the ability to authorise its Chief Executive Officer (CEO) and other Officers and Agents to sign documents on behalf of the City of Mandurah (the 'City').

For the purposes of this policy, a document will be considered duly executed by the City if:

- a) the Common Seal is validly affixed to it; or
- b) it is signed by an officer authorised by Council to do so.

For the purpose of this policy any reference to the "execution" of a document will be referred to as "sign".

This policy covers the categories of documents signed by the City and is supported by the *Authority to Execute Documents* Procedure which should be read in conjunction with this policy.

It applies to all officers preparing documents for signing and those who have been authorised through the provisions of this policy to sign documents on behalf of the City.

It is the responsibility of the officer authorised to fully inform themselves of the matter they intend to sign on behalf of the City.

### Conditions / Restrictions

1. Documents and correspondence which relate to day-to-day routine communications or transactions do not require specific authorisation through this Policy as they are the subject of Section 5.41(d) of the *Local Government Act 1995* prescribing the CEO's duty to manage the day to day operations of the City. Such duties are undertaken by "acting through" Officers.
2. The following takes precedence over this Policy:
  - Legislation.
  - Formal requirements of a Commonwealth or State department, authority or agency (as described in a policy or procedure).
  - A Council decision.

- The City's Register of Delegated Authority.
3. Officers authorised may only sign documents relevant to matters within the scope of their position description and their approved financial expenditure limits. Where the matter is the responsibility of multiple Directorates, it may only be signed by the CEO.

### Signing on Behalf of Another Person

In the absence of an officer authorised by this policy, another officer may only sign on behalf of that officer if they have been approved to act in that position via the formal approval processes of the City.

## Document Categories

Documents signed by the City are managed in the following four categories:

### Category 1



#### Common Seal

- Affixing the Common Seal
- Signed by Mayor (and the CEO).
- Record of signature required.

### Category 2



#### CEO Only Signature

- Authorised by Council.
- Requires the signature of the CEO only, as the City's representative.
- Record of signature required.

### Category 3



#### CEO, Executive Leadership Team, Manager, or Agent Signature

- Authorised by Council.
- High risk of legal complexity, political or community sensitivity.
- Record of signature required.

### Category 4



#### Manager, Coordinator or other Officer Signature

- Authorised by Council, managed by Directorate.
- Low risk and operational in nature.
- Record of signature NOT required.

## Officers Authorised to Sign

Officers authorised to sign documents in the above four categories are listed in this policy's Appendix.

## Authorised Agents

Agents means the City's legal advisor(s) or settlement agent(s), as appointed from time to time, who are authorised to the extent described within a written instruction approved by the City to execute documents on behalf of the City.

### Procedure:

PRO-CPM 06 – Authority to Execute Documents

---

<b>Responsible Directorate:</b>	Finance and Governance
<b>Reviewer:</b>	A/Executive Manager Finance and Governance
<b>Creation date:</b>	Minute G.17/5/18, 22 May 2018
<b>Amendments:</b>	Minute G.11/7/18, 24 July 2018
<b>Related Documentation:</b>	Sections 9.49 and 9.49A of the <i>Local Government Act 1995</i>

## APPENDIX

Under section 9.49(a)(4) of the *Local Government Act 1995*, Council has authorised the following positions listed in the table below to sign documents on behalf of the City.

Officer Authorised									
	Document Type	Category	Mayor	CEO	Executive Leadership Team	Manager	Coordinator	Staff	Agents
<b>Category 1 – Requiring or requesting Common Seal</b>									
1	Local Laws – made and amended.	1	✓	✓					
2	Local Planning Scheme. Local Planning Scheme Amendment Document.	1	✓	✓					
3	Any document that is prepared by another party and requests Common Seal to be affixed (such as Mortgage, Loans and Debentures).	1	✓	✓					
4	Land Transaction documents - requesting or requiring Common Seal.	1	✓	✓					
5	State or Commonwealth Government Funding Agreements.	1	✓	✓					
6	Power of Attorney to act for the City.	1	✓	✓					
7	Grants and Funding Agreements with private agencies (incoming and outgoing).	1	✓	✓					
8	Ceremonial Certificates - Common Seal may be affixed at the Mayor's discretion (such as Honorary Freeman).	1	✓	✓					
9	Memorandum of Understanding – of a Strategic nature	1	✓	✓					
<b>Category 2 – CEO only signature</b>									
10	Contracts (Tenders) prepared utilising AS 2124 Contracts.	2		✓					
11	Prosecutions – Prosecution and Court Hearing notices.	2		✓					
12	Endorsement of Applications (Planning)– Signing forms as land owner for land owned or under management order to the City of Mandurah, for example: <ul style="list-style-type: none"> <li>Application for Development Approval.</li> <li>Peel Region Scheme Application for Development Approval.</li> <li>Subdivision Application (Form 1A).</li> <li>Endorsement of Deposited Plan (Form 1C).</li> <li>Clearing of Vegetation Applications.</li> </ul>	2		✓					
13	Funding Agreements <ul style="list-style-type: none"> <li>Regional Road Group – Progress and Completion Certificates</li> <li>National and State Back Spot – Progress and Completion Certificates</li> <li>Federal or State – Capital Works</li> </ul>	2		✓					
14	Any Documents the CEO signs as a representative of the City.	2		✓					
<b>Category 3 - CEO, Executive Leadership Team, Manager or Agent Signature</b>									
15	Agreements, for example: <ul style="list-style-type: none"> <li>Private Parking.</li> <li>Software and Hosting.</li> <li>Rental (Leasing rental agreements for capital purchases e.g. EDRMS). photocopiers, computers, gym equipment).</li> <li>Service providers.</li> <li>Sponsorship (as per delegated authority DA-CMR 02).</li> </ul>	3		✓	✓				
16	Contracts, for example: <ul style="list-style-type: none"> <li>Sale of assets.</li> <li>Positions for contract project works.</li> </ul>	3		✓	✓				
17	Debenture documents for loans (without request for common seal).	3		✓	✓				
18	Grants, for example: <ul style="list-style-type: none"> <li>Applications (only in absence of CEO).</li> </ul>	3		✓	✓				

	Document Type	Category	Mayor	CEO	Executive Leadership Team	Manager	Coordinator	Staff	Agents
	<ul style="list-style-type: none"> <li>Acquittals (only in absence of CEO).</li> </ul>								
19A	<b>Land</b> , for example: <ul style="list-style-type: none"> <li>Disposal and acquisition</li> <li>Cancellation of Sale and/or Purchase of Land.</li> <li>Vesting – crown lands acceptances.</li> <li>Encroachment (consent relating to City land).</li> <li>Other legal document dealings for Easements, Caveats, Section 70A Notification Management Statements, Restrictive Covenants.</li> <li>Contributed assets.</li> </ul>	3		✓	✓				
19B	<b>Land</b> <ul style="list-style-type: none"> <li>Documents lodged via PEXA for Landgate excluding Deeds and caveats for portions of land,</li> </ul>	3		✓	✓				✓
20	<b>Licence</b> , for example: <ul style="list-style-type: none"> <li>Agreements for Australian Standards.</li> <li>Software Use.</li> <li>Construction of State/Commonwealth Land.</li> </ul>	3		✓	✓				
21	<b>Licence</b> , for example: <ul style="list-style-type: none"> <li>Data (Landgate).</li> <li>Caravan Park or Camping Ground.</li> <li>Marina.</li> <li>Cemetery.</li> </ul>	3		✓	✓	✓			
22	<b>Novated lease</b> – MV lease forms (as employer only.) <b>Fleet Agreement</b> – MV lease forms (as employee only).	3		✓	✓				
23	<b>Proof of Access</b> – Various lands for Water Corp, Western Power, Developers.	3		✓	✓	✓			
24	<b>Variations to Tenders and Quotations</b> <ul style="list-style-type: none"> <li>Contract Administration related to the Principal Only – all others are Category 4).</li> <li>Increase costs (only if within approved budget/project funds).</li> </ul>	3		✓	✓	✓			
25	<b>Tenders</b> – Formal Instrument of Agreement.	3		✓	✓				
26	<b>Quotations</b> – acceptance \$75,000 and over. <ul style="list-style-type: none"> <li>Includes electronic acceptance of E-quotes.</li> </ul>	3		✓	✓				
<b>Category 4 - Manager, Coordinator or other Officer Signature</b>									
27	<b>Memorandum of Understanding</b> – of an operational nature	4		✓	✓	✓	✓		
28	<b>Grant of Right of Burial.</b>	4		✓	✓	✓	✓	✓	
29	<b>Quotations</b> – acceptance \$74,999 and lower. <ul style="list-style-type: none"> <li>Includes short form contract and purchase orders.</li> </ul>	4		✓	✓	✓	✓	✓	
30	<b>Agreements</b> , for example: <ul style="list-style-type: none"> <li>Hire (non-capital / small equipment).</li> <li>Pool Inspections.</li> <li>Services Surf Lifesaving Club.</li> <li>Swim School Endorsements</li> <li>Events, stall holders, artists</li> </ul>	4		✓	✓	✓	✓	✓	
31	<b>Approvals</b> , for example: <ul style="list-style-type: none"> <li>Illuminated Street Signs.</li> <li>Effluent Disposal.</li> <li>Designated Horse Exercise Areas.</li> <li>Camping longer than 3 nights</li> </ul>	4		✓	✓	✓	✓		
32	<b>Certificates</b> , for example: <ul style="list-style-type: none"> <li>Maximum Accommodation.</li> <li>Gaming Section 55.</li> <li>Liquor Licensing Sections 39 and 40.</li> </ul>	4		✓	✓	✓	✓		
33	<b>Land</b> – Settlement - Appointment of agent, authorisation to act and electronic conveyancing.	4		✓	✓	✓	✓	✓	
34	<b>Suppliers</b> - Credit Applications.	4		✓	✓	✓	✓	✓	

	Document Type	Category	Mayor	CEO	Executive Leadership Team	Manager	Coordinator	Staff	Agents
35	Work Applications – utility providers various City locations by Synergy, Western Power, Telstra, Water Corporation, Alinta.	4		✓	✓	✓	✓	✓	



POL-CNP 01

## POLICY

# FUNERAL SERVICES IN COMMUNITY HALLS AND PUBLIC OPEN SPACES

### Policy Objective:

To establish the criteria to be taken into consideration in relation to the assessment of applications and approvals to conduct funeral services at Community Halls or within the City of Mandurah's Parks and Reserves.

Deleted: (the 'City')

### Policy:

- The City of Mandurah (the 'City') will consider on its merits any application for a funeral service to be conducted at the following recommended and preferred Community Halls and Reserves, that are under the control and management of the City:

Deleted: only

- Halls Head Community and Sports Facility

Deleted: Old Mandurah Yacht Club

- Mandurah Bowling and Recreation Club

- Marlee Reserve
- Henry Sutton Grove
- Lakes Lawn Cemetery – Pergola

- Each application will take into account the following criteria:
  - the public use of the Community Hall, Reserve or Public Open Space at the time the service is requested;
  - the expected size of the funeral.
- Applications to hold a funeral service at any of the approved locations as defined in Section 1 above must be lodged at the City's Administration Office at least one working day prior to the time requested for the funeral service.
- The approval for the funeral service at the requested time will be at the sole discretion of the City and in accordance with the City of Mandurah Cemeteries Local Law 2010.

Deleted: it should be noted a service will only be approved between the hours of 9am and 3pm, Monday to Friday (excluding Public Holidays).

### Procedure:

#### Originating Section:

Customer Services

#### Relevant Legislation:

#### Reviewer:

Manager Customer and Visitor Services

#### Delegated Authority:

<b>Approved:</b> Minute G.35/04/09, 21 April 2009 <b>Reviewed:</b> Minute G.43/12/09, 15 December 2009 Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015	<b>Other References:</b> Previous reference – CS-03 <a href="#"><u>City of Mandurah Cemeteries Local Law 2010</u></a>
---	---





POL-EMS 01

## POLICY

# BUSH FIRE PREVENTION AND CONTROL

### (*Bush Fires Act 1954*)

#### Policy Objective:

To provide advice on all aspects of preparedness, prevention and the management of bush fires on properties within the City of Mandurah.

#### Policy:

The City of Mandurah (the 'City') is committed to formulating and imposing appropriate fire prevention measures necessary to provide a safe environment for the community on properties including rural, urban, occupied and unoccupied land. In achieving this, the City has implemented the following measures:

#### 1. FIRE HAZARD REDUCTION AND FIRE BREAK INSTALLATION:

- 1.1 Council may, in accordance with section 33 of the *Bush Fires Act 1954* (the Act) issue and publicise annually to all landowners requisitions necessary for the reduction of fire hazards within the City.
- 1.2 Delegated Authority has been granted to the Chief Executive Officer by Council to approve the first and final Fire Break and Fuel Hazard Reduction Notice (The Notice) annually, unless substantial changes are recommended by Council's Bush Fire Advisory Committee. Recommendations for substantial alterations to The Notice shall be submitted to Council for consideration of adoption.
- 1.3 The following requisitions have been adopted by Council as a minimum requirement for landowners for the reduction of fire hazards on their property. The below mentioned fire hazard reduction must be complied with by or on the 17 November annually and maintained until 31 May:

##### ➤ Occupied or Unoccupied Land Less than 4000m<sup>2</sup>

Where the area of land is less than 4000m<sup>2</sup> remove all flammable material on the land except living standing trees, from the whole of the land to a height of no longer than 4 centimetres by either mowing, slashing, ploughing, cultivating, scarifying, chemical spraying (followed by slashing down to 4 centimetres) or other approved method by an officer of Council authorised for this purpose. **A four (4) metre fire break is not acceptable.** (Note: Properties with dense vegetation will also need to be thinned out to reduce any significant fire risk to the satisfaction of the City's authorised bush fire control officer).

➤ **Occupied or Unoccupied Land 4000m<sup>2</sup> and Over**

When the area of land is **4000m<sup>2</sup>** and over, provide a trafficable mineral earth firebreak at least four (4) metres wide, with a vertical height clearance of 4.2 metres;

- Immediately inside all external boundaries on the land;
- Immediately surrounding all outbuildings erected on land;
- Immediately surrounding haystacks, fuel storage or other flammable substances or material.

Where land is subject to an approved Fire Management Plan the management plan must be fully complied with for the site.

#### 1.4 **ASSET PROTECTION ZONES**

In all areas noted as being within 100m of Bush Fire Prone Vegetation as designated by the Fire and Emergency Services Commissioner, the installation and maintenance of Asset Protection Zone (APZ) are recommended.

Asset Protections Zones in these areas are recommended to include:

- A 20 metre asset protection zone (reduced fuel load) from the walls of any building or infrastructure unless otherwise approved in a Fire Management Plan.
- Reticulated gardens shall be maintained to a height no greater than .5 metre (50 cm).
- Loose flammable material within the APZ should be removed to reduce the fuel load to less than 2 tonnes per hectare and this is to be maintained to this level.
- Wood piles to be stored at least 10 metres from the building.
- Maintenance of a minimum 2 metre gap between trees and shrubs any building or infrastructure.
- Ensuring that no trees overhang any building or infrastructure.
- Prune lower branches of trees within the APZ (up to 2 metres off the ground) to stop a surface fire spreading to the canopy of the trees.
- Trees or shrubs in the APZ are to be cleared of any dead material.

On all land 4000m<sup>2</sup> and greater Asset Protection Zones in these areas are required to:

- Maintain a minimum 2 metre gap between trees and shrubs and dwelling; and
- Ensure that no trees overhang any dwelling.

The City's Authorised Bush Fire Control Officers may issue a request for works to be completed for the failure to undertake required Asset Protection Zone works and where works are not completed an infringement notice may be issued.

Contractors will not be requested to undertake works on the owner's behalf in relation to Asset Protection Zone non-compliance. Any change in enforcement approach in this regard is to be endorsed by Council.

Authorised Bush Fire Control Officers may issue a variation from Asset Protection Zone requirements where it is considered that adequate risk mitigation measures have been implemented, such as the reduction of fuel loads and appropriate

Deleted: O

management of understorey vegetation.

Applications can be made to the City to remove trees or vegetation in order to create an Asset Protection Zone within a tree preservation area as designated in the City's Town Planning Scheme No 3.

These requirements are the minimum standard. Additional requests may be made in accordance with the relevant section of the Bush Fires Act 1954 by the City's authorised Bush Fire Control Officer.

- 1.5 Annual property fire break and fuel hazard reduction inspections of all urban, rural occupied and unoccupied land by authorised Bush Fire Control Officers will officially commence on the 18 November each year.

- 1.6 Variation to the City's requirements: If a landowner considers for any legitimate reason it impractical to clear firebreaks as required by The Notice, or if natural features are considered to render firebreaks unnecessary, application may be made in writing to the City or its authorised Bush Fire Control Officers, not later than November of each year for alternative locations, or other method of fire prevention on the land.

Deleted: duly

The City's authorised Bush Fire Control Officers may apply an approval to the variation for a period of up to 3 years where appropriate. Properties must be maintained each year in accordance with the approved variation.

Deleted: delegated officers Coordinator of Ranger Services

If permission is not granted, the requirements of The Notice must be complied with. Any major fire hazard reduction request which can not be resolved between the applicant and an authorised Bush Fire Control Officer may be referred to the Chief Bush Fire Control Officer for determination.

- 1.7 The City or its authorised Bush Fire Control Officers may, in accordance with section 33 of the Act, arrange for a contractor, workers, machinery or other equipment or workforce necessary to clear land found in contravention of subsection 1.3. The City's contractors may be requested to undertake remedial compliance works to properties found to be in contravention of subsection 1.3.

- 1.8 Landowners may be served with notice of the contravention and an infringement notice may be issued in accordance with the Act.

Deleted: modified penalty (

- 1.9 Landowners shall be liable for the costs associated with the hazard reduction clearing on their land as stipulated in subsection 1.7 of this policy and those costs shall remain as a debt against the property until paid in full.

## 2 BURNING PERIODS

### 2.1 Restricted Burning Period:

The restricted burning period, pursuant to section 18 of the Act shall be between 1 April and 30 November inclusive each year.

### 2.2 Prohibited Burning Period:

The prohibited burning period, pursuant to section 18 of the Act shall be between 1 December and 31 March inclusive each year.

### 2.3 Limited Burning Times:

Has the same meaning as 'Restricted Burning Period' where a Permit to Burn is required.

#### § **OPEN AIR FIRES**

Deleted: CAMP

Council has resolved to prohibit open air fires lit for the purpose of camping or cooking within the district unless specifically approved by the Chief Bush Fire Control Officer in writing.

Deleted: the burning of camp fires

Deleted: City

#### 4 **BURNING OF GARDEN REFUSE**

Council has resolved to prohibit the burning of garden refuse or rubbish within the district of Mandurah that would otherwise be permitted under Section 24F of the *Bush Fires Act 1954*. This prohibition applies to all land zones urban residential under the City of Mandurah Town Planning Scheme No. 3, during the "Restricted Burning Period". The effect is that the burning of garden refuse either in an incinerator or on the ground in urban zoned areas is prohibited at all times of the year.

The following exemptions apply:

Land zoned rural residential under the City of Mandurah Town Planning Scheme No. 3, and on all land 4000m<sup>2</sup> and greater. Any other exemption is based on an assessment of the hazard by a City authorised Bush Fire Control Officer.

These exemptions are restricted to the declared "Restricted Burning Times" as mentioned above and a "Permit to Burn" will be required during these dates. No burning is permitted during the 'Prohibited Burning period' as mentioned above.

Burning Permits may be issued for the entirety of the "Restricted Burning Period" season with appropriate conditions imposed.

These conditions include the following:

- Properties of area less than 2 hectares to burn 1m<sup>3</sup> of refuse at one time.
- Properties of area 2 hectares or greater are permitted to burn no more than 3m<sup>3</sup> of refuse at one time.

#### **Procedure:**

##### **Originating Section:**

Ranger Services

##### **Relevant Legislation:**

*Bush Fires Act 1954*

##### **Reviewer:**

Coordinator Ranger Services  
Manager Statutory Services

##### **Delegated Authority:**

DA-EMS 01 Prohibited Burning Times  
DA-EMS 02 Bush Fires Act 1954  
DA-DBC 02 Planning/Building Application Fees

##### **Approved:**

Minute G.28/06/02, 18 June 2002

##### **Other References:**

Previous reference – CS-RA 01

**Reviewed:**

Minute G.43/12/09, 15 December 2009

Minute G.31/6/12, 26 June 2012

Minute G.25/2/14, 25 February 2014

Minute G.25/3/15, 24 March 2015

Minute G.22/6/17, 13 June 2017

Minute G.19/4/19, 30 April 2019



POL-EMS 02

## POLICY

# EMERGENCY MANAGEMENT

### Policy Objective:

The City of Mandurah (the 'City') aims to minimise the impact of disruptive and disaster events through an ongoing commitment to emergency Prevention, Preparedness, Response and Recovery.

Deleted: City

In achieving this, the City will:

- promote risk, emergency management and business continuity principles throughout the organisation and community to enhance disaster resilience;
- support community and neighbouring local governments following disaster events to aid local and regional recovery (where practicable);
- ensure that the Natural, Built, Social and Economic environments are considered when aiding community recovery;
- provide an effective after hours response to emergencies within the City's normal service delivery area;
- effectively communicate and report on disruptive/disaster events and impacts;
- provide ongoing commitment to emergency and business continuity preparations, training and exercising to build and maintain individual and organisational confidence and capacity;
- mitigate the impact of disruptive events (where practicable) ; and
- promote a smooth and rapid restoration of normal business functions following a disaster.

Deleted: and

Deleted: and minimise

Deleted: ).

### Policy:

This policy applies to all City employees, demonstrating that emergency management is a shared responsibility between City staff, emergency services and the community.

In support of the above objectives, the City will:

- encourage emergency preparedness within all business units;
- develop and maintain business continuity plans;
- ensure compliance with emergency communications and reporting procedures; and
- participate in regional or district mutual aid agreements

Deleted: units

Deleted: maintain business

Deleted: participate

Deleted: municipal

By preparing and planning for such events, the City can respond and recover more effectively minimizing the impacts to the City and its community.

The City acknowledges that before, during or after an emergency, services may be rescheduled or adapted to support a community in need.

#### Procedure

Approved Emergency Communication & Reporting Procedure

#### Originating Section:

Emergency Management

#### Relevant Legislation:

s6.8(1)(c) Local Government Act 1995  
Emergency Management Act 2005

#### Reviewer:

Coordinator Emergency Management

#### Delegated Authority:

#### Approved:

Minute G.26/3/15, 24 March 2015

#### Other References:

- Emergency Management Memorandum of Understanding
- International Standard ISO 31000/2009
- Australian Standards for Business Continuity AS/NZ 5050
- WESTPLAN Recovery
- Mandurah Local Emergency Management Arrangements

Deleted: ¶

¶  
In

Deleted: disruptive

Deleted: will be better placed to

Deleted: ,

Deleted: impact on staff,

Deleted: organization

Deleted: support

Deleted: or other local governments

Deleted: State Emergency Management Plan

Deleted: Plans



POL-EVM 06

## POLICY

# CANAL WATERWAYS MANAGEMENT

### Policy Objective:

To set the parameters for the management and maintenance of canal waterways existing within the City of Mandurah (the 'City').

### Policy:

#### MANAGEMENT AND MAINTENANCE

##### Developer Responsibility

Following the City overseeing the development and ensuring compliance with subdivisional guidelines, the developer shall be responsible for waterways maintenance for a minimum of five years following completion of the development.

##### City of Mandurah Responsibility

Following handover of canal management from the developer to the City, Waterways Advisory Groups (WAGs) will have the responsibility for setting the canal maintenance requirements which are paid for via the specified area rate (please see funding). These Groups will comprise the following representatives:

City of Mandurah Representatives up to 3 representatives  
Individual Canal Ratepayer Association Members up to 3 representatives

Representatives from the Department of Transport, Department of Water and the Department of Environmental Regulation will provide specialist advice as and when required.

##### Funding

After handover, canal management is jointly funded by the City of Mandurah and canal property owners. The City contributes from general revenue and private property owners are levied by a Specified Area Rate in accordance with the provisions of the *Local Government Act 1995* and Council's related policy.

The City's contributions can vary from one canal estate to another. Contributions are calculated as percentage of Council controlled waterfront to total waterfront and other factors such as allowances for public boat ramps and other negotiated uses.

##### Limits of Responsibilities

**Deleted:** The WAG's are Advisory Committees that operate under the provisions of the *Local Government Act 1995*.

**Deleted:** officers

**Deleted:** s

**Deleted:** s

**Deleted:** An Elected Member as nominated by Council . 1 representative only

**Deleted:** They



The City of Mandurah, as the Waterways Manager, is responsible for the management, monitoring and maintenance works within the boundaries of the water bodies of the canals and entrance channel. This includes maintaining the canals and entrance channel seabeds to an adequate depth for safe navigation, maintaining canal banks for revetment wall stability and ensuring an acceptable water quality standard exists.

Canal lot owners are required to obtain a planning approval for jetty structures within the canal waterway and within cadastral boundaries of canal lots. Marine structures such as jetties and mooring buoys require a jetty license approval from the Department of Transport, and it is the Licensee's responsibility for maintaining such structures.

Navigational aids fall within the jurisdiction of the Department of Transport. The policing of speed limits fall within the jurisdiction of the Western Australian Water Police.

The maintenance responsibilities stated above include:

1) Hydrographic Surveys

These shall be carried out on an annual basis, or as necessary to monitor sand/silt movements within the canals and in the entrance channel. Data recorded shall be used as the basis for ongoing dredging and/or other maintenance works. The canals and the entrance channel shall be maintained at design profiles.

2) Water Quality

Water quality shall be maintained to comply with approved Guidelines for recreational use or ambient water quality. The City's Environmental Health Services Section will monitor water quality at nominated locations on a monthly basis. Samples taken will be analysed for the following parameters:

- Thermotolerant Coliforms
- Faecal Streptococci
- Salmonella
- Dissolved oxygen
- Turbidity
- Salinity
- Conductivity
- Temperature
- Nitrate and nitrite
- Phosphorous

These parameters coincide with sampling carried out by the Department of Water in the Peel/Harvey Estuary System. Recorded data shall provide the basis for ongoing public awareness and education programmes in relation to the use of fertilisers and stormwater retention.

3) Litter Control

Litter and debris shall be collected in accordance with the agreed schedule which is determined by the WAG as part of the ongoing maintenance responsibility.

4) Walls

Canal revetment walls which are located inside individual cadastral boundaries remain the

responsibility of lot owners. The City recommends regular monitoring of the structural integrity of these walls to identify maintenance requirements. Canal walls which abut public open spaces managed by the City remain the responsibility of the City and funding for this work is provided from general revenue and not from the specified area rate reserve account.

5) Dredging

Entrance channels into canal estates will be dredged on an as needed basis following consultation with the relevant WAG, with funds for such works being raised via a specified area rate applied to all canal lot owners.

**Procedure:**

**Originating Section:**

Marina and Waterways

**Relevant Legislation:**

- *Local Government Act 1995*
- *Planning and Development Act 2005*
- *Jetties Act 1926*

**Reviewer:**

Manager Marina and Waterways

**Delegated Authority:**

**Approved:**

Minute G. 23/12/01, 12 December 2001

**Reviewed:**

Minute G.26/5/10, 25 May 2010

Minute G.57/2/12, 28 February 2012

Minute G.35/2/15, 24 February 2015

**Other References:**

- Local Planning Policy No 11 – Canal Waterways Structures
- Western Australian Planning Commission Policy No DC 1.8
- Individual City of Mandurah Deeds of Agreements.
- Policy POL-FCM 04– Specified Area Rates for Canals



POL-FCM 03

## POLICY

### PROVISION OF LOANS TO SPORTING AND COMMUNITY ASSOCIATIONS

#### Policy Objective:

To outline fair and equitable guidelines for the provision of loan requirements to sporting clubs/associations and community groups.

Deleted: control and

Deleted: loan

Deleted:

Deleted: of

Deleted: associations

#### Policy:

The City may make loans available to sporting and community associations in accordance with the following principles:

- Loans will only be made available to organisations for the upgrade or refurbishment of existing City of Mandurah community infrastructure or for the purchase of capital items specific to the improvement and/or maintenance of the asset.
- Loans will not be made available as a capital contribution to the development of new facilities or to assist with day-to-day operating matters.
- Organisations must make sufficient data available to demonstrate a capacity to repay loans through the provision of but not limited to relevant Business Plans, Audited Financial Statements and other necessary documentation.
- Loans, and conditions of repayment, must be approved by Council. Budget adoption does not signify approval for a loan.
- Minor requirements up to \$50,000 may be funded on an interest free basis from the City's interest-free loan reserve.
- Where the City accesses borrowings to provide for an organisation's requirements, the cost of borrowings may be passed on to the organisation.
- The City reserves the right to seek guarantors for loans.
- Where a loan obligation exists, leases and licences will be amended to state that default on repayments, or failure to comply with loan conditions, may be considered as a lease termination event.

Deleted: Loans can only be made available to organisations for the purchase of capital items or to meet obligations to contribute to the provision of facilities.

Deleted: <#>Larger requirements such as contributions to the provision of facilities may also be funded on an interest-free basis subject to a resolution of Council.¶

<b>Procedure:</b>	
<b>Originating Section:</b> Financial Services	<b>Relevant Legislation:</b> <i>Local Government Act 1995</i>
<b>Reviewer:</b> Manager Financial Services	<b>Delegated Authority:</b>
<b>Approved:</b>  <b>Reviewed:</b> Minute G.43/12/09, 15 December 2009 Minute G.35/2/15, 24 February 2015	<b>Other References:</b> <ul style="list-style-type: none"> <li>• Previous reference – FS-05</li> <li>• Minute G.45/8/01, 21 August 2001</li> </ul>

# RELATED PARTY DISCLOSURES

## POLICY

POL-FCM 07

### Objective:

To provide guidance in the preparation of financial statements to ensure disclosure requirements are met for Australian Accounting Standard *AASB: 124 Related Party Disclosures*.

### Statement:

#### 1. Background

The objective of AASB 124 is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and profit or loss may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.

#### 2. Related Party Disclosures and the City

The City must undertake the following:

- Identification of Related Party relationships;
- Identification of transactions and outstanding balances/commitments with Related Parties;
- Assessment of materiality of the transactions and outstanding balances/commitments; and
- Determine the level of disclosure required.

#### 3. Identification of Related Parties

##### Related parties

A related party is a person or entity that is related to the entity that is preparing its financial statements.

Related parties to the City include:

- Entities where the entity is set up, controlled or is significantly influenced by the City;
- Key Management Personnel (KMP) of the City;
- Close family members of KMP; and
- Entities that are controlled or jointly controlled by KMP or their close family members.

##### Entities

When determining whether an entity is a related party, consideration needs to be given to the position of the KMP, close family members or the City in respect of control and influence. The following definitions apply:

- Joint Control – 'is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control'.
- Significant influence – 'is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies'.



### Key Management Personnel

Key Management Personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

The following persons are defined as being KMP:

- Mayor/Councillors
- Chief Executive Officer
- Directors and Executive Managers
- ~~Manager Financial Services~~

**Deleted:** <#>Executive Manager Finance and Governance†

### Close Family Members

Close family members of a KMP are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- That person's children and spouse or domestic partner;
- Children of that person's spouse or domestic partner; and
- Dependents of that person or that person's spouse or domestic partner.

### Entities and KMP

Entities (including companies, trusts, joint ventures, partnerships and not-for-profit associations) controlled or jointly controlled by KMP or their close family members are also considered related parties.

## **4. Related Party Transactions**

### Related party transactions

A related party transaction is a transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

The following are examples of related party transactions:

- Employee compensation whether it is for KMP or close family members of KMP;
- Lease agreements for housing rental for property owned or sub-leased by the City;
- Lease agreements for commercial properties;
- Monetary and non-monetary transactions between the City and any business or associated entity owned or controlled by the related party in exchange for goods/services provided to/by the City (trading arrangement);
- Sale or purchase of any property owned by the City, to a related party;
- Sale or purchase of any property owned by a related party, to the City;
- Contracts and agreements for construction, consultancy or services.

### Ordinary Citizen Transactions

The City acknowledges that there are related party transactions that also satisfy the definition of an Ordinary Citizen Transaction (OCT). An OCT is a transaction that occurs on terms and conditions no different to those applying to the general public, and has been provided in the course of delivering the City's services. The City will not disclose such related party transactions in the financial statements.



The following transactions with related parties are OCT's and do not need to be disclosed:

- Payment of rates, Emergency Services Levy, refuse collection fees, and any other charges which may be levied on all or part of the community.
- Fines and infringements.
- Use of City owned facilities (e.g. recreation facilities, libraries, waste transfer station, parks and open spaces).
- Attending Council functions that are open to the public.
- Application fees paid to the City for licences, approvals or permits.

#### Declarations

KMP will be required to complete a 'Related Party Disclosure Declaration' form in June of each year and submit it to the Manager Financial Services. This is subject to the following:

- Elected Members whose term of office is expiring must make a declaration immediately prior to the election.
- KMP who are leaving the organisation must make a declaration prior to the cessation of employment.

#### **5. Materiality**

Officers will apply professional judgement to assess the materiality of transactions disclosed by related parties and their subsequent inclusion/exclusion in the financial statements. In assessing materiality consideration will be given the size and nature of the transaction or a combination of both.

Transactions which are subjected to materiality decisions will be discussed with the Audit and Risk Committee.

### **Procedure**

N/A

<b>Responsible Directorate:</b>	Chief Executive's Office
<b>Reviewer:</b>	A/Executive Manager Finance and Governance
<b>Creation date:</b>	31 January 2018
<b>Amendments:</b>	Minute G.15/3/18, 27 March 2018
<b>Related Documentation:</b>	AASB 124 – Related Party Disclosures Departmental Circular 12-2017





POL-HRM 04

## POLICY

### PAYMENTS TO EMPLOYEES

#### Policy Objective:

To set out the circumstances and manner of assessment in which the City of Mandurah will pay an employee an amount that is in addition to any amount to which the employee would normally be entitled.

#### Policy:

##### 1. Application

This policy applies to all employees of the City of Mandurah (the 'City')

Decisions under this policy are to be made –

- a) by the Council – where the decision involves a payment to the CEO; and
- b) by the CEO – where the decision involves a payment to any other employee of the City.

##### 2. Circumstances for payment

The City may make a payment, in addition to any amount to which the employee is entitled under a contract of employment or industrial agreement, relating to the employee in the following circumstances-

- a) ~~redundancy~~ - "Redundant" will be taken to mean that the duties of a position will no longer be performed by an employee of the City;
- b) local government boundary changes and amalgamations; and
- c) to settle such other termination matters (that do not relate to an employee being made redundant) in accordance with clause 4.

Deleted: R

##### 3. Exclusions

- 3.1 A payment will not be made to an employee who-
- a) is redeployed within the City;
  - b) accepts employment with a successful tenderer;
  - c) is dismissed for serious misconduct;
  - d) is employed on either a temporary or casual basis;
  - e) has less than one year's service with the City, or
  - f) is classified as a trainee or apprentice or is under probation.



- 3.2 In addition to the exclusions in clause 3.1, where an employee's position is made redundant as a result of all or part of the functions of that position being undertaken by a contractor, a payment will not be made to the employee but, in this case, the City will encourage the contractor to engage the employee.

#### 4. Determination of payment

##### 4.1 Definition

In the context of a 'payment' to an employee, the term 'weeks pay' –

- a) means the weekly salary or wage payable to the employee ~~calculated in line with the 'base rate of pay' definition contained within the current City of Mandurah Enterprise Agreement or as otherwise defined within an officers contract of employment;~~
- b) includes salary or wages specifically sacrificed for additional non-award benefits; and
- c) ~~excludes~~ the value of any non-award benefit normally provided for the employee position (such as a vehicle and where normal use of that vehicle is a non-cash component of a salary package, and any over award superannuation provided to employees).

Deleted: normal

Deleted: 2017

Deleted: including any penalty rates normally paid for ordinary hours but excluding overtime or intermittent payments

Deleted: does not include

##### 4.2 General maximum payment

The maximum payment to an employee under regulation 19A of the *Local Government (Administration) Regulations 1996*, where the employment with the City finishes after 1 January 2010, must not exceed –

- a) *if the person accepts voluntary severance by resigning, the value of the person's final annual remuneration; or*
- b) *in all other cases, \$5,000.*

##### 4.3 Settlement and other terminations

For the purpose of determining the amount of a payment in respect of a settling a matter under clause 2 (c), the CEO may take into account –

- a) the advice of an industrial advocate or legal practitioner on the strength of the cases of the respective parties in any litigation or claim in an industrial tribunal;
- b) the costs of any industrial advocate or legal advice and support;
- c) the general costs associated with the hearing including witness fees, travel costs and accommodation charges; and
- d) the disruption to operations.

#### Procedure:

#### Originating Section:

Human Resources

#### Relevant Legislation:

*Local Government Act 1995 s.5.50(1)*

*Local Government (Administration) Regulations 1996 r 19A*

<b>Reviewer:</b> Executive Manager Strategy and Business Performance	<b>Delegated Authority:</b>	
<b>Approved:</b> Minute G.43/12/09 15 December 2009 <b>Reviewed:</b> Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015	<b>Other References:</b>	



POL-HRM 05

## POLICY

### SENIOR EMPLOYEES

**Policy Objective:**

To ensure that "senior" employees within the corporate structure are accurately identified in accordance with section 5.37 of the *Local Government Act 1995*.

**Policy:**

Council designates, as "senior employees" of the City of Mandurah the following officers:

- Chief Executive Officer
- Director Corporate Services
- Director Works and Services
- Director Sustainable Communities

Deleted: &lt;#&gt;Director People and Communities¶

Deleted: &lt;#&gt;Development

Deleted: &lt;#&gt;Corporate Lawyer¶

**Procedure:****Originating Section:**

Human Resources

**Relevant Legislation:***Local Government Act 1995 s.5.37***Reviewer:**

Executive Manager Strategy and Business Performance

**Delegated Authority:****Approved:**

Minute G.43/12/09 15 December 2009

**Reviewed:**

Minute G.57/2/12, 28 February 2012

Minute G.35/2/15, 24 February 2015

**Other References:**



POL-HRM 06

## POLICY

### ANNUAL PERFORMANCE REVIEW CHIEF EXECUTIVE OFFICER

#### Policy Objective:

To ensure the City of Mandurah (the 'City') complies with section 5.38 of the *Local Government Act 1995* which requires that the performance of each employee who is employed for a term of more than one year, including the Chief Executive Officer, is to be reviewed at least once in relation to every year of the employment.

#### Policy:

The performance of the Chief Executive Officer (CEO) will be reviewed annually by Council and responsibility for this task shall sit with the Executive Committee. To ensure that the review is conducted with the required transparency and independence, Council will engage the services of an appropriate independent consultant.

Administrative responsibility for the review will be allocated to the Executive Manager Strategy and Business Performance, or officer designated by that role.

The performance of the CEO will be assessed each financial year against the following criteria:

- 1) Successful completion of Key Performance Indicators previously set by Council.
- 2) Achievements which do not relate to set Key Performance Indicators but are of significant benefit to the City.
- 3) Prudent financial management.
- 4) Delivery of objectives set in of the City's Strategic and Corporate Plans.
- 5) Implementation of appropriate risk management strategies.
- 6) The CEO's advocacy on behalf of the City.
- 7) Management of the organisational culture and the recognition of the City as an employer of choice.

All matters in relation to the CEO's performance and remuneration will be dealt with as confidential items by Council.

The Executive Manager Strategy and Business Performance will ensure the following process is implemented:

- 1) Expressions of interest to conduct the review, in line with Council's purchasing policy, will be sought from appropriately qualified and experienced consultants.
- 2) Following consultation with the Executive Committee and the Chief Executive

Deleted: by March of each year

<p>Officer, the Executive Manager Strategy and Business Performance will appoint an independent consultant to conduct the review.</p>	
3)	A formal report on the City's achievements for the year is provided by the CEO against the criteria listed above.
4)	The consultant shall seek feedback from Elected Members <del>and the Executive Leadership Team</del> in relation to the criteria determined above. The CEO and the Executive Committee may agree on the appropriateness of feedback being sought from other people <u>including the Executive Leadership Team</u> . Whilst nominated people are requested to provide feedback, they are not required to do so.
5)	The Executive Committee will consider the report provided by the consultant <del>in sufficient time to allow and will use its best endeavours to provide</del> recommendations to be considered by Council at its <del>September</del> <u>July</u> meeting each year.
6)	The Executive Committee will make recommendation to Council in regard to: <ul style="list-style-type: none"> <li>a. Endorsement of the CEO's performance for the period under review.</li> <li>b. The CEO's remuneration for the next 12 months, having regard to the relevant determination of the Salaries and Allowances Tribunal determination for Local Government CEO's.</li> <li>c. If required, the extension or renewal of the CEO's contract.</li> <li>d. Determination of appropriate Key Performance Indicators for the next 12 months.</li> </ul>

**Procedure:**

Chief Executive Officer – Performance and Remuneration Review Procedure

<p><b>Originating Section:</b></p> <p>Human Resources</p>	<p><b>Relevant Legislation:</b></p> <p><i>Local Government Act 1995</i></p> <p><i>Salaries &amp; Allowances Act 1975</i></p>
<p><b>Reviewer:</b></p> <p>Executive Manager Strategy and Business Performance</p>	<p><b>Delegated Authority:</b></p>
<p><b>Approved:</b></p> <p>Minute G.56/8/13, 27 August 2013</p> <p>Minute G.35/2/15, 24 February 2015</p>	<p><b>Other References:</b></p>



POL-IMT 01

## POLICY RECORDS MANAGEMENT

### Policy Objective:

To provide a record keeping framework to ensure that full and accurate records of all activities and decisions of Council are created, accessed, managed and retained or disposed of appropriately and in accordance with relevant legislation.

### Policy:

#### Definitions:

Employee – means all workers including apprentices, trainees, cadets, interns, work experience students, contractors, sub-contractors, consultants and volunteers.

General Disposal Authority (GDA) – The GDA for Local Government records is designed to provide consistency throughout Local Government in disposal activities and decisions. It is a continuing authority for the disposal and archival of records which document a Local Governments operation.

Record Keeping Plan – ensures that records are created, managed and maintained over time and disposed in accordance with principles and standards issued by the State Records Commission. It is the primary means of providing evidence of compliance with the State Records Act 2000 and that best practices have been implemented within the organisation.

The City of Mandurah (The 'City') is committed to creating and maintaining full and accurate records of its business transactions and official activities. In accordance with legislative requirements, the City is obliged to maintain a records management system that completely, accurately and reliably creates and maintains evidential records. Records created and received by employees are to be managed in accordance with the City's Approved Record Keeping Plan, this Policy and associate procedures.

### Elements of Record Keeping

1. Creation - it is the responsibility of employees and elected members to ensure that full and accurate records are created of the City's business, operational and administrative activities in accordance with legislative requirements.
2. Capture and Control of Records – all records created and received in the course of City business are to be captured at the point of creation, with required metadata into appropriate record keeping and business systems, which are managed in accordance with sound record keeping principles.

Corporate records must not be maintained in email folders, shared folders (unless authorised), personal drives or external storage media, as these lack the necessary functionality to protect business information and records over time.

Commented [A1]:

Deleted: City personnel and contractors

Deleted: the

Deleted: Procedure Manual

Deleted: all staff, contractors

3. Security and Protection of Records – all records are to be categorised as to their level of sensitivity and adequately secured and protected from violation, unauthorized access or destruction, and kept in accordance with necessary retrieval, preservation and storage requirements.

4. Access to Records - access to the City's records by employees will be in accordance with designated access and security classifications. Access to the City's records by the general public will be in accordance with the *Freedom of Information Act 1992*. Access to the City's records by Elected Members will be through the Chief Executive Officer in accordance with the *Local Government Act 1995*.

Deleted: individual staff and contractors

5. Appraisal, Retention and Disposal of Records - records will only be destroyed or otherwise disposed of in accordance with the General Disposal Authority (GDA) for Local Government Records issued by the State Records Office, and following authorisation from the section manager and the Chief Executive Officer.

## Roles and Responsibilities

### Elected Members

Elected Member records must be created and kept which properly and adequately record the performance of member functions arising from their participation in decision making processes of all meetings where they represent Council on Committees or external bodies. This requirement should be met through the creation and retention of records of meetings of local government and other communications and transactions of Elected Members which constitute evidence affecting the accountability of Council and the discharge of its business. Electioneering (or party political information) and personal records which are not related to an Elected Members official duties are exempt. Any correspondence received as part of their duties should be periodically returned to the City for registering into the appropriate record keeping system.

### Chief Executive Officer

In accordance with section 5.41(h) of the *Local Government Act 1995*, the Chief Executive Officer is to ensure that records and documents of the local government are properly kept for the purpose of this act and any other written law'.

### Executive and Managers

Executive and Managers are to ensure that all employees under their supervision comply with this policy and associated records management procedures and the City's Recordkeeping Plan

Deleted: All

Deleted: the record keeping policy and procedures are known and adhered to in their area of responsibility.

### Employees

Deleted: All Staff

Employees are to create, collect and retain records relating to business activities they perform. They are to identify significant records; ensure those records are registered into the record keeping system and that all records are handled in a manner commensurate with legislation and the City's policies and procedures for record keeping.

Deleted: All staff, including contractors,

### Information Management Unit

Deleted: Staff

The Information Management Unit are responsible for providing a records management service which complies with this policy, associated procedures and any State Records Office requirements.

Deleted: staff

Deleted: P

The City will ensure that appropriate practices are established to facilitate the ease of capture and management of all corporate records.

**Procedure:**

**Originating Section:**

Information Services

**Relevant Legislation:**

*State Records Act 2000*

*Local Government Act 1995*

*Freedom of Information Act 1992*

*Evidence Act 1906*

*Electronic Transactions Act 2011*

*Criminal Code (s85)*

Deleted: 03

**Reviewer:**

Team Leader Information Management

**Delegated Authority:**

**Approved:**

Minute G.28/9/04, 21 September 2004

**Other References:**

Previous reference – IM 03

**Reviewed:**

Minute G.26/03/07, 20 March 2007

Minute G.43/12/09, 15 December 2009

Minute G.57/2/12, 28 February 2012

Minute G.35/2/15, 24 February 2015





POL-LUP 02

## POLICY

# RESPONSE TO APPEALS TO THE STATE ADMINISTRATIVE TRIBUNAL

### Policy Objective:

To clarify the role, responsibility and accountability of the Council and City Officers in respect to ~~town planning~~ decisions ~~made~~ which are the subject of an appeal.

Deleted: it makes

### Policy:

In respect to town planning responses to the State Administrative Tribunal (SAT) the following shall apply:-

1. Where a Council decision is the same or essentially the same as an officer's recommendation, or corrects or improves the content of an officer's recommendation, then the responsible officer or other appropriate officer nominated by the Director Sustainable ~~Communities~~ or the Manager of Planning and Land Services, shall provide a written response to an Appeal on behalf of the Council or attend a mediation or tribunal hearing as an expert witness to represent the Council's position.
2. Elected Members attending mediation sessions do so on a voluntary basis as community members and as observers; not as a representative of Council.
3. Where a decision of the Council is the subject of an appeal to the SAT and that decision is contrary to the recommendation of a City officer then, in the interests of the Council and City officers:-
  - 3.1. Council will be represented by a private consultant or a person appointed by the Director Sustainable ~~Communities~~ or Manager Planning and Land Services to represent the City at the SAT hearing.
  - 3.2. In such cases, officers will represent the City at the mediation sessions, as far as practicable.
  - 3.3. In the event of City officers being subpoenaed, Council acknowledges that officers will be required to give evidence at a SAT hearing in support of the officer's recommendation, acknowledging that the evidence given may be contrary to the Council decision the subject of the appeal.

Deleted: Development

Deleted: Development

Deleted: , in conjunction with the City's Legal section,

<b>Procedure:</b>		
<b>Originating Section:</b> Sustainable Development	<b>Relevant Legislation:</b> <ul style="list-style-type: none"> <li>• <i>Planning and Development Act 2005</i></li> <li>• <i>Local Government Act 1995</i></li> <li>• <i>State Administrative Tribunal Act 2004</i></li> </ul>	
<b>Reviewer:</b> Manager Planning and Land Services	<b>Delegated Authority:</b>	
<b>Approved:</b> Minute G.24/11/06, 21 November 2006  <b>Reviewed:</b> Minute G.28/2/10, 23 February 2010 Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015	<b>Other References:</b> Previous reference - SD-11	



POL-LUP 03

## POLICY

### UNAUTHORISED CLEARING OF VEGETATION

**Policy Objective:**

To conduct public awareness programs which encourage the retention of natural bushland and discourage damage and unauthorised clearing, including pruning considered to be significant, of vegetation on public land.

**Policy**

The City of Mandurah (the 'City') will provide clear, accurate and consistent advice through correspondence to its community and contractors on matters pertaining to the removal and pruning of trees.

The public are not authorised to prune or remove vegetation on City managed land including but not limited to verges and road reserves, parks and reserves, coastal and foreshore vegetation.

In the case of unauthorised removal or significant pruning of vegetation occurring, the City may erect large billboard type signage on public land in addition to any action available to the City under the *Local Government Act 1995*, or the Planning and Development Act 2005 with respect to such unauthorised clearing or pruning, which may include rehabilitation of the site.

These signs will contain a message regarding the consequences of removal or significant pruning of vegetation from public land, and may be installed for a period considered appropriate by the City, in most cases, until the vegetation has regrown or has been restored to its original state.

**Procedure:**

Erection of unauthorised clearing signs

**Originating Section:**

Sustainable Development

**Relevant Legislation:**

- *Local Government Act 1995*
- *Planning and Development Act 2005*
- *Local Government (Uniform Local Provisions) Regulations 1996 – r.5*

**Reviewer:**

Manager Planning and Land Services

**Delegated Authority:****Approved:**

Minute: G.17/7/08, 15 July 2008

**Other References:**

Previous reference – SD-13

Deleted: and an ongoing education and awareness program

Deleted: the requirements for planning approval for the

Formatted: Not Highlight

Deleted: trimming

Deleted: or vegetation.

Deleted: its Town Planning Scheme No 3,

Deleted: of up to two (2) years or

Deleted: , whichever is the shorter period.

Deleted: <#> Town Planning Scheme No 3 s. 6.5.2

**Reviewed:**

Minute G.28/2/10, 23 February 2010

Minute G.57/2/12, 28 February 2012

Minute G.35/2/15, 24 February 2015



POL-LUP 07

## POLICY

# STREET NUMBERING

### Policy Objective:

- To determine the allocation of street numbers to properties within the City of Mandurah in accordance with Australian Standard.
- To provide a consistent, clear and logical approach to street numbering within the City of Mandurah.
- To ensure that all properties can be identified as easily and quickly as possible.

**Deleted:** : AS/NZS 4819:2011 Rural and urban addressing.

### Policy:

The City of Mandurah ("The City") recognises it has a responsibility in ensuring that identification of properties within the District is achieved through use of an accurate and logical street numbering system to assist home owners, the general public, service providers and drivers of emergency vehicles alike in identifying individual properties.

#### Numbering of New properties

Street numbers will be allocated in accordance with AS/NZS 4819:2011 Rural and urban addressing.

#### **Renumbering of existing properties**

The City will consider a request for a change of street number or will initiate the renumbering of properties in the following circumstances:

- To achieve a logical sequence of street numbering within a street;
- In response to difficulties associated with the identification of a property;
- Where the ability remains to accommodate future allocation of numbers to properties where development potential exists; and
- Any other circumstance determined by the City.

Requests to change a street address of a property must be submitted in writing.

**Deleted:** Any change to street numbers will be in accordance with AS/NZS 4819:2011 Rural ¶ and urban addressing. ¶

### Consultation

The City will consult with the owners and occupiers of the affected properties where a change in street address is being considered.

The City will take into account all valid submissions in the determination of the proposed change in street address, however the City is not obliged to support the views contained within the submissions and the determination of the application is to be consistent with the objectives of the policy.

Elected Members will be notified on a quarterly basis of any street number amendments within their ward.	
<b>Procedure:</b>	
<b>Originating Section:</b> Financial Services	<b>Relevant Legislation:</b>
<b>Reviewer:</b> Manager Financial Services	<b>Delegated Authority:</b>
<b>Approved:</b> Minute G.12/5/17, 9 May 2017	<b>Other References:</b> AS/NZS 4819:2011 Rural and urban addressing



POL-PBH 04

## POLICY

# ALCOHOL MANAGEMENT

### Policy Objective:

#### To:

- 1) Guide the City's approach to encouraging environments where the consumption of alcohol can provide economic opportunity and improved vibrancy; and
- 2) Provide strategic guidance for the community, applicants and City employees regarding considerations associated with licensed venues and events.

**Deleted:** manage and promote the appropriate consumption of alcohol within the community ???¶

<#>¶  
The City of Mandurah (the 'City') recognises its role in producing

**Deleted:** p

### Policy:

The City of Mandurah (the 'City') is committed to encouraging a vibrant night time economy and actively minimising alcohol related harm through supporting safer environments for drinking, managing the physical availability of alcohol, and through environmental design and planning that supports low risk consumption.

While the use of alcohol is often complementary to entertainment and leisure, alcohol misuse has social, economic and environmental implications for the community due to issues such as drink driving, violence, crime, vandalism, littering, noise as well as chronic disease.

This policy compliments amenity, designing out crime, and reflects community values and expectation provisions contained within the following documents:

- The City's Strategic Community Plan 2013-2033
- City of Mandurah's Community Safety and Crime Prevention Strategy 2017-2022
- City of Mandurah Town Planning Scheme 3,
- Relevant Precinct Plans and related planning policies including LPP01 Local Planning Framework and LPP03 Urban Design Policy.

The City is committed to supporting and promoting the responsible sale, supply and consumption of alcohol and to reduce the effects of unhealthy drinking practices. In order to achieve these outcomes, the City will:

1. Consider all applications for planning approval of licensed premises with regard to potentially unreasonable impacts on the health, wellbeing, amenity and safety of the community. This would include internal engagement with relevant departments within the City and externally where appropriate with the WA Police Service, the Mental Health Commission and other agencies.

**Deleted:** ¶  
While the use of alcohol is often complementary to entertainment and leisure, alcohol misuse has social, economic and environmental implications for the community due to issues such as drink driving, violence, crime, vandalism, littering, noise as well as chronic disease.¶

¶  
The City is committed to encouraging a vibrant night time economy and actively minimising alcohol related harm through supporting safer environments for drinking, managing the physical availability of alcohol, and through environmental design and planning that supports low risk consumption.¶

¶  
The aim of this policy is to act as the strategic guiding document for the community, applicants and City employees regarding considerations associated with licensed venues and events.¶

¶  
This policy compliments amenity, designing out crime, and reflects community values and expectation provisions contained within the following documents: ¶

¶  
<#>The City's Strategic Community Plan 2013-2033¶  
<#>City of Mandurah's 2011-16 Community Safety and Crime Prevention Partnership Plan¶  
<#>City of Mandurah Town Planning Scheme 3, ¶  
<#>Relevant Precinct Plans and related planning policies including LPP01 Local Planning Framework and LPP03 Urban Design Policy. ¶  
<#>Council Policy POL-PKR 03 Designing Out Crime¶  
¶

**Deleted:** Drug and Alcohol Office

2. Promote an appropriate mix of land use that will prevent licensed premises having an unreasonable impact on the health, wellbeing, amenity and safety of the community.
3. Consider the cumulative impact of licensed premises within any precinct prior to providing any approval or support for an application.
4. Support the provision of smaller licensed venues as the preferred drinking environment.
5. Actively encourage the availability of substantial food at all liquor licensed venues and events to promote a food based entertainment focus. The availability of substantial food will be requested for hotels and taverns over 120 patrons.
6. Actively encourage the availability of seating for patrons at all liquor venues as the preferred drinking environment. It will be requested that all hotels and taverns over 120 patrons provide seating for a minimum of 75% of patrons excepting one off events. Up to 12 events per year will be supported by the City subject to good performance.
7. Request any new nightclubs to provide adequate space for internal queuing.
8. Collate and request data from appropriate agencies to assist in assessing the impact that alcohol is having on the community including noise levels, litter, access to transport, antisocial behaviour, damage to infrastructure and health impacts.
9. Work alongside agencies to help improve public health, community safety and wellbeing and to assist with the reduction of the harmful effects of alcohol. The City will be actively involved with the Mandurah Liquor Accord.
10. Reflect community values and expectations in the City's services and programs in assisting with the management of alcohol and the associated issues it creates by consulting with the community and encouraging participation in alcohol related decision making.
11. Advocate on behalf of the community when substantiated service requests have been lodged in relation to licensed premises.
12. Ensure that no person's enjoyment of a City run event be limited by their decision not to enter any licensed areas. As an example entertainment should be available to all attendees at an event and not only to the licensed area.
13. Promote New Years Eve and the Community Christmas Celebrations as Alcohol-free events.
14. Ensure where an event or activity has a focus on children, or has a strong youth patronage, that the event, venue or activity is required to be alcohol-free.

**Procedure:**

The City will maintain clear procedures for the processing of liquor related applications to ensure a City wide response and will utilise guidance by the Drug and Alcohol Office Local Government Alcohol Management Package and other relevant guidance documents.



<b>Originating Section:</b> Environmental Health	<b>Relevant Legislation:</b> <i>Liquor Control Act 1988</i> <i>Local Government Act 1995</i> <i>Health (<u>Miscellaneous Provisions</u>) Act 1911</i> <i><u>Public Health Act 2016</u></i> <i>Health (Public Buildings) Regulations 1992</i> <i>Building Act 2011</i> <i>Food Act 2008</i> <i>Tobacco Products Control Act 2006</i> <i>Environmental Protection (Noise) Regulations 1997</i> <i>Planning and Development Act 2005</i>
<b>Reviewer:</b> Manager Statutory Services Manager Community and Social Development	<b>Delegated Authority:</b> <del>DA-PBH 09 Submissions under the Liquor Control Act 1988</del>
<b>Approved:</b> Minute G.13/9/04, 21 September 2004 Minute G.57/2/12, 28 February 2012 Minute G.32/4/13, 23 April 2013 Minute G.35/2/15, 24 February 2015	<b>Other References:</b>

Deleted: DA-PBH 06 Liquor Licensing – section 39 Certificates¶  
DA-PBH 07 Liquor Licensing – section 40 certificates¶  
DA-PBH 08 Liquor and Gaming Permits¶



POL-RCS 04

## POLICY

# GRANTS AND DONATIONS

### Policy Objectives:

- 1) To support the City of Mandurah's (the 'City') role as a community partner in building capacity, developing community ownership and sustainability and community pride, identity and spirit.
- 2) To ensure that all members of the Mandurah community have access to a range of community activities and services.
- 3) To align grants and donations programs with the City's Corporate Business Plan.
- 4) To provide a framework that delivers an equitable and transparent process in which to assess and allocate funds to local non-profit community associations and residents.

Deleted: and residents

### Policy Statement:

In recognition of the pivotal role that community and sporting groups and organisations play in developing vibrant and diverse communities, the City is committed to the provision of financial assistance through the operation of a grants and donations program each financial year.

There are six (6) grants and donations programs available in order to encourage a range of activities. These areas are as follows:

Deleted: seven

Deleted: 7

- Community Grants
- Club Development Grants
- Event Support Grants
- Community Sport & Recreation Facilities Fund
- Outstanding Representative Donation
- Youth Dream Big Fund

Deleted: &lt;#&gt;Arts and Cultural Development Grants¶

Deleted: Assistance

Deleted: Scheme

Deleted: Development

Deleted: Community

Deleted: (Recreation events)

Deleted:

Deleted: (Sporting events)

Deleted: Community Partnership Fund

Deleted: &lt;#&gt;¶

In order to ensure an equitable process that is both accountable and transparent, the funding priorities will be given to requests and applications according to its ability to meet the below principles and criteria.

### Principles:

1. Aligning with the City's objectives, as outlined in the Strategic Community Plan 2013-2033.
2. Build capacity & partnerships and leverage resources to:
  - Increase the human and organisational capacity of recipients;
  - Maximise matching in kind, cash donations and volunteer time from community, business and/or other funding bodies;

- Facilitate volunteerism and corporate citizenship/involvement in community;
- Optimise strategic alignment with City partners, such as other funding bodies.

3. Demonstrate accountability for the expenditure of public funds:

- Provide evidence to establish that funds and in kind support provided by the City have been used for their intended purpose;
- Seek to maximise value for **money**;
- Adopt a risk-based management approach;

Commented [KO1]:

4. Recognise the City's Contribution:

- Enhance the image of the City;
- Maximise media coverage.

**General Eligibility Criteria:**

- Project is to be within the City's local government boundaries, or, if the applicant is an individual, be a resident.
- Address the relevant principles of the City's Grants and Donations Program.
- The applicant must not have any outstanding debts to the City; **aquittals outstanding**
- Applications must be submitted in accordance with the requirements outlined in the relevant Information Package and on the prescribed form;
- Prior discussion with relevant officer;
- All information, services or events provided to the public are required to be accessible to people with disabilities.

**General Ineligibility Criteria:**

- Commercial activities or organisations.
- Core organisational operating costs, for example a permanent position for ongoing work.
- Projects that duplicate existing services and programmes.
- Activities that are already covered by existing service agreements with the City.
- Projects with a political or religious purpose only.
- Projects that will rely on recurrent funding.
- Retrospective costs.
- Costs or activities already funded by another grant.

**Assessment, Acquittal and Review Service Standards:**

All current and new funding programs are required to follow the below service standards. In addition there are two assessment streams outlined below.

Service Standards for Assessment Process

- Applicants will receive a letter within 10 working days confirming receipt of their application.
- Applications will be assessed initially on the eligibility criteria by the relevant funding officer, unless otherwise described in the relevant Information Package.
- Applications that meet the eligibility criteria are then considered by an officer panel from the relevant business units.
- Applicants will receive a letter notifying them of the outcome of their application.

- The City reserves the right to reject any application that does not meet the criteria and/or to request further information to support the application.
- Applicants should clarify the timing of the assessment process in relation to their project timeline with the relevant officer prior to making a submission.

#### Service Standard for Acquittals

- Information on all applicants is recorded
- Monitoring or a checking mechanism for successful applicants is required to ensure compliance with aforementioned Principle 3.

#### Service Standard for Reviews

- Business units are required to review grant and donation programs on at least an ~~annual~~ Deleted: triennial basis.
- The review is to include an assessment of how the program:
  - meets strategic goals;
  - is fair and uses transparent and objective decision making processes;
  - meets community identified needs; and
  - maximises value for money.
- Review findings to be presented to Council for acknowledgment.

#### **Assessment Stream 1:**

**For financial assistance that meets the Scheme's principles and eligibility but requires assessment against a pool of applicants.**

#### Assessment Process

Applications that meet the eligibility criteria are then considered by an assessment panel from the relevant business units and a minimum of two (2) Elected Member representatives. Delegated Authority lies with the Manager to action decisions of assessment panel.

#### Assessment Criteria

- Addresses the criteria of the relevant program.
- Supports the key directions outlined in the City's Strategic Community Plan and other corporate planning documents where applicable.
- Clearly defines aims, objectives and outcomes that are measurable.
- Is an innovative and creative approach to the identified need and/or issue.
- Is well-planned and achievable within clear and detailed timelines.
- Encourages community participation and capacity building.
- Demonstrates an effect that will have an impact beyond the funding period.
- Involves working in partnership with community or business organisations.

#### **Assessment Stream 2:**

**For financial assistance that meets the Scheme's principles and eligibility, has specific set of criteria, and does not require assessment against a pool of applicants.**

Deleted: set amount per applicant

#### Assessment Process

Applications that meet the eligibility criteria are then considered by an officer and approved by the Manager of the relevant business unit as per delegated authority or within approval authority.	
<b>Assessment Criteria</b> <ul style="list-style-type: none"> <li>• Addresses the criteria of the relevant program.</li> <li>• Supports the key directions outlined in the City's Strategic Community Plan and other corporate planning documents where applicable.</li> </ul>	
<b>Procedure:</b>	
<b>Originating Section:</b> People and Communities	<b>Relevant Legislation:</b> <ul style="list-style-type: none"> <li>• <i>Disability Services Act 1993</i> (Amended 2004)</li> <li>• <i>Disability Discrimination Act 1992</i></li> <li>• <i>Associations Incorporations Act 1987</i></li> <li>• <i>Local Government Act 1995</i></li> </ul>
<b>Reviewer:</b> Manager Community and Social Development	<b>Delegated Authority:</b>
<b>Approved:</b> Minute G.24/6/10, 22 June 2010  <b>Reviewed:</b> Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015	<b>Other References:</b> City of Mandurah Strategic Community Plan 2013-2033



POL-RCS 06

# POLICY

## PUBLIC ART

### Policy Objective:

In setting a framework and series of action steps for the integration and continued growth of art in Mandurah's public spaces, the City of Mandurah (the 'City') aims to:

- provide a process for the commissioning, creation, installation and maintenance of all permanent or temporary public and mural art commissioned by the City either directly or indirectly through developer or other schemes that have an art outcome;
- guide and encourage private and other public sector bodies in order to create a synergy of ideas and concepts that complement, speak to or reference other mural and public artworks across the City;
- approach the decommissioning of public art by applying due diligence processes that acknowledge and respect the initial rationale for the placement of an artwork whilst recognizing and giving scope to changes in policies, objectives, environments and communities.

### Statement:

This policy is based on key recommendations of the Arts, Heritage and Culture Strategy which articulates the City's arts, heritage and culture environments. It gives the City scope to offer leadership, and act as a conduit to work with a range of providers and funding services to maintain, develop and sustain a rich cultural heritage whilst responding to new and established community needs.

Rooted in Aboriginal history contemporary Mandurah is built on a migrant community. Public art offers an opportunity to cultivate and celebrate Mandurah's cultural voices in dynamic, unique and creative ways. What emerges from such diverse belief systems and life experiences is a collective identity that reflects, echoes and interprets the character and distinctiveness of Mandurah past, present and future.

Public art in Mandurah needs to be flexible in its presentation, relevant to its site, and engaging to its audience. Most importantly, a program for art in public space raises questions about its identity as a place, activating the imagination of the community and contributing to the development of place making.

Public art should not simply be an amenity, but instead a vital platform for innovative experimentation and curious exploration that becomes a part of the integrity of the City and its many parts.

The Australian Institute of Landscape Architects reinforces this importance of artist integrating public spaces bringing a deeper level of design narrative through all elements of public

spaces. This is especially important in a time when public spaces are becoming increasingly homogenized and as such public art becomes an important means by which community can project a unique identity intensifying our relationship to the area and our sense of community.

### **Definitions**

#### **Public Art**

Public Art is defined as artworks in public places or areas of private property that are open or visible to the public and designed and created by an artist. This includes any visual or multi-disciplinary art form including a range of media, from tangible sculpture to intangible/ephemeral works, painting, crafts, film and video, sound, light, performance. It is not limited to site, and can include any location where the public can access an artwork either indoors or outdoors. This can include parks, pavements, building facades and interiors, bridges, bodies of water, natural environment and other locations. It can also include non-traditional public platforms such as the internet, radio, and print projects. The exciting thing about art in public space is that the options for presentation are limitless.

#### **Mural Art**

Public Murals are defined as artworks that are either painted directly on to an external façade or attached to an external façade e.g. mosaic or sculptural relief or digitally presented on an external façade. The artwork must be visible to the public. The site for the work may be a property of the City or privately owned. If the mural is on privately owned property all liability for the creation of the murals resides with the owners and the artists.

#### **Artist/s**

Refers to a singular artist, a team of artists or group of creative people working on a given project.

#### **Commission**

Is the production of a new artwork, financed or presented by an individual, group, or organization that contract with an artist to develop the new piece.

#### **Conservation**

The guardianship or protection of an art object in a collection. This includes documentation, examination, and long term care of each object to keep it as close to its original condition as possible.

### **Policy**

#### **1) PUBLIC ART**

Public Art will need to reference the following areas:

- Reflects, articulates and honours the City's diverse, authentic and unique built and natural environments. This includes subjects and themes that reference or depicts:
- Aboriginal/maritime heritage;
- Local life or celebrates a particular event or aspect of the community;
- Mandurah's identity as a multi-cultural community;
- Mandurah's culture and interests of the community;
- The context and location in which the art work will be placed;

- Promotes the integration of art within the community, architecture and landscape of the City;
- Represents traditional and/or contemporary arts practice;
- Fosters innovation and promotes artistic excellence, quality and skill;
- High aesthetic value that announces to residents and visitors they are in a place that cares about the quality and uniqueness of its environment;
- Includes community consultation and/or engagement as part of the process to build ownership and community identity;
- Contributes to cultural tourism;
- Considers public collective access, day and night and in diverse weather conditions;
- Considers public safety and public access to the space;
- Addresses safety, maintenance and conservation issues.

Unless they are specifically designed by professional artists, the following **will not be** considered as part of a Public Art Program:

- Reproductions of original Artworks by mechanical or other means (however, limited editions controlled by the artist, or original prints, cast sculpture, photographs, etc., may be included);
- Decorative, ornamental or functional elements that are designed by an architect or other design consultants engaged by an architect;
- Those elements generally considered to be components of the landscape architectural design, vegetative materials, pool(s), paths, benches, receptacles, fixtures, planters, etc., which are designed by the architect, landscape architect or other design professional engaged by the primary designer;
- Art objects which are mass produced, ordered from a catalogue, or of a standard design, such as playground sculpture or fountains;
- Directional or other functional elements, such as signing, colour coding, maps, etc., not designed by an artist selected through the Commission-approved process;
- Walls, bases, footings, pools, lighting or other architectural elements on or in which the Artworks are placed or affixed, or mechanical elements and utilities needed to activate the Artwork;
- Statues, representations of historical figures or historical plaques, unless part of a larger Artwork designed by a professional artist where the work illuminates historical facts and deeds significant to the community; or
- Purchase of existing Artworks without the selection process, as provided for in the adopted Public Art Program guidelines and policies.

## 2) MURAL ART

Mural Art will need to reference the following areas:

- Reflects, articulates and honours the City's diverse, authentic and unique built, natural and local environments. This includes subjects and themes that reference or depict Mandurah's:
  - heritage and history including aboriginal, maritime and its changing environment/s;
  - culture and interests of the community;
  - local life or celebrates a particular event or aspect of the community;
  - identity as a multi-cultural community;
- Promotes the integration of art within the community, architecture and landscape of the City;
- Represent traditional and/or contemporary arts practice;



- Fosters innovation and promotes artistic excellence, quality and skill;
- High aesthetic value that announces to residents and visitors they are in a place that cares about the quality and uniqueness of its environment;
- Includes community consultation and/or engagement as part of the process to build ownership and community identity;
- Relevance of work in context of its location;
- Contributes to cultural tourism;
- Considers public collective access, day and night and in diverse weather conditions;
- Considers public safety and public access to the space;
- Materials are durable and safe and suits the site;
- Addresses safety, maintenance and conservation issues.

### **Materials**

All materials used should be permanent, durable and requiring a low level of maintenance;

- Artwork proposed for the site will require the application of an anti-graffiti coating or address issues of graffiti prevention;

Mural projects will not be supported if they include:

- Directional elements such as super graphics, signage or colour coding;
- "off-the-shelf" art and/or reproductions;
- Depict illegal activities, violence or threatening images;
- Glorify or encourage smoking, drug or alcohol consumption;
- Work that is offensive, or is seen to promote anti-social behaviour or attitudes;
- Works that include tags or words with a 'hidden' meaning;
- Works that is not in keeping with the aesthetic and social context of the location or in direct opposition to the context or location.

### **3) GOOD PRACTICE**

Where appropriate, artist/s will be appointed to undertake public art programs to ensure that rigour, integrity, standards and creativity can be optimised. For the purpose of this policy an artist can be defined as someone who meets at least two of the following categories:

- University degree or minimum three year full time TAFE Diploma in visual arts, or when the brief calls for it, other art forms such as multi-media;
- Track record of exhibiting their artwork at reputable art galleries that sell the work of professional artists;
- A person who has had work purchased by major public and private collections, including (but not limited to) the Art Gallery of Western Australia and any of the university collections;
- A person who earns more than 50% of their income from arts related activities, such as teaching art or design, selling artwork or undertaking public art commissions.

On occasions, it will be appropriate to be more flexible and seek emerging artists and practitioners other than professional artists to carry out artwork commissions. This may apply in instances when young, emerging and indigenous artists or students may be considered appropriate and will be decided upon on a case by case basis.

#### 4) DECOMMISSIONING OF PUBLIC OR MURAL ART

Considerations for decommissioning a Public Artwork:

- The site for which a site-integrated artwork was specifically created is structurally or otherwise altered and can no longer accommodate the work, is made publicly inaccessible as a result of new construction or demolition, or has the surrounding environment altered in a way which significantly impacts the art;
- Threat to public safety;
- The work is at the end of its intended life span;
- Maintenance and repair obligations and costs have become excessive in relation to the value and age of the artwork;
- There is irreparable damage through vandalism or decay;
- There is a significant threat of damage of the work if left in its current location;
- The work has become unsafe, or is affected by changes in health and safety regulations;
- The site where the work is located is to be redeveloped or physically altered;
- The work is no longer relevant or appropriate, and the commissioner wishes to commission a new work for the site.

#### 5) FINANCIAL LIMITATIONS AND PROCUREMENT PROCESS

##### \$5,000 up to \$149,999 (excluding GST)

Art projects with a budget/financial estimate within this range will be managed by the City and must be made in accordance with the City's Approved Operating Practice relating to the Purchasing of Goods and Services and any other associated purchasing thresholds. Records of quotations must be maintained.

##### \$150,000 (excluding GST) or greater.

Art projects with a budget/financial estimate within this range will be managed by the Public Art Committee and must be made in accordance with the *Local Government (Functions and General) Regulations 1996* and the Public Art Committee's Terms of Reference.

Art procurement processes must have a Probity and Evaluation Plan which further details the:

- procurement style (expression of interest, public tender, panel arrangement);
- specific roles and responsibilities of both the Committee and the City;
- timeframes;
- probity requirements including but not limited to management of conflict of interests, confidentiality, security, communications, fairness, objectivity and impartiality, transparency and accountability; and
- evaluation process including selection criteria, weightings, scoring methods and evaluation tools.

Records of all activities must be in accordance with all normal procurement procedures of the City.

<b>Procedure:</b> Public Art Procedure Mural Art Procedure Decommissioning Procedure	
<b>Originating Section:</b> Libraries, Learning, Arts and Culture	<b>Relevant Legislation:</b> <i>Part 4 Local Government (Functions &amp; General) Regulations 1996</i>
<b>Reviewer:</b> Director of People and Communities	<b>Delegated Authority:</b>
<b>Approved:</b> Minute G.24/12/14, 16 December 2014 Minute G.35/2/15, 24 February 2015 Minute G.21/10/17, 10 October 2017	<b>Other References:</b> AOP-CPM 01 Purchasing of Goods and Services Public Art Committee Terms of Reference Arts, Heritage and Culture Strategy Curating Landscapes Interpretation Plan Social Infrastructure Plan Youth Development Strategy Mandurah Planning Strategy Dawesville & Southern Districts Active Recreation Strategy Subdivision Guidelines –clauses 50-55

# PUBLIC ART

## POLICY

POL-RCS 06

### Objective:

To:

- 1) provide a process for the commissioning, creation, installation and maintenance of all permanent or temporary public and mural art commissioned by the City or through developer or other schemes that have an art outcome;
- 2) guide and encourage private and other public sector bodies to create works that complement the built and/ or natural environment;
- 3) provide a decommissioning framework.

### Statement:

Mandurah's rich cultural heritage is deeply embedded in its Bindjareb Noongar, settler, maritime, industrial and holidaying heritage. Contemporary Mandurah retains the heart of a village whilst aspiring to be a forward thinking, welcoming, multicultural city. Residents and visitors are drawn to the natural environment and they are conscious of living in the land rather than on it.

Public art in Mandurah:

- creates a distinct sense of place and collective identity;
- tells the stories of Mandurah's people, places and aspirations for the future;
- encourages the celebration of diversity, healing and reconciliation;
- encourages public dialogue and civic pride;
- provides a platform for community to respond to and highlight local and broader issues;
- supports local artists and creatives by commissioning works and offering professional development opportunities.

Public artworks are:

- flexible in their presentation;
- relevant to site, creating visual connections across the city;
- bold, sophisticated and engaging.

### Definitions

#### *Public Art*

Artworks in public places or private property that are open or visible to the public and designed and created by an artist. This includes any visual or multi-disciplinary art form including tangible sculpture, intangible/ephemeral works, painting (including murals), crafts, film and video, sound, light, performance, internet, radio, and print projects.

#### *Artist/s*

Refers to a singular artist, a team of artists or group of creative people working on a given project. Artist/s should comply with one of the following:

- Hold a university degree or minimum three year full time TAFE diploma in visual or fine arts, or other art forms such as multi-media, graphic design/ illustration, animation, as appropriate, or have commensurate level of relevant work experience;

- Have a proven track record of exhibiting artwork at reputable art galleries or have undertaken projects of a similar scale/ type.

On occasion, it will be appropriate to be more flexible and seek emerging artists and non-professional practitioners to undertake commissions, for example, when engaging young, emerging and Indigenous artists or students.

#### *Commission*

A new artwork financed or presented by an individual, group, or organisation to a brief.

#### *Conservation*

The guardianship or protection of an art object in a collection. This includes documentation, examination, and long term care of each object to keep it as close to its original condition as possible.

#### *Decommission*

The formal process to remove art through sale, donation or disposal/destruction.

### **Policy:**

#### *Parameters for commissioning or purchasing public artwork*

In commissioning, approving or purchasing public art, the City will consider works that:

- reflect, articulate and honour the City's:
  - built and/ or diverse natural environments;
  - Bindjareb heritage and culture, ensuring appropriate consultation with the local Bindjareb community;
  - settler, maritime, industrial or holidaying heritage;
  - a particular event or aspect of the community;
  - community values;
  - identity as a multi-cultural, welcoming community;
- Foster innovation and promote artistic excellence, quality and skill;
- Contribute to cultural tourism;
- Include community consultation and/or engagement, where applicable and practicable;
- Addresses universal accessibility;
- Consider public safety and public access to the space;
- Address safety, maintenance and conservation issues;

Other considerations include:

- The context and location in which the artwork will be placed;
- Design and creativity/ originality of concept or mode of execution;
- The appropriateness of materials to ensure the work remains robust and low maintenance in diverse weather conditions;
- The work's lifespan;
- The artist/s' experience in undertaking works of a similar type and scope;
- The artistic team's proven project management experience;
- Cost of work and whole of life costs of proposed work.

The City will **not** consider works that:

- Are offensive, are seen to promote anti-social behaviour or attitudes, depict illegal activities, violence or threatening images;
- Glorify or encourage smoking, drug or alcohol consumption;

- Include tags or words with a 'hidden' meaning.

The following are not regarded by the City as public art:

- Decorative, ornamental or functional elements designed by an architect or other design consultants;
- Elements considered to be components of landscape architectural design including vegetative materials, pool(s), paths, benches, receptacles, fixtures, planters, which are designed by an architect, landscape architect or other design professional;
- Art objects which are mass produced, ordered from a catalogue or of a standard design, such as playground sculpture or fountains;
- Directional or other functional elements, such as signage, colour coding or maps, not designed by an artist;
- Walls, bases, footings, pools, lighting or other architectural elements on or in which the artworks are placed or affixed, or mechanical elements and utilities needed to activate the artwork;

### **Public art maintenance**

Any public art is deemed an asset of the City and will be maintained in accordance with the public art asset register.

### **Decommissioning public art**

Considerations for decommissioning a public artwork include but are not limited to:

- The site for which a site-integrated artwork was specifically created is structurally or otherwise altered and can no longer accommodate the work, is made publicly inaccessible as a result of new construction or demolition, or has the surrounding environment altered in a way which significantly impacts the art;
- Threat to public safety/ does not adhere to safety and health regulations;
- The work is at the end of its intended life span;
- Maintenance and repair obligations and costs have become excessive in relation to the value and age of the artwork;
- There is irreparable damage through vandalism, decay or accident;
- There is a significant threat of damage of the work if left in its current location;
- The work is no longer relevant or appropriate, and the commissioner wishes to commission a new work for the site.

### **Financial limitations and procurement process**

*Up to \$149,999 (excluding GST)*

Art projects with a budget/financial estimate within this range will be managed by the City and must be made in accordance with the City's Approved Operating Practice relating to the Purchasing of Goods and Services and any other associated purchasing thresholds. Records of quotations must be maintained.

*\$150,000 (excluding GST) or greater.*

Art projects with a budget/financial estimate within this range will be managed by the Public Art Committee and must be made in accordance with the Local Government (Functions and General) Regulations 1996 and the Public Art Committee's Terms of Reference.



Art procurement processes must have a Probity and Evaluation Plan which further details the:

- Procurement style (expression of interest, public tender, panel arrangement);
- Specific roles and responsibilities of both the Committee and the City;
- Timeframes;
- Probity requirements including but not limited to management of conflict of interests, confidentiality, security, communications, fairness, objectivity and impartiality, transparency and accountability; and
- Evaluation process including selection criteria, weightings, scoring methods and evaluation tools.

Records of all activities must be in accordance with all normal procurement procedures of the City.

---

<b>Responsible Directorate:</b>	Arts and Culture
<b>Reviewer:</b>	Director Sustainable Communities
<b>Creation date:</b>	Minute G.24/12/14, 16 December 2014
<b>Amendments:</b>	Minute G.35/2/15, 24 February 2015 Minute G.21/10/17, 10 October 2017
<b>Related Documentation:</b>	<ul style="list-style-type: none"> <li>• AOP-CPM 01 Purchasing of Goods and Services</li> <li>• Public Art Committee Terms of Reference</li> <li>• Arts, Heritage and Culture Strategy</li> <li>• <a href="#">Public art decommissioning template</a></li> <li>• Curating Landscapes Interpretation Plan</li> <li>• Social Infrastructure Plan</li> <li>• Youth Development Strategy</li> <li>• Mandurah Planning Strategy</li> <li>• Subdivision Guidelines –clauses 50-55</li> </ul>



POL-RKM 01

## POLICY

# RISK MANAGEMENT

### Policy Introduction:

The City of Mandurah (the City) recognises that as a public authority it is exposed to a broad range of risks which, if not managed, could adversely impact on the organisation achieving its strategic objectives. Therefore, the City will implement an enterprise-wide risk management framework and methodology as a system to identify and address, where practical, areas of potential risk within the City. The system adopted will be consistent with AS ISO 31000:2018 – Risk Management Guidelines (the Standard).

Deleted: (the 'City')

Deleted: the Australian Standard for Risk Management – AS/NZS

Deleted: 2009

Deleted:

Deleted: Principles and

Deleted: known herein as the 'Standard'

The intent of this policy is to create an environment where Council, management and staff accept direct responsibility for risk management, through development, implementation and maintaining of consistent risk management practices. The management of risk becomes the responsibility of everyone and will be an integral part of the City's culture and will be reflected in policies, protocols and processes used to ensure efficient and effective service delivery.

### Policy Objective:

The objectives of the risk management policy are:

- Safeguard the City's assets - people, financial sustainability, property, reputation and information;
- Promote risk management principles as a strategic tool to ensure better informed decision making throughout the City and in the achievement of its strategic objectives;
- Capitalise on opportunities identified for the City;
- Minimise or eliminate adverse impacts from the City's services or infrastructure on the community, visitors and the environment; and
- Maintain and improve reliability and quality of service provided by City, within its controls and capabilities.

### Policy:

The City will manage risk in accordance with the Standard, and will, at all levels of the organisation, use the Standard to ensure the following objectives are achieved:

Deleted: above

- Apply a risk management framework which is consistent with the Standard for making decisions on how best to identify, assess and manage risk throughout all sections of the City;

Deleted: current

- Rank the priority of identified corporate strategic risks, to ensure risk treatments are implemented progressively based on the level of risk assessed and the effectiveness of the current controls;

Deleted: Prioritise identified risks and implement treatments

Deleted: if appropriate,

- Integrate risk management strategies with existing planning and operational processes,



including the City of Mandurah Strategic Community Plan 2013 - 2033;

- Take into account relevant legislative requirements and political, social and economic environments in managing risk;
- Create and promote a culture of risk awareness throughout the City through training and encourage and empower staff in the management of risk; and
- Ensure resources and operational capabilities are identified and responsibility for managing risk is allocated.

The City will use the following elements of the Standard as the model for implementing and managing the risk management process within Council's business operations.

▪ **General**

The City will ensure the risk management process becomes an integral part of management, embedded in the culture and practices, and tailored to its business processes.

▪ **Communication and consultation**

The City will communicate and consult with external and internal stakeholders during all stages of the risk management process, and will address issues relating to the risk itself, its causes, its consequences (if known) and the measures being taken to treat it. This process will ensure accountability on the part of those implementing the risk management process.

Deleted: Consultation

▪ **Establish the scope, context and criteria**

By establishing the context, the City will articulate its objectives and define the external and internal parameters to be taken into account when managing risk, and set the scope and risk criteria for the process. This will be undertaken with full consideration of the need to justify the resources used in carrying out risk management.

Deleted: S

Deleted: Context

▪ **Risk identification**

The City will identify sources of risk, areas of impacts, events (including changes in circumstances) and their causes and potential consequences. The aim of this step is to generate a comprehensive list of risks based on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of the City's objectives.

Deleted: Identification

▪ **Risk analysis**

The City will consider causes and sources of risk, their positive and negative consequences, and the likelihood that those consequences can occur. Within this process, existing controls and their effectiveness and efficiency will also be taken into account, and the analysis will provide an input to decide on whether or not risk needs to be treated.

Deleted: Analysis

▪ **Risk evaluation**

The City will compare the level of risk found during the analysis process with risk criteria established when the context was considered. Risk controls and treatment will then be considered with decisions taking into account the wider context of the risk and including consideration of the tolerance of the risks carried by parties other than the City that benefit from the risk. Decisions will be made in accordance with legal, regulatory and other requirements.

Deleted: Evaluation

▪ **Risk treatment**

The City will select the most appropriate risk treatment option taking into consideration the costs and efforts of implementation against the benefits derived, with regard to legal, regulatory, and other requirements such as social responsibility and the protection of the natural environment. Decisions will take into account risks which can warrant risk treatment that is not justifiable on economic grounds, e.g. severe (high negative consequence) but rare (low likelihood) risks.

Deleted: Treatment

Deleted: eg

The City will maintain a risk prudent appetite, and suitable risk treatment options will be

considered until the cost of further risk reduction measures is grossly disproportionate to the benefit gained from the reduced risk that would result.

#### ▪ **Monitoring and review**

The City will monitor and review risks on a periodic basis. Treatment and action plans will also be monitored to ensure continual improvement of the City's performance. Monitoring and review will take place at all stages of the process.

#### **Recording and reporting**

The City will ensure all risk management activities are accurately recorded and traceable. Results of the monitoring and review process will be recorded and reported as appropriate through external and internal avenues such as reports to Council and the Audit and Risk Committee. These results will also be used as an input to the review of the risk management framework and will identify the need for specific areas requiring review.

Deleted: Review

Deleted: Reporting

Deleted: continuous

Deleted: Results of the monitoring and review process will be recorded and reported as appropriate through external and internal avenues such as reports to Council and the Audit and Risk Committee. These results will also be used as an input to the review of the risk management framework and will identify the need for specific areas requiring review.¶

Deleted: the Risk Management Process

#### Responsibility/Accountability

Risk management is everyone's business:

All employees are accountable for managing risk within their area of responsibility.

- Senior management will be required to create an environment where managing risk is accepted as the personal responsibility of each member of the organisation, and integrated with planning and operational processes.
- Each team will be accountable for the implementation and maintenance of a consistent risk management framework within their areas of responsibility, in line with the City of Mandurah Enterprise Risk Management Approved Operating Practice.

Deleted: City's

Deleted: -wide

Formatted: Font: Italic

Deleted: Strategy

Deleted: and & Framework

Deleted: ¶

Deleted: City of Mandurah Enterprise-wide Risk Management Strategy & FrameworkEnterprise-wide Risk Management Framework & Strategy Risk Management Tool Kit

#### **Procedure:**

City of Mandurah Risk Assessment Procedure.

#### **Originating Section:**

Strategy and Business Performance

#### **Relevant Legislation:**

Occupational Safety and Health Act 1984;  
Occupational Safety and Health Regulations 1996; and  
Health (Public Buildings) Regulations 1992.

#### **Reviewer:**

Executive Manager Strategy and Business Performance

#### **Delegated Authority:**

#### **Approved:**

Minute AR.6/6/07, 26 June 2007

#### **Reviewed:**

Minute G.15/9/09, 15 September 2009  
Minute G.43/12/09, 15 December 2009  
Minute G.35/2/15, 24 February 2015

#### **Reference:**

AS ISO 31000:2018 – Risk Management – Guidelines.

Deleted: Other


Deleted: s

Deleted: /NZS

Deleted: 09

Deleted: Principles and

Deleted: Previous reference – LC 03¶  
AS/NZS 4360:2004, HB 143:1999\*,¶  
AS/NZS 4360\*¶  
AS/NZS ISO 31000:2009¶  
\*Superseded by AS/NZS ISO 31000:2009

		POL-RDS 06
<h2>POLICY</h2> <h1>TREE MANAGEMENT</h1>		
<b>Policy Objective:</b> To improve the <u>quantity and</u> quality of park and street trees through the implementation of the Greening Mandurah Landscape Masterplan and to raise awareness of the value of trees in the landscape.		
<b>Policy:</b> The City of Mandurah ( <u>the 'City'</u> ) will maintain and improve the <u>quantity and</u> quality of the tree population located in road reserves and public places that are under the care and control or ownership of the City. <u>Trees will be managed to best industry standards to ensure they stay healthy and viable.</u> All tree management processes and procedures will be standardised and documented to ensure consistency. Categories of tree management that will be addressed are: <ul style="list-style-type: none"> <li>• Tree selection and planting</li> <li>• Tree pruning and maintenance</li> <li>• Tree removal/replacement</li> <li>• Tree asset management</li> <li>• Tree protection</li> </ul> The City will continue to increase awareness and educate the community, land developers and City staff on the value of <u>protecting existing trees and increasing the number of</u> trees in the landscape.		
This policy does not cover: <ul style="list-style-type: none"> <li>• Tree preservation provisions which are included in Part 6 Special Controls – Town Planning Scheme 3</li> <li>• Significant Tree Register – Town Planning Scheme 3</li> </ul>		
<b>Procedure:</b> Tree Management Technical Guidelines		
<b>Originating Section:</b> Technical Services	<b>Relevant Legislation:</b>	
<b>Reviewer:</b> Coordinator Landscape Services Manager Technical Services	<b>Delegated Authority:</b>	

Deleted: URBAN

Deleted: urban

Deleted: z

Deleted: Council

Deleted: urban

<b>Approved:</b> Minute G.26/3/07, 20 March 2007 <b>Reviewed:</b> Minute G.43/12/09, 15 December 2009 Minute G.57/2/12, 28 February 2012 Minute G.35/2/15, 24 February 2015	<b>Other References:</b> Previous reference – WS-04
--	--

<b>2</b>	<b>SUBJECT:</b>	Stretch Arts Festival Review
	<b>CONTACT OFFICER/S:</b>	Emily Arnold / Brett Brenchley
	<b>AUTHOR:</b>	Emily Arnold

## Summary

Following an external review of the City's arts and cultural program, Council resolved to:

- Increase the length of the Stretch Arts Festival;
- Shift the festival to October/ November with a city centre focus;
- Review the festival brand;
- Incorporate Wearable Art Mandurah into the new festival program from 2020.

This report details the review of the Stretch Arts Festival in line with the Council resolutions made in November 2018. The report also details the proposed festival program.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

- G.16/11/18                      27 November 2018                      Arts Review

## Background

Various options for the configuration of Stretch Arts Festival were presented to Council as part of the arts review. Council's preferred option was a longer festival in October/ November that focused on the city centre and incorporated Wearable Art Mandurah.

Internal and external stakeholders were consulted and desktop research undertaken to develop the new program and review the brand.

Perth Festival 2015-2019 artistic director, Wendy Martin, was engaged to:

- Provide advice on the artistic architecture of the festival;
- Review the festival's name and length;
- Create linkages with local, national and international artists.

## Comment

### *1. Increase the length of the festival, focus on city centre and the warmer months*

It is proposed that the festival run over three weekends in November. The festival was reviewed in the context of the City's broader event program, particularly its proximity to the month long Christmas calendar of events.

Advice received from Wendy Martin indicates that maintaining momentum for festivals beyond two to three weeks is difficult, particularly with the modest increase in the Festival's budget (\$45,000).

The proposed program (see Attachment 1) focuses activities in the city centre, including Keith Holmes Reserve. Community members have been invited to propose innovative and creative initiatives to be included in the program and the City's Arts Development Officer is assisting them to develop their ideas.

### *Review the festival brand*

The brand was reviewed in line with:

- Council's resolution to become known as a cultural city;
- Key messaging identified through *Mandurah Matters*;
- The festival's focus on local stories and environment;
- The City's aspiration to build capacity, reputation and investment in arts and culture;
- The City's corporate brand review.

Following the brand review, it is recommended that the festival is referred to as:

*Mandurah Arts Festival. Place. People. Stories.*

Officers will work with Block Branding to develop a new brand for the festival that positions Mandurah as a cultural city and highlights what is important to our community.

### *2. Incorporate Wearable Art Mandurah into the new festival program from 2020.*

Wearable Art Mandurah will feature in the 2019 festival program in a community event located near the bridge in partnership with WA Opera, and the showcase will be moved to November in 2020.

### **Consultation**

The festival program and festival identity has been developed in consultation with:

- Past Stretch Festival stakeholders
- MAPTO
- Mandurah Performing Arts Centre

### **Statutory Environment**

N/A

### **Policy Implications**

N/A

### **Economic Implications**

\$275,000 has been allocated in the 2019/20 budget for the festival.

### **Risk Analysis**

N/A

### **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

#### Environment:

- Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets.

#### Social:

- Provide opportunities, services and activities that engage our young people.

- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Economic:

- Increase the level of regional employment.
- Develop a strong and sustainable tourism industry.

Identity:

- Encourage active community participation and engagement.
- Embrace Mandurah's identity as a multicultural community.
- Promote Mandurah's identity as a unique regional city, based on its waterways, history and future vision.
- Become known as a city and destination for events, arts, heritage and culture.

Organisational Excellence:

- Demonstrate regional leadership and advocacy.
- Listen to and engage with our community.
- Deliver excellent governance and financial management.

**Conclusion**

A three week rebranded festival program with a focus on weekends will:

- Build Mandurah's capacity, reputation and investment in arts and culture;
- Connect community to each other, place, heritage - reflecting the soul of Mandurah;
- Highlight our environment, our stories and the issues that are important to us, through the commissioning and showcasing of bold and visionary works that are shared locally and globally;
- Is inclusive, welcoming and sometimes challenging.

In 2019, Wearable Art Mandurah will transition back into the festival program and the showcase will be included in the 2020 festival program.

NOTE:

- Refer **Attachment 1 2019 Program**

**RECOMMENDATION**

**That Council supports the proposed name of *Mandurah Arts Festival. Place. People. Stories.* and the proposed three weekend program in November 2019.**

# Program 2019

ATTACHMENT 1

Week 1				
Date	Hero initiative	Support initiative 1	Support initiative 2	Support initiative 3
1-Nov	Inside Out: <200 community photographic portraits gallery style on wall of shared use path on bridge	Wetlands from above concert at MPAC - PHCC	Overwintering print exhibition – community initiative - Alcoa Mandurah Gallery	
2-Nov	Peel Open Studios: Local artists/ creatives incl musicians open their studios to showcase their work and creative process, coordinated by Elli Moody	Screening of <i>Faces Places</i> film eastern foreshore/ Dalrymple Park	Food hampers from local businesses	Airborne performance – community initiative
3-Nov		Eastern/ Western foreshore heritage tour with Nicholas Reynolds and Franklyn Nannup	Cemetery tour – Riptide Youth Theatre Co, George Walley	
Week 2				
Date	Hero initiative	Support initiative 1	Support initiative 2	Support initiative 3
9-Nov	Pop-up forest with soundscapes	Mataya activation - community led	Rahcon - MPAC	Open-mic night - community initiative
9-Nov	Wearable Art Bridge Walk: Short showcase on bridge fishing platforms with community choirs and WA Opera	Ephemeral art installation - community initiative	Night @ San Churro –community story sharing initiative	Sixty-Two Ten - community theatre initiative
10-Nov	Peel Open Studios: Local artists/ creatives open their studios, coordinated by Elli Moody	Eastern/ Western foreshore heritage tour with Nicholas Reynolds and Franklyn Nannup		
Week 3				
Date	Hero initiative	Support initiative 1	Support initiative 2	Support initiative 3
16-Nov	TAKE1 Youth Screen Festival coordinated by Mark Labrow	PVI Collective rope challenge:	Food hampers from local businesses	Circles of Connection - drumming workshop
17-Nov	Tiny Treasures art market			
16-17 Nov	Musical Fruit: Local musicians showcase original music at Keith Holmes Reserve, coordinated by David Feenstra	Eastern/ Western foreshore heritage tour with Nicholas Reynolds and Franklyn Nannup		
16-17 Nov	Peel Open Studios: Local artists/ creatives incl musicians open their studios, coordinated by Elli Moody	Workshops at private/ community arts groups' studios		



<b>3</b>	<b>SUBJECT:</b>	Access and Inclusion Plan: 2018/19 Progress Report and Development of a 2020/2025 Access and Inclusion Plan.
	<b>CONTACT OFFICER/S:</b>	Tim Hartland
	<b>AUTHOR:</b>	Pippa Gauden/Tim Hartland

### Summary

It is a requirement of the WA Disability Services Act 1993 (amended 2004) that public authorities lodge annual reporting to the State Government's Disability Services Commission (DSC). With the current Access and Inclusion Plan (AIP) now approaching its final year, this report highlights the progress of the Plan for 2018/19, and reflects back on the achievements and challenges of the AIP as a whole. In addition, this report sets priority actions for 2019/20, including community engagement strategies to support the development of the 2020 – 2025 AIP, and seeks Council endorsement.

In November 2015, Council adopted the AIP 2015 – 2020. Key projects for the 2018/19 period included:

- The City was awarded the inaugural Most Accessible Communities in Western Australia (MACWA) Award for the Regional City category.
- The Socially Inclusive Communities Western Australia (SICWA) partnership project with Inclusion Solutions was implemented.
- Significant beach accessibility upgrades and awareness raising initiatives were implemented.
- Parks and reserve upgrades and redevelopments included various universal design elements and included extensive community engagement with people from the community living with disabilities.
- Installation of an accessible lift and additional access ramp at Mandurah Performing Arts Centre making the facility more accessible and inclusive experiences for staff, patrons and performers living with disabilities that affect mobility.
- Mandurah Libraries expanded on an already significant program of 'Dementia Friendly' initiatives by further developing their programs, staff training and relationships with key stakeholders.
- Co-Design workshops were offered to community facilitated in partnership with People with Disabilities WA (PwDWA).

In 2019/20, while continuing to implement the outcomes of the current AIP, there will be a strong focus on strategic community engagement to feed into the development of the Access and Inclusion Plan 2020-2025. The City will employ an Access and Inclusion Consultant qualified in Co-Design practices to support this process and ensure a substantial depth of community engagement is attained. Council is requested to approve the AIP 2018/19 Progress Report for submission to the Department of Communities Disability Services.

### Disclosure of Interest

N/A

### Previous Relevant Documentation

- |              |           |   |
|--------------|-----------|---|
| • G.12/6/18  | 2017/2018 | Disability Access & Inclusion Plan: 2017/18 Progress Report |
| • G.27/11/15 | 2015-2020 | Access and Inclusion Plan - Council Endorsement             |

### Background

Since 1995 it has been a requirement under the Disabilities Services Act (1993) that all public authorities prepare and implement a Disability Access and Inclusion Plan. This aims to improve access and inclusion to public services for people with disability, (including elderly people), to have equitable access to the organisations facilities and services.

The three main pieces of legislation that influence the way local governments provide services for people with disability, are the WA Disability Services Act (1993), the Building Code of Australia (BCA) and the Commonwealth Disability Discrimination Act (1992) (DDA). Essentially, the BCA provides a set of minimum requirements for new buildings and renovations, whilst the DDA goes further by requiring any

business or organisation that provides services and facilities for the general public to also provide equivalent access to people with a disability.

#### City of Mandurah Access and Inclusion Plan 2015 - 2020

The City's AIP 2015 – 2020 covered seven key outcomes:

- Outcome 1: People with disability have the same opportunities as other people to access the services of and any events organised by the City of Mandurah.
- Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the City of Mandurah.
- Outcome 3: People with disability receive information from the City of Mandurah in a format that enables them to access the information as readily as other people.
- Outcome 4: People with disability will receive the same level and quality of service from the City of Mandurah and its employees as other people receive.
- Outcome 5: People with disability have the same opportunities as other people to provide feedback and make complaints to the City of Mandurah.
- Outcome 6: People with disability have the same opportunities as other people to participate in any public consultation by the City of Mandurah.
- Outcome 7: People with disability have the same opportunities as other people to obtain and maintain employment with the City of Mandurah.

Since the adoption of the first Disability Access and Inclusion Plan in 2007, the City has made significant progress towards access and inclusion. Now coming into the final year of the current Plan the City has an opportunity to reflect on the success and challenges of the Plan and look to the future of access and inclusion across the City with considerations for the 2020-2025 Plan. Furthermore, this is an opportunity to engage community regarding the City's progress to date, and areas requiring attention to be included in the subsequent Plan. As such, a focus on community engagement strategies is paramount for the 2019/20 period and must be considered carefully to ensure the 2020-2025 Plan adequately reflects community needs and the broader climate of disability, access and inclusion.

#### **Comment**

##### Key Achievements for the Life of the Plan

- Changing Places Facility - The City's Changing Places facility was officially opened in 2018, co-funded by the City in partnership with West Australia Local Government Authority (WALGA) and DSC.
- Staff Training – Training on access and inclusion principles for City staff has continued throughout the life of the Plan. This has included National Accredited training on legislative requirements for technical officer, disability awareness and social inclusion training offered across all business units, and accessible events training for City Events Team and other officer conducting small events.
- Existing Facilities 2015-2020 Improvement Plan (EFIP) – The EFIP saw eight identified community facilities made safe, compliant, universally accessible, functional, and less costly. Accessibility was a key consideration in developing the plan and the project highlighted the importance of accessibility and increased staff awareness of access and inclusion and relevant legislation.
- Beach Accessibility – Access to City beaches continued to be a focus area throughout the life of the Plan to provide greater opportunities for residents and visitors to the area to enjoy the City's coastline and waterways. This includes 2 free to hire beach wheelchairs, beach matting across

seven locations for the summer months, improved universal access pathways and ACROD parking at City beaches and boat ramps, and various community awareness initiatives.

- **City Events** – Throughout the current AIP City Events Team officers have implemented a variety of access and inclusion principles to their event planning such as improved event layout, Auslan interpreters, and Sensory Rest-Stops at the three major City events. Staff have also attended accessible events training and the City's major event CrabFest underwent an experiential access audit in 2017.
- **Community Engagement** – A commitment to working closer with community has continued to underpin the actions of the AIP. City officers from a variety of business units now regularly access the Access and Inclusion Advisory Group (AIAG) and other community living with disabilities on a regular basis for feedback and comment on City projects and programs.
- **Inclusive Workforce Project** - The 2016 cross-directorate project funded by the then Disability Services Commission's (DSC) Lighthouse Grant made a series of recommendations regarding employment of people with disability at the City and Outcome 7 of the AIP. The extent of the success in implementing these findings is evident with the announcement in 2019 of a new City traineeship for a person with a disability to commence in 2019/20.
- **Access and Inclusion Advisory Group (AIAG)** – Throughout the current Plan the AIAG group have continued as an official City Advisory Group made up of three Elected Members, three City staff and twelve community members who have a lived experience of disability either personally or through their areas of work. The AIAG continues to play an important role in assisting the City's implementation of the AIP by providing feedback and input on access and inclusion issues.
- **Inclusive Mandurah (Formerly API)** – The group, an off-shoot of the AIAG group has now grown in size and has shifted their focus from what was initially to promote inclusive events, now moving towards targeted awareness raising campaigning, and as an information resource for people living with disability in the region. The community-led group acts as a conduit between community and the City and is an asset to the Mandurah community and to the City in implementing and promoting the outcomes of the AIP.
- **Libraries 'Dementia Friendly' Initiatives** – Throughout the life of the Plan Mandurah Libraries have continued to grow their program of 'Dementia Friendly' initiatives and resources, and all staff and volunteers receive training on Dementia awareness. In acknowledgment of the Libraries success to date, and Mandurah's substantial ageing population, the City are currently negotiating a partnership with Alzheimers' WA to become a Dementia Friendly City.
- **Community Capacity Building** – To deepen the impact of the AIP the City has supported opportunities to build community capacity around access and inclusion. Initiatives include access and inclusion training for sporting clubs and partnerships such as the SICWA project, Auslan classes offered at Mandurah Libraries, Co-Design workshops in partnership with PwDWA, and training for members of youth leadership groups. In addition, the highly regarded LeadAbility program will be coming to Mandurah in 2019/20.
- **Universal Access in Parks, Reserves and Infrastructure** – Additions such as wheelchair access bbq's and picnic settings, smooth aggregate pathways, birds nest swings and soft-fall ground cover to play areas, sensory considerations, and upgrades to tactile indicators, ramps and ACROD parking, now make a range of City spaces more inclusive of all community. These projects also include a strong community engagement component targeting people with disability for their feedback and insight in the early design stages.

Most Accessible Community in Western Australia (MACWA) Award - These achievements and the overall progress of the 2015-2020 Access and Inclusion Plan were reflected in the City being awarded the inaugural MACWA Award in the regional City category. It represents the commitment the City has shown to implementing the actions of the Plan across all directorates to ensure all City officers are knowledgeable

on the principles of access and inclusion and their responsibilities and meeting each of the AIP's 7 outcomes. Furthermore, it displays the extent to which the City is striving to go beyond minimum standards, and rather strive for best practice in an effort to offer an inclusive experience for all community members and visitors to the City.

#### Key Considerations for 2019/20 and the Access and Inclusion Plan 2020-2025

The coordination of the Access and Inclusion Plan is delivered within the City's Community Capacity Building team and resources have been allocated to implement the final year of the Plan and towards community consultation and development of the following 2020-2025 Plan. The previous four years of the current plan has seen the City focus predominantly towards increasing awareness, skills and knowledge of Access & Inclusion Policy and best practice both within the City and in the broader community. The year ahead, whilst still continuing to implement the outcomes of the current AIP, will see significant resources allocated to the engagement, development and implementation of the 2020-2025 Plan. A specialist consultant will be employed to develop the AIP, however they will work closely with the dedicated City Access and Inclusion officer and broader Community Capacity Building team throughout this process.

Training and development has been greatly achieved across the City's staffing organisation throughout the life of the plan to date. As a reflection of the embedding of access & inclusion principals, a large number of business units are now independently seeking out opportunities for training relative to their team's needs. However, the dedicated officer for access and inclusion continues to coordinate opportunities for skill development on the broader principles of disability awareness and social inclusion. A strategic approach to this in conjunction with the Human Resources team will be beneficial in capturing greater numbers of City staff and impacting on staff work practices. A focus on the City's Marketing and Communications is recommended, particularly in relation to the City's role in community engagement for the 2020-2025 AIP, and in providing accessible information to residents via online and print formats. Additionally, it is recommended the City explore opportunities to give new starters a greater depth and understanding of access and inclusion principles at the induction stage, with the development of appropriate resources to accompany this training. Finally, with the upcoming traineeship and the AIP engagement both confirmed for 2019/20, it is suggested that coordinator and manager level training be implemented during the period to support a cross-directorate culture on access and inclusion and the roll-out of the new Plan in 2020/21.

In 2019 the current AIAG group's tenure will come to an end. The nomination process will begin in the latter part of 2019 and all nominations will be brought to Council for consideration and selection. The AIAG is likely to be instrumental in the community engagement aspect and promotion of the 2020-2025 Plan.

#### **Consultation**

Community consultation has been implemented throughout the life of the current AIP right from its early development stages. In recent years a culture of community consultation and engagement has been further embedded and it is now common practices for business units across the City to bring projects to the AIAG group or provide opportunities for community feedback via the "Mandurah Matter's portal, community workshops or project site-visits. The AIAG continues to review a variety of projects, programs and other initiatives at their quarterly meetings. The group were involved in the Mandurah Matters campaign and one long-term group member was in the original focus group for the campaign. The group have been instrumental in the implementation of the 2015-2020 Access and Inclusion Plan and are a valuable resource for ensuring the City remain progressive in the area of Access and Inclusion.

Looking ahead to the Access and Inclusion Plan 2020-2025, the City will employ a specialist consultant to work initially on the community engagement strategy for the Plan. With a commitment to working with community, a Co-Design style process will be implemented for various aspects of the engagement. As such, consultants with appropriate skills in Co-Design will be considered and given preference. The consultant will work closely with the Community Capacity Building team and will be expected to consider creative ways of working with community to ensure the information received truly reflects community needs. Elements of the 'Mandurah Matter's campaign will be considered such as 'Host a Conversation' kits and pop-up engagement sessions. The consultant and dedicated access and inclusion officer will work

closely with City Marketing and Communications staff to ensure the engagement is conducted in line with the IAP2 Framework and the City's Community Engagement Strategy.

### **Statutory Environment**

The WA Disability Services Act 1993 (amended 2004) requires public authorities to lodge an annual update to Department of Communities Disability Services by 30 June each year. The annual report will be completed and submitted to reflect information contained in this report following Council endorsement

### **Policy Implications**

It is recommended that the City's Access and Inclusion Policy be reviewed to reflect the Access and Inclusion Plan 2020-2025.

### **Economic Implications**

The AIP 2015-2020 will continue to provide a focus on improving access and inclusion for people with a disability. The tasks identified in the AIP 2015–2020 are included in the annual budgets for Council's consideration.

### **Risk Analysis**

The external environmental analysis identified strategic issues relating to the new State Disability Plan which will potentially impact on the City's reporting requirements. To ensure the City is able to remain flexible and responsive to these potential impacts will be investigated as part of the development of the new AIP.

In addition, there is significant community interest in the development of the new AIP and the AIAG strongly support a comprehensive and collaborative community engagement approach. The concept of inclusion in particular presents a range of opportunities for the expansion of the AIP to address and support community needs, particularly those groups experiencing marginalisation and social disadvantage. The inclusion concept will be explored in depth during the development of the AIP to ensure the right balance is achieved between access and inclusion.

Internally, the City is in a strong position to progress with new strategies and actions of the AIP which are challenging and progressive. However, the focus on further developing organisational capability and increasing awareness remains a focus moving forward.

### **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

#### Social:

- Help build our community's confidence in Mandurah as a safe and secure city.
- Provide opportunities, services and activities that engage our young people.
- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

#### Economic:

- Increase the level of regional employment.
- Develop a strong and sustainable tourism industry.

#### Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.
- Advocate for and facilitate the provision of an integrated movement network.



Identity:

- Encourage active community participation and engagement.
- Embrace Mandurah's identity as a multicultural community.
- Become known as a city and destination for events, arts, heritage and culture.

Organisational Excellence:

- Demonstrate regional leadership and advocacy.
- Listen to and engage with our community.
- Ensure the City has the capacity and capability to deliver appropriate services and facilities.
- Deliver excellent governance and financial management.
- Build and retain a skilled, motivated and healthy workforce.

It is also acknowledged that the WA roll-out of the National Disability Insurance Scheme (NDIS) is still in its early stages and there remains significant tension and uncertainty in community and the sector surrounding these changes. It is recommended the City will continue to build relationships with key stakeholders such as service providers and local NDIS coordinators at APM. In addition, this climate needs to be considered when moving into the engagement and development of the City's 2020/2025 Plan. The 10 year State Disability, Access and Inclusion Plan is set to be released during 2019/20 and the City will need to explore opportunities to align with the State Plan, and support community and sector through any associated impacts of this Plan, and the NDIS.

**Conclusion**

The Access and Inclusion Plan 2015 - 2020 strategies, have had significant impact on community living with disability in the level of access and inclusion they experience in Mandurah. The progress made on the AIP has subsequently assisted in achieving a number of the City's strategic outcomes, particularly Our Vision: *A place where community is proud, inspired and inclusive*. The AIP, in its final year will continue to be delivered by a wide breadth of business units across the City, led by Community Development. However, 2019/20 will also focus on looking ahead to the next Access and Inclusion Plan, through a lens of opportunity and progression, and with a commitment to working with community and listening to key stakeholders, both internal and external, about the successes, challenges and greatest needs for access and inclusion in Mandurah. The City will continue to consult with the Access and Inclusion Advisory Group and report to Council annually. Council is requested to endorse the annual report and Statement of Achievements.

- Refer **Attachment 1 Access and Inclusion Plan Progress Report Attachment 2018/19**

**RECOMMENDATION**

**That Council:**

1. **Acknowledges the progress and achievements during 2018/19 in the delivery of the City of Mandurah's Access and Inclusion Plan 2015 - 2020 and the continued work of the Access and Inclusion Advisory Group.**
2. **Approves the Access and Inclusion Plan 2018/19 Progress Report for submitting to the Disability Services Commission for their endorsement.**
3. **Supports the planning and development of the Access and Inclusion Plan 2020 – 2025, including community engagement as indicated with support of an external consultant.**

**DRAFT: Access & Inclusion Plan Progress Report *Attachment* 2018/19****Statement of Achievement**

The City of Mandurah is committed to supporting and including people with disability through the improvement of access to its facilities and services. Since the adoption of its initial Disability Services Plan, the City has implemented many initiatives and made significant progress towards better access and inclusion. The Access & Inclusion Plan (AIP) 2015/2020 outcomes for 2018/19 are outlined as follows:

**Outcome 1:**

**People with disability have the same opportunities as other people to access the services of, and any events, organised by the City of Mandurah.**

- Information about planning processes, electoral processes, Council meetings and complaint processes was provided in clear and precise language and made available in alternative formats on request.
- Mandurah Libraries provide programs that are inclusive and accessible to people of all abilities.
  - Mandurah Libraries continue to build on alternative format resources, including:
    - Large print books – 3,913
    - Audio-books collection – 4,965 (Junior, Young Adult and Adult) items in different formats, including CD, MP3 and Digital Player.
  - eCollection is available for download on Apple or Android tablet, smart phone or eReader, which includes the following:
    - eAudio collection – 10,059 titles
    - eBooks collection – 58,830 titles
    - eMagazines – 299 titles
  - Home Library Service – Mandurah Libraries have 274 registered borrowers. This service is for people who have difficulty visiting the library due to illness, frailty or disability, or are caring full-time for someone who is confined to their home. On average, 104 items are delivered to Home Library service clients each fortnight, with approximately 2700 items being delivered from January to December 2018.
  - Provision of free inclusive computer software and hardware training at the Libraries and Mandurah Seniors and Community Centre.
  - Technology Tea for seniors was launched at Falcon eLibrary and Community Centre, and introduced to Lakelands Library and Community Centre. This program encourages members of the community to bring their devices and technology related questions to the libraries where the group provides solutions in a collaborative informal setting.
  - Monthly Memory Cafés encourage people living with dementia and their support companion to socialise, share experiences and learn a new skill together alongside other community members with similar experiences. Sessions provide a safe and empathetic environment with staff members and volunteers that have been trained by Alzheimer's WA. Dementia friendly signage is put in place at Memory Café locations to increase accessibility for attendees to facilities such as toilets and refreshment

- stations. This is an example of Libraries providing lifelong learning opportunities for community regardless of barriers that they may face.
- Mandurah Libraries are now recognised as a Dementia aware Library Service by consistently extending and modifying existing library practices and collection such as the addition of resources which support carers of people living with dementia, titles considered accessible reading material for people living with dementia and resources for children and young people which explain dementia diagnosis in an age appropriate way. Dementia friendly make with me packs are available at all library branches providing patrons the opportunity to share stories with community members living with dementia.
  - Reflecting with Art is a monthly creative engagement program delivered as a collaboration between Mandurah Libraries, Alcoa Mandurah Art Gallery (AMAG), and CASM. Informal art appreciation sessions are delivered by volunteers trained by Alzheimer's WA and encourage people living with dementia and their support companions as well as other community members to attend exhibitions in local gallery spaces, discuss artworks, ideas, reminisce and enjoy morning tea. The program caters for both community social groups and individuals who wish to attend.
  - Reflecting with Art Outreach delivers the creative engagement program to local care facilities, reaching community members that may otherwise face barriers to attending local art spaces. Trained volunteers visit participating facilities with local artworks and artists to provide an informal art appreciation workshop suitable for people living with dementia.
  - Reading and Reminiscing Club is a fortnightly book club with a difference where participants who experience memory loss, dementia or difficulty reading novel length works can attend the group to read poetry, short stories or similar and discuss with likeminded people. This club meets at Falcon eLibrary since September 2018 and on average there are 9 people attending. Club Members are from Elly's House and most of them are diagnosed with early onset dementia. While reading limericks, jokes or tongue-twisters members are encouraged to share their memories.
  - The Intergenerational Activities Program provides opportunities for all community members to share experiences. Events are dementia aware and are attended by staff and volunteers that have received training from Alzheimer's WA. Events are Auslan interpreted and held at venues that are wheelchair accessible and have ambulant bathroom facilities. Refreshments are provided to ensure those who have dietary needs can attend.
  - Events which require PA equipment such as Intergenerational Activities events, author talks and National Simultaneous Storytime gatherings make use of the JUNO PA system which supports people who experience hearing difficulties to hear more clearly and engage with proceedings and tune hearing aids in to the system if required.
  - All Library programing including for children, youth and adults are inclusive and accessible and open to attendance for all community members.
- Mandurah Seniors and Community Centre provides opportunities for people of all abilities to participate.
    - Mandurah Seniors and Community Centre offers the following modified equipment specifically for people over 55 who often face disabilities related with ageing:
      - Braille signage and automatic doors and taps in all toilet areas;
      - Hydraulic Lift to Main Stage for wheelchair access;
      - Hearing Loop for Main Hall audio system;
      - AV equipment in all major areas;
      - Magnification equipment in Reading Room for vision impaired; and



- The Seniors and Community Centre facilitates a range of inclusive programs including:
  - Strong On Your Feet – a chair based exercise for balance improvement;
  - Prime Movers exercise class – specifically designed for Seniors;
  - Bingo – large print Bingo cards available;
  - Indoor Carpet Bowls – a variety of easy arm extensions on hand;
  - Darts - Adjustable dart board for wheelchair participants;
  - Scrabble - Large tile Scrabble sets; and
  - Approximately 35 other inclusive activities.
- The Mandurah Seniors and Community Centre also hosts a fortnightly “Blind Spot” meeting facilitated by Visability for social connections and support for people with vision impairment.
- The Mandurah Community & Seniors Centre Reading Room was opened in July 2017. Staffed by trained volunteers, the Reading room has a collection of 500 items that members can borrow through the City of Mandurah Libraries. Additionally, items from Falcon eLibrary and Community Centre, Lakelands Library and Community Centre and Mandurah Library can be reserved and borrowed from the Mandurah Seniors and Community Centre Reading Room.
- The Seniors and Community Centre works closely with many other service organisations including:
  - Alzheimers WA
  - Mercy Care
  - Care Options
  - Intelife
  - SMP
  - APM
  - Chorus
  - Out and About Program
  - Ella’s House
  - Silver Chain
  - And all major Aged Care Service providers
- As a member of the Peel Volunteer Resource Centre, the Seniors and Community Centre provides opportunities for people of all abilities to volunteer in a variety of positions including kitchen hands, café attendants, bookings officers, and bus drivers.
- City Recreation Centres provide inclusive programs and equipment, including:
  - Gym Equipment accessible pieces with easy access for wheel chairs.
  - Group Training Classes including group fitness and aqua classes for all abilities, e.g. the AQUAbility and Parkinson Fitball class.
  - Parkinson and Multiple sclerosis classes including the addition of a new group fitness class Parkinson Fitball in 2019.
  - Format specific classes such as Heart Fit for all abilities.
  - Facilitating and supporting Mata-rays swimming club for our younger ages.
  - An Adult Changing Places Facility at the MARC.
  - Wheelchair basketball trail competition introduced in 2019
- Recreation Services also promote inclusion in sports through:
  - Recognising Mandurah athletes of all abilities (for example Mandurah Sports Awards

- has an Athlete With a Disability category)
  - Partnering with Sport and Recreation Peel and Rebound WA in 2019 to promote a wheelchair basketball program in Mandurah.
  - Promotion of grant opportunities to club committees for inclusive programs and equipment.
- In 2018/19 the Community Capacity Building Team partnered with Inclusion Solutions on the Socially Inclusive Communities Western Australia (SICWA) Project – This was an opportunity for the City to advocate for accessible and inclusive programs and events both within its own staff and within the four local clubs receiving mentoring support as a result of the project. These clubs will be supported by Inclusion Solutions staff to become more inclusive clubs and promote access and inclusion principals to their member and volunteer bases. This will increase opportunities for people with disabilities at both City and non-City sporting facilities. Additionally, City staff received Disability Awareness and Social Inclusion training as part of the project and one training will be made available to community before the project closes in August of 2019.
- The Inclusive Mandurah group (Formerly API – Access, Participation, and Inclusion) are one of the four groups who have received mentoring support via the SICWA project. The group aims to create awareness in the community around disability, access and inclusion, and act as an information source for community, and a conduit between the City and community. The City acknowledges the positive impact that the group have in promoting access and inclusion and the outcomes of the AIP, and as such the group continue to be supported throughout the year by the dedicated Access and Inclusion officer in Community Capacity Building. Currently the City is supporting the group to develop their skills both as individuals and as a group and work on strategic, planning and governance structure. Over 2018/19 the City have supported the group to gain new members, define a vision and values statement, launch a Facebook page, and participate in several events to raise awareness on access and inclusion including the Mandurah Children's Festival, the Christmas Pageant and the JTC Disability Expo at the Mandurah Forum.
- City's Arts Heritage and Culture Strategy recognises the need to use new and emerging technology and service delivery to improve access and reach new audiences. The City's Arts officers are committed to providing universally accessible arts and cultural experiences, making Mandurah a go to destination for all. Current focus areas include:
  - Expansion of the arts program to include events that are accessible to a wider audience (eg: Stretch Arts Festival, Wearable Art).
  - The consideration of and encouragement to artists to include sensory aspects in public art submissions to provide a more inclusive experience for all community.
  - Commitment to collaboration with ManPAC to promote inclusive arts experiences, and to attract increased opportunities to the region. E.g. Sensorium Theatre's 2019 Production 'Whoosh'.
  - Wearable Art Mandurah in June 2019 to include entrants and showcase models living with disabilities. And The Wearable Art exhibition to include audio description from community members living with disabilities such as dementia and Autism Spectrum Disorder (ASD).
- Mandurah Performing Arts Centre (ManPAC) facilitates a range of projects that support access and inclusion, including:
  - Installation of an accessible lift and additional access ramp entry to dramatically improves the facilities accessibility for staff and patrons, as well as performers whom can now access the upstairs green room. The lift includes voice announcer, audible

- button control acknowledgement, braille buttons and exterior signage and dual illumination buttons. The upgrades are in response to a 2016 access audit on the facility.
- Partnering with Mandurah Libraries and CASM on Reflecting with Art, an art appreciation project for people living with dementia.
  - Sensorium Theatre returned to Mandurah in 2019 with their new show 'Whoosh!'. The City supported with promotion via its networks with education support schools from the area attending as incursions. A personal development session with Sensorium Theatre was also offered for free, with 23 local education support teachers and 2 City staff attending.
  - Students from the ManPAC Young Ambassadors group attended Disability Awareness 101 Training with Youth Disability Advocacy Network (YDAN).
- Wearable Art Mandurah supported accession and inclusion with the following initiatives:
    - Free workshops were provided to develop skills in :
      - Creating wearable art with repurposed materials, for aged 18 and under
      - Artist educator run workshops for students in John Tonkin Education Support Unit.
    - Accessibility through Youth and Adult entries was encouraged. In 2019, local artist Alana Grant has designed a garment specifically for Nang Van Nuygen in his basketball wheelchair. He has been consulted about the design and movement of the garment and has modelled for professional photographs. He will be performing in the two showcases.
    - Aysha Vale, a young girl aged 8 with Downs Syndrome has a successful entry in the youth Category.
    - Ability Arts (Chorus) clients and staff have submitted a group entry this year.
    - The Wearable Art Mandurah 2019 exhibition at CASM will include audio descriptions of several garments narrated by community members and groups such as the Reflecting with Art groups, the Mandurah Scribblers and Play2Talk a local support group for families of children with disabilities. These will be on audio devices in the gallery.
  - Contemporary Art Spaces Mandurah (CASM) continues to be a destination for positive inclusive engagement and cultural interaction with the arts.
    - Use of the CASM community art workshop spaces by the following groups:
      - Chorus - Ability Arts Program
      - Nulsun Disability Services
      - Peel Mental and Community Health
      - Ella's House
      - Silver Chain
      - Peel Alzheimer's group
      - Merci Place
      - Bright Water
      - Opal Murray
      - Koolbardi Women's group

- Weekly workshop hire to Peel Community Mental Health - Living Skills group who provide art therapy for mental illness, trauma, and associated problems. This provides a safe and supportive environment to engage with CASM's services and other user groups.
- In 2019, Katrina Barber a profoundly deaf visual artist was a CASM artist in residence in 2015. She has continued to utilise the space for her own professional and personal development throughout 2017 - 2019. Katrina recently exhibited in CASM's premier exhibition *The Alternative Archive | Peel* in collaboration with the Mandurah Community Museum. The project included an AUSLAN interpretive video with an AUSLAN interpreter at formal events.
- Working in partnership with the Alcoa Mandurah Art Gallery (AMAG), and the Mandurah Libraries, CASM delivers the monthly 'Reflecting with Art' program which tailors half day art discussions and morning tea suitable for people living with dementia and their support companions. Participants come from both community social groups as well as attend individually. Community volunteers have ongoing training from Alzheimer's WA and relevant art therapists to deliver the program.
- In 2018/19 City of Mandurah festivals and events sought to make their events inclusive for all community. Events included the following considerations to make them accessible for people of all abilities:
  - Reserved ACROD parking managed and widely promoted.
  - Incorporation of 'drop off/pick up' point.
  - Program information in an accessible format.
  - Inclusion of a 'Sensory Rest Stop' at major events.
  - Event layouts designed considering the Creating Accessible Events Guidelines.
  - AUSLAN Interpreter for stage program at the Mandurah Children's Festival, and across the Children's Stage and Cooking Stage at Crab Fest. Santa was also able to speak AUSLAN at the Christmas Pageant.
  - Accessible fonts and contrast on all event signage.
  - Accessible toilets provided.
  - Event volunteering opportunities for people with disabilities.
  - Staff and volunteer training on disability awareness.
  - Events were all held to standards outlined by access audits in previous years and in most cases exceeded these.
  - The 2018 Children's Festival with a sporting theme included wheelchair basketball workshops in partnership with Basketball WA and Rebound WA.
  - The 2018 Children's Festival in addition to the 'Sensory Rest Stop', also featured a 'Sensory Experience' activity tent where members of the Inclusive Mandurah group in partnership with City staff had a variety of activities to increase participant's awareness about the sensory experiences of people with varying abilities such as vision impairments or Autism Spectrum Disorder.
  - The 2018 Christmas Pageant featured people with disability from the Mandurah community and support workers acting as flag bearers/float leads for the event. The initiative was supported by the Inclusive Mandurah group and was very successful in promoting inclusion at such a prominent City event.
  - The City's Events staff obtained feedback on access and Inclusion from the AIAG group and relevant officers specializing in access and inclusion on the 2019 CrabFest.
  - The City held a successful Beach Access Day to celebrate International Day of People with Disability. The event provided 4 beach wheelchairs and beach matting to the water's edge for the day. It allowed people who usually can't access the ocean a chance to do so for a day. The event also helped to create awareness around the importance of beach accessibility.

- The Making Waves Youth Leadership group and ManPAC Young Ambassadors group attended training Disability awareness 101 Training which included information.
- City of Mandurah is a Companion Card affiliate providing free entry to people caring for a person with disability.
- Rubbish services for people with disability or mobility issues continues to be offered.

## **Outcome 2:**

**People with disability have the same opportunities as other people to access the buildings and other facilities of the City of Mandurah.**

### **Infrastructure, Parks, Reserves**

- The City continued the delivery of funding for new paths in 2018/2019 as part of a long term program of upgrading and expanding pedestrian paths to City precincts. Each new path is constructed to current accessibility standards which include:
  - 2.0m wide or wider path.
  - Pedestrian ramps with tactile ground surface indicators (TGSi).
  - Handrails where there is a significant crossing hazard.

Though this does not specifically target people with disability, the improvements will have a positive impact on increasing access for all. Paths upgraded in the 2018/19 include:

- Pedestrian paths at Mulga Drive, Parklands.
- Pedestrian paths at Mistral Street, Falcon.
- Pedestrian paths at Nutbush Avenue, Falcon
- Pedestrian paths at Nerine St, Falcon
- Pedestrian Crossing upgrade at the intersection of Peel Parade, William Road and John Street, Coodanup.
- Pedestrian/kids crossing upgrade at Moora Close , Dawesville (next to school)
- Virginia Turn, Madora Bay missing link to Main Cycle path along the Mandurah Road.
- All significant infrastructure projects (over \$1,000,000) utilise an independent access auditor to assess access to buildings, surrounding parking and pedestrian access.
- 2018/19 infrastructure projects that improved access and inclusion included:
  - Mandurah Performing Arts Centre additional access ramp and lift installation
  - Mandurah Family & Community Centre
  - Mandurah Seniors & Community Centre hall entry and kitchen upgrades
- Ablution upgrades across existing City facilities ensure during any construction the provision of:
  - Compliancy audit
  - Unisex accessible toilet
  - Connecting pathways and kerb ramps
  - Accessible parking
  - A temporary accessible toilet is available during construction



- Repairs and maintenance program to improve access for people with disability i.e. new signage, tactile tiling, paths, ramps and kerbing across various locations in Mandurah.
- Landscape Design through the Public Open Space (POS) approval process ensures developer's designs meet accessible standards and push them to provide inclusive spaces. This process also includes consultation with the Access and Inclusion Advisory Group to offer feedback.
- Playground Replacement 10 year plan – Year 6 of 10 year program.
- With support of Community Capacity Building team and the AIAG and other key stakeholders, additional effort is made to ensure people with disability are represented at all consultation and engagement sessions for City projects.
- In 2016/17 Landscape Design undertook a community engagement approach to review of playground designs and elements. Findings from this help to ensure playgrounds are more accessible and met the needs of community. Officers have since been able use learnings from accessibility training to translate these findings into considerate accessible design. These elements are now considered and implemented into new designs where possible. Examples of these elements are:
  - More bird nest swings (large netted swings all abilities can use)
  - Customized accessible carousel
  - Variation of play equipment to include upper body strength play equipment
  - Location of play areas
  - Compliant steps and hand rails to slides
  - Raised play areas
  - Flush entrance to playgrounds
  - Various types of soft fall making it easier for children and people using mobility devices to navigate playground and play elements.
  - More seating and shade.
- Parks and reserve upgrades continue to include a range of accessible features, such as:
  - ACROD parking bays
  - Accessible BBQ's
  - Picnic Shelters with accessible tables
  - Connecting pathways at accessible grade
  - A variety of seating styles
- Parks and reserves upgraded in 2018/19 include:
  - Melros Reserve - 4M x 4M shade structure with universal access to an existing cantilevered picnic setting was installed.
  - Hermitage Reserve, Coodanup – Playground upgrades including a birds nest swing were installed as well as universally accessible seating with wider concrete padding around seating and tables to allow for improved accessibility for wheelchairs.
  - Country Club Drive Reserve, Dawesville – Universally accessible fitness circuit as well as upgrades to ensure a continuous path of travel to the circuit.
  - Novara Foreshore Stage 2 Nature Playground, Dampier Avenue, Falcon – Upgrades included accessible rubber soft fall 'Serpent' weaving through the nature play area (based on the Noongar cultural significance of the estuarine environment), raised limestone seating walls for casual seating, more shade trees and sensory planting, and universally accessible path links to other existing areas of the playground, bbq and

- seating areas.
  - Novara Foreshore landscape upgrade Stage 3, Dampier Avenue, Falcon – note: currently under construction to be completed in June and July 2019 - Meeting place Mia-Mia structure, appropriate seating for various ages and abilities, decking and universally accessible ramp to the raised platform, addition of paths, raised viewing platform with universally accessible ramp, improved wider and more accessible compacted gravel non – powered boat launch area, indigenous interpretive ‘blades’ and art totems added which tell an abstracted Noongar story and journey through part of the landscape, in particular around the nature playground and community meeting place nodes.
  - Falcon Bay Foreshore Stage 1 landscape upgrade, Spinaway Parade, Falcon – complete landscape upgrade to the western end of the Foreshore in association with the first stage of the seawall, including new universally accessible ramp from new compliant disabled parking bays, new steps with handrails and tactile indicators, shade shelters and shade trees, seating, bbq and picnic facilities allowing wheelchair access, and low height limestone and concrete seating walls for casual seating.
  - Falcon Bay Foreshore Stage 2 landscape upgrade – note: the new seawall has just been completed (April 2019), and currently the landscape design associated with the new seawall and the eastern section of the site is being finalised for commencement on site July/August 2019. Stage 2 plans will include accessible ramps to the beach, accessible playground features, access linking pathways and Tactile Ground Surface Indicator (TGSi) upgrades. The AIAG group meet on-site with project lead designer in May 2019 to discuss the next stages and will continue to provide opportunity for feedback as the project progresses.
  - Birchley Park – note: currently under construction to be completed in June 4 x 6m shade structure with universal access, three cantilevered picnic settings providing wheelchair access, raised bench seats to allow easy use by the elderly, increased seating and shade options, multiple connecting pathways, kerbs and pram ramps at accessible grade, flush entrants to playgrounds, soft fall to play areas for easy access with mobility devices, bird’s nest swing, timber carvings for tactile and sensory play, design including quiet spaces.
  - Keith Holmes Reserve – construction of universal access floating public jetty (March 2019) and beach matting installed to facilitate access to water at Swimmers Beach. Further accessibility improvements are being proposed for these space to make it more inclusive of all community.
- City Centre Waterfront Project Design Stage 1 - Landscape and Design staff with support from the Community Capacity Building team, invited members of the City’s Access and Inclusion Advisory Group (AIAG) and other community living with disability, to attend an on-site workshop to hear their feedback. The City’s Senior Landscape Architect also continued to attend the AIAG meetings throughout 2018/19 to discuss the project, upgrade on its progress and ask the group for feedback. In response to community feedback and ‘Accessible and Inclusive’ is a key principle applied through the design and implementation of project proposal and that detailed design documentation will be independently reviewed for compliance with relevant Australian standards. Play space designs will be inclusive for users and carers of all capabilities and consider all aspects of play - physical, sensory, social and imaginary. The estuary pool design considerations include an extra wide 4-5m decking platform, water access via an accessible ramp, and a floating platform to have kerb/kick rails and consideration for provision of hand rails.
- Infrastructure Management processes now incorporate consultation of an external access auditor at the design phase and audits of plans as well as prior to hand over of all major new facilities.

- Major capital works projects now require the design process to incorporate an access auditor for projects over \$1,000,000 and engage the Access and Inclusion Advisory Group for its feedback.

## **Beach Accessibility**

The City is committed to increasing access to its beaches and other waterways. In 2018/19 this included the following initiatives and equipment made available to the community available:

- Two all-terrain wheelchairs are available for free community use – 7 days a week. The chairs are housed and managed by Mandurah Visitors Centre. The second chair was purchased late in 2018 and with differing features to the existing chair meaning a greater number of residents and visitors can now access Mandurah beaches. The chairs can be booked by individuals or local community groups; either in the visitors centre, over the phone or online.
- Accessible beach matting continues to be used at 7 beaches across the City over the summer months.
- In 2018/19 the City undertook what was initially to be a 2 month trial of beach matting to the water's edge at the Keith Holmes 'Lido' man made beach at Dolphin Quay. The location was thought to be perfect for such a trial due to its sheltered nature meaning the matting would not be exposed to tidal and sand movements to the same degree as other locations. The trial was such a success that the matting stayed in place for 5 months over the summer period and experienced high use and a positive response from community.
- In 2019 the Marina and Waterways team managed the installation of a new accessible floating boat jetty at Dolphin Quay. The jetty's design was completed in consultation with staff qualified in access and inclusion principles and associated Australian standards to ensure it would be accessible for wheelchair users.
- In 2018/19 the City co-hosted a Beach Access Day event with accessible beach matting and equipment supplier Push Mobility. The event celebrated International Day of People with Disability, created community awareness around beach access, and gave people with mobility restrictions the opportunity to access Mandurah's Town Beach for the day.

## **Accessible Facilities**

- The City's Changing Places facility received accreditation and opened to the public in February 2018. The facility is located behind the Visitors Centre at the Northern end of the very popular Eastern Foreshore, making it an ideal location for both residents and visitors to the area. Keys are available 7 days a week from the Mandurah Visitors Centre during opening hours, which is located next door.
- The wheelchair accessible Liberty Swing is available on the Eastern Foreshore, next to the playground. The key to operate the swing is available free for community users from the Mandurah Visitors Centre – 7 days a week.
- Recreation Services assists sporting clubs with projects to upgrade their facilities to make their club rooms more accessible. E.g. ramps at Port Bouvard Pistol Club and toilet at Mandurah Croquet Club were upgraded in 2018/19.



- Mandurah Aquatic and Recreation Centre (MARC) is a state of the art facility with a variety of accessible features as follows:
  - An accredited adult change facility.
  - A variety of all-ability classes and programs.
  - Accessible ramps for access to all pools.
  - Gradually sloped and graded beach style entry way to the children's pool allowing for an inclusive space for families.
  - Free to use pool wheelchairs.
  - Portable hoist for community use to access pools and transfer into Pool wheelchairs.
  - ACROD bays and drop-off/pick-up zone at main entrance.
  - Training for Recreation Centre staff on Disability Awareness & Social Inclusion.
  - Free entry for companion card holders.
- Mandurah Libraries:
  - Lakelands Library and Community Centre have adjustable desks at all public computer terminals to allow people who use wheelchairs to sit comfortably at terminals or those who prefer to stand to adjust the height of terminals.
  - All three library branches have a variety of seating options at different heights, with or without arms and with varying levels of support to allow use by all community members.
  - All three library branches have ambulant toilet facilities, wide wheelchair accessible entrances.
  - All three library branches have ACROD parking bays available in close proximity to library building entrances.
  - Libraries have their own Juno Audio system with speaker and microphone for use at all events and at rhyme time and reading times at request.

### **Outcome 3:**

**People with disability receive information from the City of Mandurah in a format that enables them to access the information as readily as other people.**

- The City of Mandurah website (released on 23 February 2016) is in adherence with Web Content Accessibility Guidelines (WCAG) with a focus on user-focussed and user-friendly design and functionality. Key features:
  - All City content editors and approvers received training for web writing including accessibility.
  - All web images have alternative text (alt tag)
  - Content is easy to read and understand
  - Meaningful descriptive links have been included
  - The website is user-focussed/friendly.
- Audio messages are available on the City's phone system.
- Displays are available at City venues to improve access to information for people with disability.
- Information on functions, facilities and services is made available in alternative formats on request from all customer service staff.
- Flyers for Library programs and events, especially those that are dementia friendly, are

available in an A4 large print version with a dementia friendly layout.

- Dementia friendly library programs are advertised through the Dementia Australia website.

## **Outcome 4:**

**People with disability will receive the same level and quality of service from the City of Mandurah and its employees as other people receive.**

- All Staff Inductions include an Access and Inclusion component with new staff and volunteers attending.
- In 2018/19 45 officers attended a variety of trainings on the principals of access and inclusion. Staff attending these trainings came from a variety of teams and business units including Events, Community Capacity Building, Youth Development, Mandurah Libraries, Visitors Centre, Customer Service, Aquatic and Recreation Service Customer Service, Swim School, Ranger Services, Health Services, Emergency Management, Information Management, Human Resources, City Parks, Building Services and Community Safety. Training topics included:
  - Disability Awareness & Social Inclusion training offered by Inclusion Solutions as part of the SICWA initiative
  - Autism training delivered at Billy Dower Youth Centre by Autism West
  - Autism Awareness training with Complex Trauma Training WA
  - Dementia Awareness training with Alzheimer's WA and Dementia Australia
  - Lighthouse Training on Disability, Access & Inclusion Plan (DAIP) Outcome 7 on Employment opportunities delivered by Department of Communities
  - Disability Awareness 101 delivered by Youth Disability Advocacy Network (YDAN).
- Since 2013, the City requires key City Technical Officers to attend National Accredited training on legislation requirements and access issues. To date 39 City Officers have attended this training resulting in raised awareness of AS1428 suite and the Disability Discrimination Act.
- During 2018/19 the City's Community Development Team provided professional advice to a broad range of City business units. As well as working to increase these units' skills, the Community Development Team also attended a range of PD sessions to ensure ongoing awareness of any changes in the access and inclusion legislation and practice.
- Mandurah Libraries staff continue to prioritise Dementia Awareness training with Alzheimer's WA and Dementia Australia for all staff and volunteers.

## **Outcome 5:**

**People with disability have the same opportunities as other people to provide feedback and make complaints to the City of Mandurah.**

- Feedback forms: Customer Services employees are available to fill out Customer Feedback Forms and Service Complaint Reports on behalf of customers on request over the counter or over the telephone. Feedback forms are available from the Administration Building and Visitor Centre.

- Service standards and Information booklets: Customer Service have developed two booklets that outline service standards and methods through which people can offer feedback. Customer feedback and complaints can be provided online (web page or email), telephone and through the National Relay Service, or in person.
- Hire Forms: Mandurah Visitor Centre employees request users to provide feedback on the condition of the facility that hired - wheelchair/s, changing places, Liberty Swing upon conclusion of use. This is recorded on the hire forms and relayed to the relevant department to be addressed.
- The Access & Inclusion Officer is made available where applicable to meet face to face regarding complaints that require additional assistance and forward these complaints internally to the appropriate business unit.
- Opportunities for feedback on a variety of key infrastructure projects were made available to the Access & Inclusion Advisory Group (AIAG) at their regular meetings, and or in the form of site-visits. This included consulting with the group for City landscape & design projects such as Falcon Bay re-development, the City Centre Waterfront project, The Skate Park re-development.
- The AIAG group were also engaged for site visits with external stakeholders at The Forum Shopping Centre re-development and new Lakelands Shopping Centre site. These visits were coordinated by staff in the City's Community Capacity Building team.

### **Outcome 6:**

**People with disability have the same opportunities as other people to participate in any public consultation by the City of Mandurah.**

- Alternative venues were used for community consultation on Council issues and decision-making processes to increase the inclusion of people with disability.
- The Access and Inclusion Advisory Group (AIAG) were accessed by staff from variety of business units for their feedback on key projects and initiatives.
- Community members with lived experience of disability were invited to attend workshops and sit-visits to gather their feedback on key landscape and design projects.
- The Community Capacity Team partnered with People with Disabilities WA (PwDWA) to run 2 x workshops on Co-Design. It is hoped that those whom attended will be involved in future Co-Design projects with the City.
- The Community Capacity Building team assisted in disseminating information about public consultation opportunities, marketing materials and feedback forms.

### **Outcome 7:**

**People with disability have the same opportunities as other people to access employment and training opportunities with the City of Mandurah.**

- In 2018/19 the Executive Leadership team approved a traineeship position for an individual with a disability. This will enable the employee to progress through formal training whilst being supported in the workplace. The position will commence in the 2019/20 financial year.
- In 2018/19 Mandurah Libraries successfully partnered with Peel Volunteer and Resource Centre to host the Sociability Program Volunteer group and provided 6 weeks of volunteer opportunities across three library branches for 5 volunteers. There is scope to make this an ongoing partnership.
- A total of 3 staff across the Community Capacity Building and Human Resources teams attended the Lighthouse Training facilitated by Department of Communities which focused on Outcome 7 and the improvement of employment opportunities for people living with disability.
- In May 2015 the City renewed their contract with Intelife (formerly Intework) for an additional 5 years. Commencing in 2009-10, an ongoing partnership with Intelife, an employment support agency, enabled the City to provide over forty people with an intellectual disability from the Mandurah region with employment and training opportunities per year. This partnership was strengthened in 2018/19 and the group were active in supporting the City via City events and industrial cleaning at City parks and reserves.
- A high volume of City volunteer positions continue to be filled by people with disability at Mandurah Seniors and Community Centre, Mandurah Libraries, Mandurah Performing Arts Centre and Mandurah Museum.
- An Equity and Diversity Management plan includes strategies for employing people with a disability at the City and every effort was made in 2018/19 to ensure City vacancies were open and available to a broad range of access needs.

<b>4</b>	<b>SUBJECT:</b>	Appointment of Community Representatives to Mandurah Environmental Advisory Group
	<b>CONTACT OFFICER:</b>	Brett Brenchley
	<b>AUTHOR:</b>	Brett Brenchley

### Summary

Due to resignations, the Mandurah Environmental Advisory Group (MEAG) no longer has representation from environmental volunteers therefore a call for nominations was made in June 2017 in an attempt to fill the two available vacancies.

Three nominations have been received and Council is being requested to appoint two of these nominations to the MEAG after considering all nominations along with the provided background and strengths each nominee has provided.

### Disclosure of Interest

Nil

### Previous Relevant Documentation

- G.13/11/17 28 November 2017 Appointment of Community Representatives to Advisory Groups:

### Background

Appointments to Advisory Groups were established by Council for a two year term commencing in November 2017. The MEAG comprises eight community representatives, two of those representatives being specifically reserved for environmental volunteer representatives, defined as a current, active volunteer of one of the City of Mandurah's Bushcare/Coastcare groups.

Due to resignations, MEAG no longer has representation from environmental volunteers therefore a call for nominations was made in June 2019 in an attempt to fill the two vacancies.

### Comment

Nominations were sought to fill the two environmental volunteer positions on MEAG via an email distributed to the environmental volunteer database on 31 May 2019. The nomination period was left open until the 18 June.

Prospective nominees were asked to include their relative experience and/or expertise relevant to the objectives of MEAG as detailed in the Terms of Reference. At the close of the nomination period three nominations were received. It is requested that Council considers all nominations and the provided background and strengths when appointing members. Please refer to the Confidential Attachment for more detailed information about the nominations.

### Statutory Environment

There are no formal statutory requirements for Advisory Groups. The Terms of Reference for MEAG have been prepared to provide guidance to the Group in respect of its purpose and objectives.

### Policy Implications

Nil.

## **Economic Implications**

Nil.

## **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

### Environment:

- Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets.

### Identity:

- Encourage active community participation and engagement.

### Organisational Excellence:

- Listen to and engage with our community.

## **Conclusion**

Environmental Volunteer representation on MEAG is an effective way of ensuring the City is engaging and listening with our community with regard to environmental matters. MEAG continues to play an important role in advising Council on environmental matters and the appointment of two environmental volunteer representatives will help ensure MEAG continues to perform this function.

NOTE:

- Refer ***Confidential Attachment:***            ***Environmental Volunteer Nominations***

## **RECOMMENDATION**

**That Council appoints the following Environmental Volunteer representatives to the Mandurah Environmental Advisory Group for the remainder of the current term, expiring on 19 October 2019:**

1. \_\_\_\_\_

2. \_\_\_\_\_

<b>5</b>	<b>SUBJECT:</b>	Design Review Guide: City of Mandurah Approach to Design Review Panels
	<b>CONTACT OFFICER:</b>	Ben Dreckow
	<b>AUTHOR:</b>	Nicola Leishman

## Summary

Planning reform in WA has identified the need for initiatives and actions to improve design and development across the State, now being delivered as 'Design WA'. The Minister for Planning has recently released the first stage of Design WA, being:

- State Planning Policy No. 7.0: Design of the Built Environment
- State Planning Policy No. 7.3: Residential Design Codes Volume 2 – Apartment Design
- Design Review Guide.

These policies became operational on 24 May 2019.

This report focusses on the design review process and considers whether the City of Mandurah should establish a design review panel.

It is considered that the establishment of a City of Mandurah design review panel is not warranted at this time given the additional guidance now available within the planning framework to assist with assessments, the in-house skills currently available within the organisation and the nature of the planning proposals currently being considered by the City. Rather, a flexible approach to seeking design review advice on a case by case basis, where necessary, is considered appropriate.

It is therefore, recommended that Council does not proceed to establish a design review panel but that Council endorse its position in terms of the circumstances where independent, third party design review advice may be sought.

## Disclosure of Interest

Nil

## Background

Stage 1 of Design WA includes the release of the following documents:

- State Planning Policy 7.0: Design of the Built Environment is the lead policy that elevates the importance of design quality across the whole built environment. It includes 10 principles for good design and establishes the framework for integrating design review as a part of the evaluation process.
- State Planning Policy 7.3: Residential Design Codes Volume 2 – Apartments: is a policy for apartments' and mixed-use developments which focuses on improved design outcomes for apartments, and will replace Part 6 of the R-Codes. The existing State Planning Policy 3.1 Residential Design Codes becomes State Planning Policy 7.3 'R-Codes Volume 1' retaining all content, with the exception of Part 6.
- The Design Review Guide is a document that is intended to work with SPP7.0 to assist local governments with the establishment and operation of design review panels, and will support consistency in the design review processes already in operation across the State. It also provides a framework for the operation of the State Design Review Panel.

While Stage One is focussed on apartment design, work continues on the next stages of Design WA which will include:



- **Precinct Design:** Given the predictions of Perth and Peel @ 3.5 million, effective precinct design is integral to the future of cities and towns. The Precinct Design policy will apply to areas that require a high-level of design focus due to their complexity, whether this is due to mixed use components, higher levels of density, an activity centre designation or character and/or heritage value. The policy will require a tailored, performance-based approach to precinct design, supported by design review and a high level of community participation. The 10 Principles of Good Design outlined in State Planning Policy 7.0 will apply. The draft Precinct Design policy is anticipated to be submitted to the Western Australian Planning Commission (WAPC) for consideration in mid-2019, prior to being advertised for public comment.
- **Medium Density:** A scoping paper is currently being prepared on medium density – the so-called ‘Missing Middle’. The paper is based on information from the development industry, practitioners and local governments. It is anticipated that this project will commence in late 2019, following WAPC endorsement.

## **Comment**

As a part of the role-out of this suite of policies, the State Government is recommending the introduction of design review panels and has produced the Design Review Guide to assist Local Governments in meeting the requirements for design review. The design review guide sets a best practice model for the establishment and operation of design review panels, however, it should be noted that design review panels are not mandatory.

Design review involves obtaining independent expert advice on the design quality of a proposal for the purpose of achieving good design outcomes. It is carried out by a panel of appropriately trained, multi-disciplinary, built environment professionals who are experienced in providing objective and constructive advice. Local governments in Western Australia are increasingly using design review processes, via the establishment of design review panels, to review design proposals prior to lodgement or during assessment.

Planning is often focussed on compliance with specific standards and metrics, but there are limitations to these prescriptive controls, especially for complex and site specific development. Design WA and the Apartment Design Guidance are more performance based controls which offer greater flexibility and promote positive development outcomes rather than simply defending against negative impacts. Performance-based design principles identify the objectives to be met without prescribing how to achieve them. They allow flexibility for developers and designers to provide innovative solutions to design challenges and better reconcile design requirements against the complexities of site and context.

This change represents a significant shift in philosophy, however, it is considered that it would not be such a significant shift for the City, as it would be for some other local governments, as the City has always striven to assess development applications and concentrate policy direction in this manner.

State Planning Policy 7.0 (SPP7) provides ten design principles to establish a ‘definition’ of good design that can inform the design, review and decision-making processes for built environment proposals across the State. The ten principles are as follows:

- Context and Character
- Landscape Quality
- Built form and Scale
- Functionality and build quality
- Sustainability
- Amenity
- Legibility
- Safety
- Community
- Aesthetics



In order to consider the need to establish a City of Mandurah design review panel, it is worth noting the following:

- Council would be required to endorse the terms of reference for the panel and may endorse the panel appointments through reports presented by the CEO;
- Local Governments are responsible for the funding of the panel, including costs associated with panel appointment and remuneration of panel members for an agreed term, usually 2 years;
- The frequency of meetings is at discretion of the Local Government;
- The number of panel members is at discretion of LG but should be between 4 and 6 (quorum is two thirds of the number of panel members);
- Local Governments can set a fee for recovery or part thereof of the costs associated with the Design Review but there is no recommended set fee outlined within the guidance document;
- Decision makers must have due regard to the advice provided;
- Number of reviews per proposal is at discretion of the Local Government but generally 3 is recommended, those being at concept design stage, design development stage and building permit stage.
- Local Governments are to provide induction arrangements for panel members;
- Local Governments are to provide panel support to manage the scheduling, preparation, coordination, reporting and monitoring of meetings;
- Panel meetings should be closed to members of the public as information discussed can be commercially confidential.

Notwithstanding the above, the types of proposals and the scale of design review is a decision to be made by each individual local government. The guidance document contains an indicative design review threshold table which may be used as a guide for determining the mode of design review best suited to a particular development.

INDICATIVE DESIGN REVIEW THRESHOLD TABLE											
	Projects of State significance	Public works of State significance	Public works of regional significance	Commercial development – DAP threshold	Commercial development – under DAP threshold	Apartment development DAP threshold or more than 10 dwellings	Apartment development less than 10 dwellings	Activity centre plans and structure plans	Commercial development low threshold	Detached and grouped dwellings	Other proposal as determined by local govt.
State Design Review Panel (SDRP)	◆	◆	❖	◇		◇					
Local Design Review Panel (LDRP)			❖	◆	❖	◆	❖	◆	❖	❖	❖
Local govt. 'city/town architect'					◆		◆	❖	❖	❖	❖
Local Govt. 'as-required' design review consultant					❖	◇	◇	◇	❖	❖	❖

◆ Recommended design review process ❖ Discretionary design review process ◇ Interim design review process

As outlined within the design review threshold table, there may be cases where a full Design Review Panel is not warranted. In these circumstances, it is suggested that:

- The State Design Review Panel could be utilised as an option for projects of State significance;
- A 'City Architect' can also be a valuable resource in smaller or regional local governments where demand for a full panel is low. Where an architect is not available on staff, a local architect could be appointed to provide this advice as required.
- Shared panels could be formed where demand is low, or where smaller contiguous local governments (or local governments with similar characteristics, development types, issues and/or visions) may benefit from a common panel.
- 'As required' engagement of a suitably qualified design review consultant, giving consideration to the selection criteria outlined for the establishment of a Design Review Panel.

Whichever model is preferred, it is critical that the design review process remains impartial, apolitical and independent. The role is to provide information and advice to decision makers, not to make a decision. For this reason, a panel should not be a committee of Council under the *Local Government Act 1995* but should be established as an independent panel with separate membership and terms of reference.

### City of Mandurah Approach

In the City of Mandurah context, specific input was sought from an independent architectural consultant to review the Brighton Apartments development and the Peninsula Hotel redevelopment, the Belvedere Caravan Park development guide plan and the preparation of the City Centre Precinct Plan. This was based on the scale of the developments, the importance of the sites' in the development of Mandurah and the relative experience and skill set of the City's officers at the time of assessment.

Design review panels are intended to add value to the planning outcome, it is however, prudent to consider whether the value added in the City of Mandurah context is sufficient enough to outweigh the relative cost to establish and administer such a panel at this point in time. The City currently has the in-house skills required to assess the majority of proposals that may be submitted and this knowledge and expertise could be supplemented by an architectural consultant, where necessary on a case by case basis.

It is, therefore, considered that the establishment of a City of Mandurah design review panel is not warranted at this time, given the number and complexity of applications which the City are currently receiving. It is, however, important to identify and seek endorsement for a City of Mandurah threshold, to detail the circumstances where independent, third party design review advice may be sought.

A review of other Local Government policy has revealed that the spectrum of the types of proposals to be considered by a design review panel varies substantially between authorities, but in general the following thresholds are fairly consistent:

- where there is a height variation from Scheme/Policy;
- any development over 3 storeys;
- where there is a high level of contention/public interest;
- for residential development ranging from 'over 10 dwellings' to 'over 20 multiple dwellings';
- all JDAP applications; and
- in some cases, local governments have placed a dollar value threshold.

Notwithstanding the above, the following thresholds are recommended for the City of Mandurah:

- Proposals for buildings that are 5 or more storeys in height above natural ground level;
- Structure plans, Planning Strategies, policies, precinct plans, design guidelines or Amendments to the Local Planning Scheme (as determined by the Manager of Planning and Land Services); and
- Any proposals which would benefit from the design review process due to their scale, context or level of community interest (as determined by the Manager of Planning and Land Services).

As a part of the Design WA suite of documents, apartment design guidelines have been produced which can now assist to support officer assessments. The Design WA documents will assist officers to prioritise design quality, to recognise outstanding and innovative design and to provide practical means of

understanding where improvements need to be made, whilst also supporting determinations to resist poor design.

Additionally, the locations where the scale of development would warrant design review are generally within the City Centre, which is covered by the Central Mandurah Activity Centre plan. This document includes detailed design provisions to assist in achieving appropriate design outcomes.

It is for the above reasons that the City of Mandurah thresholds are recommended to be slightly higher than those recommended by the design review guide. Sufficient discretion for the Manager of Planning and Land Services is, however, purposefully retained to allow those proposals which may benefit from design review to be captured on a case by case basis where necessary.

## **Consultation**

Nil

## **Statutory Environment**

State Planning Policy 7: Design of the Built Environment promotes the importance of design quality as it improves the urban environment, benefitting local communities. The policy sets the objectives, measures, principles and processes which apply to the design and assessment of built environment proposals. The design review guide recommends that Local Governments should establish or arrange access to, design review processes to review complex proposals, however, the establishment of a design review is not mandatory.

## **Policy Implications**

Nil

## **Economic Implications**

The establishment of a design review panel would result in additional cost to the City in the appointment and remuneration of panel members and the resourcing of the preparation for, and administration of, meetings. The relative cost of seeking a design review consultant on an 'as needed' basis would be undertaken within existing operational resources.

## **Risk Analysis**

The potential risk associated with not establishing a design review panel is the inability to raise design quality throughout the City and the potential approval of poor design outcomes. This risk is, however, considered to be mitigated by the additional guidance now available to assist with assessments, the in-house skills currently available within the organisation and by having a flexible approach to seeking design review advice on a case by case basis, where necessary. Council also retains the option to establish a design review panel at any point in the future if deemed necessary.

## **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

### Organisational Excellence:

- Ensure the City has the capacity and capability to deliver appropriate services and facilities.
- Deliver excellent governance and financial management.

## **Conclusion**

Recent changes to the planning framework with the addition of the Design WA suite of policies has triggered the need for Council to consider the types of proposals and the scale of design review required for the City of Mandurah.

While the Design Review Guide provides assistance in the establishment of design review panels, the establishment of a panel is not mandatory.

It is considered that the design review panel is not currently warranted at this time. However, Council has the option to establish a design review panel at any point in the future, if deemed necessary. That notwithstanding, it is recommended that thresholds be endorsed to determine the circumstances where independent, third party design review advice may be sought.

## **RECOMMENDATION**

**That, arising from the release of the Western Australian Planning Commission's Design Review Guide, that Council:**

- 1. Does not pursue the creation of a Local Design Review Panel at this time;**
- 2. Adopts an approach whereby the 'Local Government 'as required' Design Review Consultant' option is utilised, where independent, third party design review advice may be sought in the following circumstances:**
  - Proposals for buildings that are 5 or more storeys in height;**
  - Structure plans, planning strategies, design guidelines or Amendments to the Local Planning Scheme (as determined by the Manager of Planning and Land Services); and**
  - Any proposals which would benefit from the design review process due to their scale, context or level of community interest (as determined by the Manager of Planning and Land Services).**

<b>6</b>	<b>SUBJECT:</b>	Cat Management and Local Law 2019
	<b>CONTACT OFFICER:</b>	Brendan Ingle
	<b>AUTHOR:</b>	Brendan Ingle

### Summary

Cats both feral and domestic have been shown to have a significant impact on native fauna in Australia. Following a Notice of Motion approved by Council on 29 January 2019, key stakeholders were brought together to review opportunities to improve cat management in the City of Mandurah.

Key actions from the group included the development of a cat local law for the City, identification of necessary changes to the *Cat Act 2011*, a reviewed process of cat management on and around priority sites including an education campaign to raise awareness about the need for sterilisation, registration and chipping and also the value of cat containment.

The proposed Cat Local Law 2019 that has been drafted will assist the City in effectively controlling and regulating the issue of cats within the City.

**Purpose:** To make provisions about the keeping of cats, to control the number of cats that can be kept, the places where cats can be kept and prescribe areas in which cats are prohibited.

**Effect:** To extend the control over cats which exist under the *Cat Act 2011*.

Council approval is sought to adopt the newly drafted proposed Cat Local Law 2019 for advertising giving particular attention to the proposed prohibited areas. Council is also requested to approve further recommendations of the City of Mandurah Cat Working Group.

### Previous Relevant Documentation

G.20/1/19.- 29 January 2019 Notice of Motion: Cat Management – explore options for environmental outcomes for most threatened fauna.

### Background

At the Council Meeting of 29 January 2019 a Notice of Motion was passed by Council requesting that the City form a working group to identify opportunities to reduce the impact of cats on native fauna species within the City.

A working group was developed with key officers and Elected Members from the City of Mandurah as well as representatives from partner organisations including the Peel-Harvey Catchment Council, Peel Harvey Biosecurity Group and the Mandurah Environmental Advisory Group.

Key areas of focus for the group were:

- Review of cat legislation including local laws, the state *Cat Act 2011* and *Biosecurity and Agriculture Management Act 2007* (BAM Act).
- Review of current cat management activities within the City and identification of opportunities for improvement
- Opportunities to identify improved educational initiatives.

The City has approximately 3587 registered cats. It is estimated that there are in excess of 14,000 cats within the City. Whilst this rate of registration is low in comparison to dog registration, this low level of compliance relating to cats is consistent across local government across Western Australia. Low rates of compliance with rates of identification and sterilisation represent the greatest challenge to the effectiveness of any cat related legislation.

There may be a range of reasons for low rates of compliance with identification and sterilisation requirements including:

- A high rate of cats fed by householders but not considered owned (semi-owned).
- High cost of sterilisation and microchipping.
- Lack of awareness and/or commitment.
- Challenges in enforcing requirements other than via trapping.

Rangers have previously undertaken registration door knocks and while dogs can usually be heard or are visible, cats are far more difficult to detect or link to a particular property. Following education, the major deterrent often used in relation to dogs is infringements to seek compliance. This is far less effective for cats with the only viable form of enforcement being trapping which has limitations in its efficiency.

There has been significant discussion about the damage caused by feral cats on environmental values. At the feral cat symposium held at the Mandurah Performing Arts Centre in May 2018 the Department of Primary Industries and Regional Development provided a definition of a feral cat.

**Feral cats** are those that live and reproduce in the wild (e.g. forests, woodlands, grasslands and deserts) and survive by hunting or scavenging. None of their needs are satisfied intentionally by humans.

**Stray cats** are those found in and around cities, towns and rural properties. They may depend on some resources provided by humans but are not owned.

**Domestic cats** are those owned by an individual, a household, a business or corporation, most or all of their needs are supplied by their owner.

Feral cats have recently been recognised as a declared pest under the *Biosecurity and Agriculture Management Act 2007* (BAM Act). This recognition is welcomed and may lead to funding opportunities to increase feral cat control efforts in partnership with the Peel Harvey Biosecurity Group. Further meetings are planned to explore this development.

The challenge at a practical level is determining what a feral cat is. Many of the cats trapped and noted within reserves in the City of Mandurah have contact with humans. In this context, the City must comply with impoundment requirements of the *Cat Act 2011* and recognise the prospect that these cats are someone's pet.

Where a cat has an identified owner the *Cat Act 2011* requires the City to make reasonable efforts to contact the recorded owner and must hold the cat for a minimum of 7 days before rehoming or euthanasia. Where a cat is unidentified the City must hold the cat for a minimum of 3 days.

As a key action to manage cats the City currently makes 14 x RSPCA approved traps available to community members free of charge but with a \$120 bond, payable at collection. These traps are extremely popular and a waiting list has been common. The process of community members using traps represents the vast majority of cats that are brought to the City's pound. The City manages the capacity of the pound by limiting the trap hiring.

The City also engages a nuisance animal contractor to undertake trapping in public areas. The City undertakes approximately 12 hours contractor trapping per month. This trapping is focussed at the interface of urban areas and City owned or managed land. In 2018/19 nine (9) cats were recorded as being trapped by the City's contractor. This reinforces the key role that the community trapping program plays in reducing unidentified and unsterilised cats.

## **Comment**

The working group has identified a range of opportunities to improve the City's overall approach to Cat Management.



### City of Mandurah Cat Local Laws 2019

A proposed Cat Local Law is provided in **Attachment 1** that in summary provides legislative powers regarding:

- Nuisance – allows the issuance of a notice to abate nuisance (potential confinement for up to 28 days).
- Number of Cats – prescribes that no more than 2 cats are permitted to be kept without a specific approval.
- Prohibited Areas – provides for offences for cats entering into scheduled City owned or managed land.

The introduction of a local law is of main benefit where a cat owner can be identified and provides an additional option for control that is currently unavailable.

It is important to note that previous efforts by local governments to introduce local laws requiring containment have been disallowed by the Joint Standing Committee on Delegated Legislation. The proposed local law is based on local laws that have been previously been accepted.

To allow time for submissions by the community and relevant ministers, the proposed local law must be advertised for a minimum period of 6 weeks.

### Cat Act Submission

The State *Cat Act 2011* is currently under review with the opportunity for comment closing on 4 August 2019. The working group has identified some key issues that need to be addressed as part of the state government's review of the *Cat Act 2011*. These are:

1. That cats are required to be confined to an owner's property. Many in the community advocate for the requirement for cats to be contained on their properties to improve environmental outcomes, reduce nuisance and also provide for the welfare of cats. The RSPCA advocate for legislation requiring the containment of cats and in the working groups view this requirement should be written into the *Cat Act 2011*.
2. That prohibited areas be able to be created without local law amendment (via Council resolution similar to the Dog Act). The current process of having to amend local laws to include areas where cats are prohibited is a significant administrative burden and out of step with the *Dog Act 1976* that has successfully empowered local governments to make changes to dog exercise and prohibited areas via Council resolution.
3. That consistent approach to the number of cats permitted at a property is prescribed within the state legislation. Currently individual local governments are able to set the permitted number of cats. While many local governments adopt a maximum of two cats, given that people do move into different areas it is logical to arrive at a number that is consistent.
4. Guidance is necessary to improve clarity around the differentiation of feral, stray and domesticated cats to allow timely and effective action to manage issues particularly in reserves of high environmental value.
5. That a comprehensive state wide public education campaign be developed. It is clear that there remains a percentage of the community who are not aware of the requirements of the *Cat Act 2011* to register, microchip and sterilise their cats. For any cat related laws to be effective identification must be comprehensive and clear advice on the preferred requirement for containment.
6. That financial assistance be provided for sterilisation and microchipping. There remains clear barriers to cat identification and it is essential that efforts are made to overcome this. Without effective identification cat legislation will not be effective.

### Prohibited Area Demonstration Site

Through discussions amongst the Cat Management Working Group an opportunity was identified for the City to partner with the Department of Biodiversity, Conservation and Attractions (DBCA) to upgrade the cat exclusion area at Creery wetlands and include approximately 2 hectares of valuable shorebird habitat on the Coodanup foreshore reserve. DBCA and the City will install cat proof fencing around this area and DBCA have indicated they would be willing to take on managing the entire site, including actively excluding or controlling cats in the reserve utilising a number of techniques including exclusion fencing, baiting and trapping. The initiative will provide a practical demonstration of effective techniques that can be used to protect environmentally sensitive areas from the impact of cats and also demonstrate cooperation between government organisations locally.

### Cat Management

Legislative changes have a role in improving overall outcomes but in the current context it is practical on ground trapping that represents the best opportunity for protecting environmental values in the short term. The working group has suggested a geographically focused approach to cat management with a trial of this approach recommended for the spring of 2019 where cats and wildlife are breeding in reserves of high environmental value.

The City will continue its existing program of community trapping which has proven popular with the community and very successful representing the majority of cats trapped each year. Nuisance animal contractors will also continue their current trapping regime.

Five additional RSPCA approved traps will be purchased with a coordinated trapping program undertaken at Dawesville Reserve and Warrangup Springs Reserve. Marlee Reserve is another location identified as having a need for a coordinated cat management approach but given the short timeframe and resources available the project will commence on Dawesville and Warrangup Springs Reserve.

The Fairy Tern Sanctuary will be the subject of more detailed planning in the lead up to the 2019 breeding season that is likely to include other protection measures.

The City will make arrangements to manage any potential overflow of the cat management facility via an agreement with Cat Haven.

The coordinated trapping will involve seeking volunteers to have traps at their property for a 4 week period. Door knocking will be undertaken seeking volunteers and educative material will be provided highlighting the importance of identification and sterilisation and measures that can be taken to contain cats explaining the animal welfare and environmental advantages of this approach. Rangers will collect trapped cats and transfer to them to the cat management facility as they are contacted by volunteers.

In addition, a period of 10 nights of additional contractor trapping will be undertaken in the nominated Reserves to coincide with the public trapping. Cats trapped by the contractor will be transported to the cat management facility.

Following the spring period trapping and education program it is important that a review is undertaken to assess the success of the approach. The review will include:

- The number of cats trapped;
- The location of cats trapped;
- Impact on cat identification;
- Public feedback about the approach;
- Required resourcing for administration, collection of traps and the impact on the cat management facility.



There are other potential other sites that could be included as cat prohibited areas. At this point with trapping being the primary method of control it is considered appropriate to focus attention on the locations identified and assess the outcomes.

#### Education Material

The City will provide educative materials overviewing the important benefits and methods to contain cats. Information of cat sterilisation and identification will also be promoted as part of the proposed trapping program. This campaign should be undertaken in partnership with key stakeholders to ensure consistency and maximise the reach.

The City will continue with a broader communication strategy with a focus on registration, sterilisation and microchipping.

#### **MEAG/MCCAG Comment:**

MEAG were represented on the Cat Management Working group. The Council report and local law will be provided to MEAG

#### **Consultation**

This local law has been presented to the City's Cat Management Working Group which consists of relevant stakeholders from the Peel-Harvey Catchment Council, Department of Biodiversity, Conservation and Attractions, Peel Harvey Biosecurity Group and relevant City Officers including the Mandurah Environmental Advisory Group.

The participants of the group were pivotal in identifying opportunities and key issues that were able to be brought together into a series of practical actions.

#### **Statutory Environment**

The *Cat Act 2011* forms the key legislative document covering cats within Western Australia.

Section 79 of the *Cat Act 2011* provides that local governments can create local laws.

*Local Government Act 1995* Part 3, Division 2, Subdivision 2 - Local laws made under any Act.

The Biosecurity and Agriculture Management Act 2007 (BAM Act) is also an important piece of legislation relating to the control of feral cats. This may provide some increased funding opportunities.

#### **Policy Implications**

Nil

#### **Economic Implications**

Additional trapping proposed inclusive of traps and contractor time is estimated to be approximately \$10 000 which can be accommodated without additional funding in the 2019/20 budget. The approach will utilise money set aside for registration promotions. It is anticipated that the approach will generate significant attention within the local areas where trapping is occurring and also the broader community.

Gazettal and advertising costs will be accommodated in the 2019/20 budget allocated to Governance Services.

Costs associated with the administration and transport of trapped cats will be accommodated within the Ranger Services labour budget.

## **Risk Analysis**

The City will comply with all obligations of the *Cat Act 2011* in regards to impoundment.

Cats are known to have a significant impact on native fauna and effective cat management will assist in the protection of local biodiversity. There has been strong community support indicated for a stronger approach from the City.

## **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

### Environment:

- Protect and ensure the health of our natural environment and waterways.
- Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets.

## **Conclusion**

The working group created by Council worked very constructively and has identified a range of opportunities to improve cat management within the City. The actions cover both legislative improvements as well practical cat management actions that seek to reduce the current impact on environmental values within the City.

NOTE:

- Refer **Attachment 1** ***Proposed City of Mandurah Cat Local Law 2019***

## **RECOMMENDATION**

**That Council:**

1. **Adopt the proposed Cat Local Law 2019 for advertising;**
2. **Note that any public and Ministerial responses will be reported to Council for consideration prior to the making of the local law and publication in the Government Gazette.**
3. **Endorse the key points detailed in the proposed submission on the review of the *Cat Act 2011*.**
4. **Acknowledges the proposed cat management program at Dawesville and Warrangup Springs Reserves during the spring of 2019.**

**CAT ACT 2011**  
**LOCAL GOVERNMENT ACT 1995**  
City of Mandurah  
**CAT LOCAL LAW 2019**

Under the powers conferred by the *Cat Act 2011*, the *Local Government Act 1995* and by all other powers enabling it, the Council of the City of Mandurah resolved on XXXX XXXX to make the following local law.

## **Part 1 – Preliminary**

### **1.1 Citation**

This local law may be cited as the *City of Mandurah Cat Local Law 2019*.

### **1.2 Commencement**

This local law comes into operation 14 days after the date of its publication in the *Government Gazette*.

### **1.3 Application**

This local law applies throughout the district.

### **1.4 Definitions**

In this local law unless the context otherwise requires –

**Act** means the *Cat Act 2011*;

**applicant** means the occupier of the premises who makes an application for a permit under this local law;

**authorised person** means a person authorised by the local government, under section 9.10 of the *Local Government Act 1995* to perform the functions conferred on an authorised person under this local law;

**cat** means an animal of the species *felis catus* or a hybrid of that species;

**cat management facility** means –

- (a) a facility operated by a local government that is, or may be, used for keeping cats;
- (b) a facility for keeping cats that is operated by a person or body prescribed; or
- (c) a facility for keeping cats that is operated by a person or body approved in writing by a local government;

**cat prohibited area** means an area as outlined in Schedule 3;

**cattery** means any premises where more than 3 cats are kept, bred, boarded, housed or trained temporarily, whether for profit or otherwise, and where the occupier of the premises is not the ordinary owner of the cats;

**CEO** means the Chief Executive Officer of the local government;

**district** means the district of the local government;

**effective control** in relation to a cat means any of the following methods –

- (a) held by a person who is capable of controlling the cat;
- (b) securely tethered;
- (c) secured in a cage; or
- (d) any other means of preventing escape;

**grouped dwelling** as defined by the Scheme;

**local government** means the City of Mandurah;

**multiple dwelling** as defined by the Scheme;

**nuisance** means –

- (a) an activity or condition which is harmful or annoying and which gives rise to legal liability in the tort of public or private nuisance at law;
- (b) an unreasonable interference with the use and enjoyment of a person of his or her ownership or occupation of land;
- (c) interference which causes material damage to land or other property on the land affected by the interference; or

**owner** has the meaning given to it in the Act;

**permit** means a permit issued by the local government under Part 3;

**permit holder** means a person who holds a valid permit under Part 3;

**premises** includes the following –

- (a) land (whether or not vacant);
- (b) the whole or part of a building or structure (whether of a permanent or temporary nature);  
and
- (c) a vehicle;

**RSPCA** means the Royal Society for the Prevention of Cruelty to Animals (Inc) of Western Australia;

**Schedule** means a schedule to this local law;

**Scheme** means a planning scheme of the local government made by it under the *Planning and Development Act 2005* and its antecedents; and

**Veterinarian** means a registered veterinary surgeon as defined in the *Veterinary Surgeons Act 1960* section 2.

## Part 2 – Cat control

### 2.1 Cat not to be a nuisance

- (1) An owner shall not allow a cat to be or create a nuisance.
- (2) Where in the opinion of an authorised person, a cat is creating a nuisance, the local government may give written notice to the owner of the cat requiring that person to abate the nuisance.
- (3) When a nuisance has occurred and a notice to abate the nuisance is given, the notice remains in force for the period specified by the local government in the notice which shall not exceed 28 days.
- (4) A person given a notice to abate the nuisance shall comply with the notice within the period specified in the notice.

### 2.2 Cat prohibited areas

- (1) A cat shall not be in the places specified in Schedule 3 at any time, whether or not under effective control.
- (2) If a cat is in a Cat Prohibited Area in contravention of subclause (1), then the owner of the cat commits an offence unless the owner of the cat has first obtained written authorisation from the local government.

## Part 3 – Permits for keeping cats

### 3.1 Interpretation

In this part, and for the purposes of applying the definition of ‘cattery’, *cat* does not include a cat less than 6 months old.

### 3.2 Cats for which a permit is required

- (1) Subject to subclause (2) a person is required to have a permit to –
  - (a) keep more than 2 cats on any premises; or
  - (b) use any premises as a cattery or cat management facility.
- (2) A permit is not required under subclause (1) if the premises concerned are –
  - (a) a refuge of the RSPCA or any other body prescribed in regulation 4 of the *Cat Regulations 2012*;
  - (b) a cat management facility which has been approved by the local government;
  - (c) a veterinary surgery; or
  - (d) a pet shop.

### 3.3 Application for permit

- (1) An application for a permit under clause 3.2 shall be –
  - (a) made in writing by an occupier of the premises in relation to those premises;
  - (b) in a form approved by the local government, describing and specifying the number of cats to be kept on the premises;

- (c) accompanied by a brief reason and justification for the request;
- (d) accompanied by the plans of the premises to which the application relates in the form determined by the local government from time to time;
- (e) accompanied by the consent in writing of the owner of the premises where the occupier is not the owner of the premises to which the application relates; and
- (f) accompanied by the application fee for the permit determined by the local government from time to time.

### **3.4 Refusal to determine application**

The local government may refuse to determine an application for a permit if it is not made in accordance with clause 3.3.

### **3.5 Factors relevant to the determination of application**

- (1) In determining an application for a permit the local government may have regard to –
  - (a) the reasons and justification provided for the request;
  - (b) the physical suitability of the premises for the proposed use;
  - (c) the suitability of the zoning of the premises under any Scheme which applies to the premises for the proposed use;
  - (d) the environmental sensitivity and general nature of the location surrounding the premises for the proposed use;
  - (e) the structural suitability of any enclosure in which any cat is to be kept;
  - (f) the likelihood of a cat causing nuisance, inconvenience, or annoyance to the occupiers of adjoining land;
  - (g) the likely effect on the amenity of the surrounding area of the proposed use;
  - (h) the likely effect on the local environment including any pollution or other environmental damage, which may be caused by the use;
  - (i) any submissions received under subclause (2) within the time specified in subclause (2); and
  - (j) such other factors which the local government may consider to be relevant in the circumstances of the particular case.
- (2) The local government may require an applicant to –
  - (a) consult with nearby landowners; or
  - (b) advise nearby landowners that they may make submissions to the local government on the application for a permit within 14 days of receiving that advice, before determining the application for the permit.
- (3) The local government may specify the extent of consultation with nearby residents, as specified in subclause 3.5(2)(a) and may specify which properties should be consulted.

### **3.6 Decision on application**

- (1) The local government may –
  - (a) approve an application for a permit as it was submitted, in which case it shall approve it subject to the conditions in clause 3.7 and may approve it subject to any other conditions it sees fit;
  - (b) approve an application but specify an alternative number of cats permitted to be housed at the address; or
  - (c) refuse to approve an application for a permit.

- (2) If the local government approves an application under subclause (1), then it shall issue a permit to the applicant in the form determined by the CEO.
- (3) If the local government refuses to approve an application under subclause (1) then it shall advise the applicant accordingly in writing.

### **3.7 Conditions**

- (1) Every permit is issued subject to the following conditions –
  - (a) each cat kept on the premises to which the permit relates shall comply with the requirements of the Act;
  - (b) each cat shall be contained on the premises unless under the effective control of a person;
  - (c) the permit holder will provide adequate space for the exercise of the cats;
  - (d) the premises shall be maintained in good order and in a clean and sanitary condition; and
  - (e) those conditions contained in Schedule 1.
- (2) In addition to the conditions in subclause (1) of this clause, a permit may be issued subject to other conditions, as the local government considers appropriate.

### **3.8 Compliance with conditions of permit**

A permit holder shall comply with each condition of a permit.

### **3.9 Duration of a permit**

- (1) Unless otherwise specified in a condition on a permit, a permit commences on the date of issue and expires –
  - (a) if it is revoked; or
  - (b) if the permit holder ceases to reside at the premises to which the permit relates.

### **3.10 Revocation**

The local government may revoke a permit if the permit holder fails to observe any provision of this local law or a condition of a permit.

### **3.11 Permit not transferable**

A permit is not transferrable either in relation to the permit holder or the premises.

### **3.12 Permit to be kept at premises and available for view**

- (1) A permit issued by the local government shall be kept at the premises to which it applies and shall be provided to an authorised person on demand.
- (2) In the case of a registered cattery or cat management facility, the permit shall be displayed in a prominent place within the premises.

## Part 4 – Miscellaneous

### 4.1. Giving of an infringement notice

- (1) A notice given under this local law may be given to a person –
  - a) personally;
  - b) by postal mail addressed to the person; or
  - c) by leaving it for the person at her or his address.

## Part 5 – Objections and appeals

### 5.1. Objections and appeal rights

Any person who is aggrieved by the conditions imposed in relation to a permit, the revocation of a permit, or by the refusal of the local government to grant a permit may object or appeal against the decision under Division 1 of Part 9 of the *Local Government Act 1995*.

## Part 6 – Offences and penalties

### 6.1 Offences

- (1) Any person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.
- (2) Unless otherwise specified, any person who commits an offence under this local law is liable on conviction, to a penalty not exceeding \$5,000, and if the offence is of a continuing nature, to a further penalty not exceeding a fine of \$500 in respect of each day or part of a day during which the offence has continued.

### 6.2 Prescribed offences

- (1) An offence against a clause specified in Schedule 2 is a prescribed offence for the purposes of section 63 of the Act.
- (2) The amount of the modified penalty for a prescribed offence is that specified adjacent to the item in Schedule 2.

### 6.3 Forms

- (1) The issue of infringement notices, their withdrawal and the payment of modified penalties are dealt with in Division 4 of Part 4 of the Act.
- (2) An infringement notice in respect of an offence against this local law may be given under section 62 of the Act and is to be in the form of Schedule 1, Form 6 of the *Cat Regulations 2012*.
- (3) A notice sent under section 65 of the Act withdrawing an infringement notice is to be in the form of Schedule 1, Form 7 of the *Cat Regulations 2012*.



## Schedule 1 – Additional conditions applicable to particular permits

[Clause 3.7]

### **A. Permit to keep more than 2 cats**

Additional conditions:

- (1) In the case of a grouped dwelling where there is no suitable dividing fence or multiple dwellings on the same level, the written consent to the application for a permit of the occupier of the adjoining dwellings has been obtained.
- (2) Without the consent of the local government, the permit holder will not substitute or replace any cat that is the subject of a permit once that cat –
  - (a) dies; or
  - (b) is permanently removed from the premises.

### **B. Permit to use premises as a Cattery or Cat Management Facility**

Additional conditions:

- (1) All building enclosures must be structurally sound, have impervious flooring, be well lit and ventilated and otherwise comply with all legislative requirements.
- (2) There is to be a feed room, wash area, isolation cages and maternity section.
- (3) Materials used in structures are to be approved by the local government.
- (4) The internal surfaces of walls are, where possible, to be smooth, free from cracks, crevices and other defects.
- (5) All fixtures, fittings and appliances are to be capable of being easily cleaned, resistant to corrosion and constructed to prevent the harbourage of vermin.
- (6) Washing basins with a minimum of running cold water are to be available to the satisfaction of the local government.
- (7) The maximum number of cats to be kept on the premises stated on the permit is not to be exceeded.
- (8) A register is to be kept recording in respect of each cat the –
  - (a) date of admission;
  - (b) date of departure;
  - (c) breed, age, colour and sex; and
  - (d) name and residential address of the owner.
- (9) The register is to be made available for inspection on the request of an authorised person.
- (10) Enclosures are to be thoroughly cleaned each day and disinfected at least once a week to minimise disease.

# ATTACHMENT 1

- (11) Any sick or ailing cat is to be removed from the premises or transferred to an isolation cage separated from other cats kept on the premises.
- (12) Any other matter which in the opinion of the local government is deemed necessary for the health and wellbeing of any cat, or person, or adjoining premises or the amenity of the area (or any part thereof).

## Schedule 2 – Prescribed offences

[Clause 6.2]

ITEM	CLAUSE	DESCRIPTION	MODIFIED PENALTY
1.	2.1	Cat causing a nuisance	\$200
2.	2.2	Cat in prohibited area	\$200
3.	3.2	Failure of a person to hold a permit when required	\$200
4.	3.8	Breach of a condition of a permit	\$200

## Schedule 3 – Cat prohibited areas

[Clause 2.2]

Places where cats are prohibited:

Official/Common Name	Land Information	Description
Marlee Reserve	<ul style="list-style-type: none"> <li>Reserve 41392 - Lot 806 Mulga Drive &amp; Lot 3048 Marlee Road, Parklands.</li> <li>Lot 9015 Mulga Dr, Parklands.</li> </ul>	<ul style="list-style-type: none"> <li>Bushland bounded by Mulga Drive, Marlee Road &amp; Mandjoogoordap Drive.</li> </ul>
Fairy Tern Sanctuary	<ul style="list-style-type: none"> <li>Portion of Reserve 47584 - opposite intersection of Breakwater Parade &amp; Spinnaker Quays, Mandurah.</li> </ul>	<ul style="list-style-type: none"> <li>Within fenced enclosure for Fairy Tern Sanctuary only, (abuts the western end of Town Beach).</li> </ul>
Dawesville Reserve	<ul style="list-style-type: none"> <li>Reserve 34226 - Lot 1664, 2-10 Dawesville Road, Dawesville.</li> <li>Reserve 48804 - Lot 4000 Dawesville Road, Dawesville</li> </ul>	<ul style="list-style-type: none"> <li>Bushland bounded by Leura St, Old Coast Rd &amp; Dawesville Rd.</li> <li>Bushland bounded by Boyanup Rd, Dardanup Pwy, Dawesville Rd &amp; Old Coast Rd.</li> </ul>
Warrungup Spring Reserve	<ul style="list-style-type: none"> <li>Portion of Reserve 860 - Lot 2352 (400 Estuary Road), Lot 1941 (56 Wilderness Drive) &amp; Lot 461 Estuary Road, Dawesville,</li> <li><b>Note: Excludes the eastern side of Estuary Road (Lot 2353).</b></li> </ul>	<ul style="list-style-type: none"> <li>Bushland bounded by Jinatong Loop and Estuary Road (western side of Estuary Road only).</li> </ul>

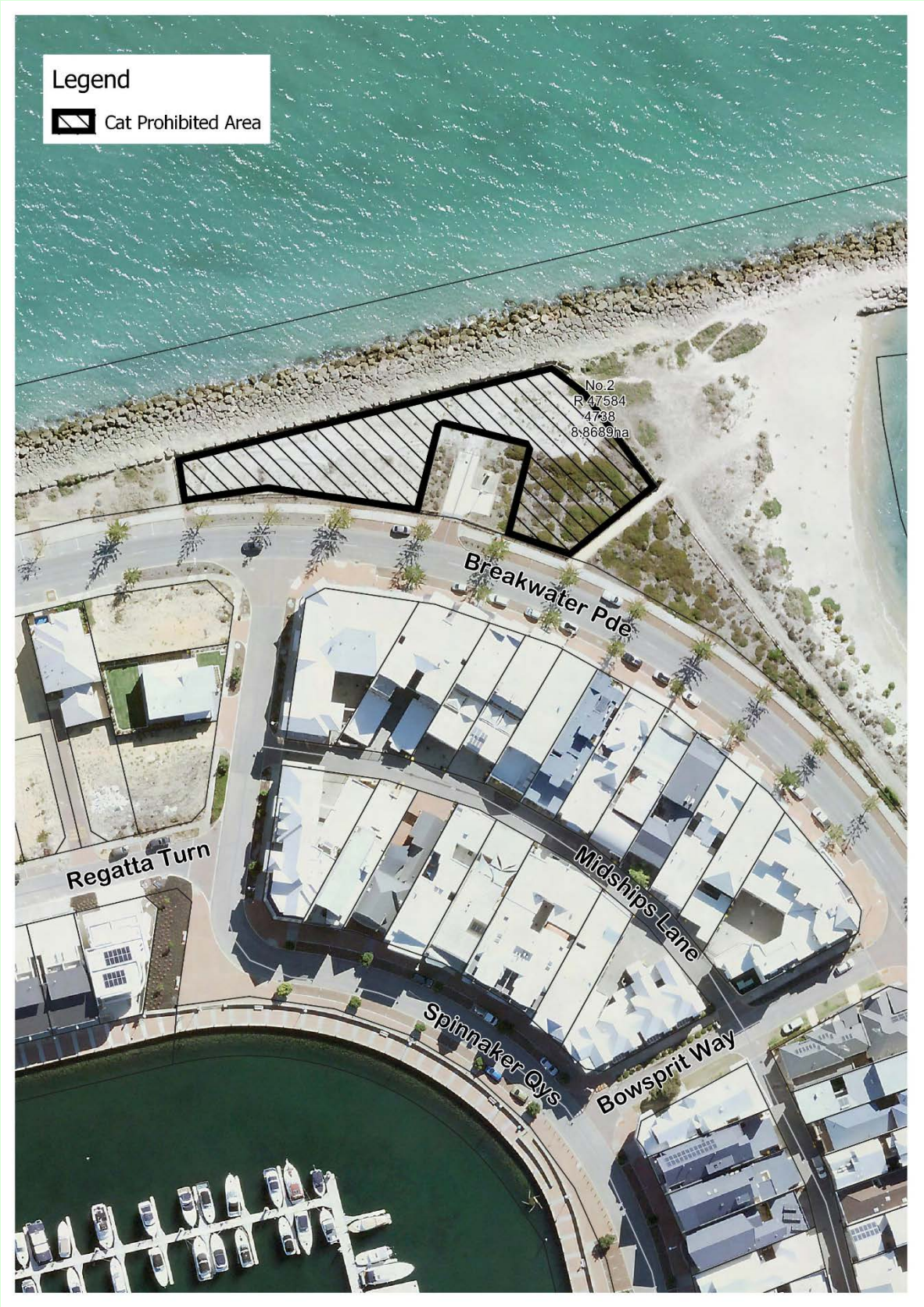


Marlee Reserve





Fairy Tern Sanctuary





Dawesville Reserve





Warrangup Springs





# ATTACHMENT 1

Dated this.....day of ..... 2019.

The Common Seal of the City of Mandurah was affixed by authority of a resolution of the Council  
in the presence of -

---

RHYS JOHN WILLIAMS  
Mayor

---

MARK ROBERT NEWMAN  
Chief Executive Officer

7	<b>SUBJECT:</b>	Tender T06-2019: Supply and Delivery of Large Format Paving Bricks
	<b>CONTACT OFFICER:</b>	Matthew Hall
	<b>AUTHOR:</b>	Colin Price / Erin Johnson
	<b>FILE NO:</b>	F0000211401

### Summary

The City of Mandurah invited tenders for the Supply and Delivery of Large Format Paving Bricks and as a result of the evaluation of tendered submissions, Council is now requested to accept Austral Masonry Holding Pty Ltd t/a Urbanstone as the preferred tenderer.

### Disclosure of Interest

Nil

### Location

Nil

### Previous Relevant Documentation

- G.41/8/16 23/08/2016 That Council: 1. Not award any Tender for the contract under Tender 06-2016 for the Supply and Delivery of Paving Bricks – Separable Portion One: General Paving Bricks. 2. Awards Urbanstone Pty Ltd the contract under Tender 06-2016 for the Supply and Delivery of Paving Bricks – Separable Portion Two: Large Format Paving Bricks for a period of three years, commencing on 1 September 2016 and expiring on 31 August 2019 subject to satisfactory performance, at the schedule of rates offered with CPI increases at each twelve month contract anniversary date.:

### Background

The current contract for Supply and Delivery of Paving Bricks was awarded to Urbanstone Pty Ltd for a period of three (3) years, commencing on 1 September 2016 and expiring on 31 August 2019.

To provide continuation of the goods a tender for the Supply and Delivery of Large Format Paving Bricks was advertised in the 15 May 2019 edition of the 'West Australian' newspaper, the 15 May 2019 edition of the 'Mandurah Coastal Times' newspaper and 16 May 2019 edition of the 'Mandurah Mail' newspaper and displayed on notice board at the Administration Centre and the relevant Libraries.

The RFT seeks the provision of the required goods for a period of period of two years with one options to extend for a further one year.

### Comment

The tender closed at 2:00pm on Thursday 30 May 2019. Submissions where in accordance with Regulation 18(1) no tenders were received after the closing deadline. Submissions were received from the following:

1.	Bonita Stone Pty Ltd	Bullsbrook
2.	Austral Masonry Holding Pty Ltd t/a Urbanstone	Jandakot



The following weighted qualitative criteria were used to assess and rank each tender submission:

Relevant Experience	20%
Resources and Equipment	20%
Price	60%

To ensure that pricing did not influence the assessment of the qualitative criteria, the pricing was not provided to the evaluation panel until the assessment of the qualitative criteria was completed.

An evaluation panel, comprising of officers from the Works and Services directorate, individually assessed each tender against the weighted qualitative criteria submitted by each tenderer.

On completion of the assessment of the qualitative criteria, prices submitted were entered into the Evaluation Matrix as shown in the **Confidential Attachment** where a final analysis taking into account competitiveness and combined qualitative and price ranking was conducted in order to determine the tender which represented best overall value for money for the City.

As a result, the tendered submission from Austral Masonry Holding Pty Ltd t/a Urbanstone was considered to be the most advantageous tender and is therefore recommended as the preferred tenderer.

A member of the City's Governance and Tenders section coordinated and observed the tender evaluation process and is satisfied that the probity and procedural aspects relating to the evaluation were compliant.

### Consultation

A financial assessment and/or a credit check was undertaken by Financial Services where no issues were identified.

Upon award of the Tender, all tenderers will be offered the opportunity to attend debriefs to be advised of the strengths and weaknesses of their submissions. Tenderers are also offered the opportunity to provide feedback to improve the way the City manages procurement processes.

### Statutory Environment

Part 4 of the *Local Government (Functions & General) Regulations 1996*.

### Policy Implications

Policy POL-CPM 02 – *Purchasing of Goods or Services*.

Policy POL-CPM 01 – *“Buy Local” Regional Price Preference*.

### Risk Analysis

### Economic Implications

The total cost of the services for the previous three years was \$1,054,589.94 which was a three year contract where the average annual cost was \$351,529.98 per annum. The annual spend is not quantifiable as the provision of the paving units is totally dependent upon the number of projects requiring paving. The need will fluctuate considerably given the City is entering into the redevelopment of the city centre.

The schedule of rates contract has a price basis that is variable in accordance with the special conditions of contract, allowing CPI increases at each twelve month contract anniversary date.

A comparison of the schedule of rates between the former tender and this tender indicates an increase in rates of approximately 2%.

Provision has been made in various cost codes across the City's current financial budget for the supply of goods.

### **Strategic Implications**

The following strategy from the *City of Mandurah Strategic Community Plan 2017 – 2037* is relevant to this report:

#### Organisational Excellence:

- Deliver excellent governance and financial management.

### **Conclusion**

Tenders for the Supply and Delivery of Large Format Paving Bricks were recently invited. Two were received and assessed against both qualitative criteria and price. The result was that the submission from Austral Masonry Holding Pty Ltd t/a Urbanstone represented overall best value for money for the City and it is therefore recommended that the City selects Austral Masonry Holding Pty Ltd t/a Urbanstone as the preferred tenderer.

#### NOTE:

- Refer ***Confidential Attachment***.

### **RECOMMENDATION**

**That Council accepts Austral Masonry Holding Pty Ltd t/a Urbanstone as the preferred tenderer for Tender T06-2019 for the Supply and Delivery of Large Format Paving Bricks.**

**8 SUBJECT:** Tender T07-2019: Extension of Boardwalk to Mandurah Bridge  
**CONTACT OFFICER:** Simon Hudson  
**AUTHOR:** Gabriel Puerta / Vicki Lawrence  
**FILE NO:** F0000211816

## Summary

The City of Mandurah invited tenders for the construction of a stairway to connect the estuary boardwalk to the recently constructed Mandurah Bridge. As a result of the evaluation of tendered submissions, Council is now requested to accept Enviro Infrastructure Pty Ltd as the preferred tenderer.

Part of the original proposal for the design and construction of the Mandurah Bridge Replacement included the optional enhancement of a stair connection from the bridge shared path to the eastern foreshore estuary-edge boardwalk. The design includes continuation of the timber estuary-edge boardwalk into a wide viewing platform area and 2.5m wide stairs with handrails to the Mandurah Bridge shared path.

## Disclosure of Interest

Nil.

## Location



## Previous Relevant Documentation

Nil

## Background

The tender submission for the Mandurah Bridge Replacement project proposed the installation of a stair connection from the bridge shared path to the eastern foreshore estuary-edge boardwalk as an optional enhancement to the base design. Unfortunately the project budget was insufficient to realise the design

vision put forward. Following completion of the bridge, City Officers have developed a more efficient stairway design in association with their design consultants. The design includes continuation of the timber estuary-edge boardwalk into a wide viewing platform area and 2.5m wide stairs with handrails to the Mandurah Bridge shared path. This will enable able and less-able bodied persons access the waters' edge more quickly and with the assistance of edge and central handrails. It will also improve the north-south pedestrian connection on the eastern side of the estuary. Bicycle and universally accessible entry on to the estuary-edge path is maintained via Mandurah Terrace.

The funding for the works is within the grant funding afforded to the City via the Royalties for Regions funding program.

A tender for the Extension of Boardwalk to New Traffic Bridge was advertised in the 15 May 2019 edition of the 'West Australian' newspaper, the 15 May 2019 edition of the Mandurah Coastal Times and in the 16 May 2019 edition of the Mandurah Mail, displayed on notice board at the Administration Centre and the relevant Libraries.

### Comment

The tender closed at 2:00pm on Thursday 13 June 2019. Only one submission was received:

1.	Enviro Infrastructure Pty Ltd	Bibra Lake
----	-------------------------------	------------

The following weighted qualitative criteria were used to assess and rank the tender submission:

Methodology	25%
Programme	15%
Technical Skills and Experience of Key Personnel	10%
Price	50%

An evaluation panel, comprising of officers from the Infrastructure Management, Projects Management and Marina and Waterways individually assessed the tender submission against the above weighted qualitative criteria which included price. This was due to the absence of competitive tenders and to assess if the project could proceed with only one tender.

On completion of the individual assessment the panel members met to discuss the submission and complete the Evaluation Matrix, averaged scores are shown in the attached **Confidential Attachment**. A final analysis of the combined qualitative and price ranking was conducted in order to determine if the sole tender would represent best overall value for money for the City.

As a result, the tendered submission from Enviro Infrastructure Pty Ltd was considered to be advantageous and is therefore recommended as the preferred tenderer.

A member of the City's Governance and Tenders section coordinated and observed the tender evaluation process and is satisfied that the probity and procedural aspects relating to the evaluation were compliant.

### Consultation

A non-mandatory site inspection was held on Tuesday 21 May 2019 at the eastern end of the boardwalk and was attended by SMC Marine, Allsite Maintenance and Enviro Infrastructure Pty Ltd.

A financial assessment and a credit check was undertaken by Financial Services where no issues were identified.

Reference checks have been undertaken with nominated referees who reported that the preferred tenderer is considered to be capable of carrying out the Contract.

## **Statutory Environment**

Part 4 of the *Local Government (Functions & General) Regulations 1996*.

## **Policy Implications**

Policy POL-CPM 02 – *Purchasing of Goods or Services*.

## **Risk Analysis**

The main risks within the execution of the project are related to its location, i.e. access of machinery to the foreshore, construction close to business and vehicle access to the bridge during material/equipment loading and unloading. These risks have been identified by the tenderer and will be addressed in their works methodology and stakeholder communications. Pedestrian and vehicle access will be maintained across the bridge at all times during the works.

## **Economic Implications**

Only one tenderer submitted a proposal for the execution of this project. A Value for Money assessment of the submission was undertaken, and found the proposal was lower in price than the City's design cost estimation.

Provision has been made in the current financial budget account number 1634.880010 that allows for the contract price and a construction contingency.

## **Strategic Implications**

The following strategy from the *City of Mandurah Strategic Community Plan 2017 – 2037* is relevant to this report:

### Infrastructure:

- Facilitate the provision of multi-purpose facilities and infrastructure that meets the needs of a growing population.

### Organisational Excellence:

- Deliver excellent governance and financial management.

## **Conclusion**

Tenders for the Extension of Boardwalk to New Traffic Bridge were recently invited. One was received and assessed against both qualitative criteria and price. The result was that the submission from Enviro Infrastructure Pty Ltd has been assessed to provide value for money for the City and is therefore recommended that the City selects Enviro Infrastructure Pty Ltd as the preferred tenderer.

### NOTE:

- Refer ***Confidential Attachment***.

## **RECOMMENDATION**

**That Council accepts Enviro Infrastructure Pty Ltd as the preferred tenderer for Tender 07-2019 for the Extension of Boardwalk to New Traffic Bridge.**



1	<b>SUBJECT:</b>	Community Development Review
	<b>CONTACT OFFICER/S:</b>	Tony Free / Mark Newman
	<b>AUTHOR:</b>	Tony Free

## Summary

A review of the City's Community Development section has been undertaken. The City undertakes much positive work within this section of the business from which the community benefits.

Most significantly it has been identified that the Mandurah community may benefit from Council having an adopted advocacy position on the services and programs which would address the identified social challenges within our community. These advocacy position papers would then be used to seek additional State and Federal government funding for the services of programs which would assist our community. Linked to this is the City's role within educate / workforce development, which it is recommended subject to a further report to Council.

In terms of the operations of the City it is proposed that Community Safety be incorporated into the Community Capacity Building team, that a place based community capacity model be adopted, whereby the community is empowered. The City will also strengthen its role as the co-ordinator of bringing the community services sectors together to allow for greater collaboration.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

Nil

## Background

The review of the City's Community Development function was undertaken with a focus on;

- The effectiveness of the services provided by the City
- The key issues associated with the service delivery
- Opportunities to improve and
- Service delivery options for consideration.

The Community Development section of the City consists of the following teams, Seniors, Library and Museum, Youth, Community Capacity Building and Community Safety and within a social environment whereby Mandurah has a:

- High proportion of the population over 55 and high rates of people over 75
- High rates of dementia
- High rates of disability
- Pockets of persistent social and economic disadvantage
- High rates of youth disengagement 15 – 25 years (neither in education, employment or training)
- High rates of single parent households and people living alone
- Long waiting lists with child and adolescent health services
- Low education attainment
- High levels of obesity
- High levels of risky alcohol consumption
- Poorer health, employment and education outcomes for Aboriginal population
- Increase in Culturally and Linguistically Diverse Populations
- Increasing levels of social isolation and exclusion

There have been improvements in some social elements of Mandurah including in education and in language and cognitive skills as measured by the Australian Early Development Census. The establishment of the Peel Health Hub and the new model of operation has the potential to improve service delivery to the community. Notwithstanding the challenges faced by Mandurah positive signs do exist. It is important that the City understands and is clear on its role with respect to the addressing the social challenges of Mandurah. It is proposed that our approach be associated with empowering the community to arrive at their own solutions, that the City helps facilitate the community services sectors to ensure our community receives the maximum benefit from the services they are able to provide. And that the City increase its role of advocating for funding to address the needs of the Mandurah community.

## **Comment**

The review had sought to view the City's role through the prism of our:

1. Role in advocating for improved social outcomes for Mandurah
2. Role in bringing the community services sector which operates in Mandurah together in order to ideally facilitate, co-ordinate and collaboration
3. Role in local community level capacity building

## Advocacy

In 2001 a significant community and social development document was released by the Peel Development Commission entitled Peel Away the Mask. The 2001 report highlighted the widening gap between, as the report put it, the 'haves' and the 'have nots' surmising that, 'the physical beauty and apparent affluence of the area masks a community that is increasingly under stress'.

In 2012 Peel Away the Mask II was released and in part concluded as follows;

"Concurrently, the region is experiencing enduring gaps in health and community service resourcing, and is home to a large and growing population of significantly disadvantaged and deprived people. Not only is the region under-funded, it also suffers from a debilitating lack of longer-term funding in support of sustainable regional programs".

In terms of programs, it is noted that prevention and intervention programs are particularly important, including areas associated with:

- Domestic violence;
- Cultural diversity and inclusivity;
- Credit and debt;
- Parenting support and
- Mental health

An advocacy program by the City focused on improving the social and economic outcomes for our community should use the Peel Away the Mask model to develop evidence based advocacy papers, which will be used to address recommendations from the Peel Away the Mask II report, especially the following recommendations:

- Increased and long-term funding by governments with regard to services and infrastructure and
- Dedicated funding for sustainable community education / prevention programs

The challenge of obtaining additional funding to meet these needs should not be underestimated, however it is considered that our best change is using a rigorous evidence based approach. An update of the Peel Away The Mask report is considered appropriate means to do this. Discussions have occurred with the Peel Community Development Group with respect to an update to Peel Away The Mask. While it's early, there does appear to be broad agreement on the desirability of an update to the Peel Away The Mask, challenges exist around funding the review and ensuring that objectives of the Peel Community Development Group and the City can both be met from the update.



Both Peel Away the Mask reports reference education as an important issue. The City currently undertakes work across the education spectrum from early years, through to sponsoring university students. A more detailed assessment of the City's role within education/workforce development needs to be undertaken, linking our economic and social agendas.

There are a number of community service providers within Mandurah, across a range of services. It is proposed that the City have a specific focus on bringing these service providers together for the purpose of assisting in the building of the capacity of the sector linking services providers up, to enable collaboration and co-ordination of service delivery, to ensure that our community gets the best value for the limited funding dollars that are available.

In terms of the City's existing functions, the following assessment is made:

#### Seniors

The Seniors Centre has approximately 2000 members and over 50 volunteers, which in itself is a positive outcome as well as being essential to the operation of the Centre. The Centre provides a range of services to the users of the centre at a very modest cost to those users. On an annual basis the City ought to make modest increases to the cost of services provided at the centre and with the recent upgrade to the main hall facilitate after hours use of the hall needs to be promoted. Both these measures are aimed at making modest increases to the revenue received via the centre.

With the aging of the population across Australia it is anticipated that both Federal and State governments are likely to be increasing funding for programs / services for seniors. The City needs to assess these anticipated opportunities as they arise, with a focus, where appropriate on providing assistance to those seniors living in the community who don't visit the Seniors Centre and who would benefit from assistance.

#### Libraries & Museum

The City's Libraries and Museums are important community assets that play an important role for the Mandurah community. The Libraries in particular, provide services and programs for our youth, children, seniors and the most disadvantaged in our community. Libraries play a role in providing facilities for people to connect, with the world and others.

The effective use of these assets is paramount and must constantly adapt to meet community expectations and needs. During the review it is evident that the rooms and facilities in our Libraries could be better utilised and further work should be done to ensure that the City adapts its services.

The museum currently links in well with the Arts program run by the City and this needs to continue. The Libraries need to ensure that they link in with the City's community development role, as there are significant linkages between the two roles and the libraries (particularly Falcon & Lakelands) are assets that can be utilised by the community.

#### Youth

The City operates the Billy Dower Youth Centre BDYC which provides a range of youth services and programs.

The youth centre continues to fulfil an important function for many young people in Mandurah. The current location remains ideal for this area. It is situated in the midst of lower socio-economic suburbs; Mandurah, Greenfields, Coodanup, Dudley Park. It is highly accessible by bus and foot for young people. Having a youth centre creates a 'safe space' for young people to come and feel like it's their place. Youth Centres are important for 'at risk' youth particularly as they don't always feel safe at home.

The BDYC, until the recent opening of the Peel Health Hub, leased area on the first floor to complimentary youth social services and education providers. It is important that the City has a clear commitment to the BDYC and the services it provides for Mandurah's youth.

There is an opportunity to review how the BDYC first floor is used for the community of Mandurah. The options could include a range of services complimentary to the youth services provided by the City and include education, training, employment support.

There is also a need to work with Peel Health Hub and GP Down South to ensure that together these important services are meeting the needs of the youth and that there are no gaps in service. It is suggested that an MOU be developed between the Health Hub and the City for this purpose.

The current service delivery model for youth services doesn't include any outreach programs beyond Monday night drop in at the Lakelands Library.

It is recommended that the use of the first floor of the BDYC and the engagement of youth beyond their using the BDYC be further explored.

#### Community Capacity Building & Community Safety

The Community Safety team currently consists of 2FTE and project funded staff, some of the key roles of the team are as follows;

- Managing the CCTV network across the City, including the MOU and the WA Police.
- Coordinating the Liquor Accord.
- Managing the Communities that Care program.
- Coordinating the Pan Pacific Safe Communities Accreditation.
- Graffiti management.
- Facilitate the Group of 6 meetings
- Delivering My Park Grooves.

The Community Capacity team has 6FTE, with the team covering the City's Access and Inclusion responsibilities and the Reconciliation Action Plan.

From a service delivery perspective the Community Capacity Building team currently uses a top down social planning approach in dealing with community needs for vulnerable groups and in dealing with emerging issues such as mental health, homelessness and social isolation.

This top down approach involves the City understanding the social needs and the issues and then developing strategic policy and plans to support service delivery approaches. There is community engagement but principally at the point where the City is developing its strategy, policy and plans.

During the review consideration has been given to the best framework to use in the delivery of community development based services. Currently the City has a hybrid approach in community development. For example the Lakelands Library staffing structure included a dedicated place- based community development officer. This position has provided benefits to the City by engaging with the community identifying gaps and options and connecting services. The other parts of Mandurah are serviced using more of a social planning approach driven by identifying the social need or trend and designing strategies or plans to meet the need.

The concept of community capacity building and community led has been part of the key discussions. The building of capacity in the community need a whole of Mandurah approach and needs a dedicated focus.

The City has a number of community based organisations that could be part of a more effective community led delivery of services. The City could provide easier access to grants for community led projects based on needs identified by these community groups.

The framework which could deliver the best benefit in the community development area is an asset mapping framework. Mandurah North through the dedicated Community Development Officers has started using parts of this framework with positive results.

A key recommendation of the review is a significant change to the delivery of the City's community development which, is to have 3 place based Community Development Officers covering Mandurah North, Central and Eastern Mandurah and Mandurah South. The proposal is that their roles be filled within the existing budget allocated.

A further key recommendation is that the Community Safety team be incorporated into the Community Capacity Building team, to create one team. The rationale for this is three fold, a separate Community Safety team has resulted in some messages from the City suggesting that Mandurah may not be a safe place. The preference is that a more positive message is communicated, that Mandurah is an active, vibrant, connected place. Secondly a number of the activities undertaken by the Community Safety team are, community capacity building function and thirdly the bring of the teams as one will allow for a further review at the operation level as to what programs are delivered, noting the aim of creating within the existing budget, while delivering the three place based Community Development Officers.

At an operational level the following changes are likely to be implemented to allow for a more community led approach to be adopted:

- The My Park Groove program may cease after the 2019/20 program (will in part be a budget consideration)
- Grants of up to \$3000 for community led initiatives to be streamlined to allow for the community to be empowered and the City to respond to those initiatives quickly.
- The role of the City's Public Health Plan should be considered in terms of the City's role in relation to Community-led safety initiatives and community capacity building initiatives such as Communities That Care

## **Consultation**

The review was initially undertaken by Allan Farris as an external consultant and he undertook the following;

- One on one meetings with the Manager and also within the individual co-ordinators of each business unit
- Group meetings with individual teams
- A review of the financial information
- Meetings with other local governments
- Visits to each of the service locations
- Reviewing the information provided by each of the teams.

## **Statutory Environment**

Nil

## **Policy Implications**

The proposed changes may result in future policy modifications.

## **Risk Implications**

The risks of the proposed changes are considered to be minor and easily managed.

## **Economic Implications**

In 2018/19 the net costs of the services provided with Community Development was as follows;

- Libraries and Museums \$4,300,000 (23.6FTE, 4 Facilities and 20 volunteers).
- Youth \$970,000 (4.8FTE, 8 Casuals)
- Seniors \$580,869 (5.3FTE, over 50 volunteers)
- Community Capacity Building and Community Safety combined \$1,300,000 (8FTE, plus project staff)

Over the course of 2019/20, officers will work within the existing Community Capacity Building / Community Safety Team budgets to ensure that the following key functions are delivered;

- Three place-based Community Development Officers cover all of Mandurah.
- Access and Inclusion requirements are delivered.
- The Reconciliation Action Plan is facilitated with officer support.
- 1FTE is allocated to Community Safety (Liquor Accord and CCTV functions being key).
- Linking with the Community Services Sector to assist with co-ordination and collaborate to ensure our community benefits to the maximum.

This will require a detailed assessment of the current projects, to ensure that within existing budget the identified priorities can be delivered. The mix of projects and staffing levels may alter with the 2020/21 budget, as priorities are realigned.

In terms of staffing resources, the three place-based Community Development Officers will place some pressure with the proposal being that the transition occur over the 2019/20 financial year. The City remains committed to a full time position focused on the Reconciliation Action Plan. Currently the City is funding our Access and Inclusion responsibilities via project funds. It may be to accommodate the new model that the Access and Inclusion responsibilities of the City in 2020/21 may need to be funded via an additional 0.5FTE.

### **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

#### Social:

- Help build our community's confidence in Mandurah as a safe and secure city.
- Ensure the provision of quality health services and facilities.
- Provide opportunities, services and activities that engage our young people.

#### Economic:

- Increase local education and training opportunities.

#### Identity:

- Encourage active community participation and engagement.
- Embrace Mandurah's identity as a multicultural community.

#### Organisational Excellence:

- Ensure the City has the capacity and capability to deliver appropriate services and facilities.
- Deliver excellent governance and financial management.
- Build and retain a skilled, motivated and healthy workforce

### **Conclusion**

Council is requested to acknowledge the outcomes of the Community Development review, in particular the following;

- The proposal to develop evidence based advocacy papers
- The proposal to incorporate the Community Safety team into the Community Capacity Building team.
- The proposal that a place based Community capacity building model be adopted, which will result in three Community Development Officers covering all of Mandurah.
- The proposal that programs be reviewed with a priority being placed on community-led initiatives.
- The proposal that the City acts as a facilitator with the community services sector, to assist with the co-ordination and collaboration.
- That a future report be presented to Council in relation to the City's role within the education / workforce development space.

## **RECOMMENDATION**

### **That Council:**

- 1. Acknowledges that evidence based advocacy papers will be prepared to seek additional funding for services and programs within Mandurah to address social disadvantage within Mandurah.**
- 2. Note that as a result of the review of the City's Community Development function the following practices will be put into place;**
  - 2.1. Community Safety Team will be incorporated into the Community Capacity Building Team**
  - 2.2. A place based community capacity building model will be adopted by the City**
  - 2.3. Programs provided by the City will be modified to embrace a community led approach**
  - 2.4. The City role with the wider community services sector will be one of a facilitator to assist with co-ordination and collaboration.**
- 3. Acknowledges that a further report will be presented to Council outlining the City's approach to education / workforce development.**

**1 SUBJECT:** Financial Report June 2019  
**CONTACT OFFICER/S:** David Prattent /Jarred King  
**AUTHOR:** Paul Bates/ Goodwin Mukondo

## Summary

The Financial Report for June 2019 together with associated commentaries, notes on investments, balance sheet information and the schedule of accounts are presented for Elected Members' consideration.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- SP.3/7/18 02/07/2018 2018/19 Budget Adoption

## Comment

## Financial Summary

Operating Summary	YTD Actuals '000's	YTD Budget '000s	YTD Variance '000s	2018/19 Budget '000s	2018/19 Forecast '000s
<b>Operating Revenue</b>	112,235	111,332	(903)	111,332	112,974
<b>Operating expenditure</b>					
Direct Labour	51,142	51,817	675	51,817	51,054
Allocation of Administration Expenses	(8,939)	(10,440)	(1,501)	(10,440)	(10,440)
Operating Costs	51,935	54,232	2,297	53,832	54,504
<b>Total Operating expenditure</b>	<b>94,138</b>	<b>95,609</b>	<b>1,471</b>	<b>95,209</b>	<b>95,118</b>
<b>Operating (surplus)/ deficit before depreciation</b>	<b>(18,097)</b>	<b>(15,723)</b>	<b>2,374</b>	<b>(16,123)</b>	<b>(17,857)</b>
Depreciation	30,144	30,063	(81)	30,063	30,063
<b>Operating (surplus)/ deficit</b>	<b>12,047</b>	<b>14,340</b>	<b>2,293</b>	<b>13,940</b>	<b>12,206</b>
Other Inflows					
Grants & Contributions	5,190	7,526	2,337	7,526	4,364
Capital Revenue	17,573	17,429	(144)	27,741	22,010
<i>Surplus (deficit) brought forward</i>				3,826	3,826
<b>Other outflows</b>					
Capital Expenditure	28,332	30,627	2,295	41,407	29,535
Repayment of debt	2,734	2,734		5,052	5,052
Transfer to reserve	1,100	1,100		1,132	1,100
Profit Sale	165	165		165	165
<b>Total outflows</b>				<b>47,756</b>	<b>35,852</b>
<b>(Surplus)/ Deficit</b>				<b>9</b>	<b>(7,897)</b>

The results shown for the financial year are very much of a preliminary nature. They will be subject to a number of provisions and adjustments. A further financial statement at 30 June will be provided as part of the August financial report.

YTD Operating revenue is tracking on target to budgeted revenue.

YTD Operating expenditure is \$ 1.4 million underspend. Due to end of financial year, expenditure figure shown is only preliminary and a final position will be known once all end of year adjustments have been processed.

## Key Operating Activities

The Financial report outlines 12 key areas which are important to understand how the City is performing throughout the year. These areas account for 94% of the operating budget for the City of Mandurah. Table 1.1 below outlines the key areas YTD position for the month of June.

**Table 1.1**

Business Unit	YTD Actuals 000s	YTD Budgets 000s	YTD Variance 000s	YTD Variance %	Forecast 000s	Annual Budget 000s
<b>Expenditure</b>						
Building Services	1,980	2,014	34	-2%	2,001	2,014
City Centre Activation	780	1,107	327	-30%	1,235	1,107
City Events	2,020	2,135	115	-5%	2,158	2,135
City Works	14,150	14,237	87	-1%	14,206	14,237
Citybuild	17,402	16,759	(643)	4%	16,846	16,759
Cityparks	23,705	23,608	(98)	0%	23,893	23,608
Cultural Development	961	1,105	144	-13%	1,177	1,105
Economic Development	2,352	2,645	294	-11%	2,645	2,645
Environmental Services	2,023	2,276	254	-11%	2,273	2,276
HHCRC	965	1,090	125	-11%	1,084	1,090
Manager Libraries & Learning	4,341	4,691	350	-7%	4,689	4,691
MARC	7,165	7,195	29	0%	6,897	7,195
Rates Section	2,825	2,124	(701)	33%	2,312	2,124
Waste Management	12,415	13,083	668	-5%	13,524	13,083
<b>Income</b>						
Building Services	(984)	(1,189)	(204)	-17%	(1,189)	(1,189)
City Events	(373)	(432)	(58)	-13%	(432)	(432)
City Works	(112)	(28)	84	299%	(25)	(28)
Citybuild	(1,497)	(1,240)	257	21%	(1,187)	(1,240)
Cityparks	(929)	(921)	8	1%	(884)	(921)
HHCRC	(336)	(380)	(45)	-12%	(383)	(380)
MARC	(4,400)	(4,729)	(330)	-7%	(4,651)	(4,729)
Rates Section	(78,970)	(79,106)	(136)	0%	(79,166)	(79,106)
Waste Management	(13,422)	(13,372)	50	0%	(13,377)	(13,372)



## **Expenditure**

### City Centre Activation

The City Centre Activation team is actively planning projects and developments. The city centre security patrols have continued in June. The first payment for the Shape Mandurah Agreement also been made In June with an additional payment to be made on completion of key milestones. The 2019 Winter Wonderland will also start in July with some contract payments been made in June in preparation for the event.

### Economic Development

Economic Development projects are continuing to be delivered with some underspends been realised due to unforeseen delays. Projects including Yalgorup National Park, Tourism Trails and Water Science Pilot project are currently works in progress and will continue into 2019/20.

### Environmental Services

HVAC feasibility research project will continue into 2019-20. All other projects are progressing as planned.

### Libraries

Libraries expenditure is tracking on budget.

### Works and Services

#### *City Build*

The City Build team is showing an overspend of \$643,000. The cost of maintaining the facilities in 2018/19 was over budget by \$200,000 which relates to operating costs recreation facilities. The remaining variance is due to overhead costs in the general ledger including additional interest expense of \$200,000 as a result of refinancing of the loan facility.

#### *City Works*

The City Works team is currently showing no significant variance.

#### *City Parks*

The City Parks expenditure is no longer demonstrating a significant variance.

### *Waste Management*

The Waste Management operating expenditure is under budget by \$668,000 mainly as a result of underspends totalling \$790,000 in verge collection, refuse collection and recycling collection. The underspend has been slightly offset by an overspend in Waste Transfer Station materials and contracts of \$160,000.

## **Revenue**

### Building Services

Revenue from building application and development compliance is \$203,000 under budget as applications for licenses and permits have not reached target for 2018-19.

### Rates Revenue

Rate revenue is tracking on budget.

## Recreation Centres

Revenue is under budget due to Café revenue as discussed in a prior report to council.

## Works and Services

### *City Works*

City Works revenue is on budget for June

### *City Build*

City Build are over budget by \$257,000 for the month of June. Major variances are attributable to a lease received in advance to be adjusted at year-end of \$87,000 and an increase in facility usage and reimbursement revenue of \$140,000.

## **Capital Projects**

The table below shows current forecast by asset class with asset class year-to-date under / overspend

Job Type	YTD Actuals 000s	Forecast 000s	Annual Budget 000s	CMT 000s	Complete %
1631 - Land	341	341	340	1	100%
1632 - Buildings	7,520	7,842	9,901	900	76%
1634 - Bridges	231	230	1,080	500	21%
1635 - Parks	3,635	3,810	4,388	300	83%
1636 - Roads	7,460	7,735	9,883	508	75%
1637 - Drainage	1,056	1,183	1,605	60	66%
1639 - Coastal & Estuary	1,396	1,477	2,589	75	54%
1640 - Equipment	342	342	409	0	84%
1641 - Machinery	2,640	2,847	4,118	942	64%
1643 - Other Infrastructure	227	346	975	115	23%
1644 - Eastern Foreshore Seawall & Footpath	265	263	319	4	83%
1646 - Lakelands DOS	3,219	3,118	5,801	252	55%
<b>Total</b>	<b>28,332</b>	<b>29,535</b>	<b>41,407</b>	<b>3,657</b>	<b>68%</b>

## Key Capital Projects

Project	2018/19 Actuals Incl. CMT \$'000s	2018/19 Annual Budget \$'000s	Comment
Lakelands District Open Space	3,471	5,800	<i>Project status: Construction tender for change room facilities is ready to be advertised when budget is adopted.</i>
Port Bouvard Surf Life Saving Club	1,887	1,888	<i>Project status: Completion due mid-July.</i>

Falcon Bay Seawall	725	725	<i>Project status: Seawall has been completed.</i>
Waste Management Centre walking floor	805	805	<i>Project status: Complete</i>
Mandjar Square	1,081	1,068	<i>Project status: Walling 85% complete. Paving 50% complete and landscaping to commence mid-July.</i>
Gibson Street Upgrade	368	366	<i>Project status: Completed.</i>
Dower St Intersection	874	1,221	<i>Project status: Traffic signal works completed. Civil construction to commence mid-July.</i>
Casuarina Drive	642	640	<i>Project status: Completed.</i>

A detailed attachment analysing capital projects expenditure and status has been supplied with the report.

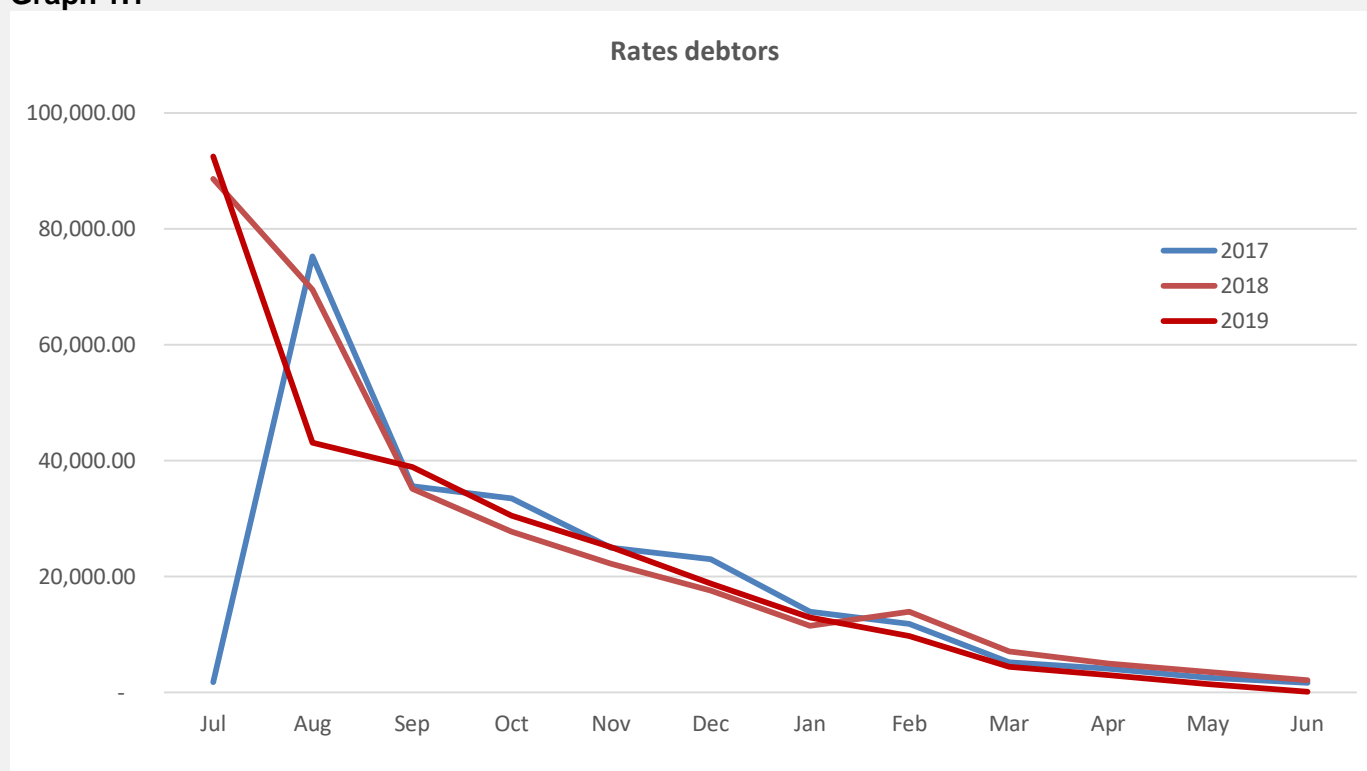
**Balance Sheet information:**

	30-June-19	30-June-18
General Debtors		
<i>Debtors</i>	\$ 831,644	\$ 1,014,393
<i>Other Debtors*</i>	\$ 742,185	\$ 528,865
<b>Total</b>	<b>\$ 1,573,829</b>	<b>\$ 1,543,258</b>
*Includes Grants & Contributions, Marina & ATO.		
Rates Debtors – All**	\$ 1,331,707	\$ 3,469,786
Deferred Pensioner Rates	(\$ 1,199,618)	(\$ 1,293,994)
<b>Net rates collectible</b>	<b>\$ 132,089</b>	<b>\$ 2,175,792</b>

Rates Debtors are \$2 million less than the same time last year and is a result of several changes to the rates collection processes. The increase in the use of rates smoothing by ratepayers has helped to manage the outstanding rate balance. The rates receivable amount of \$1.3 million represents 1.7% of total rates revenue. The final adjustment for prepaid rates will be processed in late July which will may impact the final rates debtors balance.

**\*\* Debtor value includes rubbish collection, ESL charges & debt recovery legal costs.**

**Graph 1.1**



Creditors*	30 June 2019	30 June 2018
	\$ 370,358	\$ 271,465

\*Creditor values vary from month to month depending on the timing of weekly invoice payment processes

**Bank Accounts**

	30 June 2019	30 June 2018
City's Current account	\$ 14,896,590	\$ 6,754,307
Bonds & Deposits	\$ 301,277	\$ 283,498
Visitors Centre	\$ 12,182	\$ 21,565
Marina	\$ 3,867	\$ 86,852
<b>Total</b>	<b>\$ 15,213,916</b>	<b>\$ 7,146,222</b>

**Schedule of accounts**

A detailed schedule of accounts paid for the month has been placed in the Councillors' lounge for information and a copy will be entered into the minutes of this meeting. A summary of payments made for the month is:

Total Municipal Fund	\$ 11,100,794.66
Total Trust Fund	\$ 19,849.42
	<hr/>
	\$ 11,120,644.08

Remittances to creditors for the month of June were at normal levels except for:

**Tender Exemptions**

Listed below are Tender Exemptions authorised under Delegation DA-CPM04 for June 2019:

- RFQ13-2019 - Provision of Turf Renovation Services  
Anticipated expenditure for the tender is \$525,000. A new invitation for tenders will be going out soon since all respondents were declined.

## Cash Holdings

Market average int. rate - UBS Australian Bank Bill Index

	Rating	Allocation %	Total Fund \$`000s	Muni Fund \$`000s	Bonds & Deposits \$`000s	Reserves \$`000s	Monthly Return (annualised rate) %
<b>Investment Type:</b>							
<b>Fixed Term</b>							
Bankwest	AA-	20.75%	9,379	6,095	84	3,200	2.27%
Bendigo & Adelaide Bank	A-	2.27%	1,026	-	-	1,026	2.70%
Westpac	AA-	29.83%	13,482	323	3,343	9,816	2.24%
NAB	AA-	13.55%	6,124	6,124	-	-	2.21%
ANZ	AA-	0.06%	29	29	-	-	1.50%
<b>At Call</b>							
WA Treasury Corporation	AA+	0.57%	259	-	-	259	1.20%
Westpac	AA-	32.96%	14,897	14,897	-	-	0.76%
<b>Total investments</b>		<b>100.00%</b>	<b>45,195</b>	<b>27,467</b>	<b>3,427</b>	<b>14,300</b>	<b>1.76%</b>

Market average int. rate - UBS Australian Bank Bill Index

1.20%

(1) Other interest includes trading bank accounts, bonds & deposits, deferred rates.

The City's unrestricted investments are \$27.47 million, bonds and deposits \$3.43 million and reserve fund balances of \$14.30 million at the 30 June 2019. This total of \$45.2 million is lower than the comparable time last year when \$48.77 million was held on investment.

Yields on bank term deposits remain above the benchmark index as the major Australian banks continue to offer rates between 1.5% and 2% for terms within a range of 3 to 12 months.

## Statutory Environment

*Local Government Act 1995* Section 6.4 Financial Report

*Local Government (Financial Management) Regulations 1996* Part 4 Financial Reports

## Policy Implications

Nil

## Economic Implications

Nil

## Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2017 – 2037* is relevant to this report:

### Organisational Excellence:

- Deliver excellent governance and financial management.

- Refer **Attachment 1**     **Financial Schedule**  
         **Attachment 2**     **Carryover Expenditure**

**RECOMMENDATION**

**That Council:**

- 1     **Receives the Financial Report for June 2019.**
- 2     **Receives the Schedule of Accounts for the following amounts:**

<b>Total Municipal Fund</b>	<b>\$ 11,100,794.66</b>
<b>Total Trust Fund</b>	<b><u>\$     19,849.42</u></b>
	<b><u>\$ 11,120,644.08</u></b>

## City of Mandurah Revenue April 2019

	YTD Actuals 000s	YTD Budget 000s	Forecast 000s	Annual Budget 000s	YTD Variance 000 s	YTD % Variance	
<b>Directorate Summary</b>							
Chief Executive Officer Total	(95)	(56)	(89)	(56)	39	71%	
Director Sustainable Development Total	(3,480)	(3,904)	(3,797)	(3,904)	(424)	-11%	
Director Works & Services Total	(19,255)	(18,809)	(19,224)	(18,809)	446	2%	
Executive Manager Finance & Governance Total	(83,912)	(82,669)	(83,995)	(82,669)	1,243	2%	
Executive Manager Strategy & BP Total	(5,493)	(5,895)	(5,869)	(5,895)	(401)	-7%	
<b>Total</b>	<b>(112,235)</b>	<b>(111,332)</b>	<b>(112,974)</b>	<b>(111,332)</b>	<b>903</b>	<b>1%</b>	
<b>Chief Executive Officer.</b>							
Chief Executive Officer	(22)	0	(21)	0	22	>-100%	
Economic Development	(74)	(56)	(69)	(56)	18	32%	
<b>Chief Executive Officer Total</b>	<b>(95)</b>	<b>(56)</b>	<b>(89)</b>	<b>(56)</b>	<b>39</b>		
<b>Director Sustainable Development.</b>							
1 Building Services	(984)	(1,189)	(1,199)	(1,189)	(204)	-17%	
City Centre Activation	(7)	-	(7)	-	7	-	
2 Community Development	(164)	(207)	(117)	(207)	(44)	-21%	
Community Safety	-	-	-	-	-	-	
3 Cultural Development	(88)	(134)	(146)	(134)	(46)	-34%	
Emergency Management	(160)	(93)	(139)	(93)	67	71%	
Environmental Health	(317)	(305)	(325)	(305)	12	4%	
4 Environmental Services	(11)	(27)	(17)	(27)	(16)	-60%	
Land Administration	(30)	(21)	(18)	(21)	8	39%	
5 Manager Libraries & Learning	(170)	(253)	(253)	(253)	(83)	-33%	
6 Planning	(215)	(244)	(230)	(244)	(29)	-12%	
Ranger Services	(920)	(933)	(932)	(933)	(12)	-1%	
7 Seniors and Community Centre	(318)	(377)	(330)	(377)	(59)	-16%	
Statutory Services	-	(2)	(2)	(2)	(2)	-100%	
8 Youth Development	(96)	(121)	(82)	(121)	(24)	-20%	
<b>Director Sustainable Development Total</b>	<b>(3,480)</b>	<b>(3,904)</b>	<b>(3,797)</b>	<b>(3,904)</b>	<b>(424)</b>		
<b>Director Works &amp; Services.</b>							
Asset Management	(2)	(2)	(2)	(2)	0	6%	
Chalets	(731)	(750)	(750)	(750)	(19)	-3%	
City Works	(112)	(28)	(101)	(28)	84	>100%	
Citybuild	(1,497)	(1,240)	(1,481)	(1,240)	257	21%	
Cityfleet	(73)	(42)	(42)	(42)	31	74%	
Cityparks	(929)	(921)	(953)	(921)	8	1%	
Design & Development Services	(9)	(11)	(11)	(11)	(3)	-23%	
Director Works & Services	(2)	(2)	(2)	(2)	(0)	-19%	
General Operations	(1)	(1)	(1)	(1)	(0)	-14%	
Landscaping Services	(4)	(3)	(3)	(3)	0	15%	
Marina & Waterways	(2,394)	(2,374)	(2,437)	(2,374)	19	1%	
Project Management	(4)	(6)	(6)	(6)	(2)	-31%	
Survey Services	(27)	(7)	(7)	(7)	20	>100%	
Technical Services Manager	(50)	(50)	(50)	(50)	0	0%	
Waste Management	(13,422)	(13,372)	(13,377)	(13,372)	50	0%	
<b>Director Works &amp; Services Total</b>	<b>(19,255)</b>	<b>(18,809)</b>	<b>(19,224)</b>	<b>(18,809)</b>	<b>446</b>		
<b>Executive Manager Finance &amp; Governance.</b>							
Financial Accounting	(5)	(1)	(1)	(1)	4	>100%	
Financial Services	(4,919)	(3,535)	(4,903)	(3,535)	1,384	39%	
Legal Governance & Tenders	(18)	(26)	(26)	(26)	(8)	-32%	
Rates Section	(78,970)	(79,106)	(79,064)	(79,106)	(136)	0%	
<b>Executive Manager Finance &amp; Governance Total</b>	<b>(83,912)</b>	<b>(82,669)</b>	<b>(83,995)</b>	<b>(82,669)</b>	<b>1,243</b>		
<b>Executive Manager Strategy &amp; BP.</b>							
9 City Events	(373)	(432)	(432)	(432)	(58)	-13%	
Customer Service	(44)	(45)	(45)	(45)	(1)	-3%	
Elected Members	(2)	(1)	(1)	(1)	1	>100%	
10 HHCRC	(336)	(380)	(383)	(380)	(45)	-12%	
Human Resources	(2)	-	-	-	2	-	
MARC	(4,400)	(4,729)	(4,651)	(4,729)	(330)	-7%	
11 Organisational Development	(12)	(34)	(39)	(34)	(22)	-66%	
Records Management	(2)	(1)	(1)	(1)	1	>100%	
Recreation Services	(171)	(146)	(225)	(146)	26	18%	
Strategy & Business Performance	(1)	-	-	-	1	-	
Systems & Technology	(81)	(60)	(6)	(60)	21	35%	
Visitor Centre	(69)	(67)	(87)	(67)	3	4%	
<b>Executive Manager Strategy &amp; BP Total</b>	<b>(5,493)</b>	<b>(5,895)</b>	<b>(5,869)</b>	<b>(5,895)</b>	<b>(401)</b>		



## City of Mandurah Labour April 2019

	YTD Actuals 000s	YTD Budgets 000s	Forecast 000s	Annual Budget 000s	YTD Variance 000s	YTD % Variance	
<b>Directorate Summary</b>							
Chief Executive Officer Total	962	982	973	982	19	-2%	
Director Sustainable Development Total	10,353	10,603	10,300	10,603	250	-2%	
Director Works & Services Total	18,348	18,786	18,853	18,786	438	-2%	
Executive Manager Finance & Governance Total	2,425	2,478	2,363	2,478	54	-2%	
Executive Manager Strategy & BP Total	11,967	12,319	11,832	12,319	352	-3%	
<b>Total</b>	<b>44,055</b>	<b>45,168</b>	<b>44,321</b>	<b>45,168</b>	<b>1,113</b>	<b>-2%</b>	
<b>Chief Executive Officer.</b>							
Chief Executive Officer	471	458	468	458	(13)	3%	
Economic Development	492	524	505	524	32	-6%	
<b>Chief Executive Officer Total</b>	<b>962</b>	<b>982</b>	<b>973</b>	<b>982</b>	<b>19</b>		
<b>Director Sustainable Development.</b>							
Building Services	972	1,021	963	1,021	49	-5%	
City Centre Activation	299	275	392	275	(25)	9%	
Community Development	543	563	544	563	20	-4%	
Community Safety	294	273	247	273	(21)	8%	
Cultural Development	440	413	385	413	(28)	7%	
Director People & Communities	(1)	0	-	0	1	>-100%	
Director Sustainable Development	325	328	332	328	4	-1%	
Emergency Management	107	124	111	124	18	-14%	
Environmental Health	941	993	923	993	52	-5%	
Environmental Services	776	778	764	778	2	0%	
Land Administration	396	419	418	419	23	-5%	
Manager Community & Social Development	240	220	185	220	(20)	9%	
Manager Libraries & Learning	1,666	1,772	1,650	1,772	106	-6%	
Planning	742	789	744	789	47	-6%	
Ranger Services	1,433	1,412	1,455	1,412	(21)	2%	
Seniors and Community Centre	405	407	400	407	2	-1%	
Statutory Services	231	217	215	217	(14)	7%	
Youth Development	542	600	570	600	57	-10%	
<b>Director Sustainable Development Total</b>	<b>10,353</b>	<b>10,603</b>	<b>10,300</b>	<b>10,603</b>	<b>250</b>		
<b>Director Works &amp; Services.</b>							
Asset Management	461	572	497	572	111	-19%	
Chalets	6	4	4	4	(2)	44%	
City Works	2,945	2,938	2,904	2,938	(7)	0%	
Citybuild	2,101	1,950	2,002	1,950	(151)	8%	
Cityfleet	567	527	499	527	(40)	8%	
Cityparks	7,538	8,053	8,223	8,053	514	-6%	
Design & Development Services	896	836	836	836	(60)	7%	
Director Works & Services	461	466	462	466	4	-1%	
General Operations	700	705	698	705	5	-1%	
Infrastructure Manager	199	230	209	230	31	-13%	
Landscaping Services	454	457	457	457	3	-1%	
Marina & Waterways	850	913	928	913	63	-7%	
Project Management	312	308	304	308	(4)	1%	
Survey Services	359	351	351	351	(8)	2%	
Technical Services Manager	257	250	250	250	(7)	3%	
Waste Management	243	228	229	228	(15)	6%	
<b>Director Works &amp; Services Total</b>	<b>18,348</b>	<b>18,786</b>	<b>18,853</b>	<b>18,786</b>	<b>438</b>		
<b>Executive Manager Finance &amp; Governance.</b>							
EM Finance & Governance	53	202	48	202	149	-74%	
Financial Accounting	730	753	720	753	23	-3%	
12 Financial Services	182	50	199	50	(132)	>-100%	
Legal Governance & Tenders	605	626	570	626	21	-3%	
Management Accounting	370	370	356	370	(0)	0%	
Rates Section	485	477	471	477	(8)	2%	
<b>Executive Manager Finance &amp; Governance Total</b>	<b>2,425</b>	<b>2,478</b>	<b>2,363</b>	<b>2,478</b>	<b>54</b>		
<b>Executive Manager Strategy &amp; BP.</b>							
13 City Events	494	448	449	448	(46)	10%	
Customer Service	848	878	863	878	30	-3%	
Elected Members	353	421	331	421	68	-16%	
HHCRC	479	545	545	545	66	-12%	
Human Resources	497	560	449	560	63	-11%	
14 Manager Recreation Services	99	84	83	84	(16)	19%	
MARC	4,464	4,585	4,272	4,585	122	-3%	
Marketing & Communications	811	747	738	747	(64)	9%	
Organisational Development	689	677	804	677	(12)	2%	
Records Management	373	420	419	420	48	-11%	
Recreation Services	734	722	679	722	(13)	2%	
Strategy & Business Performance	582	555	540	555	(27)	5%	
Systems & Technology	1,230	1,354	1,337	1,354	125	-9%	
Visitor Centre	315	323	325	323	8	-3%	
<b>Executive Manager Strategy &amp; BP Total</b>	<b>11,967</b>	<b>12,319</b>	<b>11,832</b>	<b>12,319</b>	<b>352</b>		

## City of Mandurah Other Employee Costs April 2019

	YTD Actuals 000s	YTD Budget 000s	Forecast 000s	Annual Budget 000s	YTD Variance 000 s	YTD % Variance	
<b>Directorate Summary</b>							
Chief Executive Officer Total	153	174	162	174	21	-12%	
Director Sustainable Development Total	1,771	1,631	1,739	1,631	(140)	9%	
Director Works & Services Total	2,798	2,602	2,646	2,602	(196)	8%	
Executive Manager Finance & Governance Total	386	397	362	397	11	-3%	
Executive Manager Strategy & BP Total	1,985	1,844	1,825	1,844	(141)	8%	
<b>Total</b>	<b>7,093</b>	<b>6,647</b>	<b>6,733</b>	<b>6,647</b>	<b>(446)</b>	<b>7%</b>	
<b>Chief Executive Officer.</b>							
Chief Executive Officer	66	71	70	71	5	-6%	
Economic Development	87	103	92	103	16	-16%	
<b>Chief Executive Officer Total</b>	<b>153</b>	<b>174</b>	<b>162</b>	<b>174</b>	<b>21</b>	<b>-12%</b>	
<b>Director Sustainable Development.</b>							
Building Services	204	191	196	191	(13)	7%	
15 City Centre Activation	54	37	57	37	(17)	45%	
16 Community Development	102	78	96	78	(24)	31%	
17 Community Safety	42	29	42	29	(12)	43%	
18 Cultural Development	40	12	39	12	(27)	>100%	
Director Sustainable Development	52	69	52	69	17	-25%	
Emergency Management	23	27	25	27	4	-13%	
19 Environmental Health	165	150	152	150	(15)	10%	
Environmental Services	154	148	136	148	(7)	4%	
Land Administration	73	72	70	72	(1)	2%	
Manager Community & Social Development	34	48	32	48	15	-30%	
Manager Libraries & Learning	277	258	284	258	(19)	8%	
Planning	122	135	130	135	13	-10%	
20 Ranger Services	230	192	228	192	(37)	19%	
Seniors and Community Centre	62	64	65	64	2	-3%	
Statutory Services	47	49	49	49	2	-3%	
21 Youth Development	92	73	89	73	(19)	26%	
<b>Director Sustainable Development Total</b>	<b>1,771</b>	<b>1,631</b>	<b>1,739</b>	<b>1,631</b>	<b>(140)</b>	<b>9%</b>	
<b>Director Works &amp; Services.</b>							
Asset Management	90	102	103	102	12	-12%	
City Works	514	485	488	485	(29)	6%	
Citybuild	232	220	213	220	(12)	6%	
Cityfleet	101	99	95	99	(2)	2%	
22 Cityparks	973	855	911	855	(118)	14%	
23 Design & Development Services	133	117	119	117	(17)	14%	
Director Works & Services	82	94	82	94	12	-13%	
General Operations	154	152	136	152	(2)	1%	
Infrastructure Manager	49	47	51	47	(2)	4%	
Landscaping Services	96	88	88	88	(9)	10%	
Marina & Waterways	132	129	137	129	(3)	2%	
Project Management	54	60	55	60	7	-11%	
24 Survey Services	72	61	61	61	(10)	17%	
25 Technical Services Manager	73	54	69	54	(20)	37%	
Waste Management	41	37	38	37	(4)	10%	
<b>Director Works &amp; Services Total</b>	<b>2,798</b>	<b>2,602</b>	<b>2,646</b>	<b>2,602</b>	<b>(196)</b>	<b>8%</b>	
<b>Executive Manager Finance &amp; Governance.</b>							
EM Finance & Governance	5	43	5	43	38	-88%	
Financial Accounting	115	109	101	109	(6)	5%	
26 Financial Services	25	7	25	7	(18)	>100%	
Legal Governance & Tenders	103	122	114	122	19	-16%	
27 Management Accounting	66	50	52	50	(16)	32%	
Rates Section	72	66	65	66	(6)	9%	
<b>Executive Manager Finance &amp; Governance Total</b>	<b>386</b>	<b>397</b>	<b>362</b>	<b>397</b>	<b>11</b>	<b>-3%</b>	
<b>Executive Manager Strategy &amp; BP.</b>							
City Events	67	65	64	65	(2)	3%	
28 Customer Service	151	132	126	132	(19)	15%	
Elected Members	69	86	81	86	18	-21%	
HHCRC	59	58	55	58	(1)	1%	
Human Resources	166	190	172	190	23	-12%	
Manager Recreation Services	18	17	16	17	(0)	1%	
29 MARC	632	514	505	514	(118)	23%	
30 Marketing & Communications	114	97	96	97	(17)	17%	
Organisational Development	166	153	181	153	(12)	8%	
Records Management	63	63	63	63	0	0%	
Recreation Services	129	121	120	121	(9)	7%	
Strategy & Business Performance	85	77	70	77	(8)	11%	
Systems & Technology	223	228	231	228	5	-2%	
Visitor Centre	43	43	44	43	(1)	1%	
<b>Executive Manager Strategy &amp; BP Total</b>	<b>1,985</b>	<b>1,844</b>	<b>1,825</b>	<b>1,844</b>	<b>(141)</b>	<b>8%</b>	

City of Mandurah Other Operating Costs April 2019							
	YTD Actuals 000s	YTD Budget 000s	Forecast 000s	Annual Budget 000s	CMT 000s	YTD Variance 000 s	YTD % Variance
<b>Directorate Summary</b>							
Chief Executive Officer Total	1,644	1,949	1,933	1,949	47	305	-16%
Director Sustainable Development Total	4,426	5,701	5,034	5,701	273	1,275	-22%
Director Works & Services Total	35,402	36,384	37,178	36,384	782	981	-3%
Executive Manager Finance & Governance Total	2,507	1,891	2,377	1,891	14	(616)	33%
Executive Manager Strategy & BP Total	7,948	8,309	8,766	8,309	275	360	-4%
<b>Total</b>	<b>51,928</b>	<b>54,234</b>	<b>55,289</b>	<b>54,234</b>	<b>1,390</b>	<b>2,306</b>	<b>-12%</b>
<b>Chief Executive Officer.</b>							
Chief Executive Officer	237	297	290	297	30	60	-20%
Economic Development	1,407	1,653	1,643	1,653	17	245	-15%
<b>Chief Executive Officer Total</b>	<b>1,644</b>	<b>1,949</b>	<b>1,933</b>	<b>1,949</b>	<b>47</b>	<b>305</b>	<b>-16%</b>
<b>Director Sustainable Development.</b>							
Building Services	64	63	65	63	2	(2)	3%
City Centre Activation	426	795	400	795	33	369	-46%
Community Development	444	438	141	438	18	(5)	1%
Community Safety	167	210	149	210	6	43	-20%
Cultural Development	481	680	801	680	115	199	-29%
Director People & Communities	27	21	21	21	-	(6)	30%
Director Sustainable Development	67	132	66	132	10	65	-49%
Emergency Management	218	246	228	246	11	28	-11%
Environmental Health	295	310	347	310	2	15	-5%
Environmental Services	557	815	838	815	42	258	-32%
31 Land Administration	75	61	84	61	6	(14)	22%
Manager Community & Social Development	12	12	12	12	0	0	-1%
Manager Libraries & Learning	776	1,040	1,013	1,040	14	264	-25%
Planning	37	61	47	61	0	24	-39%
Ranger Services	358	348	394	348	5	(11)	3%
Seniors and Community Centre	207	261	235	261	5	54	-21%
Statutory Services	1	5	5	5	-	4	-74%
Youth Development	212	200	187	200	5	(11)	6%
<b>Director Sustainable Development Total</b>	<b>4,426</b>	<b>5,701</b>	<b>5,034</b>	<b>5,701</b>	<b>273</b>	<b>1,275</b>	<b>-22%</b>
<b>Director Works &amp; Services.</b>							
Asset Management	95	152	152	152	14	56	-37%
Chalets	544	669	648	669	15	126	-19%
City Works	2,675	2,721	2,776	2,721	19	46	-2%
Citybuild	9,204	8,887	9,205	8,887	214	(317)	4%
Cityfleet	1,615	1,760	1,620	1,760	8	145	-8%
Cityparks	6,460	6,009	6,265	6,009	264	(451)	8%
Design & Development Services	123	237	235	237	10	114	-48%
Director Works & Services	68	80	66	80	6	12	-15%
32 General Operations	176	146	182	146	4	(30)	20%
Infrastructure Manager	79	71	72	71	8	(8)	11%
Landscaping Services	267	278	153	278	2	11	-4%
Marina & Waterways	2,064	2,588	2,592	2,588	31	525	-20%
Project Management	47	56	66	56	-	9	-16%
Survey Services	147	152	152	152	1	5	-4%
Technical Services Manager	143	196	172	196	48	52	-27%
Waste Management	11,696	12,382	12,822	12,382	138	686	-6%
<b>Director Works &amp; Services Total</b>	<b>35,402</b>	<b>36,384</b>	<b>37,178</b>	<b>36,384</b>	<b>782</b>	<b>981</b>	<b>-3%</b>
<b>Executive Manager Finance &amp; Governance.</b>							
Financial Accounting	208	214	194	214	0	6	-3%
Financial Services	218	217	214	217	6	(2)	1%
Legal Governance & Tenders	359	425	464	425	7	66	-15%
Management Accounting	2	3	3	3	-	1	-45%
33 Rates Section	1,720	1,032	1,502	1,032	1	(687)	67%
<b>Executive Manager Finance &amp; Governance Total</b>	<b>2,507</b>	<b>1,891</b>	<b>2,377</b>	<b>1,891</b>	<b>14</b>	<b>(616)</b>	<b>33%</b>
<b>Executive Manager Strategy &amp; BP.</b>							
City Events	1,058	1,281	1,245	1,281	1	223	-17%
Customer Service	72	72	84	72	2	(0)	0%
Elected Members	891	895	879	895	52	4	0%
HHCRC	119	178	176	178	2	59	-33%
Human Resources	67	71	71	71	18	4	-5%
Manager Recreation Services	30	20	20	20	-	(10)	49%
MARC	1,108	1,134	1,157	1,134	39	26	-2%
Marketing & Communications	277	396	342	396	20	119	-30%
Organisational Development	231	260	260	260	0	29	-11%
Records Management	152	160	160	160	17	8	-5%
34 Recreation Services	425	382	591	382	9	(43)	11%
Strategy & Business Performance	177	208	208	208	14	31	-15%
Systems & Technology	3,300	3,203	3,525	3,203	100	(97)	3%
Visitor Centre	40	48	48	48	-	8	-16%
<b>Executive Manager Strategy &amp; BP Total</b>	<b>7,948</b>	<b>8,309</b>	<b>8,766</b>	<b>8,309</b>	<b>275</b>	<b>360</b>	<b>-4%</b>

Note	Type	Directorate	Business Unit	Variance	Actuals as % of YTD Budget	Comment
1	Revenue	Sustainable Development	Building Services	(204,332.56)	-17%	Variance due to building applications being lower than anticipated.
2			Community Development	(43,899.09)	-21%	Variance due grant funding which is matched by reduction in expenditure.
3			Cultural Development	(45,741.46)	-34%	Variance due grant funding which is matched by reduction in expenditure.
4			Environmental Services	(16,115.00)	-60%	Variance due to grant funding which aligns with operating projects not yet completed
5			Manager Libraries & Learning	(82,613.57)	-33%	Variance due to Lakelands library programs activity being lower than anticipated.
6			Planning	(28,703.39)	-12%	Variance due to decrease in planning revenue which has been offset by labour costs
7			Seniors and Community Centre	(58,907.83)	-16%	Variance due to dining room revenue not reaching target due to renovation closures during the year, offset with reduction in expenses.
8			Youth Development	(24,048.57)	-20%	Variance due to reduction in program revenue which is matched by an underspend in labour costs.
9		Strategy & BP	City Events	(58,214.80)	-13%	Variance due to crabfest contributions not received. This was matched by a reduction in expenditure.
10			HHCRC	(44,867.03)	-12%	Variance due to vacation care attendance being lower than anticipated.
11			Organisational Development	(22,280.00)	-66%	Variance due to contributions not received.
12	Labour	Finance & Governance	Financial Services	(132,122.57)	>100%	Variance to labour budgeted under EM Finance & Governance.
13		Strategy & BP	City Events	(46,036.77)	10%	Variance primarily due to project labour covered by an underspend in material costs and also accrued annual leave provision.
14			Manager Recreation Services	(15,686.60)	19%	Variance due to accrued annual leave provision.
15	Other Employee Costs	Sustainable Development	City Centre Activation	(16,733.77)	45%	Variance due to additional conference costs
16			Community Development	(24,033.15)	31%	Variance due to additional superannuation and MARC membership costs.
17			Community Safety	(12,456.44)	43%	Variance due to additional superannuation costs from project labour costs.
18			Cultural Development	(27,470.88)	>100%	Variance due to additional superannuation costs from project labour costs.
19			Environmental Health	(15,006.19)	10%	Minor variance
20			Ranger Services	(37,401.04)	19%	Variance due additional superannuation from casual labour and MARC membership costs.
21			Youth Development	(18,869.79)	26%	Variance due to additional superannuation costs from project labour costs.
22		Works & Services	Cityparks	(117,977.12)	14%	Variance primarily due change in staff protective clothing as per health and safety recommendations.
23			Design & Development Services	(16,594.91)	14%	Variance due to workers compensation, superannuation for casual labour, FBT adjustment and MARC memberships.
24			Survey Services	(10,239.07)	17%	Variance due to FBT return finalisation.
25			Technical Services Manager	(19,679.30)	37%	Variance due to contributions to superannuation sacrifice and MARC employee memberships.
26		Finance & Governance	Financial Services	(18,398.06)	>100%	Variance to superannuation budgeted under EM Finance & Governance.
27			Management Accounting	(15,882.82)	32%	Variance due to staff professional development and training costs being higher than anticipated.
28		Strategy & BP	Customer Service	(19,448.19)	15%	Variance primarily due to superannuation and staff training costs.
29			MARC	(118,498.40)	23%	Variance primarily due to superannuation and gym memberships.
30			Marketing & Communications	(16,563.49)	17%	Variance due to superannuation in line with additional hours above budget and gym memberships.
31	Operating Costs	Sustainable Development	Land Administration	(13,690.88)	22%	Variance due to operating expenses for land development projects to be funded through sale of asset proceeds.
32		Works & Services	General Operations	(29,787.60)	20%	Variance due to interest repayment.
33		Finance & Governance	Rates Section	(687,132.60)	67%	Variance due to legal fees and property valuation costs being higher than anticipated.
34		Strategy & BP	Recreation Services	(42,990.51)	11%	Variance primarily due to a \$37,000 in materials which is covered by a \$38,000 underspend in labour expenditure.

City of Mandurah Carryover Projects 2018-2019						
Row Labels	Actuals	Actuals + CMT	Current Budget	Remaining Current Budget	% Completed Inc CMT	
<b>Sustainable Communities</b>						
<b>Environmental Services</b>						
MARC/Waste Transfer Station - Solar Plan Phase 5	0	0	300,993	300,993	0.00%	Will be progressed in 2019 once harmonics issues are rectified.
<b>Manager Community &amp; Social Development</b>						
CCTV Infrastructure	189,848	189,848	197,302	7,454	96.22%	Completed
Mandurah Family & CC Playground	50,645	50,645	50,575	-70	100.14%	Completed.
Mandurah Family & Community centre	115,859	115,859	115,859	0	100.00%	Completed.
Museum Courtroom Interpretation Project	74,290	86,514	92,941	6,427	93.09%	Project progressing with works scheduled to commence 30/4/19 and expected completion late June 2019.
SCC Storeroom and Kitchenette	150,156	150,156	147,896	-2,260	101.53%	Completed.
<b>Works &amp; Services</b>						
<b>Ablutions</b>						
Owen Ave Ablution	27,269	27,269	31,489	4,220	86.60%	Completed.
<b>Boardwalks</b>						
Cicerellos-Dome Boardwalk Renewal	19,220	19,220	19,215	-5	100.02%	Completed.
Mandurah Foreshore Boardwalk Renewal	454,727	454,727	458,214	3,487	99.24%	Completed
Seascapes Village POS Boardwalk	39,519	39,519	42,704	3,185	92.54%	Completed.
<b>Bridges</b>						
Mandurah Ocean Marina Footbridge	186,466	186,466	186,466	0	100.00%	Completed
New Bridge boardwalk extension stairway	16,261	16,261	254,190	237,929	6.40%	Finalising Indigenous approval. Works will not be completed this year.
Old Mandurah Bridge	264	500,264	495,484	-4,780	100.96%	Artwork tender is currently underway.
<b>Carpark</b>						
CP Mandurah Marina	179,413	179,413	180,176	763	99.58%	Completed
<b>Citparks Major Projects</b>						
Falcon Bay Foreshore development Stage 1	234,316	234,316	234,085	-231	100.10%	Completed
Novara Foreshore Stage 2	42,630	42,630	43,308	678	98.43%	Completed
<b>Cityfleet</b>						
Trucks and Buses Carryover	326,364	422,364	414,360		101.93%	Completed
Parks and Mowers Carryover	110,091		117,358		0.00%	Completed
Heavy Vehicles Plant and Equipment carryover	0					Completed
<b>Cityparks</b>						
Mandurah Road Central Park	3,863	3,863	3,863	0	100.00%	Completed
Orion Rd Reserve Improvements	38,730	38,730	38,730	0	100.00%	Completed
Parks & Reserves Signage	980	980	8,290	7,310	11.82%	Completed
Pinjarra rd Landscaping	22,588	22,588	28,882	6,294	78.21%	Completed
Southern Operations - Storage Shed	10,919	10,919	10,919	0	100.00%	Completed
Tickner Park Exercise Equipment	5,895	5,895	5,747	-148	102.57%	Completed
Watersun Drive toddler playground	22,913	22,913	22,913	0	100.00%	Completed
<b>Drainage</b>						
DR Wamba Place	31,853	31,444	130,413	98,969	24.11%	Completed
<b>Infrastructure Management</b>						
Eastern Foreshore	263,429	264,629	318,558	53,929	83.07%	To be completed in July. Poles due to arrive mid June. Works will then progress to completion early 2019/20.
MARC Systems Intergration	78,005	83,659	210,000	126,341	39.84%	Stage 1 completed. Stage 2 installed and tested. Currently awaiting report for whether a stage 3 is required or not.
MPAC - Lift Installation	147,109	147,109	146,000	-1,109	100.76%	Completed.
RS - MARC Redevelopment Stage 2	0	7,458	7,458	0	100.00%	Ongoing 6 month inspection. Finishing on 29 April 2019. Some defects still to be fixed, therefore not returning the retention until complete.
SL Peelwood Parade Reserve	259,944	302,145	293,050	-9,095	103.10%	Works to be completed mid July.
<b>Marina &amp; Waterways</b>						
C&E - Falcon Bay Seawall	31,633	31,633	31,633	0	100.00%	Completed.
Marina Floating Public Jetty	179,273	179,273	232,874	53,601	76.98%	Completed.
<b>New Road Construction</b>						
Dower St - Pinjarra Rd Intersection	306,213	682,359	685,583	3,224	99.53%	Works commenced with traffic signals pre-lay. Expected completion in September.
Gibson St	36,065	36,065	36,065	0	100.00%	Completed.
NEW Dower St - Reconstruct/Widen	209,350	208,396	207,016	-1,380	100.67%	Completed
Sutton Street finalise new road link	24,482	24,118	24,482	364	98.51%	Completed.
<b>Operations Centre</b>						
Operations Centre Transportable	83,307	83,307	76,739	-6,568	108.56%	Completed. Overspend due to intergration with cityparks building.
<b>Road Rehabilitation</b>						
Glencoe Parade Stage 3	44,630	44,630	44,630	0	100.00%	Completed.
Lakes Rd Lighting, verges surface work	5,686	826	5,686	4,860	14.52%	Completed.
<b>Shared Paths</b>						
SP Kooljack St	28,909	28,909	29,205	296	98.98%	Completed
SP Ramp to Marina Boardwalk	16,589	16,589	16,046	-543	103.39%	Completed
SP Sievwright Street	52,164	52,164	52,164	0	100.00%	Completed
<b>Traffic Management</b>						
TM Pinjarra Rd/ Randell St	57,517	57,517	57,045	-472	100.83%	Completed
<b>Waste Management</b>						
Bypass lane to new weighbridge at WTS	39,235	39,235	35,000	-4,235	112.10%	Completed.
Tims Thicket Septage Ponds upgrade	12,835	12,835	380,946	368,111	3.37%	Project on hold. Funds to be placed in reserve until ready to commence.

City of Mandurah Carryover Projects 2018-2019						
Row Labels	Actuals	Actuals + CMT	Current Budget	Remaining Current Budget	% Completed Inc CMT	
WMC - Waste Handstand Upgrade	0	0	2,420	2,420	0.00%	Funds reallocated as per March Financial Report, approved in council meeting 30/4/19. Completed.
WMC Install Walking Floor Main Shed	804,552	804,552	804,552	0	100.00%	
<b>Strategy &amp; Business Performance</b>						
<b>Manager Recreation Services</b>						
Bortolo Reserve Sports Lighting	196,159	239,804	277,870	38,066	86.30%	Works progressing. Currently installing eight off sub boards one at each of the light poles to house the lighting control racks in order to complete the project.
Coote Reserve BMX Track	0	0	60,000	60,000	0.00%	Approved by Council to be located now at McLennan Reserve. Contracted out works will not be completed by 30 June due to extensive community consultation. Project Managed by CoM Sport, Recreation and Events.
Ocean Road Reserve - Sports Grnd Lights	251,706	251,706	280,000	28,294	89.89%	Completed.
Port Bouvard Surf Life Saving Club	1,652,517	2,041,139	1,888,236	-152,903	108.10%	Works are progressing as scheduled. Completion date mid July.
<b>Grand Total</b>	<b>7,136,389</b>	<b>8,492,861</b>	<b>9,835,630</b>	<b>1,233,414</b>		

0.725565

<b>2</b>	<b>SUBJECT:</b>	Supporting Vulnerable People including Homelessness and Street Presence
	<b>CONTACT OFFICER:</b>	Tim Hartland
	<b>AUTHOR:</b>	Vikki Barlow / Tim Hartland

---

## Summary

Council is requested to acknowledge the Homelessness and Street Present Network model which has identified five focus areas, being;

- Housing
- Capacity building
- Safety and Security
- Facilities
- Support systems

The Network has brought together community organisations, government and non-government agencies to agree to a unified approach towards addressing homelessness with Mandurah, the Network has been meeting since early 2018.

Council is also requested to approve the relocation of the Peel Community Kitchen from its current location in the Sutton Hall to the City's facility at Tuart Avenue. The Community Kitchen is currently providing approximately 80 meals per sitting Monday to Friday. Discussions have occurred with the Peel Community Kitchen board who have expressed in principle agreement with the relocation.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

Nil

## Background

Community members and visitors alike will know that Mandurah has a history of significant and rapid growth. It has developed from a quiet holiday town into a modern and thriving city of over 85,000 people in a relatively short time. The transformation from a small coastal town to a thriving City inevitably creates some social issues. The role of Local Governments in responding to homelessness and street presence is to 'Lead – Partner – Advocate'.

While Local Government's response to this issue in Cities experiencing homelessness could be seen as being fairly evenly approached across Australia, it is an emerging space and each Council develops and delivers its own approaches, in partnership, subject to need.

The issues experienced in central Mandurah have slowly built over a period of time and have transitioned from the occasional rough sleeper or street present person begging for money, to a more regular cohort. This group is almost always visible through daytime hours and into the evening and this has resulted in a steep increase in complaints from a wide range of effected people, including businesses, residents and tourists.

Many Local Governments, including the City of Mandurah, have strong links with community service and non-government organisations who deal with the homeless and street presence. The role of local government in addressing homelessness and supporting vulnerable people is important and often the facilitators of the solutions to homelessness, not the providers. The City is working with a range of partners to assist with providing a response to identified need and has undertaken a number of key actions as follows:



### Homelessness and Street Present Group

In early 2018 following the City receiving a high volume of concerns from the business community in central Mandurah. The City invited all community organisations and service sectors that provide services to vulnerable people to a meeting. The purpose of the meeting was to discuss the issues and consider an action plan. So far 36 organisations have been represented across four meetings and the group has established a focus.

Key actions have been community organisation and sector mapping, which has identified a gap in outreach community services for vulnerable people as outlined in this report.

The network group is considering approaches to census audits of homelessness (to support advocacy and resources) and considering a range of outreach models being delivered elsewhere. It is recommended that Council supports the ongoing function of the Homelessness and Street Present Group and for Officers to continue to help build the capacity of community organisations and sector in delivering a more collaborative and resource efficient approach to support vulnerable people.

### Community Facility Support

The City currently supports a range of community organisations providing services to vulnerable communities. This is undertaken via access to hireable and leased sites (offices, halls, meeting spaces) and could be part or all of a facility. The City offers these groups and organisations community discounted rates in many cases. This is important assistance and fee reductions allow the freeing up of funds to be used to support important on the ground services.

There are a number of groups, who provide direct services to vulnerable communities, supported by the City via fee reductions including located within the following locations;

- Sutton Hall, Sutton Street Mandurah
- Tuart Avenue Facility, Mandurah
- Mandurah Family & Community Facility off Pinjarra Road Mandurah
- Billy Dower Youth Centre, Dower Street Mandurah
- Lakelands Community House, Lakelands
- Community Facilities (formerly known as the Parents Place) in Ormsby Terrace, Mandurah

### **Comment**

#### *Homelessness and Street Present Group*

The City has facilitated the development of a Homelessness & Street Present Network Group. This group was established in early 2018 and to date has involved the coming together of community organisations, government and non-government agencies.

The Network has established its core function as being:

*“Broadly on legitimately homeless people who are unable to find a regular roof over their heads; especially youth who may be intermittently homeless, however also street present people and negative behaviours especially in the City Centre. Creating a collaborative overarching framework for the group to add communication and resource delivery, with a clear focus on the client.”*

The group has received presentations/ interaction from the City of Perth’s Community Development (homelessness services) Team, Western Australian Council of Social Services (WACOSS) Community Resilience & Relief Team, St Vincent de Paul’s crises housing team, Anglicare’s Street Connect program team and RUAH’s 50 Lives 50 Homes program team. The purpose has been to increase the group’s knowledge and investigate models of service in other areas. This group has had seven meetings to date and continues to meet bi-monthly.

As a result of the ongoing work of the network, during February and March 2019 the group reached a consensus on a working group model to progress a multi-pronged approach to ending Homelessness. Central to the working group model is the formation of a 'Project Team' comprised of those services and agents who directly work and are funded to provide homelessness services.

The project team will drive the development of a homelessness project for Mandurah based on the 'no wrong door', 'client centred' approach. The project team will further investigate the range of service planning and development approaches.

Supporting the project team are working groups established around key focus areas for the City and informed by WA Alliance to End Homelessness 10 year Strategy 2018 and the WA Government Directions Paper for the 10 year Strategy on Homelessness. Five working groups have been established which will connect with and support the project team of core homelessness services.

Figure 1. Homelessness and Street Present Working Group Model



<b>Project</b>	<b>Key Activities e.g.</b>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Housing first, barrier removal</li> <li>• Investigations of live housing stock in Peel</li> <li>• Pathways to permanent housing</li> </ul>
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>• Collective impact model investigation</li> <li>• Partnerships on Food Relief Framework</li> <li>• Data and research</li> <li>• Forums and professional development opportunities such as "Bridges out of Poverty"</li> </ul>
<b>Safety and Security</b>	<ul style="list-style-type: none"> <li>• Currently reporting on community trends and issues</li> <li>• Negative Behaviours Strategy Management</li> <li>• Implementation of Local Laws</li> <li>• Public Health Act, development and alignments being identified</li> </ul>
<b>Support Systems</b>	<ul style="list-style-type: none"> <li>• Referrals</li> <li>• Person centred pathways</li> </ul>
<b>Facilities Review</b>	<ul style="list-style-type: none"> <li>• Investigating co-location of services and feasibility of approaches.</li> </ul>
<b>Core Project Team</b>	<ul style="list-style-type: none"> <li>• Coordination and delivery of support services</li> <li>• Network directions</li> <li>• Collective impact</li> <li>• Co-design</li> </ul>

### *Community Facility Support*

The provision of Sutton Hall for use via a hire arrangement to the Peel Community Kitchen, has been successful with the group now providing over 80 meals per sitting to clients Monday to Friday in the morning and midday. However the service is experiencing 'growing pains' and is restricted in its ability to expand its services at its current location. The group consists of mainly volunteers and with the existing site and hire arrangement, has to set down and pack up each meal. The kitchen also has to be secured and has had a higher proportion of food prepared off-site and carted in by volunteers each day.

The location of the service in central Sutton Street while being accessible for many, is increasingly restricting with parking and deliveries and the interaction with businesses and residents entering the precinct is not always positive and easy to manage.

The Peel Community Kitchen have sought assistance to plan for an improved amenity and following positive conversations with the City relocation into a more appropriate precinct is recommended. This precinct will include community organisations, non-government and government sector groups all of who collectively support Mandurah's vulnerable communities. The location known as the 'Mandurah Library Precinct' has been identified as appropriate and a co-located facility on Tuart Avenue recommended as an appropriate option. The Tuart Avenue venue is currently tenanted by two groups, one being WestAus Crisis Care who deliver a shower service to accommodate people experiencing levels of homelessness, over the past 7 months. The number of visits to use the shower service has steadily increased. The first four full months of operation (October 2018 – January 2019) attracted 104 visits by 23 different people in need: whereas the second four months of operation (February – May 2019) saw 275 visits by 64 different people in need. The month of June 2019 attracted 63 visits by 13 different people in need.

Discussions have occurred with the Peel Community Kitchen board who have expressed in principle agreement, subject to funding and specific facility requirements, to re-locate their facility to build greater capacity for their service.

The location is also ideal being in close proximity to central Mandurah, in a broader precinct that includes access to the Mandurah Train Station, bus and retail nodes and community facilities such as the Mandurah Library and Lottery House. Ongoing engagement is occurring with other key stakeholders including, Finucare, WestAus Crisis, Peel Community Kitchen, and Pat Thomas House to further refine any co-location model and undertake a detailed planning process.

## **Consultation**

The City through its Homelessness and Street Present Network Group and via regular and ongoing discussions in the community has engaged with 36 community sector and community organisations, including Government and Non-Government who support vulnerable communities. There has been strong support for a more strategic approach to this issue in Mandurah, improving outreach services and developing a more joined up approach to broadly improve support to people in need.

## **Statutory Environment**

N/A

## **Policy Implications**

The City does not have a homelessness or street present policy.

## **Risk Implications**

There are a broad range of risks involved when dealing with vulnerable communities, especially street present people and to mitigate this risk the City continues to undertake appropriate training and upskilling of its workforce.

## **Economic Implications**

The elements of this report that relate to the City facilitating community networks and business cases for facilities and land will be undertaken within existing operational resources. There will be a cost element to any relocation of the Peel Community Kitchen to Tuart Avenue, as the Tuart Avenue facility will require a refit, semi-commercial kitchen and some internal and external reconfiguration. These costs will be considered as part of a basic business case and the City will work with the Mandurah Community Kitchen to consider best funding models and ensure a high degree of consultation in any process.

An allocation of \$250,000 is currently listed on the draft budget for 2019/20 to complete the fitout and upgrade of the Tuart Avenue facility, with \$151,000 City funded and a proposed Lotterywest grant of \$99,000 supplementing this budget.

City officers will work with the Peel Community Kitchen Board to prepare the Lotterywest submission which needs to come from them. Preliminary discussions have occurred with Lotterywest officers who are aware of the project and are supportive of receiving a submission for the commercial kitchen element.

## **Strategic Implications**

The following objectives from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

### Social:

- Help build our community's confidence in Mandurah as a safe and secure city.

### Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

Identity:

- Encourage active community participation and engagement

Organisational Excellence:

- Demonstrate regional leadership and advocacy
- Listen to and engage with our community

**Conclusion**

The City has taken a proactive approach to the issue of homelessness and street present people, by establishing the Network, which has brought together the key players to address this issue in a holistic manner. The network will result in the answers being informed and driven by the sector, by those with the relevant knowledge and experience, via a collaborative approach. Council acknowledgement of this approach is recommended.

Council is also requested to approve the relocation of the Peel Community Kitchen to the Tuart Avenue facility, which will deliver a number of benefits to the City, our community and to the operation of the Community kitchen.

**NOTE: Refer *Attachment 1 - Community Services Precinct and Proposed Facility***

**RECOMMENDATION**

**That Council:**

1. **Acknowledges the Homelessness and Street Present Network's model which involves the establishment of five focus areas/subgroups, being as follows:**
  - 1.1. **Housing;**
  - 1.2. **Capacity Building;**
  - 1.3. **Safety and Security;**
  - 1.4. **Facilities Review; and**
  - 1.5. **Support Systems.**
2. **Approves the relocation of the Peel Community Kitchen to be co-located at the Tuart Avenue facility and that officers support the Peel Community Kitchen with a LotteryWest application for \$99,000.**

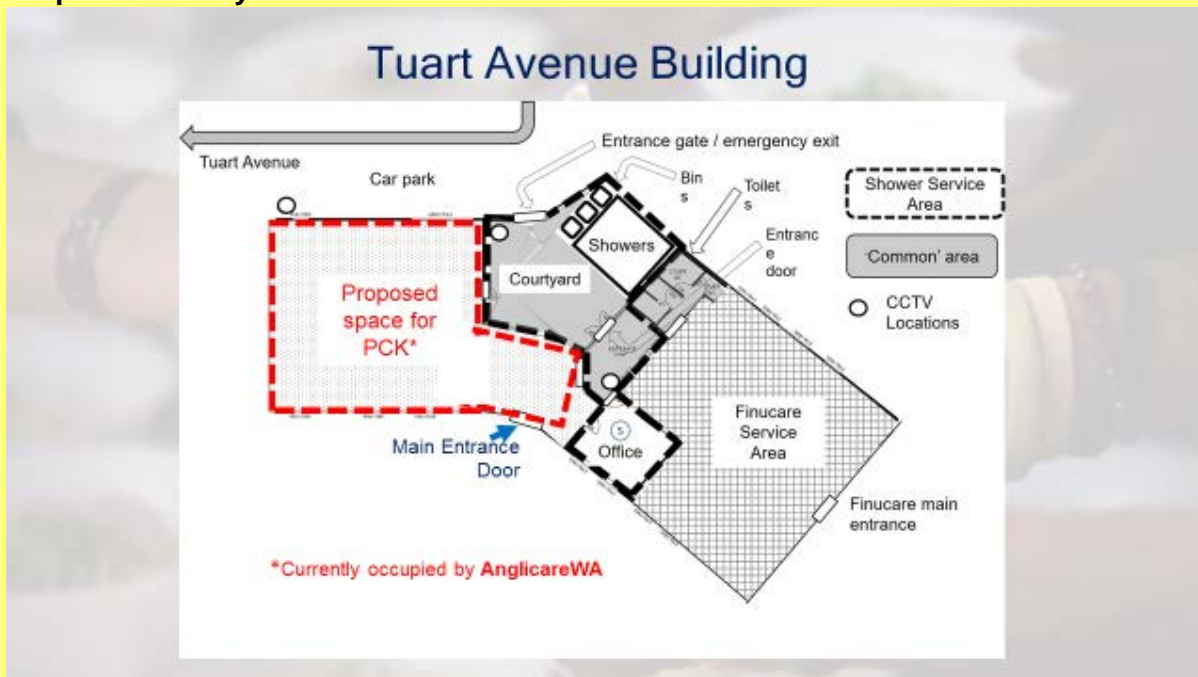


## ATTACHMENT 1

### Community Services Precinct



### Proposed Facility



<b>3</b>	<b>SUBJECT:</b>	Membership of Council's Committee of Council and Strategy Committee July – October 2019
	<b>CONTACT OFFICER:</b>	Mark R Newman
	<b>AUTHOR:</b>	Tahlia Jones

---

### Summary

Due to the number of Elected Members currently available to attend the Council's Committee of Council and Strategy Committee a quorum may be difficult to achieve over the next few months.

As a provisional solution it is proposed that the membership of Council's Committee of Council and Strategy Committee be reduced from the current position of all Elected Members to nine. The reduction of the membership will reduce the quorum required to five members.

Council will have the ability to review the membership, duties and powers of Council's committees, following the Local Government Election on 19 October 2019.

Council is requested to consider modifying the membership of the Council's Committee of Council and Strategy Committee.

### Background

The membership, powers and duties of the Committee of Council and Strategy Committee were adopted at the Special Council Meeting on 31 October 2017.

On the 27 November 2017 the Strategy Committee recommended to Council that all Elected Members be included as members of that Committee in order to provide all Councillors with the opportunity to participate in the strategic direction of Council. These changes were adopted by Council at the Council Meeting on 19 December 2017.

### Comment

The number of Elected Members available to attend Council's Committee of Council and Strategy Committee is currently reduced due to a number of leave of absences and an Elected Member vacancy.

The *Local Government Act 1995 (the Act)* enables the Council to modify the membership of Council's Committees as required. The proposed changes relate to:

- A reduction in the number of committee members required for a quorum in accordance with Section 5.15 of the Act.
- Appointment of Deputy Members in accordance with Section 5.11A of the Act.

This presents as an interim solution as the membership, powers and duties of all Council committees will be reviewed following the Local Government Election on 19 October 2019.

### RECOMMENDATION

1. **The membership of the Council's Committee of Council shall comprise of 9 Elected Members.**
2. **That Council appoints the following Elected Members to the Committee of Council with membership expiring 19 October 2019:**

**Councillor D Lee**  
**Councillor Matt Rogers**  
**Councillor M Darcy**

**Councillor S Jones**  
**Councillor Peter Rogers**  
**Councillor R Wortley**



**Councillor P Jackson**  
**Mayor R Williams**

**Councillor C Knight**

3. That Council appoints the following Elected Members as deputies to the Committee of Council with membership expiring 19 October 2019:

**Councillor Lynn Rodgers**    **Councillor D Schumacher**  
**Hon Councillor Riebeling**

4. The membership of the Strategy Committee shall comprise of 9 Elected Members.

5. That Council appoints the following Elected Members to the Strategy Committee expiring on 19 October 2019:

<b>Councillor D Lee</b>	<b>Councillor S Jones</b>
<b>Councillor Matt Rogers</b>	<b>Councillor Peter Rogers</b>
<b>Councillor M Darcy</b>	<b>Councillor R Wortley</b>
<b>Councillor P Jackson</b>	<b>Councillor C Knight</b>
<b>Mayor R Williams</b>	

6. That Council appoints the following Elected Members as deputies to the Strategy Committee with membership expiring 19 October 2019:

**Councillor Lynn Rodgers**    **Councillor D Schumacher**  
**Hon Councillor Riebeling**

**\*\*ABSOLUTE MAJORITY REQUIRED\*\***

## CITY OF MANDURAH

# NOTICE OF MOTION

### COUNCIL MEETING OF TUESDAY 23 JULY 2019 DEPUTY MAYOR COUNCILLOR CAROLINE KNIGHT

#### COMMUNITY GARDENS

I hereby give notice that I intend to move the following Motion at the Council meeting of Tuesday 23 July 2019


**That:**

- 1 Council supports the Lakelands Community Garden Group to establish a community garden in Lakelands.**
- 2 A community led model be applied, so as to align with one of Council's 4 pillars (ie community to be involved in, and part of, the solutions we provide).**
- 3 As part of the project, a community gardens toolkit be developed, that captures learnings from the project that can be applied for future projects.**
- 4 Council emphasises its support for community garden initiatives across the city.**

#### Reason for the Motion:

The reason for putting forward this Motion is because nationally, community gardening is recognised to provide many benefits for local people, including community inclusiveness, information sharing, recreational activity and the development of a sustainable urban environment.

It is intended that these unique forms of open space will be accessible to everyone, and provide a place where everyone can participate. The community gardens will be self-managed by community gardening groups, with a toolkit being developed (similar to that applied for the Embrace a Space program) that will encourage and assist with the establishment of other community gardens around the city.



Councillor Caroline Knight, Deputy Mayor  
North Ward

9 July 2019