



## **NOTICE OF MEETING**

### **COMMITTEE OF COUNCIL**

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

**Tuesday 12 March 2019  
at 5.30pm**

**MARK R NEWMAN**  
Chief Executive Officer  
7 March 2019

#### **COMMITTEE MEMBERS**

Mayor Williams  
Deputy Mayor Councillor Knight  
Councillor Wortley  
Councillor Jackson  
Councillor Lee  
Councillor Lynn Rodgers  
Councillor Shane Jones

Hon Councillor Riebeling  
Councillor Tahlia Jones  
Councillor Darcy  
Councillor Schumacher  
Councillor Peter Rogers  
Councillor Matt Rogers

## **AGENDA:**

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

### **2 ATTENDANCE AND APOLOGIES**

Mayor Williams, Hon Councillor Riebeling and Councillor Matt Rogers are apologies

### **3 IMPORTANT NOTE:**

Members of the public are advised that the decisions of this Committee are referred to Council Meetings for consideration and cannot be implemented until approval by Council. Therefore, members of the public should not rely on any decisions of this Committee until Council has formally considered the resolutions agreed at this meeting.

**4 ANSWERS TO QUESTIONS TAKEN ON NOTICE**

Nil.

**5 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 3706 or visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au).*

**6 PRESENTATIONS AND ANNOUNCEMENTS BY CHAIRMAN****7 DEPUTATIONS**

*Any person or group wishing to make a 5-minute Deputation to the Committee meeting 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 3706 or visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au).*

*NB: Persons making a deputation to this Committee meeting will not be permitted to make a further deputation on the same matter at the successive Council meeting, unless it is demonstrated there is new, relevant material which may impact upon the Council's understanding of the facts of the matter.*

**8 CONFIRMATION OF MINUTES: 12 FEBRUARY 2019**

*(NB: It is the Elected Members' responsibility to bring copies of the previous Minutes to the meeting if required).*

**9 DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS****10 QUESTIONS FROM ELECTED MEMBERS WITHOUT DISCUSSION**

10.1 Questions of which due notice has been given

10.2 Questions of which notice has not been given

**11 BUSINESS LEFT OVER FROM PREVIOUS MEETING**

**12 REPORTS:**

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| 1  | Supply of New Enterprise Resource Planning                          | 1 – 8     |
| 2  | A Shared Economic Future: Memorandum of Understanding               | 9 – 17    |
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| 16 | Tender 01-2019 Mandjar Square Stage 4 Walling Works                 | 114 - 116 |

**13 LATE AND URGENT BUSINESS ITEMS****14 CONFIDENTIAL ITEMS**

14.1 Property Disposal

**15 CLOSE OF MEETING**

|   |                           |   |
|---|---------------------------|---|
| 1 | <b>SUBJECT:</b>           | Supply of a new Enterprise Resource Planning System |
|   | <b>CONTACT OFFICER/S:</b> | Graeme Davies & David Prattent                      |
|   | <b>AUTHOR:</b>            | Sean Hutton   |

## Summary

In June 2018, Council endorsed the Working Smarter business case that highlighted issues related to our current systems procurement strategy and existing technology systems. The report highlighted the fact that the current systems and procurement strategy were preventing the City from delivering our digital strategic objectives. It was recommended that if the organisation were to keep up with changing citizen demands and improve business performance, it would require a new system capable of providing;

- Citizen e-Services;
- 360° views of the customer and property;
- Workforce mobility;
- Business Intelligence and Data Analytics;
- Process workflow and automation; and
- Functionality that removed organisational silos.

In September 2018, an evaluation team comprising managers representing core functional areas across the City, was formed to procure and deliver an enterprise wide resource planning (ERP) system that would provide the above capabilities. The new ERP system would replace the current Civica “Authority” ERP system and a suite of best-of-breed systems that support it.

After an initial system capability assessment of all ERP suppliers was undertaken by the Governance and Tenders Team and the Working Smarter Team, it was determined that only TechnologyOne had the ability to deliver a solution that could meet the City’s requirements. Council endorsed the recommendation to procure the system as sole provider in November 2018.

The evaluation team in collaboration with key users and teams across the organisation, developed 1400 detailed functional and technical business requirements, and issued this to TechnologyOne through eQuotes on November 2018. The evaluation which included 3 stages of evaluation against the stated functional and technical requirements is now effectively complete.

Council approval is sought to select TechnologyOne to deliver a new ERP system to the City.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- S.4/6/18 19 June 2018 Endorsement of the Working Smarter Business Case and replacement of the City’s core system “Authority” and best-of-breed systems with a leading integrated enterprise system.
- G.18/11/18 13 Nov 2018 Endorse the procurement of an enterprise system through the WALGA preferred supplier panel and the adoption of TechnologyOne as the only viable supplier capable of delivering a system that meets the City’s requirements.

## Background

In 2002 the City procured and implemented an enterprise wide system named “Authority”. This system has supported many council administration functions and transactions (such as finance) over the past 16 years. The system has now become antiquated due to a lack of investment in the technology by the vendor, and does not support the City in delivering its digital objectives. This has forced the City to procure many other software systems to fulfil functional and technology gaps.

In 2018, the Working Smarter business case was developed and endorsed by Council. This business case recommended that our core enterprise system “Authority” and other supporting systems be replaced by one leading enterprise system, and that a business change program would be undertaken at a pace that aligns people, processes and technology with organisational objectives. By doing this, the City would be providing the necessary tools to improve business performance and customer service delivery.

In November 2018, a recommendation was put forward to Council outlining the most effective way to purchase a new enterprise wide system. This was through the WALGA preferred supplier panel which was ideally structured to provide flexibility in evaluating an enterprise system. After a system capability assessment of all vendors on the panel, the report also concluded that TechnologyOne was the only vendor capable of delivering a system that could meet the City’s business requirements.

Following Council endorsement of the procurement strategy for a new enterprise system, a RFQ (Request for Quote) was initiated. A detailed Statement of Requirements (including 1400 organisational business requirements) was submitted to TechnologyOne to quote on the supply and implementation of a new enterprise system.

To ensure probity and that procedural aspects relating to the evaluation of the response were compliant, an evaluation panel was formed with the following participants and roles;

| Participants   | Primary Role  | Reports to                         |
|--|---|------------------------------------|
| Chairperson  | Work closely with governance and tenders to steer the panel to ensure the City achieves a solution that is fit-for-purpose and best value for money | Project Steering Group             |
| 5 x Evaluation Panel members - Managers from core functional areas and the City’s business analyst | Evaluate and score the proposal with the recommendation to proceed with a new enterprise system   | Chairperson                        |
| Tenders and Contracts officer  | Facilitate the procurement process in accordance with the City’s policies and procedures  | Project Sponsor                    |
| Project Manager, Subject Matter Experts, Key End Users and members of CoMMT                        | Provide advice and assistance to the panel on system functional demonstrations on behalf of the panel   | Respective Evaluation Panel Member |

## Comment

The RFQ closed at 2:00pm on 18th December 2018 and a response was received from Technology One.

## The Evaluation Process

The assessment of the response was conducted over 3 stages. Stage 1 involved the Panel evaluating the response for compliance against the weighted qualitative and quantitative criteria, including 1,400 business requirements submitted with the statement of requirements. Stage 2 involved functional demonstrations where the vendor was asked to demonstrate the system in line with use cases provided by the City. Stage 2 also included site visits to other councils to see how they were using the system. Stage 3 involved contract and price negotiations.

The evaluation panel assessed the response for compliance against the following weighted qualitative and quantitative criteria;

| Criteria                       | Stage   | Weighting |
|--------------------------------|---------|-----------|
| Partnership and Sustainability | 1 and 2 | 50%       |
| System Fit for Purpose         | 1 and 2 | 25%       |
| Whole of life investment       | 1 and 3 | 25%       |

The system was scored independently by each evaluation team member. The panel then convened as a group to agree on scoring and determine if the system and supplier were a suitable fit to meet the organisations requirements. A summary of the evaluation panel findings are detailed in Confidential Attachment 1.

### Outcomes of the Evaluation Process

#### *Partnership and Sustainability*

Partnership and Sustainability was weighted at 50% and included many factors related to the City's long-term relationship with the supplier.

An internal analysis of our current systems architecture clearly showed that it was restricting our capacity to deliver to digital strategic objectives, and limiting our ability to be innovative and drive continuous business improvement. This emphasised the importance of partnering with a supplier that invests substantially in technology systems that would support the City in line with changing customer and demographic demands.

The system demonstrated by TechnologyOne confirms the solution is developed in line with current technology trends (such as mobility, business intelligence and automation), and an investment commitment that will see the solution evolve with new technology developments.

TechnologyOne has a long track record of implementing its solution into local government and works with more than 330 Councils globally. More recently, TechnologyOne has signed major long-term deals with the Cities of Cairns, Wollongong and South Perth that are similar to the type of contract required by the City of Mandurah.

TechnologyOne is a Cloud based software provider, enabling the City to host its new system on the internet in an environment supported and managed by TechnologyOne. This will provide tighter governance around system updates and patches, improved security, and provide a better service overall. It also provides a long-term financially sustainable delivery model and satisfies the City's system procurement strategy of cloud first adoption.

The opinion of the evaluation panel is that a partnership with TechnologyOne will result in long term benefits for the City.

#### *System Fit for Purpose*

System suitability was allocated a weighting of 25% for this RFQ. A detailed requirement specification was issued as part of the quote and included 1,400 functional requirements developed in conjunction with all organisational sections. TechnologyOne replied with a compliant response rate of 88% of the functional business requirements. As detailed in the Working Smarter business case, it would be expected that a leading enterprise system would achieve functionality cover of a minimum of 85%. The proposed TechnologyOne solution has achieved this baseline.

The City also requested that where requirements were marked as non-compliant, that the supplier provide confirmation as to whether enhancements would be available on the future product roadmap to comply with the business requirement. These future developments that would satisfy the non-compliant business requirements would increase the functionality cover to greater than 90%.

TechnologyOne was invited to demonstrate the system over a number of sessions during the first two weeks in February 2019. The City provided TechnologyOne use cases with over 600 scenarios allowing the City to test the system functionality against its core business requirements. The evaluation panel and relevant staff attended the demonstrations (e.g. the rates team was invited to view the rates module when it was demonstrated). In total over 120 staff attended the demonstrations. TechnologyOne was able to successfully demonstrate most of the criteria, and more importantly, feedback from the staff who attended the demonstrations was very positive and showed excitement for the new system.

The opinion of the evaluation team is that the system demonstrated is capable of providing a robust long-term solution for the City.

### *Proposal Pricing*

Pricing was allocated a 25% weighting for this RFQ. To ensure value for money, the price submitted by TechnologyOne was compared to the original budget estimated in the Working Smarter business case, which projected a small return of investment to the City over 10 years (without taking into account labour efficiency gains).

The submitted price was an additional 15% over the projected system budget. The Panel agreed this was a suitable tolerance, given that the supplier changed its license model to a “Cloud” subscription model, and that the previous budgeted figures would need to be adjusted by CPI (budget figures were proposed a year ago). Additional system configuration costs have also been included in the proposal due to the extent of the business requirements submitted by the City. This is discussed further in the economic implications section.

It is also noted that the project implementation costs were in line with recent proposals at other local governments.

### *Evaluation Panel Decision*

Based on the compliance to the statement of requirements and demonstrations of the required functionality, it was clear that the TechnologyOne system has the capability to support the organisation in delivering its core strategic objectives. The evaluation team came to the conclusion that the contract to deliver an ERP system to the City of Mandurah should be awarded to TechnologyOne.

The reasons for this decision are summarised below.

1. The system is particularly strong in its ability to support Council with its core functions including customer services, financial management and asset lifecycle management. All modules are also tightly integrated with cross functional workflow.
2. The system contained additional functionality that could significantly improve the way Council operates its business. This included a capital and project management module that could benefit all sections in the organisation.
3. The system has a strong customer focus, offering a suite of online services accessible to the public and an online portal that is tailored to a customer's preferences depending on how they want to transact with the City. There is the ability to keep the customer informed of task outcomes via automated SMS and email. The system provides a holistic view of the customer, with links to all council relationships.

4. The system has a powerful workflow engine that allowed business processes to be completed end-to-end with the ability to automate tasks. The system also contains functionality for alerts, notifications and escalations. Through automation, many administration processes will now be managed by exception, allowing enormous potential for efficiency gains.
5. The inclusion of an integrated Enterprise Content Management (ECM) system meant documents can be stored transparently without user intervention whilst complying with the State Records Act.
6. The user interface is browser-based with a common user experience across all modules and functions. The system also provides access to training material such as instruction and training videos.
7. All system functions and processes can be surfaced on any device including iPads and smart phones. The system provides the ability to mobilise our workforce.
8. The system offers many levels of reporting. Users can easily report on information from application data grids. An Excel reporting tool is also included that allows users to build more sophisticated reports. A Business analytical tool is available that consolidates data from various data sources and provides visual insights of the business.
9. The system offered various tools to integrate third party business systems (such as uploading financial information from Links).
10. TechnologyOne invests 18% of its revenue back into product development and has a track record of developing their product in line with new technology trends. This is evident in their commitment in investing in cloud services.
11. TechnologyOne has a customer retention rate of 99% and are currently winning over 90% of all local government tenders in Australia.

## **Consultation**

N/A

## **Statutory Environment**

The requirements of Part 4 of the *Local Government (Functions & General) Regulations 1996* have been complied with.

## **Policy Implications**

Policy POL-CPM 02 – *Purchasing of Goods or Services* has been complied with.

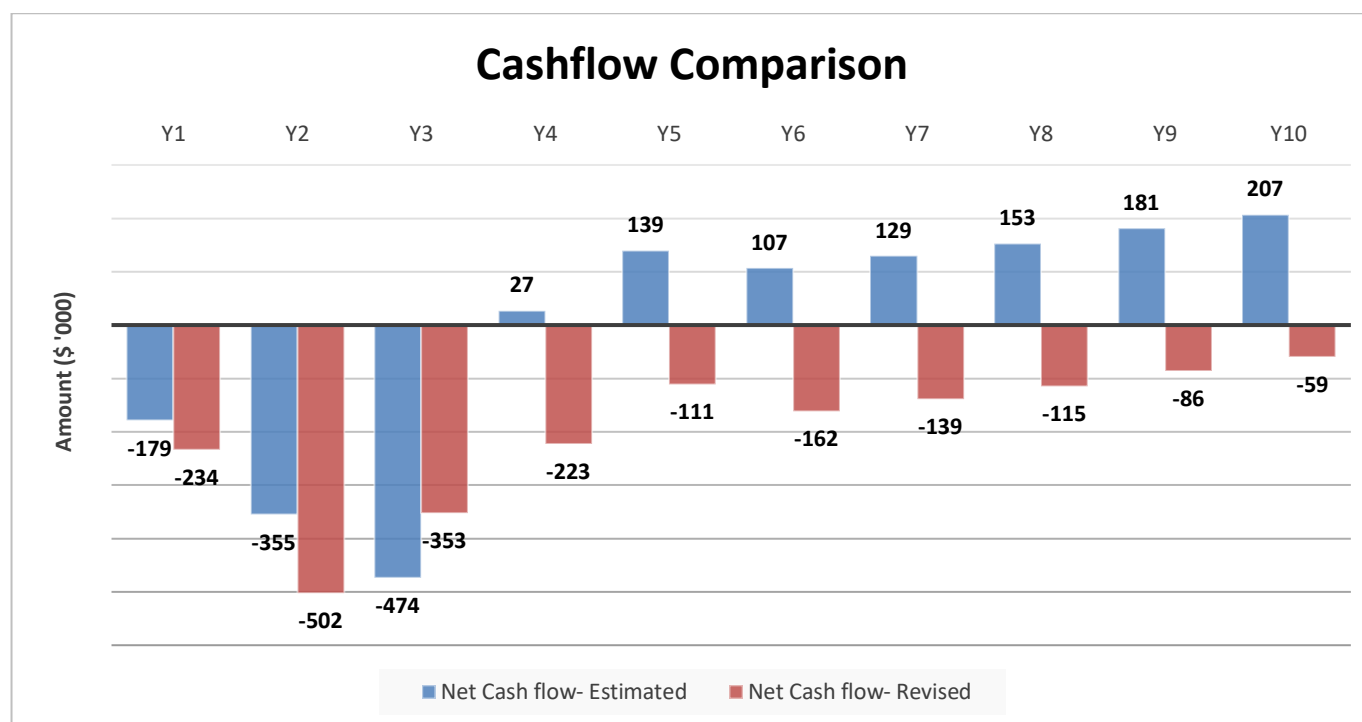
## **Economic Implications**

The costings for the provision of the goods and services has;

1. A fixed price component for the delivery of software and a managed service in the cloud for the period of the contract
2. A mix of fixed and variable prices for the implementation and configuration of the software in accordance with the conditions of the contract
3. Internal project resourcing to ensure the successful delivery of the project
4. Specialised external consultants to mitigate risk associated with project delivery

The project will be funded by leasing over the period of the contract of ten years. Provision has been made in the current financial budget an amount of \$350,000 to initiate the project in the current 2018/19 financial year. This provisional amount was approved by Council through the budget process.

When comparing the costs to the original estimates presented to Council in the Working Smarter business case the graph below demonstrates the changes in net cash flows over a ten year period:



When assessing the cash flows in the original business case against the final outcome, an increase in cash outflows of approximately \$1.5 million over a 10 year period is noted.

The increase in costs are due to the following factors;

- There is a 15% (\$989,000) increase in supplier costs due to their changed license model to a “Cloud” subscription model and additional functionality requested from the City’s statement of requirements.
- The City has ensured there is sufficient capacity for future data storage growth as digital information is expected to grow exponentially over the next decade. The initial estimated data storage size has been doubled to cater for this growth.
- A provision for integration costs has been made for additional systems delivered in the past year, such as the City’s rostering system.
- Protection of the investment through risk mitigation as identified in the business readiness assessment and feedback received from other local authorities. This includes additional organisational change support via additional resourcing, training and additional funds for post implementation support and high-priority changes outside of the standard configuration. The risk mitigation funds are estimated on a worse case basis, and may not be fully utilised.

The changes to the project specification will ensure greater success in the ability of the City to deliver a financially sustainable technology environment that will deliver the following long-term economic benefits;

- As the project progresses, old systems will be replaced by functionality in the new system that will result in tangible software license cost savings. As outlined in the Working Smarter business case, not progressing with a single ERP system model is likely to result in an additional 6 million dollar cost to the City over the next 10 years. This is a long-term financially sustainable solution for the City.
- The City is migrating to a cloud managed solution, there will be hardware savings and technical support savings. There will no longer be a requirement to invest in expensive hardware to scale to the demands of our information storage and processing requirements. There is currently equipment leasing and maintenance expenditure of 210K per annum plus the cost of utilities and maintaining our own datacentre. At present, it can’t be determined what percentage of these costs and when they can be proportioned as savings against the project, so these costs have not yet been built into the projected savings.
- The cloud environment has built in disaster recovery, meaning the City will avoid costs associated with replicating the majority of our IT environment for disaster recovery.

- Direct labour savings resulting from productivity gains have not been included in the financial figures as it is difficult to predict whether labour savings would result in reduced FTE's or redirected into adding value somewhere else in the organisation due to changing customer demands or organisational objectives. Efficiencies in administrative tasks will result in the avoidance of future staff investment costs.
- The project is pivotal in achieving Smart City economic benefits through innovative solutions that combine automation, Internet of Things, mobility and data analytics that help establish sustainable infrastructure, digital services and a future-ready agile workforce.
- The system will strengthen the linkages between community aspirations, financial and resource capacity and practical service delivery, allowing the City to improve its management of assets that can sustain our communities into the future.
- The project will provide the tools to improve business performance through business intelligence and data analytics. Allowing the City to predict, adapt and respond to changes in community needs and the business environment.

## **Risk Analysis**

This project is the most disruptive, yet beneficial, undertaking the City will have carried out. Because of that, there are a number of minor risks associated with such things as project timetabling, which are not detailed. In terms of major issues, there are two key project risks which can be considered to be high:

- *Project management and methodology of the supplier*  
Feedback from other users indicates that the supplier's resources applied to project implementation, noting that TechnologyOne is implementing systems at multiple sites, is not always adequate. To overcome this, the City is sourcing external expert resource to ensure that both project planning and the project framework are as robust as possible.
- *Change readiness of the organisation*  
To mitigate this risk a detailed business readiness assessment which has highlighted the key areas of project focus, in particular the migration of data between the two systems, has been prepared. The project team has incorporated into its personnel its own expert change management specialist.

## **Strategic Implications**

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

### Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

### 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

## **Conclusion**

Based on an exhaustive procurement process, it was clear that the solution as provided by TechnologyOne has the capability to support the organisation, now and into the future, in improving business performance and delivering improved services to the community. The evaluation panel recommends that Council award the contract to supply a new enterprise wide system to TechnologyOne.

NOTE:

- Refer ***Confidential Attachment 1***      ***Summary of Evaluation Panel Scoring and Findings***

**RECOMMENDATION**

**That Council:**

1. **Awards TechnologyOne the contract to supply the City a new ERP system for the period of ten years commencing 1 April 2019.**
2. **Authorises the Chief Executive Officer to undertake negotiations of the final contract.**

|          |   |
|----------|---|
| <b>2</b> | <p><b>SUBJECT:</b> A Shared Economic Future: Memorandum of Understanding</p> <p><b>CONTACT OFFICER:</b> Adam Denniss</p> <p><b>AUTHOR:</b> Tim Bateman</p> <p><b>FILE NO:</b> R0001909830</p> |
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## Summary

In January 2018, Council authorised the City to prepare a new economic development strategy – in partnership with the Shire of Murray - to replace the previous *Southern City Strategy*, which was adopted by Council in 2008.

In October 2018, Council adopted the newly created strategy, *'Mandurah and Murray: A Shared Economic Future'* as the City's new economic development strategy. Further, Council endorsed the programs and projects contained within the new strategy, and committed to a program of advocacy to ensure State and Federal Government support and investment in the strategy's projects.

In November 2018, Council authorised liaison to take place between the leaders of both Councils over a suitable cooperative Memorandum of Understanding for the delivery of *Mandurah and Murray: A Shared Economic Future*. Council also approved commencement of a process to create a suitably skilled Strategic Advisory Group, comprising of (as a minimum) the City of Mandurah Mayor and CEO, the Shire of Murray President and CEO, and four business representatives.

Council also authorised officers to examine the potential to create a Regional Subsidiary for the delivery of the economic development strategy beyond June 2020. Council also noted that the draft budget would recommend allowance for extra resources within the Mandurah/Murray Economic Development Unit to focus on Markets and Investments, Portfolio Development, and Business and Industry.

Leaders from the two Councils met on 11 February to discuss the proposed Memorandum of Understanding (MOU), and Council is requested to endorse this.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

- G.9/11/18     27/11/2018     Council authorised the Mayor and CEO to liaise with the Murray Shire President and CEO over a suitable cooperative Memorandum of Understanding for the delivery of *'Mandurah and Murray: A Shared Economic Future'* for the period 2019/20 to 2020/21. Council also authorised the commencement of a process to create a suitably skilled Strategic Advisory Group, and to examine the potential to create a Regional Subsidiary for the delivery of Mandurah/Murray's economic development program beyond 30 June 2020. Council also noted that the draft budget would recommend allowance for extra resources within the Mandurah/Murray Economic Development Unit to focus on Markets and Investments, Portfolio Development, and Business and Industry.
- G.20/10/18     23/10/2018     Council adopted *'Mandurah and Murray: A Shared Economic Future'* as the City of Mandurah's new economic development strategy. Council also endorsed the programs and projects contained within the strategy for further development and implementation, and committed to a program of advocacy that ensures State and Federal Government support and investment in projects resulting from the strategy.

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| <p style="text-align: center;">Report from <b>Chief Executive Officer</b><br/>to <b>Committee of Council Meeting of 12 March 2019</b></p> |
|---|

- G.22/1/18      30/01/2018      Council approved funding up to \$150,000 to prepare an Economic and Employment Plan for the Mandurah-Murray area.
- G.58/6/17      27/06/2017      Council resolved to actively advocate with the new WA Government to seek Round 2 *Regional Centres Development Plan* funding, and to seek \$1.2 million for the Mandurah-Murray Growth Plan, including \$500,000 towards catalyst programs.
- G.26/04/15      28/04/2015      Council approved preparation of a submission to the Department of Regional Development, in partnership with the Shire of Murray, seeking the City of Mandurah's participation in Stage 1 of the *Regional Centres Development Plan*.
- G.21/10/11      1/10/2011      Council approved the *Southern City Strategy Implementation Plan* to advance the economic objectives of the *Southern City Strategy*.
- G.19/11/08      18/11/2008      Council adopted the *Southern City Strategy* as a focus of the Council's and the community's desired future for Mandurah.

## Background

In 2005, consultant Syme Marmion was engaged to help the City of Mandurah develop the City's first economic development strategy, the *Southern City Strategy*. In October 2011, Council approved the Southern City Strategy Implementation Plan, created to advance the objectives of the Southern City Strategy.

Following an abrupt end to the WA Government's much-promoted *Regional Centres Development Plan* (RCDP) after the March 2017 State Election, in January 2018 the City of Mandurah opted to prepare its own new economic development strategy. This was to be undertaken in partnership with the Shire of Murray, heralding a new era of cross-Council collaboration and partnership.

In October 2018, the new report – '*Mandurah and Murray: A Shared Economic Future*' – was adopted by Council. The following month, Council authorised the Mayor and CEO to liaise with the Shire of Murray to prepare a Memorandum of Understanding for the delivery of the new economic development strategy. Council also approved commencement of a process to create a suitably skilled Strategic Advisory Group to oversee and advise the delivery of the new economic development strategy. Further, Council authorised officers to examine the potential to create a Regional Subsidiary for the delivery of the economic development strategy beyond June 2020, and in doing so, noted that the draft budget would recommend allowance for extra resources within the Mandurah/Murray Economic Development Unit to focus on Markets and Investments, Portfolio Development, and Business and Industry.

## Comment

The City's new economic development strategy, '*Mandurah and Murray: A Shared Economic Future*' was developed in 2018 in partnership with the Shire of Murray. The strategy consists of an overview of Mandurah and Murray's current socio-economic condition and the challenges that the sub-region currently faces; the vision and objectives of the strategy, and the programs and projects required to achieve its objectives. Notably, the strategy is a 'living' document, designed to change and evolve according to Mandurah and Murray's changing environment, priorities and opportunities.

The strategy contains six broad programs; Water Economy, Daytrip Capital, Arts, Culture and Sport, City Centre, Food and Agri-Business, Resources and Energy. Within the programs are eight inter-related projects across Mandurah and Murray:

- Mandurah Waterways and Hinterland Data Network;
- Australian Centre for Water Science;
- Mandurah Western Foreshore Precinct;
- Peel-Yalgorup Wetlands Trails;

- Dwellingup Tourism and Trails;
- Agri-Innovation Precinct, Peel Business Park;
- Pinjarra Heavy Haulage Deviation;
- Murrayfield Airport Upgrade.

In November 2018, Council authorised collaboration between the two Councils to establish a Memorandum of Understanding for the delivery of *Mandurah and Murray: A Shared Economic Future*. One of the aims of the MOU is the establishment of a joint Mandurah/Murray Economic Development Unit (MMEDU) to deliver the new economic development strategy.

Under the MOU, the new MMEDU will undertake the following core functions in the planning and delivery of its economic development strategy:

- Leadership and Strategy;
- Trade and Investment;
- Business and Industry.

The purpose of the MOU is to:

- Provide for an agreement for each party to partner in the development of the economic development strategy, its programs and its projects;
- Establish the terms to enable resourcing to support the strategy's development and implementation;
- Establish commitment by both parties to cooperate in the strategy's development and implementation.

The proposed MMEDU also incorporates a Strategic Advisory Group, which would include as a minimum:

- City of Mandurah Mayor and Chief Executive Officer;
- Shire of Murray President and Chief Executive Officer;
- Four business representatives.

The MOU also outlines the potential to create a new future structure to deliver the economic development strategy. Future options include a Regional Subsidiary or a Council Controlled Organisation.

The MOU commences on the date of its signing by all parties, and shall remain applicable until it is mutually agreed by both local governments that the collaboration should either be amended or that it should cease. The MOU can be reviewed at any time, but cannot be amended except with the written consent of all partners. It is not intended to be legally binding or enforceable.

## **Consultation**

Consultation on the proposed MOU has taken place between the City of Mandurah and the Shire of Murray.

## **Statutory Environment**

There is no legislation preventing Council from pursuing a cooperative model as proposed by an MOU. The formation of a Regional Subsidiary is governed by the *Local Government Act 1995*. Under the Act, Council Controlled Organisations are not currently permitted in Western Australia; however, their future introduction is currently being considered by the WA Government.

## **Policy Implications**

'*Mandurah and Murray: A Shared Economic Future*' aligns with the City's Economic Development Policy aims, including:

- Position and promote Mandurah as an iconic international tourist destination;
- Promote, encourage and support business growth;
- Attract private and public investment;

- Develop appropriate levels of hard and soft infrastructure for sustainable economic development.

### **Economic Implications**

Council and the broader Mandurah community have identified that the economy of Mandurah and Peel is a priority. The City has resolved to invest significant funds to explore opportunities to grow and diversify the economy. The City's new economic development strategy '*Mandurah and Murray: A Shared Economic Future*' will help deliver the necessary economic growth, and the proposed MOU will facilitate this process.

### **Risk Analysis**

There are no legal obligations associated with MOU's. They are routinely recognised as a non-binding yet formal way to recognise a willingness for parties to work together to achieve common goals.

There is minimal risk to the City of Mandurah.

### **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;
- Increase our scientific understanding and knowledge of the marine and estuarine environment.

#### 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;
- Increase local education and training opportunities;
- Develop a strong and sustainable tourism industry.

#### Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

#### Identity:

- 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;
- Ensure the City has the capacity and capability to deliver appropriate services and facilities.

### **Conclusion**

Following Council's adoption in October 2018 of the City's new economic development strategy '*Mandurah and Murray: A Shared Economic Future*', in partnership with the Shire of Murray, the next logical step was the creation of a Memorandum of Understanding to cement collaboration between the two Councils. This was approved by Council in November 2018, and following the preparation of a draft MOU, Council leaders met in February to discuss next steps.

NOTE:

- Refer **Attachment 1** *Mandurah and Murray: a Shared Economic Future – Memorandum of Understanding*

**RECOMMENDATION**

**That Council endorses the signing of the MOU as presented and instructs both the Mayor and Chief Executive Officer of the City of Mandurah to sign and formalise the document.**

## **Mandurah and Murray: a Shared Economic Future**

### **Memorandum of Understanding**

This Memorandum of Understanding is created between the

**City of Mandurah**

and the

**Shire of Murray**

in relation to the joint economic development strategy

***Mandurah and Murray: a Shared Economic Future.***

#### **Aim**

This Memorandum of Understanding (MOU) sets out a basic framework for collaboration between the City of Mandurah and Shire of Murray, to promote cooperation and partnership in the planning and delivery of the joint economic development strategy, *Mandurah and Murray: a Shared Economic Future*.

#### **Purpose**

The purpose of this MOU is to:

- Provide for an agreement for each party to partner in the development of the economic development strategy, its programs and its projects;
- Establish the terms to enable resourcing to support the strategy's development and implementation;
- Establish commitment by both parties to cooperate in the strategy's development and implementation.

#### **Background**

The City of Mandurah and the Shire of Murray have a strong history of partnership and collaboration. Examples of this include the areas of information technology, planning and advocacy. The two Councils seek to further strengthen this relationship via partnership in the area of economic development.

In January 2018, the City of Mandurah Council tasked the City with developing and delivering a new economic development strategy, in partnership with the Shire of Murray. Prior research showed that Mandurah's greatest likelihood of achieving economic success would be via a partnership with the Shire of Murray. This is because the two local government areas form a 'functional region'.

A functional region is characterised not just by geographic proximity, but also by strong economic, social, environmental and cultural links. The Mandurah-Murray functional region contains the urban centre of Mandurah and the regional township of Pinjarra, linked by a road corridor and surrounded by significant manufacturing and agricultural assets. The functional region also shares key natural assets, biodiversity

and ecosystems, is linked by major common infrastructure, shares social and community services, and has strong patterns of intra-regional traffic flows. This functional connectivity serves to provide a significant platform for sub-regional economic development.

The need for regional collaboration was first identified in 2008, with the release of Mandurah's *Southern City Strategy*. The strategy was developed to position Mandurah as the primary economic centre for the Peel Region and the southern economic anchor to the Perth Metropolitan Region.

The *Southern City Strategy* outlined that without economic intervention, Mandurah would become a 'dormitory suburb' of Perth, with ongoing high unemployment and low employment diversity. The strategy therefore sought to grow Mandurah's economy by diversifying its economic activity, identifying and developing industrial and commercial land, attracting new education providers, and prioritising economic and social infrastructure both within Mandurah and externally.

Ten years later, *Mandurah and Murray: a Shared Economic Future* seeks to fulfil the unrealised vision of the *Southern City Strategy*. The purpose of the joint strategy is to consolidate existing key strategies across Mandurah and Murray, provide a clear framework for effective and sustainable economic development initiatives, establish key economic drivers and undertake priority programs and projects within both local government areas.

## Objectives

The objectives of the strategy are:

- Understand the needs of existing and potential new businesses through an industry-focussed communication and feedback process;
- Act as a central economic development coordinator to strengthen networking and collaboration between relevant stakeholders, including private industry, knowledge providers, investors and State and Federal Governments;
- Establish a central landing point and governance structure for the support of industry-focussed regional development projects;
- Promote Mandurah CBD, Pinjarra and the surrounding region as a destination for business, investment and commercial activity.

## Resources and Structure

Signatories to this MOU agree to commit sufficient resources to achieve the objectives of the strategy.

Specifically, this involves the creation of a Mandurah-Murray Economic Development Unit (MMEDU), consisting of officers from both local governments, tasked with planning and implementing the economic development strategy. This will ensure a coordinated approach to economic development across the sub-region, via the sharing of resources, funding and networks.

Budget and resources will also be allocated to engage the expertise of consultants as required to assist the strategy's delivery.

## Core Functions

The Mandurah-Murray Economic Development Unit will undertake the following core functions in the planning and delivery of its economic development strategy:

- Leadership and Strategy;
- Trade and Investment;
- Business and Industry.

### **Strategic Advisory Group**

The Mandurah-Murray Economic Development Unit shall be guided in the planning and implementation of the joint strategy by a Strategic Advisory Group, consisting of:

- City of Mandurah Mayor and Chief Executive Officer (appointed);
- Shire of Murray President and Chief Executive Officer (appointed);
- Minimum of four business and industry representatives (elected).

The nominated business and industry representatives shall serve a two-year term on the Strategic Advisory Group. At the end of this term, the representatives may seek renomination for a second term.

The elected representatives shall be selected by the appointed representatives of the Strategic Advisory Group. The number of elected representatives may be changed at any time by mutual consent, but must consist of a minimum of four members.

### **Living Document**

The joint economic development strategy, *Mandurah and Murray: a Shared Economic Future* is a 'living' document that will evolve and change according to Mandurah and Murray's changing goals, priorities and opportunities. The strategy will be regularly reviewed and updated, and will evolve as required to deliver the best possible economic outcome for Mandurah and Murray. It shall remain for the most part an 'online' document, rather than a printed hard-copy document.

### **Future Structures**

Whilst this MOU outlines the current structure of the Mandurah-Murray Economic Development Unit, provision exists to create a new future structure to deliver the joint economic development strategy.

The MMEDU shall undertake research to determine the most appropriate future structure of the entity.

### **Duration and Amendment**

The Memorandum of Understanding will come into effect at the date which all parties have signed the agreement. This MOU can be reviewed at any time, but cannot be amended except with the written consent of all partners. The MOU is not intended to be legally binding or enforceable.

### **Dispute Resolution**

All parties agree to use best endeavours to resolve any disputes which may arise.

### **Legal Facilitation**

The MOU is not intended to be a legal document. It is an administrative document that seeks to ensure mutually beneficial working arrangements and to clarify the relationship between the parties to this MOU in terms of their roles and responsibilities.

The MOU is not intended to define, create, recognise, affirm, deny or amend any rights or obligations of the parties or any other individual or group, nor restrict any of the parties from participation in similar activities or arrangements with other public or private agencies or parties.

### **Signatories**

Signatories to this MOU are authorised by each participating body through appropriate resolution or delegation.

### **Timeframe**

The agreement commences on the date of the signing of the MOU by all parties, and shall remain applicable until it is mutually agreed by both local governments that the collaboration should either be amended or that it should cease.

Nothing in this MOU prevents the parties from changing any provision by mutual agreement at any time.

### **Signatories**

#### **Signed on behalf of the City of Mandurah**

**Mayor**

**Chief Executive Officer**

.....  
Rhys Williams

.....  
Mark Newman

#### **Signed on behalf of the Shire of Murray**

**President**

**Chief Executive Officer**

.....  
David Bolt

.....  
Dean Unsworth

**This Memorandum of Understanding is made on .....2019.**

|          |                           |                                 |
|----------|---------------------------|---------------------------------|
| <b>3</b> | <b>SUBJECT:</b>           | Disposal of Compaction Trailers |
|          | <b>CONTACT OFFICER/S:</b> | Allan Claydon/David Prattent    |
|          | <b>AUTHOR:</b>            | David Prattent                  |
|          | <b>FILE NO:</b>           | R0001916728                     |

### Summary

The City disposes of its waste to the Dardanup landfill facility. Waste is compacted at the Waste Management Centre (WMC), compacted, and transported in specialised trailers. The City owns the compaction equipment at the WMC and the trailers, and a transport company provides the prime mover and hauls the trailers to Dardanup.

As waste volumes have grown, the haulier has used its own fleet of compaction trailers to augment the City's fleet. The company has expressed an interest in acquiring the City's trailers to add to its existing stock.

From the City's point of view, a sale of trailers provides a minor annual saving. However, a sale represents an opportunity to avoid the future costs of maintenance, replacement and addition to a relatively expensive fleet of trailers.

Council is requested to approve the sale of four compaction trailers to Allpoint Nominees Pty Ltd trading as K Trans WA.

### Disclosure of Interest

None

### Previous Relevant Documentation

None

### Background

The City disposes of its non-recyclable waste to the Dardanup landfill facility. In order to maximise the efficiency of transport and disposal, an investment was made in compaction equipment which compresses waste into specialised trailers so the load is optimised. The loads can then be transported as a road train to Dardanup. Turnaround times at the landfill facility are also reduced as the trailers are able to push out the compacted waste faster than by conventional tipping methods. A haulage contractor, under contract to Cleanaway, is used to operate the transportation.

Following the installation of static compaction equipment at the WMC, the City commenced the use of two specialised trailers approximately 6 years ago. As waste volumes increased, a further two were purchased approximately 4 years ago. As volumes delivered to the WMC have continued to increase, the haulage contractor has been utilising its own fleet of compaction trailers to augment the City's fleet and manage the waste stream. The haulage contractor has approached the City with an offer to purchase the trailers.

### Comment

Waste compaction trailers are relatively expensive items to purchase and cost approximately \$250,000 each. Because of the volumes and the need to optimise transport costs, they operate in pairs and each replacement, therefore, cost \$500,000. The average life of a trailer is about 7 years.

From the City's perspective, the proposal to purchase the trailers has the following advantages:

- It provides savings in the longer term through the avoidance of trailer replacement and maintenance costs. An analysis of cash flows shows;

**Report from A/Executive Manager Finance & Governance  
to Committee of Council Meeting of 12 March 2019**

| <b>Scenario 1 : Use existing trailers</b> |        | <b>NPV</b>     | <b>Y1</b>    | <b>Y2</b>    | <b>Y3</b>    | <b>Y4</b>    | <b>Y5</b>    | <b>Y6</b>    | <b>Y7</b>    | <b>Y8</b>    | <b>Y9</b>    | <b>Y10</b>   |
|---|--------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Replacement costs                         |        |                |              |              | 500.0        |              | 500.0        |              |              |              |              | 500.0        |
| Load movements pa                         | 600    |                |              |              |              |              |              |              |              |              |              |              |
| Maintenance costs pa                      |        |                | 89.8         | 92.5         | 95.3         | 98.2         | 101.1        | 104.1        | 107.2        | 110.4        | 113.7        | 117.1        |
| Maintenance cost annual escalation        | 3%     |                |              |              |              |              |              |              |              |              |              |              |
| Load rate                                 | 612.38 |                | 367.4        | 367.4        | 367.4        | 367.4        | 367.4        | 367.4        | 367.4        | 367.4        | 367.4        | 367.4        |
| Electronic braking system                 |        |                | 40.0         |              |              |              |              |              |              |              |              |              |
| NPV rate                                  | 4%     |                |              |              |              |              |              |              |              |              |              |              |
| <b>Cash flows</b>                         |        | <b>5,240.2</b> | <b>497.2</b> | <b>459.9</b> | <b>962.7</b> | <b>465.6</b> | <b>968.5</b> | <b>471.5</b> | <b>474.6</b> | <b>477.8</b> | <b>481.1</b> | <b>984.5</b> |

| <b>Scenario 2 : Sell trailers</b>  |        | <b>NPV</b>     | <b>Y1</b>    | <b>Y2</b>    | <b>Y3</b>    | <b>Y4</b>    | <b>Y5</b>    | <b>Y6</b>    | <b>Y7</b>    | <b>Y8</b>    | <b>Y9</b>    | <b>Y10</b>   |
|------------------------------------|--------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Sale                               |        |                | (375.4)      |              |              |              |              |              |              |              |              |              |
| Load movements pa                  | 600    |                |              |              |              |              |              |              |              |              |              |              |
| Maintenance costs pa               |        |                |              |              |              |              |              |              |              |              |              |              |
| Maintenance cost annual escalation |        |                |              |              |              |              |              |              |              |              |              |              |
| Load rate                          | 944.04 |                | 566.4        | 566.4        | 566.4        | 566.4        | 566.4        | 566.4        | 566.4        | 566.4        | 566.4        | 566.4        |
| Electronic braking system          |        |                | 40.0         |              |              |              |              |              |              |              |              |              |
| NPV rate                           | 4%     |                |              |              |              |              |              |              |              |              |              |              |
| <b>Cash flows</b>                  |        | <b>4,442.4</b> | <b>231.0</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> | <b>566.4</b> |

An average annual saving of approximately \$80,000 is identified although this varies from year to year.

- As volumes continue to grow, the requirement to invest in new trailers becomes the responsibility of the contractor. The City can avoid a reasonably significant capital investment programme.
- In the event that trailers have to be taken out of service, it is the contractor's responsibility to continue to transport waste.
- At the moment, if a trailer develops a mechanical problem, the City has to send staff from Cityfleet to attempt to rectify the issue. On occasions this has meant travelling to Dardanup. As with maintenance costs, the need for this is removed.

Given the age of the trailers, the price offered of \$375,400 seems reasonable. However, the following points should be noted:

- Valuations provided by 2 independent valuers indicate a price between \$778,000 and \$680,000. It is noted that the acquisition cost was \$1.0 million, and the trailers are between 4 and 6 years old, and receive significant wear and tear. The valuers have explained the valuations on the basis that these are items which hardly, if ever, appear on the open market for re-sale. The only recorded sale was for two unused trailers which were 2 years old. In the circumstances, these valuations do not appear to be reliable.
- Because the City's asset valuations rely on the advice of professional valuers, the carrying value of the trailers in the City's accounts is currently approximately \$539,000. The sale of the trailers will cause a loss of \$164,000 to be recorded in the City's financial statements for 2018/19. However, this is a non-cash item, does not have a significant impact on the operating results and does not affect the final surplus for the year.

## Consultation

Cleanaway Pty Ltd

## Statutory Environment

*Local Government Act 1995 S3.58*

A local government can dispose of property other than by tender if it gives local public notice of the proposed disposition and:

- Gives details of the property concerned
- States the price expected from the disposition and the name of the party to whom the property will be sold.
- Invites submissions to be made within 2 weeks of the advertisement being made public.
- Considers any submissions made prior to making the decision to dispose.

### **Policy Implications**

None

### **Economic Implications**

The economic implications of this proposal have been previously outlined.

### **Risk Analysis**

The key risk to this proposal is whether or not the transport company is financially viable, and the impact on the City in the event that it goes out of business. The points to note are:

- A credit check of the company gives little or no indication of an adverse event.
- In the case where the risk eventuates, Cleanaway can, in the short term, divert collection vehicles direct to landfill while a new contractor is appointed.

On that basis the risk analysis is as follows:

|               | <b>Risk</b> | <b>Severity</b> |
|---------------|-------------|-----------------|
| Current risk  | Unlikely    | Moderate        |
| Residual risk | Unlikely    | Minor           |

### **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**

The City has for some time operated four specialised compaction trailers to enable waste to be transported to the Dardanup landfill facility in the most effective manner. As waste volumes grow, there is a need for additional capacity which is being filled on a temporary basis by the haulage contractor which has made an offer to acquire the City's trailer fleet.

For the City, the proposal has the advantage both of providing savings against its current operation, and minimising its future exposure to the impact of growing waste volumes and maintenance requirements.

### **RECOMMENDATION**

**That Council:**

- 1. Notes the sale of compaction trailers will be advertised publicly for submissions.**

2. Approves, in the event that there are no submissions, the sale of its compaction trailers to Allpoint Nominees Pty Ltd, trading as K Trans WA.
3. Notes that, if submissions are received, a further report will be provided to Council.

**4**      **SUBJECT:**                      Reconciliation Action Plan (RAP) 2019-2022  
         **CONTACT OFFICER/S:**      Tim Hartland  
         **AUTHOR:**                      Tara Hohaia

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## Summary

The City of Mandurah developed and endorsed its first Reconciliation Action Plan (RAP) in 2012 and it's second in 2014. The RAP journey has provided the City with opportunities to build meaningful, mutually beneficial relationships with local Aboriginal community. It has also enabled the organisation to deliver a number of quality outcomes for the City and for Mandurah's Aboriginal community.

The City began a process of consulting with the Aboriginal community throughout 2017 to establish priorities and new ideas for the City's third RAP. An Expression of Interest for a new RAP Steering Group was advertised in late 2017, which attracted a pleasingly wide range of applicants. The result has been a new RAP Steering Group with members representing a broad range of perspectives based on work and life experience, with connections to local Elders. The City ran a series of planning meetings with the RAP Steering group throughout 2018, where the group were invited to develop actions for an 'aspirational' Stretch RAP.

This report seeks council endorsement for the City's third Reconciliation Action Plan 2019-2022.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

- G. 19/6/17    13/6/17                      Reconciliation Action Plan (RAP) 2015-2017 Achievements and Future Direction of RAP Engagement and Consultation Processes
- G. 14/6/15    23/6/15                      Reconciliation Action Plan Policy
- G. 5/7/12     24/7/12                      Reconciliation Action Plan Update and Future Directions
- G. 25/12/14   16/12/14                  Reconciliation Action Plan 2012-2014 Achievements and 2015-2017 Plan
- G.13/12/10   15/12/10                  Indigenous Reconciliation Update and Future Directions

## Background

The City of Mandurah worked with local Aboriginal community for several years prior the endorsement of the first RAP. A number of initiatives were delivered including an oral history project, broad community consultation in 2005 and other projects to celebrate and support local Aboriginal culture and history. In February 2011 a Statement of Commitment was signed, and so began the journey to develop the City's inaugural RAP. A RAP Steering group was formed in August of 2011, and the first RAP was endorsed in 2012.

The City of Mandurah's vision is to create an inclusive community with strong relationships across cultures, based on mutual respect and understanding. Reconciliation involves justice, recognition and healing and recognises the honoured place of the First Australians. Reconciliation also includes taking practical steps towards addressing the disadvantage experienced by many Aboriginal and Torres Strait Islander people in health, employment and education outcomes. Reconciliation Australia, the peak body who support Reconciliation nationally, will continue to support the City in developing and delivering the new RAP. The RAP is based on Reconciliation Australia's three key themes of respect, relationships and opportunities and uses the prescribed template and recommendations for a STRETCH RAP.

## Key Achievements

### *RAP 2012 – 2014*

- Supported the development of the Bindjareb Art Award, in partnership with Bindjareb community and the Mandurah Performing Arts Centre. This acquisitive art award was the first and remains the only Noongar art award.
- Developed cultural awareness training with local Aboriginal Elders. Delivered training to Executive Leadership Team and Elected Members
- Inclusion of a 'Welcome to Country' at citizenship ceremonies
- Developed a Welcome to Country and Acknowledgment of Country policy and procedure

### *RAP 2015 – 2017*

- Cultural awareness training delivered to over 100 employees
- Dual naming of a number of parks and reserves
- Yaburgurt Anniversary memorial project supported and delivered
- 'Our Knowledge, Our Land' website has made cultural stories and history available to the public
- 30 local Aboriginal students received support to succeed through the Student Aspiration Incentive Program (SAIP)
- 14 Aboriginal trainees recruited and supported between 2014-2019
- Acknowledgement of Country on all City of Mandurah email signature blocks

The City will continue to utilise the RAP budget to deliver ongoing RAP actions and projects ie. dual naming, SAIP and cultural awareness training.

## RAP Steering Group

The development and delivery of the previous RAP's has been overseen by a RAP Steering Group. The group consisted of six senior Aboriginal community members and six representatives from the City of Mandurah, including the Mayor, Elected Members, CEO and key City Executive and Management representatives. The RAP Steering Group began meeting in August 2011 and has been integral in developing the City's first and subsequent Reconciliation Action Plans. The group were also instrumental in guiding and monitoring the implementation of the RAP's deliverables. The group maintained the same membership for six years, from 2011-2017.

A review of the 2015 – 2017 RAP produced a recommendation to engage more diverse people in the RAP consultation process and to increase the range of people on the RAP Steering Group. Given that over the previous five years, several groups and individuals had emerged in the Aboriginal community who could potentially broaden representation and provide stronger links to community; the decision was made to develop a formal Expression of Interest process to recruit RAP Steering Group members. An Expression of Interest process was undertaken throughout early 2018 and a new RAP Steering Group was appointed shortly thereafter. The group includes Mayor Rhys Williams, Hon Cr Fred Riebeling, Cr Peter Rogers, Cr Lynne Rodgers, CEO and Manager of Community Development. The Expression of Interest process has ensured that a broader range of Aboriginal community members are involved in the development and delivery of the new RAP and has also provided more opportunities for stronger inter-generational engagement and consultation.

It is anticipated going forward that an operational group, internal to the City, will also be formed to ensure the effective delivery of the new RAP. This group will likely be made up of representatives from a range of business units within the City. This will ensure a stronger "whole of organisation" approach to the successful delivery of the RAP.

## **Comment**

### Consultation and RAP Development

In 2017, City officers began consulting with the Aboriginal community on development of the City's new RAP. The aim was to consult widely to ensure that more members of Aboriginal community have a say about what the City might do to develop stronger relationships, acknowledge and celebrate culture and language and provide opportunities for Aboriginal people in Mandurah. The consultation process also provided an opportunity for City officers to start building relationships with Aboriginal community members.

Throughout 2018, the new RAP steering group had planning meetings to develop the actions of the City's third RAP. City officers have met with a broad range of internal business units to establish their approaches to delivering the RAP over the next 3 years:

Following this broad consultation, the following actions have been developed for the new STRETCH RAP, endorsed by local Elders and community leaders. **Attachment 1** outlines the updated RAP document and the complete set of actions.

### City of Mandurah STRETCH RAP (2019 – 2022) Actions

The City will continue to build on the outcomes that have been achieved in previous RAP's (please see attachment for full details). Furthermore, the RAP steering group have developed several new priority actions which will build community capacity and increase awareness and understanding of Aboriginal culture. These actions are:

#### *Develop Education Packs*

The RAP steering group agrees on the importance of sharing knowledge to increase understanding of Aboriginal language, culture and history. The aim of this action is to develop and distribute education packs to all schools in the City of Mandurah. This will provide a much needed teaching resource with a consistent message allowing all children in the City to learn about local Bindjareb culture, history and language. Initial conversations with local educators have been very positive and they have reinforced that there is a real need for this resource in our community. A working group will be formed with steering group members, City staff, local teachers and cultural consultants and Elders to develop the pack and seek funding for design, print and distribution.

#### *Support community led projects*

It was identified that there are many groups and individuals in Aboriginal community that could benefit from the City's support to fulfil their aspirations. The City's vision is to encourage and support community led initiatives, so this action provides the opportunity to deliver this vision for Aboriginal community. The support the City provides would be dependent on the needs of those delivering the project, but could include funding, connecting with potential partners or promoting the project. A percentage of the RAP budget has been earmarked to support these projects and a simplified application process will be developed.

#### *Sharing positive stories*

A major concern of the RAP steering group is that community perceptions of Aboriginal people are often uninformed, harmful and reinforce negative stereotypes. The group are eager to challenge these perceptions by highlighting the positive stories that come out of the Aboriginal community. The City will develop a communication strategy with a planned yet spontaneous approach to sharing stories of community leadership, success and positive action. City officers will also encourage and support community to put local Aboriginal people forward for the City's Local Legend program and other awards. The City will look for opportunities to highlight stories in different mediums, such as newspapers, social media, City newsletters and sharing with local networks.

## Statutory Environment

Nil

## Policy Implications

|            |   |
|------------|---|
| POL-CMR 07 | Welcome to Country and Acknowledgement of Country |
| POL-CMR 04 | Acknowledgement of Country Protocol               |
| POL-CMR 08 | Aboriginal Connection to Country                  |

## Economic Implications

The City has allocated \$50,000 in the 2018/19 budget for the delivery of the RAP. Future operating budgets will be developed as part of detailed implementation planning for each year of the plan. Additional external funding opportunities will be explored to support delivery of the RAP.

## Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2013-2033* are relevant to this report:

### 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 local education and training opportunities.

### Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

### 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.
- Ensure the City has the capacity and capability to deliver appropriate services and facilities.

## Conclusion

As a result of the first two RAPs, the City has achieved many great outcomes and built strong relationships with Mandurah's local Aboriginal community. It now has the opportunity to build on this work and broaden its engagement with Aboriginal community with the development and delivery of the new STRETCH RAP 2019 - 2022. A new RAP Steering Group, who offer fresh ideas and a range of perspectives, and also the commitment of the Mayor, Councillors and City staff, will contribute to another strong and aspirational Reconciliation Action Plan that will continue to deliver more great outcomes for community.

### NOTE:

- Refer **Attachment 1** **Reconciliation Action Plan**

## RECOMMENDATION

**That Council endorse the City of Mandurah's STRETCH Reconciliation Action Plan 2019 – 2022.**

**City of Mandurah**

**STRETCH RECONCILIATION ACTION PLAN**

**April 2019 – April 2022**

**Preamble**

Nidja bibol Aboriginal Boordiya wer wedjular Boordiya dointj-dointj warniny. Ngalak djoorabiny noonook dointj dointj koorliny, ngalang baarniny-koorl, djerdim-djerdimbiny, koordah-koordahbiny.

This plan was developed by Aboriginal leaders and Non-Aboriginal leaders together. We look forward to a great future together. We invite you to join us together in our journey, shoulder to shoulder, friend to friend.

## **Acknowledgement of Country**

The City of Mandurah acknowledges and pays respect to the Bindjareb people, who are the Traditional Owners and First people of this land. We pay respect to the Elders past, present and emerging and acknowledge the continuing contribution they make to the life of this City and this region.

## **Our Vision for Reconciliation**

The City of Mandurah's vision for reconciliation is to create an inclusive community with strong relationships across cultures based on mutual respect and understanding. Reconciliation involves justice, recognition and healing. It is about helping all Australians move forward with a better understanding of the past and how this affects us all today. Reconciliation is about finding new, meaningful ways to tackle issues and connect with each other.

Reconciliation involves the recognition of the honoured place of the first Australians. It also involves practical measures to address the disadvantage often experienced by Aboriginal and Torres Strait Islander people in health, employment, education and general opportunity.

## **The Bindjareb People**

The first people of this Country are the Bindjareb people of the Noongar nation. Add to this (ask George)

This place is Mandjoogoordap, or meeting place of the heart (pic of signage on old Mandurah Road)

## **Our Business**

The City of Mandurah is a fast-growing regional Local Government area with a 2016 population of approximately 96,736 which is forecast to grow to 123,000 by 2036. The 2016 Census indicates that there are 2,096 Aboriginal and Torres Strait Islander people living in Mandurah. This represents approximately 2.2% of the population. Close to 50% of the City's Aboriginal and Torres Strait Islander people live in the inner suburbs of Coodanup, Greenfields, Dudley Park and Central Mandurah. Young Aboriginal and Torres Strait Islander people are the majority in Mandurah with 59% aged under 24 years. The median age of residents in Mandurah is 44 years old, whereas the median age of Aboriginal people is 20 years.

Our core business is the provision and delivery of a wide range of services to Mandurah residents including community development, youth, seniors, recreation, arts and culture, events, libraries, rangers, environmental health, waste collection and recycling, planning and building, eco services and climate change initiatives.

Facilities and infrastructure provision and maintenance such as roads and footpaths, parks, community ovals and sporting facilities are also provided for the community.

701 staff are currently employed at the City of Mandurah (full-time, part-time, casual and contract position) with approximately 1.9% or 17 people identifying as Aboriginal or Torres Strait Islander.

## **Our RAP**

### **Our Journey**

The City of Mandurah worked with local Aboriginal community for several years prior to the endorsement of the first RAP. A number of initiatives were delivered including an oral history project, broad community consultation in 2005 and other projects to celebrate and support local Aboriginal culture and history. In February 2011 a Statement of Commitment was signed, and so began the journey to develop the City's inaugural RAP. A RAP Steering group was formed in August of 2011, and the first RAP was endorsed in 2012.

The relationships formed through the development and delivery of the first two RAP's have been increased to include a broader representation of Aboriginal community with the new RAP steering group. The group was engaged through an Expression of Interest process and includes Aboriginal community members from a broad range of sectors, families, age groups and life experiences; providing strong links to community and allowing for deeper inter-generational engagement and consultation.

### **Key Achievements**

#### Our first RAP (2012 – 2014) achieved:

- Supported the development of the Bindjareb Art Award, in partnership with Bindjareb community and the Mandurah Performing Arts Centre. This acquisitive art award was the first and remains the only Noongar art award.
- Developed cultural awareness training with local Aboriginal Elders. Delivered training to Executive Leadership Team and Elected Members
- Inclusion of a 'Welcome to Country' at citizenship ceremonies
- Developed a Welcome to Country and Acknowledgment of Country policy and procedure

#### Our second RAP (2015 – 2017) achieved:

- Cultural awareness training delivered to over 100 employees
- Dual naming of a number of parks and reserves
- Yaburgurt Anniversary memorial project supported and delivered
- 'Our Knowledge, Our Land' website made cultural stories and history available to the public
- 30 local Aboriginal students received support to succeed through the Student Aspiration Incentive Program (SAIP)
- 14 Aboriginal trainees recruited and supported between 2014-2019
- Acknowledgement of Country on all City of Mandurah email signature blocks

Following these significant steps forward, the City of Mandurah is excited about continuing the journey. We look forward to partnering again with our local Aboriginal and Torres Strait Islander community to deliver another successful plan.

# RELATIONSHIPS

*Building and strengthening relationships with the Aboriginal community has been a focus for the City of Mandurah for many years. We believe that strong, mutually respectful relationships are the foundation on which we can make significant changes in our community and take bold steps toward Reconciliation.*

**Focus Area:** Building and strengthening the relationships between Aboriginal and Torres Strait Islander and non-Aboriginal people across the City of Mandurah

| Naatj ngalak warniny (What we will do)   | Yarnmen (How?)   | Nginda (When?)  | Ngiyan (Who?)                                       |
|--|--|---|---|
| <b>1. RAP Steering Group</b>   |  |   |   |
| 1.1 RAP Steering Group develops and monitors the delivery of the 2019 – 2022 City of Mandurah Reconciliation Action Plan.  | <ul style="list-style-type: none"> <li>RAP Steering Group oversees the development, endorsement and launch of the RAP</li> <li>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Steering Group</li> <li>Develop and distribute an Expression of Interest to join the RAP Steering Group</li> <li>Establish a Terms of Reference for the RAP Steering Group</li> <li>RAP Steering Group meets at least four times per year</li> <li>Appoint an internal RAP Champion from senior management</li> </ul> | May 2019<br><br>Review annually<br><br>Review Jan 2022<br>Dec 2019<br>Meet every 3 months<br>Dec 2019, review annually          | Manager Community Development<br>RAP Steering Group |
| 1.2 Ensure Elders and Aboriginal community leaders are engaged in the RAP process  | <ul style="list-style-type: none"> <li>Hold an Elders and leaders luncheon at least once per year to advise how RAP implementation is progressing</li> <li>Invite Elders to give their input and provide a cultural lens over the RAP progress</li> <li>Ensure there is representation from both female and male Elders and leaders</li> </ul>   | Annually<br><br>Annually<br>Review annually   | Manager Community Development<br>RAP Steering Group |
| <b>2. Participate in and celebrate National Reconciliation Week</b>  |  |   |   |
| 2.1 Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander peoples and other non-Aboriginal Australians | <ul style="list-style-type: none"> <li>Organise at least one National Reconciliation Week event</li> <li>Register all National Reconciliation Week events via Reconciliation Australia's NRW website</li> <li>Support an external National Reconciliation Week event</li> <li>Encourage staff and senior leaders to participate in National Reconciliation Week events</li> <li>Ensure the RAP Steering Group participates in one National Reconciliation Week event each year</li> </ul>  | May 27 – June 3 each year<br>April annually<br><br>May 27 – June 3 each year<br>April annually<br><br>May 27 – June 3 each year | Manager Community Development                       |
| <b>3. Strengthen Relationships</b>   |  |   |   |
| 3.1 Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes           | <ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders</li> <li>Meet with 3 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement</li> </ul>  | Dec 2020<br><br>Dec 2021<br><br>Dec 2021  | Manager Community Development                       |

|   |  |   |   |
|---|--|---|---|
|   | <ul style="list-style-type: none"> <li>Commit to establishing 3 formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and communities</li> </ul>  |   |   |
| 3.2 Work with other local governments to support them on their Reconciliation journey                         | <ul style="list-style-type: none"> <li>Meet at least twice per year with community development officers from the Shire of Waroona and Shire of Murray</li> <li>Share our new RAP with Shire of Waroona and Shire of Murray</li> <li>Develop a joint project or activity with the Shire of Murray and Shire of Waroona</li> <li>Attend NAIDOC Week and National Reconciliation Week events in the Shire of Murray and Shire of Waroona</li> <li>Attend RAP officer networking meetings</li> </ul>   | <p>June and December annually</p> <p>May 2019<br/>Dec 2020<br/>May and July annually</p> <p>Attend 2 per year</p> | Manager Community Development                                     |
| 3.3 Strengthen networks with organisations who work with the Aboriginal and Torres Strait Islander community  | <ul style="list-style-type: none"> <li>Promote and provide leadership and guidance on the City's grants programs to organisations working with Aboriginal and Torres Strait Islander community</li> <li>Promote professional development opportunities to Aboriginal organisations and networks</li> <li>Attend 2 Bindjareb Aboriginal Interagency Network (BAIN) and 2 Koolbardies Talking Group meetings annually and offer capacity building opportunities as they arise</li> </ul>   | <p>Ongoing</p> <p>Ongoing</p> <p>Review annually</p>  | Manager Community Development                                     |
| 3.4 Support Winjan Aboriginal Corporation to continue to grow   | <ul style="list-style-type: none"> <li>Increase Winjan Aboriginal Corporation's visibility and profile in the community by promoting the venue as a hireable space and sharing good news stories</li> <li>Support the growth and sustainability of Winjan Aboriginal Corporation by providing governance support to the Board</li> </ul>   | <p>Ongoing</p> <p>Review annually</p>   | Manager Community Development                                     |
| 3.5 Build a relationship with South West Land and Sea Council (SWALSC)  | <ul style="list-style-type: none"> <li>Subscribe to SWALSC distribution lists/newsletters</li> <li>Invite SWALSC to attend a RAP Steering group meeting to build greater awareness of both groups roles in the Bindjareb community</li> </ul>  | <p>Dec 2019</p> <p>Dec 2019</p>   | Manager Community Development<br>RAP Steering Group               |
| <b>4. Raise Awareness</b>   |  |   |   |
| 4.1 Raise internal and external awareness of our RAP to promote reconciliation across our business and sector | <ul style="list-style-type: none"> <li>Develop and implement a strategy to communicate our RAP to internal and external stakeholders</li> <li>Promote reconciliation through ongoing active engagement with all stakeholders</li> <li>Showcase what the City are doing to support Reconciliation by developing a suite of promotional material to share with community</li> <li>Invite senior leaders to events and activities that provide opportunities to engage with Aboriginal community</li> <li>Continue to include an overview of the RAP in the City's staff induction</li> </ul> | <p>May 2019</p> <p>Ongoing<br/>Review annually</p> <p>Ongoing</p> <p>Bi-monthly</p>                               | Manager Community Development<br>Manager Corporate Communications |

# RESPECT

*Respect for Aboriginal and Torres Strait Islander people is an essential foundation for meaningful relationships. Practicing respect for each other's cultures leads to a greater ability to work together for a stronger future.*

**Focus Area:** Respect and promote Aboriginal and Torres Strait Islander culture.

| Naatj ngalak warniny (what we will do)   | Yarnmen (How)  | Nginda (When?)   | Ngiyan (Who?)  |
|--|--|--|--|
| <b>5. Increase knowledge of Aboriginal culture</b>   |  |  |  |
| 5.1 Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.  | <ul style="list-style-type: none"> <li>Review the City's cultural awareness training strategy which defines the cultural learning needs of all employees and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)</li> <li>40 staff to undertake face to face cultural awareness training and cultural immersion activities annually</li> <li>All RAP Steering group members to undertake cultural learning activities</li> <li>All senior executives to undertake cultural immersion activities</li> </ul> | May 2019<br><br>Dec 2019, Dec 2020, Dec 2021<br><br>Dec 2020<br>Dec 2021                 | Manager Human Resources  |
| 5.2 Support wider community to engage respectfully with Aboriginal community   | <ul style="list-style-type: none"> <li>Offer a minimum of 5 spaces to local non-profit organisations to attend the City's Cultural Awareness Training annually</li> <li>Invite at least one local business to participate in cultural awareness training</li> <li>Promote local cultural experiences</li> <li>Target three City events to develop and include cultural themes and activities annually ie. Children's Festival, STRETCH arts festival and My Park Grooves</li> </ul>  | Dec 2019, Dec 2020, Dec 2021<br><br>Dec 2019, Dec 2020, Dec 2021<br>Annually<br>Annually | Manager Community Development<br>Manager Sport, Recreation and Events  |
| 5.3 Develop education packs for local schools/teachers to teach Bindjareb Noongar history  | <ul style="list-style-type: none"> <li>Develop education packs that teach local stories. Packs to include stories about local areas ie. River, Estuary, Foreshore and local language and information on other education opportunities and resources, such as Narragunnawali</li> <li>Work in partnership with State government and Department of Education to advocate for local Aboriginal stories and language in community</li> </ul>   | Dec 2021<br><br>Dec 2021   | Manager Community Development  |
| <b>6. Cultural protocols</b>   |  |  |  |
| 6.1 Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions | <ul style="list-style-type: none"> <li>Review the City's Welcome to Country and Acknowledgement of Country policies and procedures</li> <li>Maintain and review a list of key contacts for organising a Welcome To Country</li> <li>Include an Acknowledgement of Country at the commencement of internal meetings</li> <li>Invite a local Traditional Owner to provide a Welcome To Country at all citizenship ceremonies and at all major events (including Crab Fest, Children's Fest, Stretch Festival and New Year's Eve celebration)</li> </ul>                  | Dec 2021<br><br>Dec 2020<br>Ongoing<br><br>Ongoing                                       | Manager Community Development<br>Manager Strategy and Business Performance<br>Manager Sport, Recreation and Events |

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|   | <ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country in language in the City's Acknowledgement of Country protocol</li> <li>• Create and display an Acknowledgement of Country plaque in the Civic building</li> </ul>  | Dec 2020<br>Dec 2020   |  |
| <b>7. Celebrate significant events</b>  |   |  |  |
| 7.1 Celebrate NAIDOC week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week | <ul style="list-style-type: none"> <li>• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC week</li> <li>• Share community NAIDOC events and activities on the Intranet, in City newsletters and on social media</li> <li>• Engage Aboriginal and Torres Strait Islander staff and their managers to encourage participation in NAIDOC week events in the local community</li> <li>• Support the Bindjareb NAIDOC committee to deliver NAIDOC events to community</li> </ul> | Annually<br>Jun 2019, Jun 2020, Jun 2021<br>Jun 2019, Jun 2020, Jun 2021<br>Jul 2019, Jul 2020, Jul 2021 | Manager Community Development  |
| 7.2 Celebrate and participate in other significant dates and events   | <ul style="list-style-type: none"> <li>• Library to hold one Indigenous Literacy Week event or activity</li> <li>• Promote National Aboriginal and Islander Children's Day, Harmony Day and Sorry Day events via Community development e-news and City social media channels and networks</li> </ul>  | Annually<br>Annually   | Manager Community Development  |
| <b>8. Culture in community</b>  |   |  |  |
| 8.1 Look for opportunities to increase the visibility of Aboriginal culture, art, history and language in community   | <ul style="list-style-type: none"> <li>• Advocate for the inclusion of Aboriginal culture, language and history in public places via targeted conversations with key businesses ie. City of Mandurah Forum shopping centre</li> <li>• Include Aboriginal culture, art, history and language in public spaces ie. playgrounds</li> </ul>   | Dec 2021<br>Ongoing  | Manager Community Development<br>Manager Technical Services<br>Manager Arts, Culture and Environment |
| 8.2 Progress the development of a cultural centre of state significance in the City of Mandurah   | <ul style="list-style-type: none"> <li>• Investigate how other local governments and communities have developed cultural centres in other Cities throughout Australia</li> <li>• Using the findings, develop a report for the RAP Steering Group and the Executive Leadership Team</li> <li>• Develop a discussion paper regarding a future Cultural Centre in Mandurah</li> <li>• Investigate related external funding opportunities to support the building of a cultural centre in Mandurah</li> </ul>                     | Dec 2019<br>Dec 2021<br>Dec 2021<br>Dec 2021   | Manager Community Development  |
| 8.3 Look for opportunities to include more Bindjareb history, culture and language on the City's Western and Eastern Foreshore                              | <ul style="list-style-type: none"> <li>• Increase Aboriginal language and naming on the foreshores</li> <li>• Increase representation of Bindjareb history and stories on the foreshores</li> <li>• Increase cultural education elements on the foreshores</li> <li>• Investigate opportunities to have an Aboriginal Festival on the foreshore</li> </ul>  | April 2022<br>April 2022<br>April 2022<br>Dec 2021   | Manager Technical Services<br>Manager Community Development  |
| 8.4 Continue to work with the dual naming committee to increase   | <ul style="list-style-type: none"> <li>• Identify signage that is due for replacement for opportunities for dual naming</li> <li>• Encourage developers to give new streets and public open spaces Noongar names</li> </ul>   | Annually<br>Dec 2021<br>April 2022   | Manager Community Development  |

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| dual naming or Noongar naming throughout the City of Mandurah   | <ul style="list-style-type: none"> <li>Continue to promote dual naming or Noongar naming throughout the City to community as a learning opportunity</li> <li>Involve local young people who are learning Noongar language in dual naming or Noongar naming throughout the City</li> <li>Investigate dual naming of City of Mandurah buildings</li> <li>Investigate including 'Wandjoo, Welcome to Bindjareb Country' on all new signs in the City of Mandurah's parks, reserves and waterways</li> </ul> | <p>Annually</p> <p>Dec 2020</p> <p>Dec 2019</p>    | Manager Technical Services   |
| <b>9. Sharing positive stories</b>  |  |  |  |
| 9.1 Develop a communication strategy which informs how the City of Mandurah shares positive stories about the Aboriginal and Torres Strait Islander community with the broader public | <ul style="list-style-type: none"> <li>Review the 'Working with the Aboriginal community in Mandjoogoordap' report and consider whether the findings could inform a communication strategy</li> <li>Develop and Implement a communication strategy with a focus on a planned yet spontaneous approach to sharing positive stories and showcasing activities in the community</li> </ul>  | <p>Dec 2020</p> <p>Dec 2020</p>                    | <p>Manager Corporate Communications</p> <p>Manager Community Development</p> |
| 9.2 Highlight positive stories in local media   | <ul style="list-style-type: none"> <li>Work with City media team to highlight Bindjareb community success stories in local newspapers, social media and through our networking groups</li> </ul>   | Annually   | <p>Manager Corporate Communications</p> <p>Manager Community Development</p> |
| 9.3 Encourage and support community to put local Aboriginal people forward for nominations to existing community champions awards   | <ul style="list-style-type: none"> <li>Nominate at least one Aboriginal person for the City's Local Legends program annually</li> <li>Promote community champions awards to the local community through e-newsletters, social media and existing networks</li> </ul>   | <p>Dec 2019, Dec 2020, Dec 2021</p> <p>Ongoing</p> | Manager Community Development  |

# OPPORTUNITIES

*The City of Mandurah is committed to developing employment and business opportunities and supporting community led initiatives to ensure that Aboriginal and Torres Strait Islander peoples can fully participate in our community.*

**Focus Area:** Increasing Aboriginal and Torres Strait Islander representation and participation in the social, economic and political activities within the City

| Naatj ngalak warniny (what we will do)  | Yarnmen (How)  | Nginda (When?)   | Ngiyan (Who?)   |
|---|--|--|---|
| <b>10. Employment</b>   |  |  |   |
| 10.1 Increase Aboriginal and Torres Strait Islander recruitment and retention                             | <ul style="list-style-type: none"> <li>• Increase Aboriginal and Torres Strait Islander employment to 3% of total staff</li> <li>• Review and update Aboriginal and Torres Strait Islander employment and retention strategy annually</li> <li>• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies</li> <li>• Investigate Aboriginal recruitment and retention initiatives in other areas and use findings to deliver a report to the RAP Steering group</li> </ul>                       | April 2022<br>Dec 2019, Dec 2020, Dec 2021<br><br>Annually<br><br>Dec 2020 | Executive Leadership Team                                   |
| 10.3 Influence local businesses and developers to employ Aboriginal people                                | <ul style="list-style-type: none"> <li>• Highlight Aboriginal employment success stories to local businesses and organisations in local newspapers, social media and existing networks</li> </ul>  | Dec 2021   | Manager Corporate Communications<br>Manager Human Resources |
| 10.4 Strengthen our commitment to support and provide employment opportunities to young Aboriginal people | <ul style="list-style-type: none"> <li>• Offer 6 Aboriginal traineeships bi-annually</li> <li>• Offer professional development opportunities for trainees, including on the job training, study towards a qualification related to their field of work and assistance with transition to full time employment</li> <li>• Develop a professional mentoring network for Aboriginal trainees to support professional development</li> <li>• Offer at least 4 work experience opportunities to local young Aboriginal people annually</li> </ul> | Dec 2019, Dec 2021<br>Ongoing<br><br>Dec 2020<br><br>Annually              | Manager Human Resources                                     |
| <b>11. Supplier Diversity</b>   |  |  |   |
| 11.1 Increase Aboriginal and Torres Strait Islander supplier diversity                                    | <ul style="list-style-type: none"> <li>• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy</li> <li>• Procure goods and services from at least 2 Aboriginal and Torres Strait Islander owned businesses annually</li> <li>• Develop at least 2 commercial relationships with an Aboriginal owned business</li> </ul>   | Dec 2019<br><br>Annually<br><br>April 2022                                 | Manager Governance and Procurement                          |

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|--|---|---|--|
|  | <ul style="list-style-type: none"> <li>• Become a member of Supply Nation</li> <li>• Promote procurement opportunities to Aboriginal businesses through existing networks</li> <li>• Become a member of the Noongar Chamber of Commerce</li> </ul>  | Dec 2019<br>Ongoing<br><br>Dec 2019     |  |
| <b>12. Programs and Projects</b>   |   |   |  |
| 12.1 Support community led programs and projects that benefit Aboriginal community                 | <ul style="list-style-type: none"> <li>• Support local organisations and community groups who work with Aboriginal community by offering capacity building opportunities as they arise</li> </ul>   | April 2022                              | Manager Community Development  |
| 12.2 Offer grants for activities or programs that support Reconciliation                           | <ul style="list-style-type: none"> <li>• Implement a simple and flexible grants program specifically for projects that support Reconciliation</li> <li>• Support and promote arts funding for projects focussed on Aboriginal culture and language</li> <li>• Promote the grants program in City newsletters, social media and through existing networks</li> </ul> | Annually<br><br>Ongoing<br><br>Annually | Manager Community Development<br>Manager Arts, Culture and Environment |
| 12.3 Work with young Aboriginal and Torres Strait Islander people to provide safe, active programs | <ul style="list-style-type: none"> <li>• In conjunction with the RAP Steering group and local Aboriginal youth organisations, identify 2 youth-led projects to support annually</li> </ul>  | Dec 2019, Dec 2020, Dec 2021            | Manager Community Development<br>RAP Steering Group                    |

# GOVERNANCE, TRACKING PROGRESS AND REPORTING

| Naatj ngalak warniny (what we will do)   | Yarnmen (How)   | Nginda (When?)  | Ngiyan (Who?)                 |
|--|---|---|-------------------------------|
| 13. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report | <ul style="list-style-type: none"> <li>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia</li> <li>Investigate participation in the RAP Barometer</li> <li>Develop and implement systems and capability needs to track, measure and report on RAP activities</li> <li>Form an internal RAP working group who will meet at least once per year to report on RAP implementation progress</li> </ul> | Sep 2019, Sep 2020, Sep 2021<br><br>Dec 2019<br>Ongoing<br><br>Annually | Manager Community Development |
| 14. Report RAP achievements, challenges and learnings internally and externally  | <ul style="list-style-type: none"> <li>Publically report our RAP achievements, challenges and learnings through annual Council Report</li> <li>Communicate annual updates on RAP progress to all staff through annual Council Report</li> </ul>   | Annually<br><br>Annually  | Manager Community Development |
| 15. Review, refresh and update RAP   | <ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia to develop a new RAP based on learnings challenges and achievements</li> <li>Send draft RAP to Reconciliation Australia for feedback</li> <li>Submit draft RAP to Reconciliation Australia for formal endorsement</li> </ul>  | April – Dec 2022  | Manager Community Development |

For any enquiries about this Reconciliation Action Plan, please contact Community Development on 95503850 or [cdo@mandurah.wa.gov.au](mailto:cdo@mandurah.wa.gov.au)

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|----------|---------------------------|--|
| <b>5</b> | <b>SUBJECT:</b>           | Yalgorup National Heritage Listing Community Engagement Campaign Results |
|          | <b>CONTACT OFFICER/S:</b> | Brett Brenchley/Bonnie Beal Richardson                                   |
|          | <b>AUTHOR:</b>            | Bonnie Beal Richardson   |
|          | <b>FILE NO:</b>           | R936667  |

## Summary

The Yalgorup National Park, inclusive of Lake Clifton and the other Yalgorup lakes, is one of the most important environmental assets in Mandurah and the broader Peel region.

In April 2017, Council resolved to undertake a community engagement campaign to assess and build community support for the National Heritage listing of the park. This was based on initial stakeholder engagement which indicated that the success of the nomination would be reliant on strong community support and political support at the State Government level.

Officers conducted targeted community and stakeholder engagement from July 2017 to October 2018. Results from this engagement show strong community support for the nomination of Yalgorup National Park for National Heritage listing, with 96% of respondents in support of nomination. Of the 248 people surveyed, 47 people indicated a willingness to be involved in helping with the nomination process and ten people indicated that they were willing to join a steering group to guide the process.

The engagement process also highlighted a strong community affinity with the environmental features of the park, with its provision of natural habitat, protection of native flora and fauna and the thrombolites being the three aspects most valued by respondents. However, a slight lack of understanding of the environmental significance of Yalgorup was also noted, with 57% of respondents indicating they know only "a little" about the park.

Going forward, instead of continuing community engagement specific to the nomination of Yalgorup National Park for National Heritage listing, it is recommended that support is channelled into raising community awareness of Mandurah's environmental value more broadly, with specific attention to places such as Yalgorup National Park. This includes the development of an appropriate tourism vision and identity for the National Park. This vision should be developed in conjunction with researchers and qualified tourism professionals to ensure all potential impacts of tourism are identified and accounted for.

Council is being requested to:

1. Acknowledge the update on the National Heritage listing of the Yalgorup National Park.
2. Acknowledge the major results of the Yalgorup National Heritage Listing Community Engagement Campaign
3. Support the nomination of Yalgorup National Park for National Heritage listing

## Disclosure of Interest

Nil

## Location

The boundaries of Yalgorup National Park, inclusive of Lake Clifton and the other Yalgorup lakes, are depicted in the map below and shown as light brown polygons. This depiction does not include 980 hectares of land immediately north of Lake Clifton, which was purchased by the state in 2015 and is expected to be added to the National Park.



### Previous Relevant Documentation

- G.12/4/17 April 2017 Council acknowledged the role of community support in a successful National Heritage nomination and resolved to undertake community engagement to determine the level of community support for any nomination.
- G.31/11/12 11 Nov 2012 Council resolved to nominate the Yalgorup National Park for National Heritage Listing and consider nominating for World Heritage Listing after this was achieved.
- G.49/6/12 26 Jun 2012 Council requested that the Chief Executive Officer investigate and report on the processes required to be pursued in seeking World Heritage Listing of Lake Clifton and the Yalgorup Lakes System.

### Background

The Yalgorup National Park, inclusive of Lake Clifton and the other Yalgorup lakes, is one of the most important environmental assets in Mandurah and the broader Peel region. The area provides habitat for a range of threatened flora and fauna that are protected under both state and federal environmental legislation including the thrombolites at Lake Clifton, Western Ringtail Possums and the King Spider Orchid. Yalgorup National Park is also one of the last significant stands of remnant Tuart forest endemic to the Swan Coastal Plain. The area attracts thousands of visitors each year because of such high-value environmental features and also holds great significance with respect to aboriginal heritage.

Unfortunately, the area is also a highly threatened environment and is heavily impacted upon by a number of factors such as groundwater abstraction from local residents, climate change impacts such as reduced rainfall and increasing temperatures, introduced species and off-road vehicle activity.

The City has historically been a strong supporter of attempts by other groups and agencies to address the threats to this natural environment, as well as undertaking direct action itself. This includes in-kind and financial support for Peel Harvey Catchment Council's Lake Clifton Recovery project, on-going

representation on the Thrombolite Recovery Group facilitated by Department of Parks and Wildlife; and previous in-kind support and hosting of a field officer for WWF-Australia's Wetland Watch project and funding bushland restoration on private property through the City's Bushland Management Grants program.

In June 2012, Council put forward a notice of motion for officers to investigate the process for nominating a place for World Heritage Listing. A report was presented to council in November 2012 outlining the nomination process and Council then resolved to nominate the park for National Heritage Listing.

In response, officers approached key stakeholders to discuss the proposed nomination. Discussions were held with representatives from the (then) Department of Parks and Wildlife (DPAW) to get a perspective from an entity that had driven a successful nomination, as well as their view as the official land manager of the site. Representatives from DPAW included the Director of Parks and Visitor Services, officers involved in the successful nomination for Ningaloo Reef as a World Heritage site and officers from the local Peel branch. DPAW advised of the following:

- Persistent and strong community support was a critical factor in the successful nomination of Ningaloo, particularly from local representatives.
- The nomination process can be extremely lengthy and considerable effort is required to maintain awareness of the proposal and keep it on the political radar.
- If Yalgorup National Park was successfully nominated, it would potentially attract greater numbers of visitors and that could create pressure for more resourcing to fund maintenance and improved infrastructure at the site.

Officers also approached Directors within the Department of Premier and Cabinet in order to gauge whether the state would support the nomination. They advised that:

- Traditionally, the state has not provided support for such nominations and is unlikely to either support or oppose the National Heritage proposal.
- If the nomination of Yalgorup National Park was successful, it wouldn't necessarily offer the site any increased environmental protection given the site is currently in the state conservation reserve and also listed under the International Convention for Wetland Conservation, commonly known as the Ramsar convention (applies to Lake Clifton and the other Yalgorup lakes).
- The nomination process can be extremely lengthy and without considerable community support and lobbying as well as the backing of other key stakeholders such as Shire of Waroona, Shire of Harvey and Peel Harvey Catchment Council, a nomination made on behalf of the City of Mandurah is likely to fail or sit in waiting for an extended period of time (5-7 years).
- It is critical to communicate the intent of nominating the site for a National Heritage listing to gather this support, so that other stakeholders clearly understand the benefits of this course of action.

Based on this preliminary stakeholder engagement, a report was presented to Council in April 2017 recommending the implementation of a community engagement campaign surrounding the nomination for National Heritage listing. Council agreed to undertake community engagement to assess the level of community support for the nomination.

This report provides an update on the results of the community engagement campaign and a recommended approach for the City to take with respect to submitting a nomination for Yalgorup National Park as a site of National Heritage.

## **Comment**

### Engagement Process

The primary purpose of the stakeholder engagement process was to assess the level of community support and willingness to drive the nomination of Yalgorup National Park for National Heritage listing. A campaign was designed to achieve:

- A clearer community understanding of what's involved in the process
- An improved understanding of community values regarding Yalgorup National Park
- Increased community awareness of the environmental significance of Yalgorup National Park
- Identification of community members that would be willing to participate in a Steering/Community Group that drives the nomination process.

The campaign was predominantly targeted at residents living near the National Park and was delivered at the Collaborate-Empower levels of the IAP2 Public Participation Spectrum, which ultimately places the decision into the hands of the community.

#### Lake Clifton Festival and Stretch Environment Event

Continuing on from the success of previous Lake Clifton Festival events, which were originally delivered to engage adjacent landholders in managing their blocks to support the health of Lake Clifton, this event was once again utilised as a way to prompt conversations with local residents. It also aimed to start identifying possible local champions of National Heritage listing and gauge popular environmental topics in the area. In addition, the event provided an opportunity for officers to deliver environmental education activities with an aim to raise the awareness of the significance of the environment of southern Mandurah.

#### Community Forums

Two community 'open house' forums were held at Cape Bouvard Winery and Lake Clifton Community Centre. The 'Open House' method of engagement was utilised to enable participants to access information and provide input in a way that is comfortable for them. The open house approach was set up within the venues to enable participants to:

- Gain an improved understanding of the environmental value and significance of Yalgorup
- Ask questions
- Communicate any concerns or issues
- Talk with other community members
- Indicate their willingness to support and be involved in the nomination for National Heritage listing

The Yalgorup National Park Senior Ranger attended both community forums to answer questions about the park and City of Mandurah staff were available to answer questions about the listing process. Input was sought from both the Commonwealth Department of Environment and Energy (DEE) and the state Department of Biodiversity, Conservation and Attractions (DBCA) regarding information materials provided to participants as part of the consultation process.

#### Community Surveys

The open house forums were complemented by a community survey which sought input from the broader public via the City of Mandurah 'Have Your Say' website. Community members were able to access information about the listing process from the website and complete the survey online.

#### Aboriginal Engagement

Leading in to the consultation process, staff held initial discussions with local Noongar Elder Harry Nannup regarding the National Heritage listing. Further discussions were held to identify the most appropriate mechanisms for engaging local Noongar residents in the decision-making process. This resulted in a 'story sharing' evening being held on Country within Yalgorup, led by Harry.

#### Yalgorup Bioblitz

The Yalgorup Bioblitz was an event designed and delivered by local environmental volunteers in conjunction with Environmental Services. The objectives of the Bioblitz were to:

- Provide upskilling opportunities in undertaking field surveys and flora/fauna identification techniques
- Increase community awareness of the flora and fauna within Yalgorup/the southern end of Mandurah
- Build support for the nomination of Yalgorup National Park for National Heritage listing

Through the event, participants recorded over 60 species of flora, 57 different bird species, 4 types of frogs, over 100 invertebrates (including a Trap Door Spider), 12 Western Ringtail Possums and 10 Brushtail Possums.

### Participation

A total of 63 people completed the heritage listing survey at the two community forums, which were advertised throughout Harvey, Waroona and southern Mandurah. As part of the assessment of nomination for National Heritage listing, community consultation will be conducted with those likely to be impacted by the nomination. As such, these community forums were targeted to residents living near to Yalgorup National Park. The second forum was held in conjunction with the Peel Harvey Catchment Council's (PHCC) annual seedling giveaway. This provided an opportunity to link attendees in with multiple programs and increase educational opportunities at the same time as surveying for heritage listing. 103 people attended the event, 40 of whom provided feedback regarding the listing of Yalgorup.

The remaining events were open to the entire Mandurah community. This ensured residents with a keen interest in Yalgorup also had the opportunity to provide feedback. The story sharing evening attracted over 30 attendees and featured stories of connection with Yalgorup as told by local Noongar people and residents local to the southern end of Mandurah, all referring to what they value most about Yalgorup.

The Bioblitz event was well-attended, with 129 people participating in flora and fauna surveys over a 24 hour period. 89 people completed surveys regarding heritage listing at this event.

73 responses were received through the City's Have Your Say online platform while the Stretch Environment Event received 23 responses.

On overview of the different sources of community participation is represented below in Figure 1.

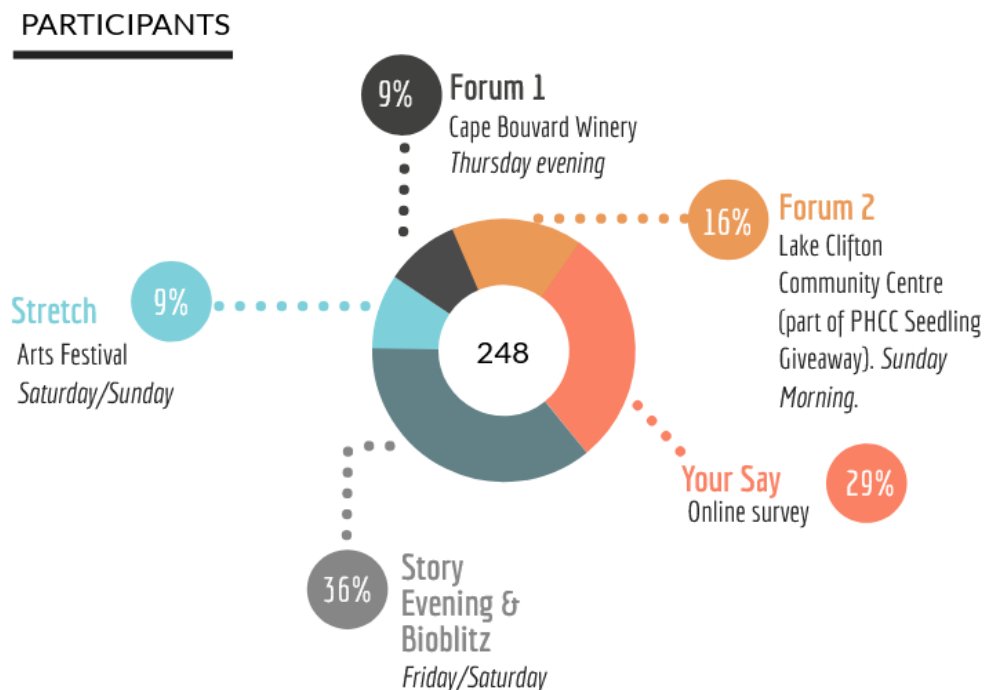


Figure 1. Sources of community participation in Yalgorup Community Engagement Campaign

### Key findings

Of the 248 responses received, 96% supported National Heritage listing of Yalgorup National Park. 47 people indicated a willingness to be involved in helping with the nomination process and ten people indicated that they were willing to join a steering group to guide the process.

The features of Yalgorup National Park that are most valued by respondents were:

- The natural habitat
- The park's protection of native flora and fauna
- The thrombolites

Figures 2 and 3 provide these key findings in infographic format below.

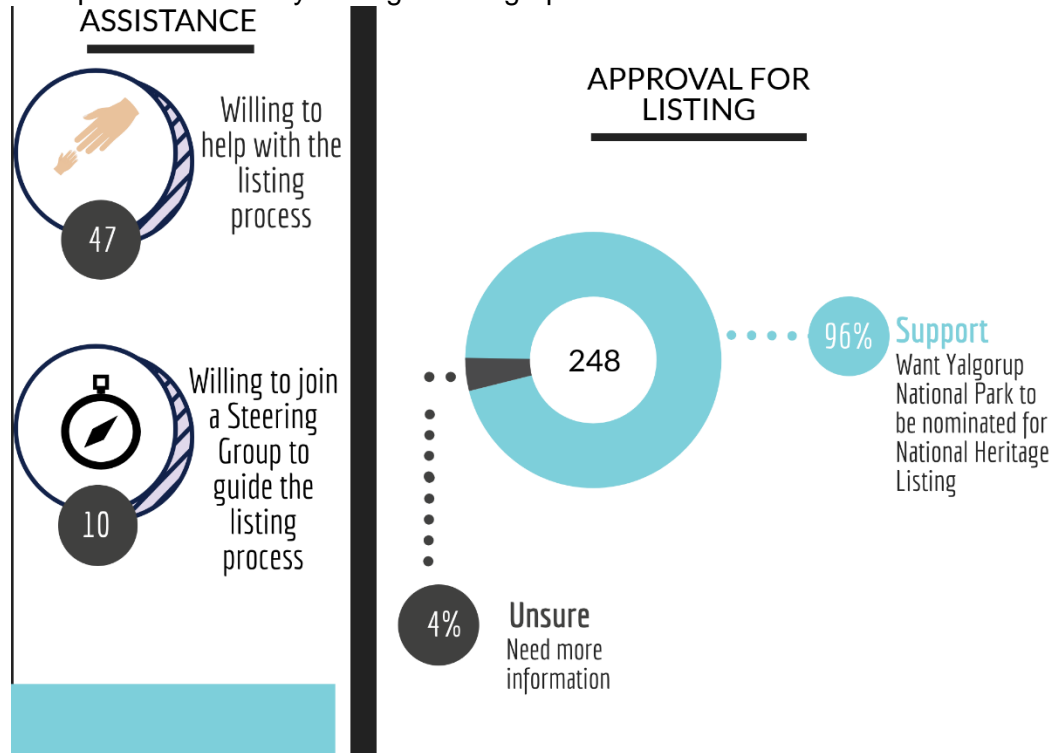
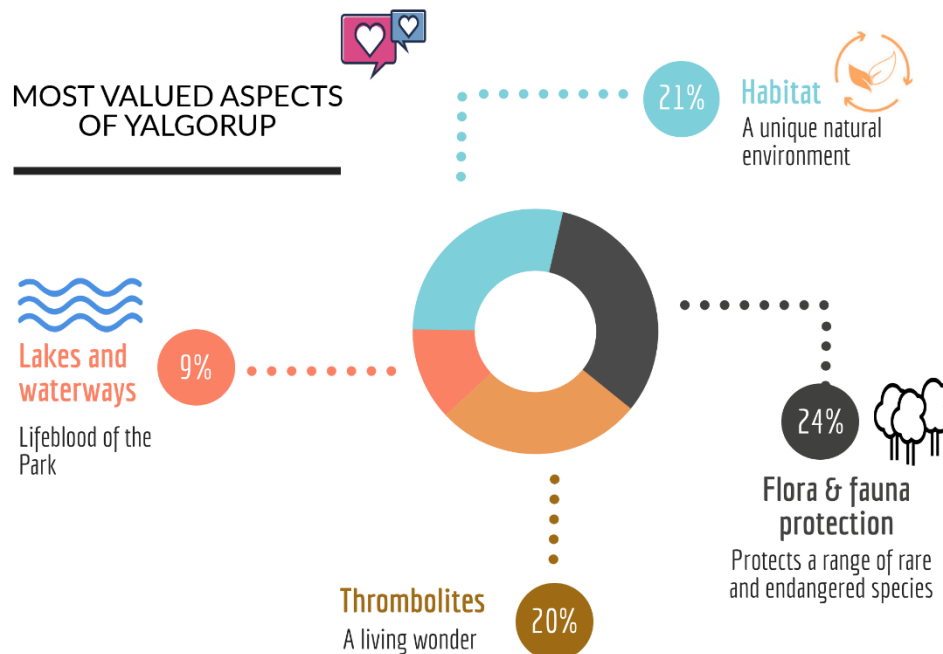


Figure 2. Level of community approval for National Heritage listing



**Figure 3. Most valued aspects of Yalgorup National Park**

### Questions from the community

While there were only a few concerns expressed with the listing proposal, several questions were raised by the community throughout the engagement process. By far, the most common questions were around the impacts of nomination/listing on private landholders and why the City of Mandurah was leading this engagement when it does not own Yalgorup National Park. A number of people queried whether the City had plans to nominate the park so it could be activated for tourism. Specific questions included:

- What impacts will heritage listing have on my block?
- What will change for residents?
- What is the City's motivation for listing Yalgorup National Park, given it's not on land belonging to the City?
- Will any more access roads be introduced into the park?
- Will I have access to the beach from my property?

### Discussion

Results from this engagement show strong community support for the nomination of Yalgorup National Park for National Heritage listing, with 96% of respondents in support of nomination. Of the 248 people surveyed, 47 people indicated a willingness to be involved in helping with the nomination process and ten people indicated that they were willing to join a steering group to guide the process.

The engagement process also highlighted a strong community affinity with the environmental features of the park. Provision of natural habitat, protection of native flora and fauna and the thrombolites were the three aspects most valued by respondents. However, a slight lack of understanding of the environmental significance of Yalgorup was also noted, with 57% of respondents indicating they know only "a little" about the park.

The listing of Yalgorup National Park inclusive of the Yalgorup Lakes system would provide many benefits and opportunities. It would raise awareness of a site that is of great environmental importance for Mandurah and the Peel Region and help to ensure the environmental values of the site are protected and maintained. From a legislative perspective, Yalgorup National Park is well protected and National Heritage listing would provide minimal additional environmental protection. However, the immense environmental value of the site is not as well understood by the surrounding community as it could be and subsequently,

likely to be undervalued by the general public. This can be a threat to the site in itself, as a site that isn't valued appropriately is not likely to be respected (and therefore protected) by those who use the site, despite whatever legislative mechanisms are in place.

A successful listing for National Heritage would provide an exciting platform from which to build a local ecotourism industry. Ecotourism is currently only a minor industry in the Peel Region but was identified as one of the major economic opportunities in Mandurah and Murray: A Shared Economic Future. It has significant growth potential but also the potential to have significant impacts if not properly planned-for, and if the planning does not include qualified tourism professionals.

#### Recommended next steps

It is clear from the results of the community engagement campaign that there is strong community support for the nomination of Yalgorup National Park for National Heritage listing. However, this support will need to be maintained for throughout the nomination assessment, which can be extremely lengthy (up to 5-7 years). Maintaining and continuing to build this community support will require ongoing financial support from the City of Mandurah. Sustained industry and political support will also be required if it is to be a successful nomination.

As such, it is recommended that the City submits a nomination for National Heritage listing without a concurrent community engagement campaign. Instead, focus should be placed on continuing to help the general community to better appreciate the local environment and subsequently ensure the environmental values of places such as Yalgorup National Park continue to be maintained and protected.

In addition, officers should work with researchers and industry professionals on the development of an appropriate ecotourism vision and specific tourism identify for Mandurah (including the Yalgorup National Park). Any tourism planning for the Yalgorup National Park will need to be conducted in conjunction with the Department of Biodiversity, Conservation and Attractions as the land managers for the park.

#### **MEAG Comment**

This item was considered by the Mandurah Environmental Advisory Group at its meeting on 15 February 2019 and the following recommendations were made:

1. *MEAG fully supports the nomination and is reassured by the level of community support. MEAG encourages officers to make the nomination as soon as possible.*

#### **Consultation**

Nil

#### **Statutory Environment**

Listing of Yalgorup National Park as a National Heritage Area would mean that any matter which has the potential to have an environmental impact on the site would need to be referred to the Federal Department of Environment for approval.

This also applies to any site listed under the Ramsar convention and for any declared species of fauna and flora or ecological community that is listed under the Environmental Protection and Biodiversity Conservation (EPBC) Act 1999.

#### **Policy Implications**

Nil

## **Economic Implications**

Nil

## **Risk Analysis**

Nil

## **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.

### Identity:

- Encourage active community participation and engagement.

### Organisational Excellence:

- Demonstrate regional leadership and advocacy.
- Listen to and engage with our community.

## **Conclusion**

The results of the Yalgorup community engagement campaign indicate there is strong community support for the nomination of Yalgorup National Park for National Heritage listing, but also demonstrate a gap in the community's understanding of the environmental significance of the park. Continuing to build on this community support throughout the nomination assessment period will require ongoing financial support from the City of Mandurah, along with sustained industry and political support.

As an alternative to building community support specifically for the nomination of Yalgorup for National Heritage listing, it is recommended that this support is channelled into raising community awareness of Mandurah's environmental value more broadly, with specific attention to places such as Yalgorup National Park. This includes the development of an appropriate tourism vision and ecotourism industry for the region, including the creation of a tourism identity for Mandurah (and including Yalgorup National Park). This vision should be developed in conjunction with researchers and qualified tourism professionals to ensure all potential impacts of tourism are identified and accounted for.

This would address community confusion as to why the City of Mandurah has chosen to drive this campaign when it is not the land owner, while simultaneously raising community awareness of local environmental values and ensuring that an environmentally appropriate tourism industry is developed for the region.

## **RECOMMENDATION**

### **That Council:**

1. **Acknowledges the update on the National Heritage listing of the Yalgorup National Park including Lake Clifton and the Yalgorup lakes.**
2. **Acknowledges the results of the Yalgorup National Heritage Listing Community Engagement Campaign.**
3. **Supports the nomination of Yalgorup National Park for National Heritage listing without an intensive and ongoing community engagement campaign, understanding that this may impact the length of the nomination assessment period.**

|          |                           |  |
|----------|---------------------------|--|
| <b>6</b> | <b>SUBJECT:</b>           | Embrace a Space Program                |
|          | <b>CONTACT OFFICER/S:</b> | Brett Brenchley/Bonnie Beal Richardson |
|          | <b>AUTHOR:</b>            | Tarnee Rutherford/Vanessa Allan        |

## Summary

At the meeting in April 2018, Council resolved that the City considers an Embrace a Space Program to enable the community to adopt and participate in the management of public spaces in Mandurah. In response to this, a community-led Embrace a Space Program has been developed which will operate alongside existing environmental volunteer groups and be supported through the Mandurah Environmental Volunteer Action Committee (MEVAC).

The Embrace a Space Program encourages community members to adopt and contribute to the management and activation of their favourite public space. It aims to strengthen community connections by creating a positive sense of ownership in spaces across Mandurah.

The Embrace a Space Program will be delivered by community and supported by City staff. The program will include a facilitation Toolkit and Activity Plan. The Toolkit will enable residents and the local community to facilitate a community workshop, to develop a vision for their space and to identify volunteer opportunities for their group. This will result in an Activity Plan being developed by group members and presented to relevant City officers, to enable collaboration between community and City operational activities.

Minor expenditure is expected and can be accommodated via the existing Volunteer Support program. If successful, this budget will continue to be used to support the Embrace a Space program in the future.

Council is being requested to acknowledge the Embrace A Space program and support the implementation of the Embrace A Space toolkit.

## Disclosure of Interest

Nil

## Location

Nil

## Previous Relevant Documentation

- G.30/4/18 24 April 2018 Councillor Tahlia Jones put forward a Notice of Motion which was adopted by Council for the City to consider an Embrace a Space program whereby community members could adopt a local park area and assist with the management of it.

## Background

The City has a long history of supporting environmental volunteer groups. Over the past two years the City has changed their style of managing volunteers to a community-led approach in line with Council's direction. This includes providing upskilling and capacity building opportunities to volunteers and supporting and encouraging the development of community projects. This method of engaging with the community empowers individuals and groups, while fostering a sense of ownership around their chosen topic.

This community-led approach is demonstrated through Embrace a Space, which inspires residents to explore what they value about their chosen location. In addition, the program assists community in identifying how to actively use their space in a way that is meaningful to them. The Embrace a Space

groups will complement the existing volunteer groups that the City support's. Bushcare and Coastcare groups have been supported by the City for over 15 years.

At the meeting in April 2018, Council resolved that the City considers an Embrace a Space Program. In response, a Toolkit was developed to guide community consultation and the formation of an Embrace a Space group.

The Toolkit has been trialled on two groups. The Embrace a Space facilitation process varied between trial one at Sirrocco Drive, Esrkin and trial two at Bridgewater South, Erskine. The Embrace a Space program at Sirrocco Drive was initiated and facilitated by the City and although the group successfully developed an Activity Plan, issues were identified with the City-led approach. Issues that arose included high officer contact hours, referral to issues not related to Embrace a Space, and requests for infrastructure and facilities. Conversations around volunteer opportunities, the value residents could add and opportunities for place activation were not the key focus points. This officer-led approach highlighted the advantages of a community-led approach to be introduced and resulted in the development of a toolkit, which was utilised by the second group at Bridgewater South.

The Bridgewater South Embrace a Space group conducted their facilitation process using the Toolkit and are now in the process of formulating their Activity Plan in collaboration with the City. Some of the volunteer-led activities that will be undertaken in these spaces include; construction and installation of habitat boxes, revegetation, water quality monitoring and weeding activities.

The Embrace a Space Toolkit proved to be a more effective method of achieving the intent of the Notice of Motion. It has provided an opportunity for effective communication between residents for identifying common values, a shared vision for their local space and activities for the group.

## **Comment**

As a key component of Embrace a Space, the Embrace a Space Toolkit has been developed (Attachment 1). It is proposed that the Toolkit will be available on the City's website and will allow interested residents to self-initiate the Embrace a Space process when and where they choose.

The Toolkit is designed to equip residents with the skills to form a group, facilitate their own workshops, identify and discuss the program and what it may look like in their chosen space. This process will enable participants to contribute to setting a collaborative vision for the group. An Activity Plan will be the outcome representing the overall vision and plan for each Embrace a Space group.

The key steps to the Embrace a Space program include;

- Preparing for the facilitation workshop
- Hosting the workshop and establishing an Embrace a Space group
- Developing an Activity Plan
- Collaborating and finalising the Activity Plan with the City
- Commencing Embrace a Space activities

The City of Mandurah will support the group's Activity Plan by providing basic resources and assisting with volunteering opportunities. These opportunities will be decided upon by the group and will link with their Embrace a Space vision. Activities may include hosting an event, revegetation, ecological monitoring, weeding or litter collection.

Groups will have the opportunity to elect to have their Activity Plan installed as a fixed sign in their space. The sign will promote the Embrace a Space groups to other local residents and will indicate upcoming events.

To link Embrace a Space volunteers with existing environmental volunteer groups, Embrace a Space groups are encouraged to attend MEVAC meetings. MEVAC is the central platform for capacity building and upskilling through networking, education and cross collaboration between environmental groups and volunteers in Mandurah and is a ready-made support platform for Embrace a Space groups.

### **MEAG/MCCAG Comment**

This item was considered by the Mandurah Environmental Advisory Group at its meeting on Friday 15 February, 2019 and the following recommendations were made:

1. MEAG supports the Embrace a Space program and approves the implementation of the toolkit

### **Statutory Environment**

Nil

### **Policy Implications**

Nil

### **Risk Implications**

No major risks have been identified. A number of minor risks have been identified as depicted below and will be addressed through the implantation of the program.

- *Low Risk – Tasks previously undertaken by City staff are taken on by the Embrace a Space group and not completed to the City's service standards.*
- *Low Risk – Embrace a Space volunteer injured whilst undertaking permitted activities in park*
- *Low Risk - Other residents not supportive of groups intentions*
- *Low Risk – It is difficult to project costs for each Embrace a Space group as the total number of groups is unknown.*

### **Economic Implications**

Minor expenditure is expected and can be accommodated via the existing Volunteer Support program. If successful, this budget will continue to be used to support the Embrace a Space program in the future. The financial contribution will cover the provision of resources to allow groups to complete activities as outlined in their Activity Plan. The program will be delivered as a variation or additional element of existing environmental volunteer support programs.

### **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**

The Embrace a Space program is designed to provide park users and local community the opportunity to increase their engagement with their local spaces. This will lead to positive ownership, increased wellbeing through community connection and greater appreciation of the local environment leading to community empowerment and place activation. The two successful Embrace a Space trials and respective Activity Plans formulated for Sirrocco Drive and Bridgewater South show that a collaborative management approach has multiple benefits to the City and the community with scope to utilise this new approach in other City projects. The Embrace a Space program has shown to be a great demonstration of a community-led initiative.

### **NOTE:**

- Refer ***Attachment 1: Embrace a Space Toolkit***

## **RECOMMENDATION**

**That Council acknowledges the Embrace a Space Program and supports the implementation of the Embrace a Space Toolkit and Activity Plan.**



# *Toolkit*

THANKYOU  
for Mandurah's Parks

Healthy open spaces, trees and lakes offer amazing environmental benefits whilst bringing beauty and nature into our communities. Nature spaces inspire neighbourhood connections to grow and foster positive communication and place activation.

By picking up this toolkit, you've shown that you care about our natural places, as well as the neighbourhood around you. You are ready to make a difference in the community.

*Thank you!*

**This Embrace a Space Toolkit will provide you with a step-by-step guide on how to start and manage your own Embrace a Space group.**

There are over 170 parks and reserves in Mandurah, some of which are in need of attention and a little tender loving care. When people like you get involved and engaged, these spaces become activated community places that bring people

together and create strong sense of wellbeing and belonging. At the same time, these places enhance and protect local environmental values and become havens for wildlife.

Connecting local residents with parks and starting a program like Embrace a Space is a great way to get involved and get things done.

Through Embrace a Space, volunteers and residents can greatly improve the beautification of their parks and reserves, create community connection and become engaged in nature through volunteering opportunities and activities.

Each Embrace a Space will be unique and special in its own way. You will ultimately decide what you get engaged with in your local community space as well as design and enhance the space, adding to your own sense of place and belonging.



**The City of Mandurah wants to help you make your Embrace a Space Program a success!**

**The City will help you through:**

- **Each step of this toolkit where required.**
- **Reaching out to your neighbours and local residents and provide you with necessary equipment so that you can get your program started.**
- **Contributing ideas about how to launch your Embrace a Space group and assist you with sharing your success with others.**

If you are an individual or part of a community group working to improve your local, community space, and are enthusiastic about starting an Embrace a Space group, we want to hear from you and support you in your stewardship efforts. [Register your interest online.](#)

By starting an Embrace a Space group, you'll be joining a growing number of groups that are successfully helping to turn local spaces into much-loved community places.

## What is Embrace a Space?

Embrace a Space is a program where park users, neighbours and local community are encouraged to come together to take ownership of their favourite open space. It provides the local community with the freedom to shape a shared vision for their local spaces.

Embrace a Space groups can adopt any place within the neighbourhood including a local park or lake, bushland reserve, coastal strip or road reserve.

With the Embrace a Space program, each space that is adopted will become more frequently activated and utilised by the local community through a variety of volunteer activities and opportunities...opportunities which are chosen and created by the Embrace a Space group themselves.

### Benefits of Embrace a Space

- The community decides what their Embrace a Space group will become
- Neighbours and residents become connected with a greater sense of pride
- Group members and residents become invested in these places, they care more about them and want everyone to benefit from them
- Healthy trees and parks become the urban canopy of the future
- Healthy lakes and reserves become a haven for native wildlife
- Cleaner, greener and happier parks
- Anyone can start an Embrace a Space group



# Embrace a Space Toolkit

To help you get started with Embrace a Space, this toolkit has been developed to guide you through every step of the process.

The Embrace a Space Toolkit will help you facilitate a community meeting with park users and surrounding neighbours in your chosen space. Together you will be able to identify and discuss a vision and plan for your space.

Whether you want to beautify the park, maintain its natural environment, host community events and gatherings, or create something new in the space, this toolkit can help you launch a successful Embrace a Space program.

**The toolkit will take you through a week by week journey of creating your Embrace a Space group. It includes:**

- A week by week guide
- A run sheet template for holding your community meeting
- Prompts and conversation starters
- Advice on forming an Embrace a Space group and how to keep everyone informed
- Suggestions for activities

Embrace a Space steps you will be guided through:

1. Preparing to facilitate your community meeting
2. Meeting with neighbours and facilitating your meeting
3. Forming an Embrace a Space Group
4. Developing an Activity Plan for your space
5. Discuss and collaborate with City of Mandurah staff
6. Launching your Embrace a Space group
7. Beginning activities within your space



## Week 1: Beginning

Step 1. Register your program  
**Congratulations! By downloading this Embrace a Space Toolkit, you have already made the first step to creating your Embrace a Space group.**

This is your chance to get together with neighbours and discuss what you plan to do with your chosen space and if they would also be open to being part of a local Embrace a Space group.

Over the next few weeks you can follow this toolkit through the steps to set up your group.

**First things first,** you will need to **establish a contact person** who will be the primary contact for your Embrace a Space group. The contact person can be yourself or any other local community member who has expressed an interest in being part of the program.

When you are ready to start, you can register your group and your chosen space online.

### Embrace a Space Online Registration

The Environmental Services team at the City of Mandurah will be available to support you throughout your Embrace a Space journey by providing the following support:

- Introducing Embrace a Space and key components of the toolkit
- Ensuring there are no overlaps or current groups operating in the same space
- Supplying promotional signs for events
- Installing a permanent sign within the space
- Supplying equipment for your group's activities

**Environmental Services are available from Monday to Friday 8:30am-4:30pm on 9550 3941 or via email at [environmental.services@mandurah.wa.gov.au](mailto:environmental.services@mandurah.wa.gov.au).**





## Weeks 2-4: Preparing

### Step 2. Prepare for your community meeting

**The community meeting you are preparing to hold within your space is one of the key steps of the Embrace a Space program. At your meeting, the suggestions and comments you and your neighbours discuss will be used to help define a vision for your space and any activities that will take place there.**

Preparing for your meeting is key to making sure your neighbours and other park users, can effectively communicate what they want to see in the chosen place, and what activities they want to be involved with.

**To prepare for your meeting,** you should develop discussion points to speak about with your neighbours. You should also design a tour through the space you wish to embrace. This way, you have the opportunity to discuss the types of activities you'd like to undertake, and in what areas, as a group.

If you're new to this and haven't hosted a community conversation before, some questions you might be asking include:

- How long should the conversation go for?
- How will you handle differing opinions?
- What should the group discuss?

The good news is that this toolkit is about to answer all of those questions. You have also been provided with an example Meeting Run Sheet at the end of the toolkit. **Please refer to Guide 3 to view the example run sheet.**

### TIPS FOR HOSTING A CONVERSATION

#### 1. Design Your Conversation

When planning what your Embrace a Space meeting will look like, and how your conversation will go, it is often helpful to reflect on the flow of conversation.

Generally, conversations run something like this:

- **Introduction** – Explain the intention of the meeting. Ask everyone to introduce themselves (this acts as an ice breaker).
- **Discussion** – This is the main component of your meeting. What questions would you like answered by the neighbours, park users or

local community attending the meeting?

- **Conclusion** – This is a quick wrap-up at the end to talk about “where to next?”

**Firstly,** prepare an **introductory welcome message** for all attendees. This is where you introduce yourself and explain why you are meeting. You could discuss Embrace a Space and why you think it would be great to get everyone together. You would then ask attendees to introduce themselves. The introductory section is also a good time to **ask attendees to sign themselves in on the Activity Sign-in Sheet.**

**Next,** you will want to start getting into the nitty gritty of the Embrace a Space conversation. This is where you may **commence your tour** around your space, and **ask what attendees value** about this particular place.

**In conclusion,** provide a **quick wrap-up** of the meeting. Here is a good time to collect everyone's best method of contact so you can keep in touch to share upcoming events and Embrace a Space updates. This is also where you will ask if attendees want to form an official group. **Don't forget to let them know what this would involve and what the next steps will be.**

## 2. Discussion Questions

**Prior to your meeting, you will want to start developing key discussion questions that will guide your Embrace a Space meeting.**

The responses you receive will help to develop a future Activity Plan for your chosen space. At the meeting, ask what sort of activities attendees want to be involved with. Ask them about their vision for the reserve. Some example discussion questions might include:

- What do you most value about this place?
- What activities would you like to see running at this place?
- As a community, how can we assist to manage this place?

## 3. The Setting

It's a good idea to hold your community meeting at the space you wish to adopt as part of the Embrace a Space program.

Choose a familiar meeting point to meet with attendees. It's also useful to define what the boundaries of your place will be and if there are particular sections your group would like to look after.

## 4. Reserve Tour

If you choose to take participants on a tour around the place, make sure you have had a look around first so you can plan for points of discussion at specific locations. For example:

- Open areas, such as grass or paved areas
- Lakes or a body of water
- Planted areas

**This is a good time to draw a mud map** (template located on page 16) or **print an aerial map** so you can mark activities and suggested straight onto a map. Make sure you have at least one map ready for the meeting so you can **record suggested activities/mark out areas of interest on it.**

## 5. Prompting

Attendees may not be able to suggest some group activities straight away. It's a good idea to prepare some helpful prompts to get everyone thinking in case this happens at your meeting. For example:

| Location                   | Prompt                            |
|----------------------------|-----------------------------------|
| <b>Around a water body</b> | Water monitoring, koi control     |
| <b>Around a garden bed</b> | Hand weeding events, revegetation |
| <b>Around park trees</b>   | Bird watching, habitat boxes      |

|                              |                                    |
|------------------------------|------------------------------------|
| <b>Around infrastructure</b> | Maintenance, cleaning, events,     |
| <b>In an open area</b>       | Market stalls, sporting activities |

## 6. Guiding the conversation

You have been provided with conversation pointers at the end of the toolkit which will come in handy when preparing for your community meeting. **Refer to Guide 2 on page 11 for some pointers for guiding the conversation.**

## Step 3. Promoting your meeting

**You will be provided with a promotional sign to install at a central meeting point within your adopted space.** This sign will advertise your upcoming community meeting and notify neighbours, park users and the local community of the meeting date, time and location.

All you need to do is choose a date and time for your meeting and display this on your sign. Include your contact number or email on the sign for questions and RSVP's.

**Place your sign out two weeks before your meeting** so attendees can organise themselves. You can **promote your upcoming community meeting** in any way that works for you. Some suggestions used for previous events include:

- ✿ Getting in contact with the local home owners association
- ✿ Creating a promotional flyer and completing a letter box drop.
- ✿ Asking neighbours to help promote the event by word of mouth
- ✿ Using email and social media

## Week 4: Community Meeting

### Step 4. Hosting the meeting

Congratulations, you have made it this far! The meeting day has arrived.

Today is the day of your first Embrace a Space meeting. You may want to arrive 15-20 minutes early so you can greet any early-comers who may have questions about the meeting.

### TIPS FOR HOSTING YOUR MEETING

#### 1. Beginning

Make sure everyone is signed in on the provided Activity Sign-in Sheet. **A copy of the Sign-in Sheet is located at the back of this toolkit.** Once everyone is signed in you are ready to begin - good luck!

#### Things to remember:

- ✿ **Everyone is entitled to have their say.** If someone starts to dominate,

you can use your prepared prompts to direct the conversation

- ✿ **Set ground rules.** Make it clear you want the conversation to stay on track and remain respectful and positive.
- ✿ **Steer the conversation to stay on topic.** Use your prepared discussion questions to ensure the conversation doesn't get off topic.

#### 2. Note Taking

You can use your pre-prepared map or the Activity Plan Template at the back of this toolkit to record the groups' main points of interest and suggested activities.

#### 3. Concluding

Use your notes to go through the key points raised at the meeting and check if there were any final comments. **At the end of the meeting you'll want to have a good idea of the group's vision and goals for the space, along with their preferred activities.** Remember to collect everyone's contact details for your Embrace a Space group.

The next step for your Embrace a Space group is to develop your Activity Plan. It's a good idea to talk your group through this so they can assist.

#### 4. Meeting Follow-up

Your designated contact person will need to provide attendees with a copy of the meeting notes, along with group updates to those who indicated they'd like to participate.

They'll also need to provide updates to Environmental Services and let them know how your first meeting went. You don't need to update everyone too often – once a month is plenty.



## Week 5-6: Development

### Step 5. Develop an Activity Plan

**Once you have established who is in your Embrace a Space group, you will need to come together to create an Activity Plan.**

The Activity Plan Template at the end of the toolkit can be used to represent the vision and activities of your Embrace a Space group. **Refer to page 12 for a copy of this template.**

### TIPS FOR DELIVERING YOUR ACTIVITY PLAN

#### 1. Drafting the Activity Plan

**To get started on the Activity Plan,** use the template provided within the toolkit to sort through all of the suggested ideas and activities. Pinpoint the activities that best reflect your Embrace a Space vision.

**Choose activities** that will achieve your goals for your space, involve everyone in the group and connect the community.

In your Activity Plan you will want to address the following key points:

- Embrace a Space values
- Embrace a Space goals

- Embrace a Space vision
- Activities the group wants to drive
- Any requests for support from the City of Mandurah

In the next step, you will meet with Environmental Services staff and showcase your Embrace a Space Activity Plan.

You will want to **have a clear understanding of your Activity Plan** and your values, goals and activities to inform City staff. Going through the following points may be helpful for you to prepare for meeting with City staff.

#### 2. Know how your activities link with your objectives

Make sure you understand and can explain how each of your listed activities links back to your Embrace a Space goals and vision. **Any suggested activities will need to connect with the Embrace a Space group vision** for the City to support them.

#### 3. Request for support

**List any requests for support** you require from the City. Make it clear what equipment, funding or other items you may require for each of your activities.

#### 4. Embrace a Space Signage

As a group, you have the option to request your Activity Plan is installed as a permanent sign in your chosen space. This allows all park users and neighbours to see what is happening as part of your Embrace a Space group, acts as a promotional tool for park users, and gives the local community the opportunity to join upcoming events. While you are finalising your Activity Plan, **chat to your group and decide whether you'd like this sign in your space.**





## Week 7: Final Touches

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Step 6. Meet with Environmental Services

**Great work! Your Embrace a Space group is about to launch and you are now ready to share your Embrace a Space Activity Plan with City of Mandurah staff.**

**Get in touch with Environmental Services** on 9550 3941 or via email at [environmental.services@mandurah.wa.gov.au](mailto:environmental.services@mandurah.wa.gov.au) to schedule a meeting. Be sure to invite your group members along.

Remember to **bring your prepared Activity Plan with you**. At this meeting you will discuss your group's Embrace a Space vision, values, objectives and activities with the team. Share how the group came up with these and what support you'll need to implement your Activity Plan. Environmental Services will chat about the support available to you and give you guidance about some of the things that can and can't be done.

If you have chosen to have a sign installed in your space, the City of Mandurah will use your Activity Plan to create the sign.

## Week 8: and onwards: Embrace Your Space!

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Step 7. Launch Your Embrace a Space Group

**Congratulations! You are now ready to launch your Embrace a Space group.**

Your Activity Plan is complete and will soon be installed in your space (if requested). This means you are ready to start running your elected activities.

This is your chance to run an awesome launch event such as a BBQ or meet-and-greet for your Embrace a Space group members and any other local community members who want to get involved.

Environmental Services can provide support to run your launch event, such as providing a catering box and promoting your event online. Make sure to celebrate, as you have all come a long way in the past 8 weeks and created something very special.

Step 8. Running Your Embrace a Space Group

Your Embrace a Space group reflects a community of people working together to

take ownership and activate their favourite community space.

Keeping your group happy and running smoothly is pivotal to keeping the initiative alive, and keeping activities happening within your space.


Your designated contact person will remain the link between your Embrace a Space group and the City of Mandurah. The Activity Plan is a useful tool for updating your group and the local community about upcoming events so everyone can get involved.

Every Embrace a Space group is unique and will function differently. Developing an active Embrace a Space group takes time, commitment and effort. Be sure to get familiar with the following suggestions to best assist your group.

### TIPS FOR RUNNING YOUR EMBRACE A SPACE ACTIVITIES

#### Activities

- Carry out activities with the group as suggested in your Activity Plan
- Identify desired activities/events for the group to participate in
- When carrying out activities, ensure the Activity Sign-in Sheet is filled out and returned to Environmental



Services. This is essential for insurance purposes.

- Review and evaluate activities. Make note of what worked and what didn't, making suggestions for improvement for next time.
- Organise necessary equipment and supervision for activities/busy bees.

#### Mentoring

- Make volunteers feel recognised, appreciated and supported.
- Use people's strengths and abilities in your activities.
- Ensure you allow flexibility for people to try something new.

#### Safety

- Maintain a register of volunteers who hold a First Aid certificate.
- Ensure the safety induction is delivered, and safe work practices occur when carrying out any Embrace a Space activity. This is essential for insurance purposes.
- Report loss/damage of supplied Embrace a Space equipment including shovels, gloves, etc. to Environmental Services.
- Report any mechanical or general park maintenance

issues through the City's online contact us form at <https://www.mandurah.wa.gov.au/Online-Tools/Report-It/Contact-Us>

- Care and safety must be taken when attending any activity.

#### Recruitment

- Encourage neighbours and park users to join the Embrace a Space group. Ensure the local community feel welcome to join in the group's activities.
- Look after volunteers' interests and safety. Take time to listen and make them feel heard.
- Contact new and existing members and make them aware of meetings, events and updates.

#### Communication

- Maintain good communication channels with group members and Environmental Services.
- Submit Activity Sign-in Sheets to Environmental Services after any activity.
- Provide any activity/busy bee updates to Environmental Services.
- Promote your upcoming events and activities through your

social media channels, a letter box drop, flyers or word of mouth and use the signs provided by the City of Mandurah.

#### Step 9. Building Capacity and moving forward

**Embrace a Space group members are encouraged to join the Mandurah Environmental Volunteer Action Committee.**

The Mandurah Environmental Volunteer Action Committee (MEVAC) connects environmental groups and volunteers from around Mandurah. MEVAC is a place for members to come together and discuss their upcoming events, requests for assistance and more.

MEVAC meet regularly throughout the year. Meetings last no longer than an hour and are followed by a community capacity building workshop. These workshops provide volunteers the opportunity to learn something new and incorporate new skills within their working groups.

To learn more about MEVAC please email [environmental.services@mandurah.wa.gov.au](mailto:environmental.services@mandurah.wa.gov.au).

## Guide 1. 10 point successful checklist

**This Toolkit has provided you with a step-by-step process of how to start and manage an Embrace a Space program.**

Once you have a core group of people (two to five people) who are committed to this program, use this 10 point checklist to confirm you have what you will need for a successful Embrace a Space.

- ☐ **Online Registration**
- ☐ **Support from City of Mandurah**
- ☐ **Establish Contact person**
- ☐ **Prepare For Community Meeting**
- ☐ **Host the Embrace a Space meeting**
- ☐ **Develop a Volunteer Contact list**
- ☐ **Develop Your Activity Plan**
- ☐ **Launch Your Embrace a Space Group**
- ☐ **Continue with Embrace a Space activities**
- ☐ **Join the Mandurah Environmental Volunteer Action Committee**



## Guide 2. Hosting a Community Meeting

Guide 2 is here to help you keep the discussion on topic and avoid any disputes or issues that may arise out of differing opinions during your community meeting. Feel free to refer back to any of these examples or use them within your Embrace a Space discussion.

Starting the conversation:

- “Hi everyone, welcome to our Embrace a Space meeting. My name is \_\_ and I will host this meeting today. Let’s go around the group and introduce ourselves.”

When multiple people have lots of suggestions:

- “These are excellent suggestions. Let’s keep it to one person at a time.”
- “I’m hearing some really good suggestions. Can we please ensure we are talking one at a time so

everyone has a chance to contribute.”

- “As a group, do we agree...?”

When the conversation starts to go off topic:

- “That reminds me...”
- “Bringing it back to our key discussion points...”
- “Let’s focus on our key points today.”

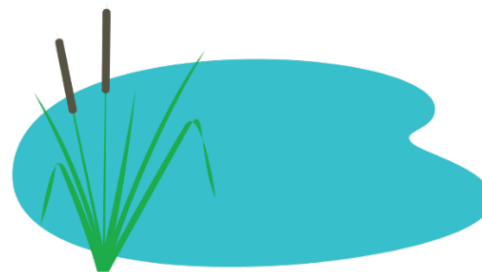
If attendees begin arguing or become aggressive

- “Please remember we are all here to express our ideas. We are not discussing differences in opinion.”
- “Please remain friendly. We are all neighbours and all want the same thing from Embrace a Space”
- “We are no longer discussing this point, let’s move onto the next discussion point.”

If the situation escalates and individuals start to become angry or abusive, you can inform the group you are ending the event because it is getting out of hand and reschedule for another time.

Interrupting a participant that is dominating or taking too long

- “Thank you for your points. We are going to have to move on to the next discussion point now to stick to time.”
- “Thank you for your comments. I have recorded all of those down and it’s now time we move on.”
- “Sorry to interrupt, but we will have to move on to the next discussion point now. Can you please summarise?”
- “Can I interrupt for a moment?”
- “While we’re on that topic...”





## Guide 3: Embrace a Space Example Meeting Sheet

An example Embrace a Space meeting would involve the following steps:

**1. Attendees register on Activity Sign-in Sheet**

**2. Welcome/Introduction**

Help people feel welcome and ensure everyone is introduced if they don't know each other. Introduce yourself and ask the rest of the group to introduce themselves.

**3. Introduce Embrace a Space** in general terms and warm people up to the type of questions that will be explored. Discuss what areas of the reserve you will be walking around to brainstorm activities and ideas.

**4. Introduce ground rules and flow of the meeting.** Make sure you set the rules at the start, e.g. when you plan to finish, let them know people are to be clear with suggestions and not dominate over others. Let your group know that you will be taking notes to accurately reflect the feedback you receive.

**5. Begin the site tour.** As you walk around the different sections within your space, ask your focus questions in relation to those areas.

**6. Questions and Discussion**

Your role is to maintain a respectful tone of discussion and explore different activities and ideas raised. Record suggestions and comments or ask for a volunteer scribe. Example discussion questions:

- ✿ What do most value/what's your favourite thing about this place?
- ✿ What activities could we as the community do to manage or activate this space?
- ✿ Where should these activities or suggestions occur within your space? Use a map to mark out activities.
- ✿ Would meeting attendees like to be involved in an Embrace a Space group?

**7. Conclusion and wrap-up**

Summarise key points from the meeting to check you have captured the most important points.

Ensure any suggestions and potential activities are marked on your map. Ask for any final comments and ensure you have everyone's contact details.

## Guide 4. Example Activity Plan

### EMBRACE YOUR SPACE

#### OBJECTIVES

- Retain the existing peaceful and relaxing amenity of the park
- Protect and enhance the natural habitat for the frogs and birdlife
- Protect the space for quiet leisure activities

#### REPORT SIGHTINGS TO ENVIRONMENTAL SERVICES 9550 3777

- Algal blooms result from an excess of nutrients which can cause harm to aquatic species
- Koi are fish that are non native and can negatively impact the water quality
- Faulty Infrastructure



Koi



Algal Bloom

#### EMBRACE THE SPACE ACTIVITIES

- Weekly water quality monitoring
- Revegetating with native plant species in the riparian area to improve amenity and encourage water birds, frogs and lizards into the park
- Hand weed control focussed within the riparian area
- Control of non-native Koi fish in the lake to improve the water quality
- Construction of habitat boxes for birds and bats to encourage them to the area

#### SUGGESTED FUTURE PARK IMPROVEMENTS

- Park benches to relax on while enjoying the wildlife
- Refuge island for waterfowl

#### REVEGETATION PLANT LIST

Planting locations will be either Single Plant ( SP ) to ensure lake views are not compromised, Flowering ( F ) to introduce small colourful species around the lake or Bird Habitat ( BH ) to provide thick protecting habitat for birds

|  |   |
|--|---|
| Green Kangaroo Paw ( <i>Anigozanthos viridis</i> ) ( F ) | Grevillea preissii ( SP )                                 |
| Astartea fasciculata ( SP )                              | Honey Bush ( <i>Hakea lissooarpa</i> ) ( SP )             |
| Bare Twigrush ( <i>Baumea juncea</i> ) ( BH )            | Stalked Guinea Flower ( <i>Hibbertia racemosa</i> ) ( F ) |
| Grey Cottonhead ( <i>Conostylis oandiana</i> ) ( F )     | White Myrtle ( <i>Hypocalymma angustifolium</i> ) ( BH )  |
| Knotted club-rush ( <i>Flouina nodosa</i> ) ( BH )       | Sea Rush ( <i>Junous kraussii</i> ) ( BH )                |
| Grevillea orthmifolia ( SP )                             | Scarlet Runner ( <i>Kennedia prostrata</i> ) ( F )        |
| Blueberry lily ( <i>Dianella revoluta</i> ) ( F )        | Purple Flag ( <i>Patersonia occidentalis</i> ) ( F )      |
| Fringe Lily ( <i>Thysanotus multiflorus</i> ) ( F )      | Star flower ( <i>Calytrix speciosa</i> ) ( F )            |



Yellow-billed Spoonbill



Splendid Fairy-wren



Eurasian Coot

#### UPCOMING EVENTS AND NOTICES



For information contact The City of Mandurah Environmental Services on 9550 3941





## Guide 5. Activity Plan Template

Embrace-A-Space Goals

Embrace-A-Space Vision

Embrace-A-Space Plant and Wildlife  
species identified

Embrace-A-Space Requests for support

Embrace-A-Space Activities

Embrace-A-Space suggested future park  
improvements



## Guide 6. Embrace a Space Site Map – mark locations of activities, draw a mud map of your reserve

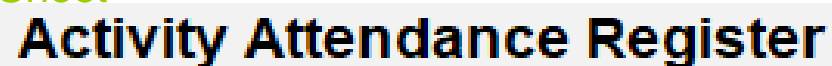


## Guide 7. Health and Safety Checklist



### Health and Safety Checklist- Community Volunteers

- ☐ Please ensure you are signed in before you start
- ☐ This is a smoke free event
- ☐ If you are taking medication or have an injury that may affect your capacity to participate, please advise the coordinator
- ☐ Please ensure you are wearing; enclosed shoes, sunscreen, a hat, long sleeved shirt and long pants- eye protection and mosquito repellent if applicable
- ☐ Wear gloves at all times- soil and rubbish items can contain bacteria
- ☐ Drink plenty of water- stay hydrated (morning or afternoon tea will be provided)
- ☐ Share the load- its best to work in pairs and take a break if you start to feel fatigued- remember to bend your knees when lifting
- ☐ Look out for trip, slip and fall hazards (uneven ground, brush/mulch, vegetation, tools etc.)
- ☐ Be aware of who is around you before using tools or moving through branches
- ☐ Keep an eye out for any glass or litter where you are working
- ☐ If a syringe or drug paraphernalia is found, do not touch it , please notify City of Mandurah staff immediately
- ☐ Watch out for insects and snakes to avoid bites and stings
- ☐ Some plants have spikes
- ☐ Refrain from working close to road sides
- ☐ In the event of an emergency or injury, please advise the coordinator and City of Mandurah staff immediately. Call 000 if emergency
- ☐ First aid kits are provided in all equipment boxes
- ☐ Please clean your shoes and bang off any soil on the soles to make sure you don't spread soil to other parts of Mandurah



**Location for Embrace a Space:** .....

Coordinator Name: .....

**Date of Event:** ..... **Time of Event:** .....

[illegible]

7      **SUBJECT:**                      Trading Permits Guidelines Update and Review  
      **CONTACT OFFICER/S:**      Ben Dreckow  
      **AUTHOR:**                     Nicola Leishman  
      **FILE NO:**

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## Summary

This report seeks to review of the effectiveness of the Trading Permits Guidelines adopted in February 2018, and provide recommendations for changes to improve customer service and reduce red tape.

Over the past 12 month period, the City has received no complaints in relation to commercial and aquatic operators' and one complaint in relation to mobile food vendors, with the submitter seeking a time limit restriction of 2 hours in any one location for mobile traders.

As a part of this review, officers have:

- reconsidered the stated objectives of the document;
- considered possible modifications to the regulatory provisions relating to the locations of trade and the length of time spent in any one trading location;
- considered the inclusion of provisions relating to semi-permanent space activation and markets;
- the initiation of the 'expression of interest' process for key waterfront locations; and
- have undertaken a review of the fee structure.

Council is recommended to support the proposed modifications to the stated objectives of the Trading Permits Guidelines, in addition to the modifications to the Schedule of Fees and Charges for 2019/2020.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- G.18/2/18      27 February 2018      Council adopted the Trading Permit Guidelines.
- G.10/4/17      11 April 2017      Council endorsed the preparation of Guidelines for the Assessment and Approval of Trading Permits to replace the existing Trading in Public Places Policy.

## Background

Trading Permits Guidelines were adopted by Council in February 2018 following a review of the previous Trading in Public Places Policy that was operative largely since 2001.

Officers have since been providing the guidelines to existing and new operators and using them as an assessment tool. In 2018, Council requested that a review be undertaken in 12 months to consider the effectiveness of the guidelines and provide improvements where necessary.

The City currently has 18 operational trading permits made up of 9 commercial aquatic traders; 4 mobile traders and 5 ice cream vans.

## Comment

### Past 12 months

Over the past 12 month period, the City has received no complaints in relation to commercial aquatic operators' and one complaint in relation to mobile food vendors.

This complaint was received from an existing 'bricks and mortar' premises who expressed concerns regarding mobile traders utilising the Silver Sands reserve on Mandurah Terrace. The concerns raised include the unrestricted basis in which the mobile traders can operate, the viability of existing businesses, the opinion that mobile traders have limited overheads and contribute little to council revenue and the employment generation of bricks and mortar premises versus mobile traders. As a part of this review, the submitter is seeking a time limit restriction of 2 hours in any one location for mobile traders, to spread the impact of their activities across a range of businesses, not just the ones in close proximity. This will be considered later in the report.

There has also been two complaints made against ice cream truck operators in relation to non-compliance with the requirement to remain more than 400 metres from existing established premises. This has resulted in the City contacting the relevant operators and reminding them of their obligation to comply with the conditions of their permit. This is an on-going management issue which officers are aware of. Action to rescind permits has not been taken thus far but that option remains available if necessary.

### Purpose

Previously Council had a 2001 policy in place which related to trading in public places. This policy restricted all trading activities from the eastern and western foreshore and mobile food vendors from the City Centre and the Mandurah Ocean Marina.

When Council endorsed the preparation of Guidelines for the assessment and approval of trading permits, the intent was to allow commercial and aquatic traders on the eastern and western foreshores and to provide a continuation of provisions relating to mobile traders. The intent was also to streamline the assessment process, remove unnecessary red tape and replace the previous 'Commercial Recreation Hire Site' approvals.

With those intentions in mind, the guidelines were prepared to provide a framework of guiding principles and decision-making criteria for the appropriate location, management and operation of water and street based activation within the City of Mandurah, in a manner that supports the use and enjoyment of public open spaces.

Mobile food vendors and commercial aquatic traders are a rapidly expanding and increasingly popular feature of the contemporary food and activation scene in many locations within Australia, and they continue to have an emerging presence in Mandurah. It is appropriate therefore that Council maintains an agreed position on how traders may operate from Council land, to ensure that this is carefully managed for equity and fairness to all, and to enhance or as a minimum, maintain the City's amenity.

In order to genuinely review Council's position on this matter, it is necessary to reconsider the stated objectives to ensure that the provisions to be included within the guidelines directly relate to the objectives, and thus can be implemented accordingly.

The objectives of the trading permits guidelines are currently stated as follows:

- (a) *To allow outdoor food vending activities in a manner that improves the access, usage, quality and image of the City's public realm whilst managing the competing needs and interests of pedestrians, consumers and local business proprietors;*
- (b) *Encourage the use of parks and reserves by commercial and aquatic operators and mobile traders, as a means of enhancing community activity that flows from this activation of our public spaces.*
- (c) *Provide guidelines and assessment criteria for the consistent decision making of applications for trading permits applications on public land;*
- (d) *Provide clarity for operators;*

- (e) *Encourage entrepreneurial, place-making and tourism opportunities that contribute to the well-being of residents and to the overall experience of visitors to Mandurah.*

One of the main objectives of the City of Mandurah currently is a desire to increase the vibrancy and activation of the City's public spaces and provide choice, interest and diversity in the activities that may occur on public land. This is aligned with the outcomes of the Mandurah Matters survey which has indicated that vibrancy is one of the key themes and priorities for the community, in terms of how they would like to see Mandurah in the next 20 years.

With an economy that is based upon tourism and hospitality, Mandurah must maintain a strong focus on reasons to visit and attractions which encourage people to enjoy new experiences. Mandurah has the physical environment and capacity to host a range of recreation and leisure pursuits, that showcases, promotes and engages Mandurah residents and visitors.

Equally, the City seeks to provide opportunities for the development and growth of small businesses. Mobile trading provides a relatively low cost platform for new business entrepreneurs to pilot their ideas and is something that should be supported by Council. This has been seen in the case of two recent mobile traders operating within Mandurah, who have now acquired bricks and mortar premises locally.

To refine Council's position, it is recommended that the objectives are modified as follows:

- (a) *Encourage the use of parks and reserves by commercial and aquatic operators and mobile traders, as a means of enhancing the vibrancy and community activity that flows from this activation of our public spaces, whilst managing the competing needs and interests of pedestrians, consumers and local business proprietors;*
- (b) *To facilitate enjoyable, interesting, unique and convenient leisure and recreational options for residents, families and other members of the community to experience in their local area;*
- (c) *Encourage and provide entrepreneurial, place-making and tourism opportunities that contribute to the well-being of residents, to the overall experience of visitors to Mandurah and to the growth of small businesses;*
- (d) *Provide guidelines and assessment criteria for the consistent decision making of applications for trading permits applications on public land.*

With these objectives in mind, there are a number of potential options for modifications to the guidelines which are considered below.

#### Potential Modifications to provisions relating to Mobile Traders

##### *Locations of trade*

The current guidelines allow and encourage mobile traders to trade from several pre-approved locations as follows:

- Madora Bay North
- Black Swan Lake, Lakelands
- Quarry Adventure Park, Meadow Springs
- Henson Street Reserve, Silver Sands
- Silver Sands Reserve
- Osprey Waters Foreshore, Erskine
- Novara Foreshore, Falcon
- Northport Foreshore
- Melros Beach

Alternative locations may be considered subject to approval by the City of Mandurah, with the exception of:

- the Eastern Foreshore;
- the Western Foreshore;
- Mandurah City Centre (area bounded by Mandurah Terrace, Pinjarra Road, Gibson Street and Sutton Street;
- Mandurah Ocean Marina;
- All road reserves which are under the control of Main Roads WA (Mandurah Road, Old Coast Road, Mandjoogoordap Drive and Pinjarra Road east of Mandurah Road);
- Major roads under the control of the City of Mandurah (which include Peel/Allnutt Street, Mandurah Terrace (south of Anstruther Road), Anstruther Road, Pinjarra Road (west of Mandurah Road), Murdoch Drive, Gordon Road and Leslie Street.

Additional restrictions also apply such as the requirement to be 400m from established food and beverage premises, operating hours between 7am – 9.30pm and the requirement that a maximum of three traders can operate in any one location, at any one time.

The Silver Sands reserve on Mandurah Terrace, the subject of the submission, is not a pre-approved location but it is also not an excluded location and as such, there is currently nothing preventing mobile traders from operating from that site.

The review process presents an opportunity to consider the addition of other locations as options for mobile traders, such as McLennan Park in Madora Bay and Falcon Bay Foreshore Reserve. The inclusion of these locations, however, would result in the relaxation of the requirement to be over 400m away from established food premises.

Equally, there is an opportunity to modify the exclusion areas by allowing mobile traders into the City Centre for example, or by excluding the Silver Sands Reserve on Mandurah Terrace.

Given the current operations of the guidelines, neither of these options are recommended to Council at this time, however, particularly in regard to the removal of the 400m exclusion from established food premises, the option remains open for Council to remove this restriction from the guidelines.

#### *Introduction of time restrictions on how long mobile traders can operate in any one place*

At the time that the guidelines were considered by Council for adoption, two submitters expressed concern and one submitter continues to maintain concern (particularly in relation to the Silver Sands reserve on Mandurah Terrace), regarding the threat to income and viability of local cafes and other food premises due to competition for limited custom, the low start up and operating costs for mobile traders and the ability to avoid costs associated with rates, rents, utilities and property overheads.

The guidelines currently limit the number of vendors present at each site at any particular time, but do not limit the length of time that they are able to remain in any one location.

Officers have given the concerns further consideration in reviewing the guidelines. Many of the locations where mobile trading is permitted and encouraged in Mandurah generally meet a need not met by existing commercial areas with access to food, services and amenity, such as suburban parks and foreshores. This is probably with the exception of the reserve along Mandurah Terrace, where some individual vendors seem to have established a regular business presence.

Whilst officers are mindful of the need to consider established premises, it is recognised that mobile traders also represent a legitimate aspect to the local economy. They too can require, sometimes substantial, investment in a mobile facility, can also experience the sensitivity to and risk from competition which is unpredictable and are, generally, more seasonal in nature. Like established premises, their returns reflect reputation, which takes time to build and protect. They also have to comply with health and safety regulations.

There is a growing trend to provide opportunities for mobile food vendors, and other land and water based activities, to facilitate enjoyable, interesting, unique and convenient leisure and recreational options for residents, families and other members of the community to experience in their local area. When considering this, in association with the modified objectives of the guidelines, increasing restriction on these opportunities is not considered to be warranted at this time.

Introduction of provisions regarding semi-permanent, short to medium term space activation and temporary structures on public land

Currently, the guidelines do not include any provisions relating to semi-permanent, short to medium term space activation on public land. For example, pop-up re-modelled sea containers for a variety of uses, or a longer term permit, possibly inside the exclusion areas, which would currently fall outside of the provisions of the guidelines and thus be non-compliant.

Through the City Centre Waterfront upgrades, there is likely to be opportunities for more semi-permanent, pop-up style café/kiosk/food trucks within the exclusion zones. It is intended, through this project and upon completion of the upgrade works, that the guidelines will be modified to allow for this type of activity to occur. This will result in further modifications to the existing expression of interest process, to provide criteria by which to assess the selection of operators to take up these opportunities.

For private land, there are provisions included within the Central Mandurah Activity Centre Plan for these types of structures/uses. This would be assessed through a development approval process and as such there is no need to include this within the guidelines.

Fee review

In order to gain an understanding of fee structures for similar operations, officers have undertaken a comparison of other Local Governments in this regard.

| Local Government                           | Application Fee | Daily   | Weekly  | Monthly | Summer Period | Annually |
|--|-----------------|---------|---------|---------|---------------|----------|
| City of Mandurah (Mobile Traders)          | \$100           | \$50    | \$200   | \$500   |               | \$2500   |
| City of Mandurah (Commercial and Aquatic)  | \$100           |         |         |         | \$550         | \$800    |
| City of Rockingham (Food traders)          | \$50            | \$10    | \$50    | \$100   |               | \$1000   |
| City of Rockingham (Non-Food Traders)      | \$66            | \$11.50 |         | \$115   |               | \$1150   |
| City of Bunbury (Mobile Traders)           | \$70            | \$12.50 | \$35.50 | \$50    |               | \$400    |
| City of Bunbury (Stationary Traders – CBD) | \$70            | \$30    |         | \$120   |               | \$960    |
| Town of Victoria Park                      |                 | \$100   | \$250   | \$400   |               | \$1600   |
| City of Vincent (High Risk / Medium Risk)  |                 |         |         |         |               | \$900    |
| City of Vincent (Low Risk)                 |                 |         |         |         |               | \$650    |
| City of Belmont                            | \$40            | \$40    | \$50    | \$100   |               | \$1000   |

|  |       |  |  |  |  |        |
|--|-------|--|--|--|--|--------|
| City of Busselton<br>(Fixed locations Zone 1<br>Key Tourist Locations) | \$150 |  |  |  |  | \$3000 |
| City of Busselton<br>(Fixed locations Zone 2)                          | \$150 |  |  |  |  | \$2000 |

Additionally, in order to consider the equity between established food premises and mobile food traders, from a regulatory point a view, officers have undertaken a comparison of the fees required to be paid for various regulatory approvals relating to established food premises and mobile food traders, as follows:

| Type of Approval  | Mobile Food Traders Fees                         | Established food premises fees                   |
|---|--|--|
| Registered Food Business -<br>Initial Application               | N/A  | \$195.00   |
| Registered Food Business -<br>Annual Assessment fee             | N/A  | High and medium risk - \$320<br>Low risk - \$161 |
| Food Vehicle – Food Act<br>Certificate of Registration          | \$195.00   | N/A  |
| Food Vehicle – Certificate of<br>Registration Annual Assessment | High and medium risk - \$320<br>Low risk - \$161 | N/A  |
| Alfresco Dining Licence<br>Application                          | N/A  | \$120  |
| Alfresco dining licence Three<br>Yearly Renewal                 | N/A  | \$70   |
| Trading Permit Fee  | See above  | N/A  |

It is clear that there is consistency between the fees and charges required for the regulatory approvals relating to established' businesses and mobile traders (excluding rates). However, it is apparent that the City of Mandurah is towards the upper end of the scale in terms of the trading permit fees for mobile traders, compared to a number of other Local Government agencies.

However, when considering the costs involved in administering the guidelines, the balance/equity between the established food businesses and mobile traders and the high seasonality of trade of mobile food vendors, it is considered that the fees are reasonable. It is recommended, therefore, that the annual fees and charges remain unchanged, but additional payment plan options are introduced to provide greater flexibility.

The feedback generally received from commercial and aquatic traders is that they would like the introduction of a monthly fee, for those operators who only wish to operate during school holiday periods as opposed to the entire summer period. This is supported.

Additionally, the introduction of a quarterly fee for mobile traders is recommended to incentivise traders to pay in greater sums, ultimately reducing administration costs.

#### Inclusion of Requirements relating to Markets

Officers from the City Centre team, as a part of their 2018/19 priorities, are currently undertaking a separate review of the current offer of markets within the City, with a view to implementing a process for the development of markets within Mandurah. Consideration will be given, during the course of this review, as to whether the trading permit process is the most appropriate way to administer this and if so, a further modification to the document can be made, upon completion of this work, to include procedural provisions for this purpose.

### Initiation of the Expression of Interest process for Commercial and Aquatic Traders

The current guidelines include a section relating to an expression of interest process. This process was intended to be initiated as and when the number of operators gets to a level where there may need to be some criteria on which to determine successful applicants for limited spatial opportunities. Officers do not consider it necessary at this stage to initiate this process, given the number of traders that we currently have and the City's ability currently, to facilitate and manage their needs.

### **Consultation**

As a part of this review, officers have contacted existing traders to seek their feedback on whether they have found the guidelines to be useful and their suggestions for improving customer service and reducing red tape. From this consultation, one response in support has been received. The comments indicate that the trader finds the guidelines to be comprehensive and would be helpful during an initial application.

As has been discussed in the body of the report, there is on-going concern from one bricks and mortar premises in relation to mobile traders.

### **Statutory Environment**

Parts 10 and 12 of the *City of Mandurah Local Government Property and Public Places Local Law 2016* provides the head of power for a policy to guide the assessment of applications.

### **Policy Implications**

The proposed Trading Permits guidelines specify the forms and types of activities that are not included, albeit they may still require approval such as; Alfresco Dining Licences, Street entertainment and Street Markets.

The above guidelines also contribute to the City Centre Activation Strategy initiatives.

### **Economic Implications**

Unlocking the potential for tourist based aquatic activities and land based activities with appropriate guidance and structure is important to balance community use and commercial gain over public spaces, whilst acknowledging an activation role for these spaces is important. The activities provide additional activities for visitors and users of the foreshore areas which may contribute to tourist and City Centre expenditure.

The guidelines provide a platform for traders to operate within the City, supporting the growth of existing and small businesses. Efforts have also been made to locate the trading areas at POS areas situated a significant distance from established food businesses.

### **Risk Analysis**

There are a number of potential risk factors associated with the preparation of guidelines on this matter such as; potential opposition from local residents and existing food businesses to the nearby trading of mobile food vehicles, the inability to attract mobile food vendors and commercial and aquatic traders to realise the potential benefits to the community, damage to public open space areas, increased littering and traffic and noise impacts to surrounding residents. This must be balanced against the risk of ad-hoc decision making in the absence of guidelines.

### **Strategic Implications**

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

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.
- Become known as a city and destination for events, arts, heritage and culture.

Organisational Excellence:

- Listen to and engage with our community.

**Conclusion**

Since 2001, when a trading in public places policy was first adopted, significant changes have been observed with elements such as food trucks, pop up activities and specifically in Mandurah utilising public spaces such as the eastern and western foreshores to undertake commercial and aquatic activities. The general public and community expectations for the use of public spaces is in a period of change and will continue to evolve over time.

In accordance with the recommendation of Council, the trading permits guidelines have been reviewed. The guidelines seek to simplify the various approvals required, streamline requirements for operators and the City in the assessment of proposals, allocate a fee structure based on the range of activities and realign delegation arrangements for the issuing of such permits.

Whilst no changes are recommended to be made to any of the regulatory provisions of the guidelines at this stage, it is recommended that Council modifies the objectives to give greater clarity to the intent of the document. It is also recommended that modifications to the fee and charges schedule (2019/2020) are adopted to assist in providing greater flexibility to traders.

**RECOMMENDATION**

**That Council:**

- 1. Maintains the current Trading Permit Guidelines as an agreed position on how traders may operate from Council land, subject to the following modifications:**

**(a) Modify Section 1.1 of the Trading Permit Guidelines to read**

***(a) "Encourage the use of parks and reserves by commercial and aquatic operators and mobile traders, as a means of enhancing the vibrancy and community activity that flows from this activation of our public spaces, whilst managing the competing needs and interests of pedestrians, consumers and local business proprietors;***

***(b) To facilitate enjoyable, interesting, unique and convenient leisure and recreational options for residents, families and other members of the community to experience in their local area;***

***(c) Encourage and provide entrepreneurial, place-making and tourism opportunities that contribute to the well-being of residents, to the overall experience of visitors to Mandurah and to the growth of small businesses;***

***(d) Provide guidelines and assessment criteria for the consistent decision making of applications for trading permits applications on public land.”***

**(b) Approves modifications that identify the semi-permanent/pop-up style activities from the approved City Centre Waterfront Precinct Concept Plans are included in the ‘City Centre Waterfront Trading Locations’ and are subject to the expression of interest process outlined in Section 2.8 of the Guidelines.**

- 2. Notes the introduction of a quarterly fee of \$650 for mobile traders to the Schedule of Fees and Charges for 2019/2020 and an update to the fee structure within the guidelines;**
- 3. Notes the introduction of a monthly fee of \$100 for commercial and aquatic operators to the Schedule of Fees and Charges for 2019/2020 and an update to the fee structure within the guidelines.**

|          |                           |   |
|----------|---------------------------|---|
| <b>8</b> | <b>SUBJECT:</b>           | Naming – Reserve 49425 - Shirley Joiner Reserve |
|          | <b>CONTACT OFFICER/S:</b> | Ben Dreckow                                     |
|          | <b>AUTHOR:</b>            | Lesley Petchell/Vicki Kelly                     |
|          | <b>FILE NO:</b>           | F0000178130                                     |

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### **Summary**

The City is proposing to commemorate the late Mrs Shirley Joiner, who made a significant contribution to the community through her environmental advocacy and volunteering works, with the naming of a reserve in her honour.

Mrs Joiner, who passed away in 2017, meets the specific Landgate policy requirements for commemorative naming through her many years of community service for organisations including the Peel Preservation Group, Mandurah Environmental Advisory Group, Friends of Rivers Peel and the Mandurah Uniting Church.

Due to Mrs Joiner's passion for the environment, the naming of a reserve which holds environmental significance is considered to be an appropriate commemoration. Bushland Reserve 49425 in Tuckey Cove Dudley Park has been selected on the basis that it meets this criteria, with an endangered species of flora upon it and, as well, it is located in what was Mrs Joiner's home suburb.

Extensive consultation, to both the residents who live within the vicinity of the reserve and the wider community, has been carried out, with overwhelming support to the proposal received.

Council is therefore requested to endorse the official naming of Reserve 49425 at Lot 1995 Sharperton Meander, Dudley Park as Shirley Joiner Reserve, subject to Landgate approval.

### **Disclosure of Interest**

Nil

### **Location**

Reserve 49425 – Lot 1995 Sharperton Meander, Dudley Park



### **Previous Relevant Documentation**

Nil

### **Background**

The Peel Preservation Group (PPG) has requested that the City consider commemorative naming after the late Mrs Shirley Joiner, who was Secretary for the PPG for many years, for her dedication to serving the community through her involvement with this group as well as other environmental advocacy groups and community organisations within the Peel region.

Mrs Joiner meets the strict criteria under the Landgate naming policies for commemorative naming by having a proven record of a substantial community contribution over many years.

As she was a champion for the environment in the Peel Region, a fitting commemoration is deemed to be the naming of an environmentally significant reserve in her honour; with Reserve 49425 in Tuckey Cove, Dudley Park, which was Mrs Joiner's home suburb, selected.

### **Comment**

Mrs Joiner was a tireless worker and campaigner over many years for local environmental advocacy groups such as the PPG, Mandurah Environmental Advisory Group and Friends of Rivers, Peel. She was highly valued by these organisations for her enthusiastic participation and willingness to become involved in the many environmental activities that the groups undertook, such as tree planting, river foreshore restorations, Clean Up Australia Days as well as campaigning for various environmental causes including the protection of Point Grey.

Mrs Joiner was also a highly valued and respected member of the Mandurah Uniting Church, for which she generously volunteered for 16 years; her contributions amongst many others including representation on the Church Council, Coordinator of/daily running of the Op shop, foundation member of Uniting Outreach Mandurah which provides emergency relief to many families in the Peel region with food parcels, hygiene packs, uniforms, etc., as well as being a foundation member of the Rainbow Program which has

been running for 15 years, and which supplies lunches and provides a safe caring environment for people with mental health issues.

In 2014, Mrs Joiner was awarded the Premier's Australia Day Active Citizenship Award as recognition of her contribution to the initiation of the Rainbow Program, as well as her environmental advocacy works.

The naming of a reserve after Mrs Joiner meets the current Landgate *Policies and Standards for Geographical Naming in Western Australia*, which state that the approval of a name to commemorate an individual will only be considered:

- Posthumously;
- with permission of the immediate family (which has been obtained);
- based on a demonstrated record of achievement;
- where the individual has had a direct and long-term association with the location and made a significant contribution to the area;
- where there is evidence of broad community support for the proposal; and
- Landgate have provided in principle consent to the naming proposal.

The immediate family of Mrs Joiner have been consulted and they have advised their support and appreciation of the naming proposal as well as input into the name chosen, with the options of Shirley's Reserve and Joiner Reserve considered but discounted for the reasons that; Shirley's Reserve does not meet Landgate naming conventions and; the family believes that Mrs Joiner would prefer the more informal name of Shirley Joiner Reserve as opposed to Joiner Reserve.

Reserve 49425 is a small bushland reserve surrounded by residential development, which covers an area of 3.0724 hectares. It is currently un-named and is vested in the City of Mandurah for 'Public Recreation'. The natural vegetation complex of the reserve is Banksia Woodland, and the reserve also contains numerous native orchid species, including a population of the rare species *Drakaea elastica* (Glossy-leaved Hammer Orchid) which was discovered upon the reserve in 2016. The reserve is also inhabited by the endangered Black Cockatoo and other bird species, as well as Quenda (Southern Brown Bandicoot).

Due to the ongoing environmental protection requirements for this reserve and the fact that the reserve is located in what was Mrs Joiner's home suburb, it has been selected as an appropriate choice of location to commemorate Mrs Joiner.

Extensive public consultation in January 2019, through advertising in the Mandurah Mail and Coastal Times local newspapers, as well as a letter drop to the approximately 160 residents who live near the Reserve, has resulted in a number of responses, all overwhelmingly positive. Included in these are submissions from The Peel Preservation Group, the Mandurah Environmental Advisory Group, Friends of Rivers, Peel and the Mandurah Uniting Church, who have all uniformly advised their appreciation and wholehearted support of the proposal, and that Mrs Joiner is well deserving of the recognition. (See details under Consultation section below).

Upon approval, signage will be placed on the reserve and it is recommended, at this time, that Council undertakes an appropriate naming ceremony.

Council is therefore requested to endorse the official naming of Reserve 49425 at Lot 1995 Sharperton Meander, Dudley Park as Shirley Joiner Reserve, subject to Landgate approval.

### **MEAG Comment**

This item was considered by the Mandurah Environmental Advisory Group at its meeting on 18 January 2019 and the following recommendations were made:

1. *MEAG supports the naming of Reserve Number 49425 as 'Shirley Joiner Reserve' and recognises Shirley's significant contribution to the community. This is a fitting tribute.*

## Consultation

- Landgate Geographic Naming Committee – Have advised support to the naming proposal.
- Family of Shirley Joiner – Provided their support and input into the name.
- Public consultation has been undertaken with advertisements in the Public Notices sections of the Coastal Times (09/01/19) and Mandurah Mail (17/01/19). As well, direct mail-out to approx. 160 residents who live within the vicinity of the reserve, and the Mariner's Cove Resident's Association and developers of Tuckey Cove, was undertaken, with submissions received as follows:

| Owner / Address   | Submission<br>(Summarised comments)   | Comment  |
|---|---|--|
| 1. Judith Warner, Chairperson<br>Uniting Outreach Mandurah<br>Mandurah Uniting Church | a. Representative on Church Council, Coordinator Op-Shop, Foundation member of Rainbow Program, Foundation member of Uniting Outreach. Deserves the recognition in every possible way.  | Noted  |
| 2. Colin Elton,<br>Friends of Rivers, Peel  | a. Fully endorses the proposal. A wonderful servant of the environment, unselfish in her efforts for the community, deserves the recognition.   | Noted  |
| 3. Doug Pritchard<br>Jubata Gdns, Dudley Park   | a. Delighted to see the reserve being named in this way and like the name chosen.   | Noted  |
| 4. David Thomas<br>Peel Preservation Group  | a. Treasurer for 8 years whilst Shirley was Secretary. Tireless worker for the environment.   | Noted  |
| 5. Susanne Godden<br>Peel Preservation Group  | a. Secretary – Involved in many submissions, e.g. lobbied for PPG to become a stakeholder when the railway was built and was active in the campaign against an estuary channel at Point Grey. Dedicated and inspirational worker. | Noted  |
| 6. Bill Anderson<br>Anhinga Trail, Dudley Park  | a. Proposed name lacks dignity, prefers Joiner Reserve or even Shirley Reserve.   | a. The family's preference is Shirley Joiner Reserve and Shirley/s Reserve not supported by GNC. |

## Statutory Environment

*Land Administration Act 1997* – Section 26 (c) Subject to 26A the Minister may name, rename and cancel the name of any topographical feature, road or reserve -

Section 26A – If the local government approves a name it is forwarded to the Minister for Lands for final approval.

## Policy Implications

Nil

## **Economic Implications**

Nil

## **Risk Analysis**

Nil

## **Strategic Implications**

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

### Identity:

- Encourage active community participation and engagement.

## **Conclusion**

The late Mrs Shirley Joiner was, amongst many things, a champion for the environment within the Peel region and a dedicated volunteer over many years, and it is due to this contribution that officers propose that Reserve 49425, which holds an environmental asset which needs ongoing protection, be commemorated in her name.

The proposed commemoration meets all requirements of the Landgate Naming Policies & Standards and is supported enthusiastically by the community.

Council is therefore requested to endorse the official naming of Reserve 49425 at Lot 1995 Sharperton Meander, Dudley Park as Shirley Joiner Reserve, subject to Landgate approval.

## **RECOMMENDATION**

### **That Council:**

1. **Approves formal submission to the Geographic Naming Committee at Landgate for the official naming of Reserve 49425, Lot 1995 Sharperton Meander, Dudley Park, as Shirley Joiner Reserve;**
2. **Acknowledges upon approval of the name by the Geographic Naming Committee, holds a suitable ceremony to officially name the reserve.**

|          |                           |   |
|----------|---------------------------|---|
| <b>9</b> | <b>SUBJECT:</b>           | Lease: Lions Club of Mandurah Lot 24 & Pt Lot 25 Park Road Mandurah |
|          | <b>CONTACT OFFICER/S:</b> | Ben Dreckow   |
|          | <b>AUTHOR:</b>            | Lesley Petchell/Rachelle Love                                       |

### Summary

The current lease with the Lions Club of Mandurah Incorporated (Lions) is due to expire on the 30 June 2019, with the renewal term being fully exercised upon this date. The group has formally requested to enter into a new lease agreement with the City upon the expiry of the current term.

The Lions club occupy Lot 24 and a portion of Lot 25 Park Road, Mandurah, being City freehold owned land, with a total lease area of 3,395 square metres, the City's operations Centre is located adjacent to this site on Lot 31.

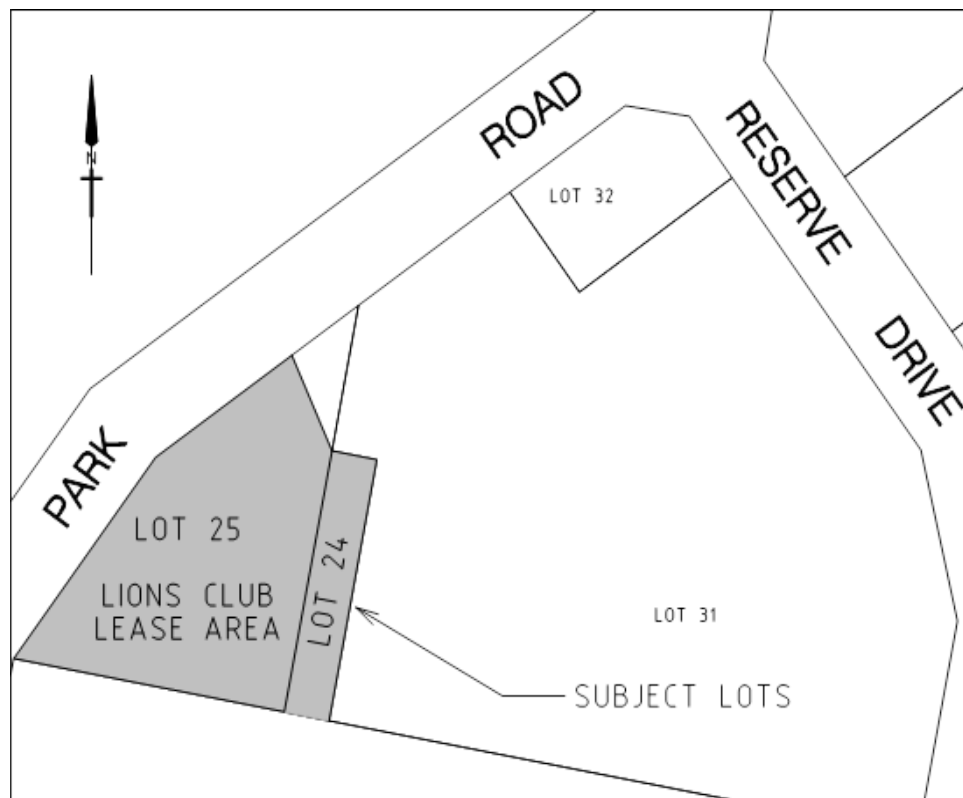
Due to the strategic nature, the possible redevelopment potential of the site together with the access required by the City via the lease area to the adjoining dog pound, on Lot 31, officers consider that a tenure term of three years with a two year renewal option (3+2 years) is appropriate, along with a reduced rental rate of \$50 per annum. These conditions align with the current lease agreement between the group and the City.

Council is requested to support a new lease with the Lions Club of Mandurah Incorporated, over Lot 24 and a portion of Lot 25 Park Road, Mandurah, for a term of three years with a two year renewal option (3+2 years) commencing on the 1 July 2019 with final expiry due on the 30 June 2024. An annual rental rate frozen at \$50 per annum until the lease expires or until the dog pound access is no longer required by the City.

### Disclosure of Interest

None

### Location



### **Previous Relevant Documentation**

- G.33/3/14    25 March 2014      Council support received of a new lease to the Lions Club of Mandurah for a three year lease with an option of a two year renewal (3+2 years) over a portion of Lot 25 and Lot 24 Park Road Mandurah with an expiry of the 30 June 2019;
- G.55/11/09   24 November 2009   Council supported the renewal of a lease over portion of Lot 25 and Lot 24 Park Road Mandurah to the Lions Club Mandurah with an expiry of the 30 June 2014;
- G.38/7/04    18 March 2004      Council approved a new lease over portion of Lot 25 and 24 Park Road Mandurah for a five year term.

### **Background**

In 1983 an agreement was supported by Council for the Lions Club of Mandurah Inc. to construct their own clubrooms within City freehold owned land located on Park Road, Mandurah. With the assistance of a \$5,000 Council loan the construction of the clubrooms was completed in 1984 to which the Lions club then entered into a twenty year lease over the site, previously known as Lot 30 Park Road Mandurah. In June 1985 the lease was extended for car parking purposes to include the area known today as Lot 24 Park Road.

The City's Operation Depot is situated on Lot 31 and directly abuts the Lions lease area of Lot 24. In 1996 the clubs lease was altered by a Deed of Variation to recognise the dog pound, situated at the City's Operation Depot, giving the City unfettered access to the pound through Lot 24 and Lot 25. As such the Lions rent was frozen at \$50 per annum until the dog pound is relocated.

A clause has been included in the last three lease renewals, being to support the required City access to the dog pound, which states; 'The Lessee must at all times allow the Lessor unfettered access to the vehicular access ways of the premises to permit vehicular and pedestrian access to the pound and failure to provide access to the pound may result in termination of the lease'.

### **Comment**

The Lions Club of Mandurah Incorporated has held tenure over a portion of City freehold owned land in Park Road, Mandurah for the past thirty-five years and have formally requested to enter into a new lease agreement upon the expiry of their final term on the 30 June 2019.

The Lions Club of Mandurah Inc. was chartered in September 1971 and now holds 42 members (all volunteers) who provide services to the local community as well as State, national and international communities since this time. They actively participate in many services and programs including;

- The annual School Book Award Program – For students graduating from local schools.
- Lions Youth of the Year Program – Aimed at youths who are about to enter into fields of employment or higher education, this program is designed to encourage, foster and develop leadership in conjunction with other citizenship qualities in our local youths.
- Lions Children of Courage Program – Recognises children for their courage under adversity or for acts of bravery.
- Assist other humanitarian organisations within the community through the donation of funds and/or free labour.
- Collection of used spectacles for forwarding to third world countries.

- Support disaster relief through the Australian Lions Foundation
- Arrange fund raising through but not limited to:
  - Collection of aluminium cans and newspapers for recycling
  - The Australia Day Breakfast
  - Mandurah Christmas Pageant BBQ
  - Lions Biggest BBQ – Funds childhood Cancer Research
  - Distribution of Lions Mints
  - Sale of Lions Christmas Cakes and Puddings
  - RSL Gunfire Breakfast
  - Wally's Walk for Sight – Raises funds for the Lions Save Sight Foundation, held in October each year;
- The Lions Club Hall is also utilised by eight other community groups, under the Management of the Lions, who without this venue would struggle to afford alternative means to provide their services to the local community.

Due to the strategic nature of this lease area together with the adjoining Operations Centre located on Lot 31 Park Road, officers consider that a maximum of a five year lease be considered appropriate.

Council is requested to support the ongoing tenure via a new lease with the Lions Club of Mandurah Incorporated, over Lot 24 and a portion of Lot 25 Park Road, Mandurah, for a term of three years with a two year renewal option (3+2 years) commencing on the 1 July 2019 with final expiry due on the 30 June 2024. An annual rental rate frozen at \$50 per annum until the lease expires or until the dog pound access is no longer required by the City.

### **Consultation**

President – The Lions Club of Mandurah Incorporated

### **Statutory Environment**

*Comply with S3.58 of the Local Government Act 1995 (LGA) – Disposal of Property*  
'Dispose' includes to sell, lease, or otherwise dispose of, whether absolutely or not.

*Exemption of Disposition of Property – Section 30 Local Government (Functions and General) Regulations 1996.* A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature. As a non-for profit community group, the Lions Club of Mandurah Incorporated are exempt from the advertising.

### **Policy Implications**

Community and Recreation Facilities POL-CNP 07 – The City will adopt a balanced approach to lease and licenses – generally a community and recreation lease term will be up to a maximum of 10 years.

### **Risk Implications**

None identified

### **Economic Implications**

The City's Schedule of fees and charges 2018/19 states the annual rental fee for community groups is \$1,000. In alignment with the current lease this fee is to be reduced and frozen at \$50 per annum in acknowledgement of the access required by the City to the dog pound. Should that access cease the group are required to pay the annual community rate as set by the City's Schedule of fees and charges.

It is further recommended that the document preparation fee of \$600 be waived to reflect the City's continued support for the Club, and consideration of the shorter maximum five year tenure on offer for the club.

### **Strategic Implications**

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

#### 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.

### **Conclusion**

The Lions Club of Mandurah Incorporated are a long standing and well respected community based Not for Profit organisation who have formally requested security of tenure by way of a five year lease, with the final expiry being the 30 June 2024.

Council is requested to support a new lease with the Lions Club of Mandurah Incorporated, over Lot 24 and a portion of Lot 25 Park Road, Mandurah, for a term of three years with a two year renewal option (3+2 years) commencing on the 1 July 2019 with final expiry due on the 30 June 2024. An annual rental rate frozen at \$50 per annum until the lease expires or until the dog pound access is no longer required by the City.

### **RECOMMENDATION**

#### **That Council:**

1. **Approves a lease over Lot 24 and a portion of Lot 25 Park Road, Mandurah, to the Lions Club of Mandurah Incorporated with the following conditions;**
  - 1.1 **Tenure of three years, commencing on 1 July 2019 and expiring on 30 June 2022;**
  - 1.2 **Renewal term of two years, commencing on 1 July 2022 and expiring on 30 June 2024;**
2. **Approves the application of the City's Fees and Charges Schedule 2018/19 to the term of lease being suspended, with rent being fixed at \$50 per annum until expiry of the lease, or until the dog pound is removed;**
3. **Approves the waiver of the documentation preparation fee as detailed in the City's Fees and Charges Schedule 2018/19 of \$600;**
4. **Authorises the Chief Executive Officer to finalise the conditions of the Lease.**

**10 SUBJECT:** Licence: Mandurah Netball Association Reserve 19312 Thomson Street Mandurah  
**CONTACT OFFICER/S:** Ben Dreckow  
**AUTHOR:** Lesley Petchell/Rachelle Love

### Summary

The Mandurah Netball Association Incorporated (MNA) have held tenure over a portion of Reserve 19312, Lot 503 (No. 20) Thomson Street, Mandurah, since 1995. Their current licence is due to expire on the 31 March 2019, with all renewal options being fully exercised upon this date.

After recent discussions with the club officers recommend a new licence agreement with the same tenure to their existing agreement, of three years with a two year renewal option (3+2 years), together with an annual rental fee aligning with the City's Schedule of Fees and Charges for Sporting and Community groups.

Council is requested to support a new licence with the Mandurah Netball Association Incorporated, over a portion of Reserve 19312 Thomson Street, Mandurah, for a term of three years with a two year renewal option (3+2 years) commencing on or after the Minister for Lands consent, together with an annual rental fee of \$1,000 proposed in accordance with the City's Schedule of Fees and Charge and all licence terms and conditions are subject to the approval of the Minister for Lands.

### Disclosure of Interest

None

### Location



## **Previous Relevant Documentation**

- G.27/2/14 25 February 2014 Council supports licence agreement for a three term and two additional one year renewal terms;
- G.38/11/12 27 November 2012 Council endorses the Ruston Park Sporting Precinct Plan, and its use as a key planning tool in the design of future development in the precinct.

## **Background**

The Mandurah Netball Association Incorporated have held tenure over a portion of Reserve 19312 since 1995 for the use of office accommodation and shed storage.

In 2014 Council support was granted for the current licence held by the MNA consisting of a three year tenure term, with two one year options of renewal, the final renewal term being fully exercised on the 31 March 2019, together with an annual rental fee in alignment with the City's Schedule of fees and charges for Sporting and Community groups.

## **Comment**

The Mandurah Netball Association hold a licence over a portion of space comprising of 65.5 square metres within the "Thomson Street Netball Pavilion" together with 21.6 square metres of land inclusive of a storage shed utilised by the club. The remainder of the building and netball courts are available for hire by other netball clubs within the region, as well as local community groups as required.

MNA are the largest volunteer run netball club within the Peel Region, currently holding 1970 junior memberships who play annually each winter season from April through to September.

The Club offers community clinics, coaching courses, umpire development pathway programs and also provide a representative program for talented athletes to compete in State competitions.

Council is requested to support a new licence with the Mandurah Netball Association Incorporated, over a portion of Reserve 19312, Lot 503 (No. 20) Thomson Street, Mandurah, for a term of three years with a two year renewal option (3+2 years) commencing on or after the Minister for Lands consent, with an annual rental fee of \$1,000 proposed in accordance with the City's schedule of fees and charges 2018/19. All licence terms and conditions are subject to the approval of the Minister for Lands.

## **Consultation**

President – Mandurah Netball Association Incorporated

## **Statutory Environment**

*Comply with S3.58 if the Local Government Act 1995 (LGA)* – Disposal of Property 'Dispose' includes to sell, lease, or otherwise dispose of, whether absolutely or not.

*Exemption of Disposition of Property – Section 30 Local Government (Functions and General) Regulations 1996.* A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature. As a recreational club, the Mandurah Netball Association are exempt from the advertising.

*Land Administration Act 1997 Section 18 (2) Minister for Lands Approval.* Various transactions relating to Crown Land to be approved by the Minister. As persons must not without authorisation, assign, sell, transfer or otherwise deal with interest in Crown Land.

## **Policy Implications**

Community and Recreation Facilities POL-CNP 07 – The City will adopt a balanced approach to lease and licenses – generally a community and recreation licence term will be a maximum of 5 years.

## **Risk Implications**

None Identified

## **Economic Implications**

To align with the existing licence, officers recommend, an annual rental fee in accordance with the City's schedule of fees and charges for Sporting and Community groups. The current fee for 2018/19 is \$1,000 per annum inclusive of GST, together with the document preparation fee of \$450.00, inclusive of GST.

## **Strategic Implications**

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

### 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.

### Identity:

- Encourage active community participation and engagement.

## **Conclusion**

The Mandurah Netball Association have requested security of tenure by way of a three year licence agreement with a two year renewal option.

Council is requested to support a new licence with the Mandurah Netball Association Incorporated, over a portion of Reserve 19312, Lot 503 (No. 20) Thomson Street, Mandurah, for a term of three years with a two year renewal option (3+2 years) commencing on or after the Minister for Lands consent, with an annual rental fee of \$1,000 proposed in accordance with the City's schedule of fees and charges 2018/19. All Licence terms and conditions are subject to the approval of the Minister for Lands.

## **RECOMMENDATION**

### **That Council:**

- 1. Approve a licence over portion of Reserve 19312, Lot 503 (No. 20) Thomson Street, Mandurah, to the Mandurah Netball Association Incorporated with the following conditions;**
  - 1.1 Tenure of three years, with a two year renewal option (3+2 years);**
  - 1.2 Commencement on or after the Minister for Lands consent;**
- 2. Authorises the Chief Executive Officer to finalise the conditions of the licence agreement.**

**11 SUBJECT:** 2019/20 Community Sport and Recreation Facility Fund (CSRFF)  
Small Grants – Summer Round  
**CONTACT OFFICER/S:** Craig Johnson  
**AUTHOR:** Natalie Garnsworthy

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## Summary

The Community Sport and Recreation Facilities Fund (CSRFF) is a Department of Local Government, Sport and Cultural Industries - Sport and Recreation program that provides financial assistance to community groups and local government authorities to develop basic infrastructure for sport and recreation.

The small grants aim to increase participation in sport and recreation, with an emphasis on physical activity through rational development of sustainable, good quality, well designed and well utilised facilities where the total cost does not exceed \$200,000. The application process for submissions involve Local Governments undertaking an initial assessment to ensure proposed projects are well planned, prioritised and of positive benefit to the community.

The City has received two applications from clubs as part of the Community Sport and Recreation Facility Fund (CSRFF) Small Grants – Summer Round. Details of these applications are:

- Mandurah Tennis Club Resurfacing of Courts 9-12
- South Mandurah Tennis Club Resurfacing of Courts 7-10

Council is requested to support the ratings and priorities of the two (2) 2019/20 Community Sport and Recreation Facility Fund (CSRFF) Small Grants applications submitted and note that an allowance for the City's contributions towards each project will be listed in the 2019/20 draft capital budget, subject to the projects being approved by the Department of Local Government, Sport and Cultural Industries - Sport and Recreation.

## Disclosure of Interest

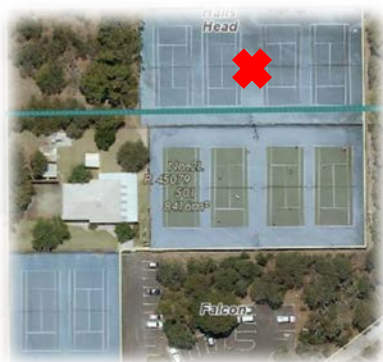
N/A

## Location



Mandurah Tennis Club

Thomson Street, Mandurah



South Mandurah Tennis Club

Merlin Street, Falcon

### Previous Relevant Documentation

- CC.5/8/18 28 August 2018 Council considered the 2018/19 CSRFF Small Grant applications – Summer Round and endorsed an application from the Mandurah Mustangs Football Club: Upgrade and redevelopment of the Rushton North Pavilion Changeroom facility, Northport Reserve: Construction of toilet / storage facility, Halls Head Bowling Club: Installation of LED sports lighting and South Mandurah Tennis Club: Resurface of Courts 1 - 2 and 7 – 10.
- G.17/3/18 27 March 2018 Council considered the 2018/19 CSRFF Small Grant applications – Winter Round and endorsed an application from the South Mandurah Football Club: Construction of Change room Facilities, Dudley Park Bowling Club: Resurface of Bowling Green and South Mandurah Tennis Club: Resurface of Courts 1 - 2 and 7 – 10.
- G.24/8/17 22 August 2017 Council considered the 2017/18 CSRFF Small Grant applications – Summer Round and endorsed an application from the Mandurah Croquet and Recreation Club: Construction of a Universal Accessible Toilet, South Mandurah Tennis Club: Upgrade to Sports Lighting on Courts 3 to 6, South Mandurah Football Club: Construction of Changeroom Facilities and Peel Thunder Football Club: Feasibility Study for a Future Centre of Excellence Facility.
- G.23/3/17 23 March 2017 Council considered the 2017/18 CSRFF Small Grant applications – Winter Round and endorsed an application from the South Mandurah Football Club for the construction of change room facilities, Port Bouvard Sport and Recreation Club for the replacement of B green bowling surface and a joint application from the Mandurah Triathlon Club and Mandurah Ocean Club for an upgrade to the storage facilities at Mandurah Yacht Club.

### Background

The Department of Local Government, Sport and Cultural Industries - Sport and Recreation offer three grant categories within the CSRFF program:

- (a) Forward Planning Grants: \$166,667 up to \$4,000,000 can be allocated to large scale projects where the total project cost exceeds \$500,000 and may require an implementation period of between one and three years. Grants given in this category may be allocated in one or a combination of the years in the triennium.
- (b) Annual Grants: \$50,000 to \$166,666 can be allocated to projects with a planning and construction process that will be complete within 12 months. The total project cost for Annual Grants is between

\$150,000 and \$500,000. Grants given in this category must be claimed in the financial year following the date of approval.

- (c) Small Grants: \$2,500 to \$66,666 can be allocated to projects involving a basic level of planning. The total project cost for Small Grants must not exceed \$200,000. Grants given in this category must be claimed in the financial year following the date of approval. There are two rounds per year coinciding with the summer and winter seasons.

The maximum CSRFF grant approved can be no greater than one third of the total estimated project cost. The Department of Local Government, Sport and Cultural Industries - Sport and Recreation contribution must be at least matched by the applicant's contribution. Council is required to rank each project according to its priorities for the development or upgrade of facilities, ensuring consistency with relevant strategic documents, and then rate each project according to individual merit.

The project ratings are identified as follows:

|  |                 |
|--|-----------------|
| Well planned and needed by the municipality    | High            |
| Well planned and needed by applicant           | Medium/High     |
| Needed by municipality, more planning required | Medium          |
| Needed by applicant, more planning required    | Medium/Low      |
| Idea has merit, more preliminary work needed   | Low             |
| Not recommended                                | Not recommended |

### Comment

Council has been requested to consider two applications for the 2019/20 Community Sport and Recreation Facility Fund (CSRFF) Small Grants – Summer Round

#### Mandurah Tennis Club – Project 1

|                                |   |
|--------------------------------|---|
| Project                        | Resurface of Courts 9 - 12  |
| Location                       | Thomson Street Mandurah   |
| Years Applied for              | 2019/20   |
| Total Project Cost             | \$37,233.00   |
| Eligible Grant Criterial Total | \$12,411.00   |
| CSRFF Grant                    | \$12,411.00   |
| Requested from Council         | \$12,411.00   |
| Other Potential Funding        | -   |
| Clubs' Contribution (cash)     | \$12,411.00   |
| Clubs' Contribution ( in kind) | \$  |
| Recommended Ranking            | It is recommended that this project be given a ranking of "1" and a rating of "medium/high" |

### Project Details

The Mandurah Tennis Club (MTC) is proposing to carry out a resurface of four (4) courts (9 to 12) to ensure it can continue to provide safe and suitable infrastructure for their members and visitors. The project has the potential to positively impact on the community's ability to participate in physical activity and provides increased opportunities for the safe use of sporting venues within the City.

The resurface of court 9 to 12 includes:

- Patching of cracks to reinforce the fiberglass membrane,
- Coating the surface with a Plexi-pave Acrylic Surface System.
- Line marking

The Mandurah Tennis Club has leased a portion of City freehold owned land at Rushton Park since 1981. Originally the club encompassed 8 tennis courts and the main club building, as well as car parking facilities. In 1991 they requested an extension to the lease area to provide additional car parking and an additional 4 tennis courts, (9 to 12) with the lease area increasing to the current area.

The Club, provides opportunities for both competitive and social tennis players throughout central Mandurah. The club has approximately 136 members and manages their courts and charges a fee for use.

In July 2005, the club resurfaced four (4) courts at a cost of \$35,000 and prior to this has installed court lighting. In addition, MTC has recently carried out a minor refurbishment to the kitchen facility and also an upgrade to the tennis hit up wall.

Officers have recommended that this project is ranked one and rated “Medium/high”, as it is well planned and needed by the club. In making this assessment, Officers noted that the Mandurah Tennis Club has a court replacement fund in place, is financially sustainable and is a good tenant of the City.

#### South Mandurah Tennis Club – Project 2

|                                |   |
|--------------------------------|---|
| Project                        | Resurfacing of courts 7-10  |
| Location                       | Merlin Street, Falcon   |
| Years Applied for              | 2019/20   |
| Total Project Cost             | \$31,875.90   |
| Eligible Grant Criterial Total | \$10,625.30   |
| CSRFF Grant                    | \$10,625.30   |
| Requested from Council         | \$10,625.30   |
| Other Potential Funding        | -   |
| Clubs' Contribution (Cash)     | \$10,625.30   |
| Clubs' Contribution (in kind)  | -   |
| Recommended Ranking            | It is recommended that this project be given a ranking of “2” and a rating of “medium/high” |

#### Project Details

The South Mandurah Tennis Club (SMTTC) is proposing to carry out a resurface of courts 7-10 to ensure it can continue to provide safe and suitable infrastructure for their members and visitors. The club has approximately 320 members and manages their courts under a fee for use model.

The South Mandurah Tennis Club is one of three tennis clubs delivering tennis participation within the City and currently caters for both organised and social tennis opportunities all year round. The Club holds a lease over their clubroom and has 10 outdoor hard court tennis courts.

In February 2019, the club resurfaced two (2) courts at a cost of \$ 15,420.00. In addition, South Mandurah Tennis Club has resurfaced courts 3 – 6 in 2013/14 via a CSRFF grant, to which the City contributed \$10,402. In January 2018, the club completed an upgrade to the tennis court lighting on courts 3 – 6 again through the CSRFF program with the City contributing \$14,038.40.

The Club is now seeking financial assistance from the City and the State Government through the CSRFF program to assist with the resurface of four (4) (courts 7-10) that service both the public and club based activities. The four courts in question were last resurfaced in 2009 and are starting to show significant signs of surface wear and tear, cracking and lifting due to tree roots growing under the surface.

The resurface of court 7 to 10 includes:

- Excavating to remove the tree roots,
- Reconsolidate the court base with concrete,
- Patching of cracks to reinforce the fiberglass membrane,
- Coating the surface with a Plexi-pave Acrylic Surface System.
- Line marking

South Mandurah Tennis Club have submitted two CSRFF applications in the previous two rounds to resurface six courts but have been unsuccessful. The club has now resurfaced two courts at their own cost and changed the application to only resurface four courts. Officers have recommended that this project is ranked two and rated "Medium/high", as it is well planned and needed by the club. In making this assessment, Officers noted that the South Mandurah Tennis Club has a court replacement fund in place, is financially sustainable and is a good tenant of the City.

### **Consultation**

Consultation for the proposed facility upgrades have been undertaken according to the following:

- Mandurah Tennis Club  
Consultation has occurred with the Department of Local Government, Sport and Cultural Industries - Sport and Recreation, Tennis West and the City of Mandurah.
- South Mandurah Tennis Club  
Consultation has occurred with the Department of Local Government, Sport and Cultural Industries - Sport and Recreation, Tennis West and the City of Mandurah.

### **Statutory Environment**

N/A

### **Policy Implications**

Policy CNP-05 Recreation Facility Development

Council may contribute a portion of funding towards the development of sport and recreation facilities in accordance with its Sport and Recreation Facility Development procedures. The remaining funding must be provided by the applicant club or association or through a combination of club contributions and other funding sources such as grants, sponsorship, voluntary labour, donations etc.

### **Risk Implications**

N/A

### **Economic Implications**

The two projects recommended for support are:

| <b>Project</b>               | <b>Lodged by</b>     | <b>Council Contribution Requested</b> |
|------------------------------|----------------------|---------------------------------------|
| Resurfacing of courts 9 - 12 | Mandurah Tennis Club | \$12,411.00                           |

|                              |                            |                    |
|------------------------------|----------------------------|--------------------|
| Resurfacing of courts 7 - 10 | South Mandurah Tennis Club | \$10,625.30        |
| <b>Total</b>                 |                            | <b>\$23,036.30</b> |

Council retains the discretion to contribute to any project on a priority and financial capacity basis, however if Council funds are being contributed through the CSRFF program, this is a pre-commitment of funding for the year in which the grant is approved.

Results of the grant applications will be announced in June 2019 with the projects to be delivered in the 2019/20 financial year. If the two projects are successful in their grant submissions, the combined funding contribution from Council would total \$23,063.30. Currently, the City of Mandurah has the following funding allocation listed for consideration in the 2019/20 draft capital budget;

\$150,000      CSRFF Projects – Various

If the two grant applications were successful, the City would have a total of \$126,963.70 remaining to allocate towards projects submitted as part of the 2019/20 Winter funding round.

### **Strategic Implications**

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

#### Social

- Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors.

#### 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

- Ensure the City has the capacity and capability to deliver services and facilities that meet community expectations.

### **Conclusion**

The two applications received through the 2019/20 Community Sport and Recreation Facility Fund (CSRFF) Small Grants – Summer Round have been well prepared by the clubs and are consistent with Council's Recreation Facility Development policy.

A requirement of the CSRFF funding program is that if Council funds are being contributed then there is a pre-commitment of funding for the year in which the grant is approved. The Council contributions reflected in this report are as requested from the applicant clubs.

The table below is a summary of the application rankings and the individual ratings for each project:

| Grant Type | Rank | Project                      | Rating      | Lodged by                  | CSRFF Funding Requested | Club Funding | Council Contribution Requested |
|------------|------|------------------------------|-------------|----------------------------|-------------------------|--------------|--------------------------------|
| Small      | 1    | Resurfacing of courts 9 - 12 | Medium/High | Mandurah Tennis Club       | \$12,411.00             | \$12,411.00  | \$12,411.00                    |
| Small      | 2    | Resurfacing of courts 7-10   | Medium/High | South Mandurah Tennis Club | \$10,625.30             | \$10,625.30  | \$10,625.30                    |

## RECOMMENDATION

**That Council:**

1. **Supports the rankings and ratings for the Community Sport & Recreation Facility Fund Small Grant applications from the following clubs / organisations:**
  - **Mandurah Tennis Club**  
Project – Resurfacing of courts 9 - 12  
Ranking – one  
Rating - Medium/High
  - **South Mandurah Tennis Club**  
Project - Resurfacing of courts 7 - 10  
Ranking – Two  
Rating – Medium/High
2. **Notes that if any of the following applications are successful, the City will be required to commit the following amounts through the 2019/20 capital budget:**
  - **Mandurah Tennis Club**
    - Project – Resurfacing of courts 9 – 12 - \$12,411.00
  - **South Mandurah Tennis Club**
    - Project - Resurfacing of courts 7 - 10 - \$10,625.30

|           |                           |   |
|-----------|---------------------------|---|
| <b>12</b> | <b>SUBJECT:</b>           | Proposed Traffic Management Scheme Spinaway Parade and Panamuna Drive, Falcon |
|           | <b>CONTACT OFFICER/S:</b> | Troy Davis  |
|           | <b>AUTHOR:</b>            | Tom Carroll   |

### Summary

In response to resident's concerns, a traffic management scheme has been developed for Spinaway Parade and Panamuna Drive, Falcon.

City officers have undertaken public consultation for a proposed traffic management treatment on Spinaway Parade and Panamuna Drive around the Falcon Bay Foreshore development. The proposal includes:

- the installation of speed cushions at two locations in Spinaway Parade adjacent to the Falcon Bay Foreshore development (locations 2 and 3 on below plan) to protect pedestrians and drivers entering and exiting the on street parking bays at this location, and
- the installation of a separation kerb with delineation around the bend between Panamuna Drive and Spinaway Parade (location 1 on below plan) to address vehicle speeds and separation at the bend.

Council is requested to endorse the implementation of the proposed traffic management measures as shown on Plan TM 2512 (refer Attachment 1).

### Disclosure of Interest

Nil

### Location



### Previous Relevant Documentation

Nil

## **Background**

Over a period of time, the City has continually received complaints from residents of Falcon regarding traffic speeds along Spinaway Parade and around the bend at Panamuna Drive as well as complaints regarding pedestrian safety around the Falcon Bay Foreshore. As a result of the complaints and subsequent traffic count data and site investigations, funding was obtained in the 2018/2019 budget for the installation of traffic calming devices.

Subsequently, officers initially developed a proposal to install speed cushions at a series of locations around the bend of Spinaway Parade and Panamuna Drive as well as on Spinaway Parade between Thera Street and Mercedes Avenue.

During the public consultation process for the initial design proposal, concerns were raised that the installation of the speed cushions around the bend at Spinaway Parade and Panamuna Drive may cause hoon drivers to begin using Eone Street and Thera Street as a 'rat run' to avoid the speed cushions. There were also some concerns raised around the potential for noise issues that can be created by vehicle movements over the speed cushions. Further comments were also received from residents in regards to concerns which fall outside of the scope of work and focus area. These comments were again received in the second round of consultation with the City investigating these concerns as separate issues accordingly.

A review of the initial design was undertaken with some changes made to the proposed locations for the speed cushions on Spinaway Parade along with an alternative treatment for the bend between Panamuna Drive and Spinaway Parade. The revised design is considered to be the most suitable in terms of speed reduction to protect pedestrian movements and vehicle movements along the stretch of Spinaway Parade as well as addressing safety concerns at the bend between Panamuna Drive and Spinaway Parade.

## **Comment**

The most effective way of reducing traffic speed and protecting pedestrian movements while maintaining reasonable access to properties is through either horizontal or vertical displacement of the road surface. Vertical displacement involves the installation of speed cushions and similar devices. For the section of Spinaway Parade between Mercedes Avenue and Panamuna Drive, this type of treatment can be installed without damaging or altering the horizontal geometry of the road. The rubber speed cushions are also the most cost effective treatment and can be removed and or relocated if they are not found to address the current problems.

The eastern site (location 3 on the above plan) is located approximately 115m to the west of the intersection with Mercedes Avenue and 40m to the east of the Thera Street intersection. This will reduce the speed of vehicles approaching the pedestrian crossings located to the east and west of the Thera Street intersection. This location will also protect vehicles utilising the on street parking to the east of the speed cushions from vehicles heading east on Spinaway Parade.

The western site (location 2 on the above plan) is located approximately 50m west of the Thera Street intersection. This meets the desired spacing specified by Main Roads Western Australia (MRWA) of between 80m and 100m as well as working again to protect pedestrian and vehicle movements along Spinaway Parade. This location is especially critical to protect pedestrians crossing Spinaway Parade from north to south as on street parking and vegetation within the reserve restrict sight lines for vehicles travelling east along Spinaway Parade.

The initial proposal was for speed cushions to be installed at the northern end of Panamuna Drive and at the far western end of Spinaway Parade at the entry and exit of the bend (location 1 on the above plan). A review of this treatment was conducted with an alternative treatment of separation kerbing with vertical delineation decided upon as the preferred intervention (raised median island with 'guide posts'). While speed cushions would have addressed speeding concerns at the corner, they would not form any barrier between vehicles travelling in opposing directions around the bend. This preferred treatment will reduce vehicle speeds by way of a physical and visual barrier which will appear to narrow the road environment and challenge drivers to slow down to safely navigate the corner.

Horizontal displacement options were investigated (i.e. slow points such as blister islands) whilst effective speed treatments they would be difficult to implement in a road environment with on street parking. These are also approximately two to three times the price and are essentially fixed in position once constructed.

## **Consultation**

Public consultation took place for the initial proposal in July 2018 with residents asked if they supported the City's aim to reduce speeding and improve pedestrian safety on Spinaway Parade. The letter was accompanied by the original design proposal. Several recommendations were received on alternate locations that were considered in the revised plan.

Taking on board feedback that was received during this consultation, a revised traffic management plan was sent at the end of January 2019, to the owners and residents of ten properties within the surrounding vicinity of the proposed works, seeking support for the revised local area traffic management plan with the option to respond before 15 February 2019.

Eight of the nine respondents supported the City's revised plans with one objection due to noise concerns.

Further comments were also received from residents in relation to concerns which fall outside of the scope of work and focus area. The City will be investigating these concerns as separate issues accordingly.

A copy of the Consultation Feedback and Comments Table is provided as **Attachment 2**.

## **Statutory Environment**

Nil

## **Policy Implications**

Nil

## **Economic Implications**

Funding was obtained in the 2018/19 budget for the installation of traffic calming devices.

## **Risk Analysis**

The risk for this project is deemed to be low. A budget has been allocated, public consultation undertaken and site investigations completed. Any issues can be managed by internal staff and procedures.

## **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.

### Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

### Organisational Excellence:

- Listen to and engage with our community.

## **Conclusion**

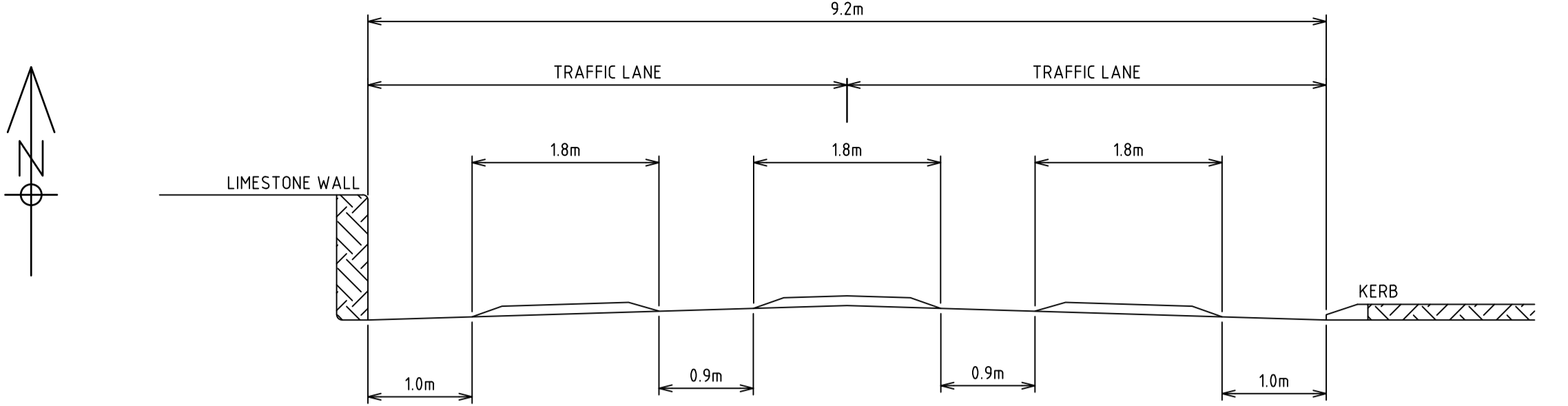
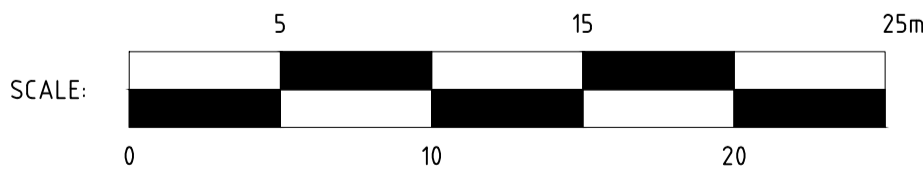
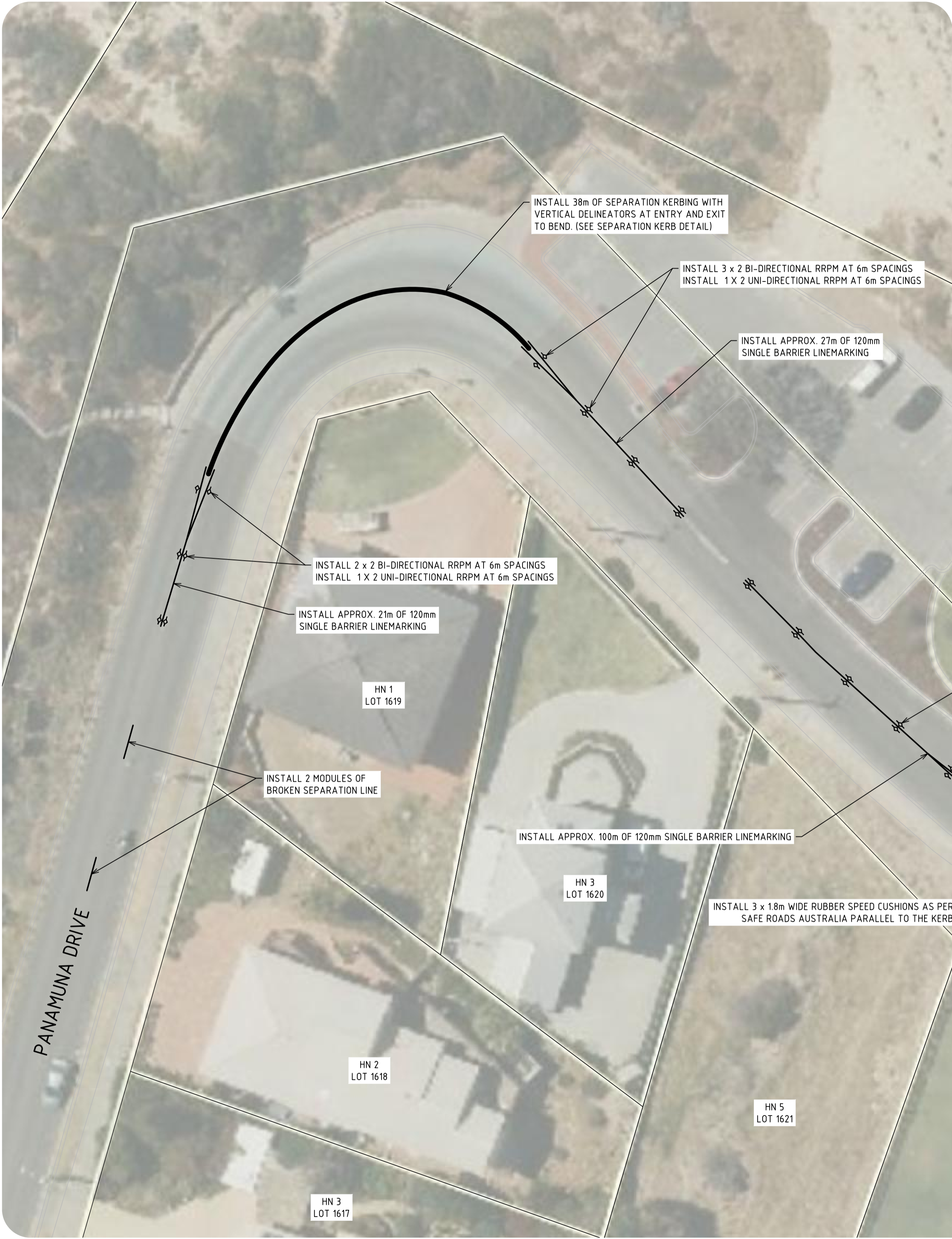
In order to control traffic speeds and increase pedestrian safety along Spinaway Parade adjacent to the Falcon Bay Foreshore, it is necessary to install traffic calming devices such as the speed cushions and separation kerbing as shown on plan TM 2512 (*Refer **Attachment 1***). These devices are considered to be the most effective and least intrusive type of traffic calming devices that will adequately address the current problems with vehicle speeds and pedestrian activities.

### **NOTE:**

- Refer **Attachment 1**      ***Spinaway Parade - Falcon Traffic Management Plan - TM 2512***
- Refer **Attachment 2**      ***Consultation Feedback and Comments Table***

## **RECOMMENDATION**

That Council approves the installation of rubber speed cushions on Spinaway Parade along with separation kerbing at the bend between Panamuna Drive and Spinaway Parade as shown on Plan TM 2512.



TYPICAL SPEED CUSHION CROSS SECTION

SCALE: NTS



SEPARATION KERB DETAIL



SPEED CUSHION DETAIL

LEGEND:

- RUBBER SPEED CUSHION 1.8m x 2.0m (SAFEROADS OR SIMILAR)
- NEW 120mm WHITE SINGLE BARRIER LINE
- NEW 120mm WHITE SEPARATION LINE
- BI-DIRECTIONAL RRPM
- UNI-DIRECTIONAL RRPM
- NEW/EXISTING SIGN

SERVICES:



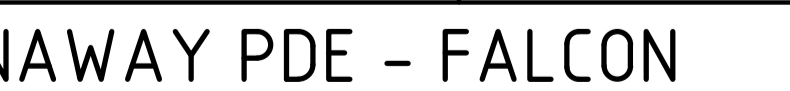
NOTES:

1. THIS PLAN IS FOR PUBLIC CONSULTATION ONLY AND SHOULD NOT BE USED FOR CONSTRUCTION PURPOSES.

| ROAD  | MRWA CODE |
|---|-----------|
| SPINAWAY PARADE   | 0087      |
| PANAMUNA DRIVE  | 0067      |
| REFERENCE DRAWINGS / DOCUMENTS  |           |
| DWG NO. SPINAWAY PDE - TRAFFIC MANAGEMENT<br>TM 2512 03 SPINAWAY PDE LATM PLAN 2                    |           |
| DWG NO. SPINAWAY PDE - TRAFFIC MANAGEMENT<br>TM 2512 02 PANAMUNA DRIVE AND SPINAWAY PDE LATM PLAN 1 |           |
| DWG NO. SPINAWAY PDE - TRAFFIC MANAGEMENT<br>TM 2512 01 TITLE AND LOCATION PLAN                     |           |

PANAMUNA DRIVE AND SPINAWAY PDE LATM PLAN 1

SCALE: 1:250

| NO. | DATE  | REVISION   | BY | CHKD | APPR | DATE  | C.A.D.D. File Nos.   |                            | NOT TO BE USED FOR CONSTRUCTION<br>UNTIL SIGNED APPROVED. |            | DESIGNER TO COMPLETE |          |                 | WORKS AND SERVICES<br>DIRECTORATE |  | SPINAWAY PDE – FALCON<br>TRAFFIC MANAGEMENT<br>LATM PUBLIC CONSULTATION PLAN 1 |  |  |  |
|-----|-------|--|----|------|------|-------|--|----------------------------|---|------------|----------------------|----------|-----------------|-----------------------------------|---|--|--|--|--|
|     |       |  |    |      |      |       | AUTOCAD  |                            | DATE  |            |                      |          |                 |                                   |   |  |  |  |  |
|     |       |  |    |      |      |       | U:\WS17-18\VC - TRAFFIC MANAGEMENT\SPINAWAY PARADE\TM 2512 - REV C.DWG | APPROVED.....              | TROY DAVIS  |            |                      | DESIGNED | TC              | 16/01/2019                        |   |  |  |  |  |
|     |       |  |    |      |      |       |  | MANAGER TECHNICAL SERVICES | DRAWN   | TC         | 16/01/2019           |          |                 |                                   |   |  |  |  |  |
|     |       |  |    |      |      |       |  |                            | DRAFT CHECK   | JF         | 16/01/2019           |          |                 |                                   |   |  |  |  |  |
|     |       |  |    |      |      |       |  |                            | DATE.....   | 18/01/2019 |                      |          | DESIGN ENGINEER | DM                                |   |  |  |  |  |
| C   | 01/19 | ISSUED FOR PUBLIC CONSULTATION – FINAL DESIGN PROPOSAL | TC | DM   | TD   | 01/19 | SURVEYED   | DATUM                      | BY: COM   |            |                      |          | JOB NO.         | 1636.500811                       |   |  |  |  |  |
| B   | 07/18 | ISSUED FOR PUBLIC CONSULTATION                         | MS | DM   | TB   | 07/18 | DATE: NA   | AHD & PCG                  |   |            |                      |          | SCALE: AS SHOWN |                                   |   |  |  |  |  |
| A   | 11/17 | ISSUED FOR COMMENT AND COSTING                         | MS |      |      |       |  |                            |   |            |                      |          | A1              | DWG NO. TM 2512                   |   |  |  |  |  |
|     |       |  |    |      |      |       |  |                            |   |            |                      |          |                 |                                   | SHEET NO. 02/0  |  |  |  |  |

## ATTACHMENT 2

| Name & Address                                  | Support | Resident Comments  | Officer Comments  |
|---|---------|--|---|
| S & D Downie<br>13 Spinaway Parade              | Yes     | <ol style="list-style-type: none"> <li>1. Suggest additional speed cushion as indicated on attached plans.</li> <li>2. First prize would be to close this section of pristine beach area off at east and west of carparks rename this section.</li> <li>3. Second prize close off at Thera Street.</li> <li>4. Close Thera Street and close at Panamuna Drive with turn for fire and rubbish trucks.</li> </ol>  | The City has no plans to close any sections of Spinaway Pde or Panamuna Drive. Additional cushions would fall below MRWA recommended spacing for the installation of speed cushions.  |
| B & A Want<br>17 Spinaway Parade                | Yes     | Yes agree but would like to see them extended further to Mercedes Avenue as the hoons fly along that area as well.   | Traffic counts will be conducted on Spinaway Pde to the south and north of Mercedes Ave to investigate vehicle speeds in this area.   |
| Des & Jenny<br>Williamson<br>15 Spinaway Parade | No      | We do not support the speed cushion because of the location. It will be about 12 steps away from our bedroom window. We have lived at this site for over 40 years and the location chosen affects us more than anyone else because of the distance of the speed cushion to our bedroom window. If you think that this will stop the hoons at night, you have got it wrong. What you propose to do can only de-value our property FURTHER!! We should get a reduction in rates with what you propose. | The use of rubber speed cushions allows the City to remove or relocate the treatment if found to be ineffective. This location is the most suitable as it is alongside the existing street lighting and its proximity to the pedestrian crossing. |
| J.M. Fisher<br>19 Spinaway Parade               | Yes     | Yes please as soon as possible before someone is seriously injured. Would also like to see an additional speed cushion closer to Mercedes Avenue as this is also a dangerous area.   | Traffic counts will be conducted on Spinaway Pde to the south and north of Mercedes Ave to investigate vehicle speeds in this area.   |
| Murray Jones<br>17A Spinaway parade             | Yes     | We request a further speed hump in front of 21 Spinaway Parade as motorists travelling NE put pedestrians, children and cars at risk as they "Race" towards Mercedes Avenue to impress friends on the foreshore.   | Traffic counts will be conducted on Spinaway Pde to the south and north of Mercedes Ave to investigate vehicle speeds in this area.   |
| Ross Withnell<br>21 Spinaway Parade             | Yes     | More speed humps along Spinaway Parade between   | Traffic counts will be conducted on Spinaway Pde to   |

## ATTACHMENT 2

|  |     |  |   |
|--|-----|--|---|
|  |     | Mercedes Avenue and Thera Street; and speed humps in Mercedes Avenue before the intersection with Spinaway Parade.   | the south and north of Mercedes Ave to investigate vehicle speeds in this area.   |
| John Pannell<br>3 Panamuna Drive         | Yes | The proposed solution to the problem of speeding in Panamuna Drive going south will do little or nothing to solve the problem. The vehicles start speeding well after the corner when they are in the straight stretch. What is needed is a traffic calming device half way along that stretch. You can do it in Spinaway Parade, why not Panamuna Drive?  | Traffic counts will be conducted along Panamuna Drive to investigate traffic speeds post the installation of the City's mobile speed radars along this section of road. |
| Warren & Jodie Land<br>1 Spinaway Parade | Yes | We applaud your plans for calming devices - this has been a problem for many years. However it does not rectify the vehicles/motorbikes turning into Panamuna Drive from Spinaway Parade (southerly direction) and speeding up to uncontrollable and dangerous levels. This is erroneous and extremely noisy - it applies to younger drivers with high performance vehicles and does impact on our position and householders in Panamuna Drive. Would the council consider another speed hump as shaded on your plan - this would eliminate noise and danger and promote safety. | Traffic counts will be conducted along Panamuna Drive to investigate traffic speeds post the installation of the City's mobile speed radars along this section of road. |
| John Leggo<br>23 Spinaway Parade         | Yes | I strongly recommend an additional set of speed cushions be installed on Spinaway Pde to the north of Mercedes Ave near existing street light and traffic island.  | Traffic counts will be conducted on Spinaway Pde to the south and north of Mercedes Ave to investigate vehicle speeds in this area.                                     |

|           |                           |  |
|-----------|---------------------------|--|
| <b>13</b> | <b>SUBJECT:</b>           | Tender Number 23-2018 – Supply and Delivery of Premix Concrete |
|           | <b>CONTACT OFFICER/S:</b> | Matthew Hall / David Prattent                                  |
|           | <b>AUTHOR:</b>            | Colin Price / Erin Johnson / Brigitte Napier                   |
|           | <b>FILE NO:</b>           | F0000181953  |

### Summary

The City of Mandurah invited tenders for the Supply and Delivery of Premix Concrete and as a result of the evaluation of tendered submissions, Council is requested to accept the following tenderers as the preferred tenderers:

1. Separable Portion One General Premixed Concrete: The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart).
2. Separable Portion Two Coloured Premixed Concrete: The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart).
3. Separable Portion Three Fibre Reinforced Concrete: The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart).
4. Separable Portion Four Exposed Aggregate Concrete: BGC Concrete
5. Separable Portion Five Liquid Limestone: Reject all Tenderers.

### Disclosure of Interest

Nil

### Previous Relevant Documentation

- G.33/12/14      16 December 2014      That Council awards Moko Moko Pty Ltd & Yakfat Pty Ltd (trading as Mandurah U-Cart Concrete) under Tender 17-2014 for the Supply and Delivery of Pre-Mixed Concrete for a period of four years, with subject to satisfactory performance, commencing on 1 February 2015 and expiring on 31 January 2019 with increases at each twelve month contract anniversary date.

The current contract for Supply and Delivery of Premix Concrete was awarded to Moko Moko Pty Ltd & Yakfat Pty Ltd (trading as Mandurah U-Cart Concrete) for a period of four years, commencing on 1 February 2015 and expiring on 31 January 2019.

To provide continuation of the services a tender for the Supply and Delivery of Premix Concrete was advertised in the 1 December 2018 edition of the 'West Australian' newspaper, 5 December 2018 edition of the 'Mandurah Coastal Times' newspaper and 6 December 2018 edition of the 'Mandurah Mail' newspaper and displayed on notice boards at the Administration Centre and the relevant Libraries.

The Request for Tender sought the provision of the required services for a period of two years with one option to extend for a further one year.

### Comment

The tender closed at 2:00pm on Thursday 10 January 2019. Submissions where in accordance with Regulation 18 (1), with no tenders received after the closing deadline.

Submissions were received from the following:

|    |  |          |
|----|--|----------|
| 1. | The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart). | Mandurah |
| 2. | BGC Concrete   | Perth    |

|    |   |              |
|----|---|--------------|
| 3. | Boral Resources (WA) Ltd                          | North Sydney |
| 4. | The Trustee for Ransberg Unit Trust T/A WA Premix | Greenfields  |

The tender received from The Trustee for Ransberg Unit Trust T/A WA Premix was not included in the evaluation process due to the company withdrawing their submission.

The following weighted qualitative criteria were used to assess and rank each tender submission:

|                            |     |
|----------------------------|-----|
| Demonstrated Experience    | 20% |
| Supervision and Resources  | 20% |
| Demonstrated Understanding | 20% |
| Price                      | 40% |

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 Works and Services, individually assessed each submission 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 which tender/s represented best overall value for money for the City.

The tendered submissions from The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart) and BGC Concrete were considered to be the most advantageous tenders and are therefore recommended as the preferred tenderers for Portions One, Two, Three and Four respectively. The evaluation panel recommends that the highest ranked tenderer for Portion Five not be accepted due to the low value and use of this product, future supply being obtained through quotation.

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*.

### Economic Implications

The expenditure for premixed concrete over the previous four years was \$2,195,176.90 with the average annual cost being \$548,794.22 per annum.

The proposed new tender when compared to the previous tender for the supply of General Pre-Mix Concrete indicates that there is no change in rates. Overall, the new tender is similar in overall costs to the former contract.

It should be noted that the new contract includes additional items those being Fibre Reinforced Concrete, Coloured Pre-Mix Concrete and Exposed Aggregate Concrete; these items were not part of the previous contract.

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.

Provision has been made in various cost codes across the City's current financial budget for the 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 Premix Concrete were recently invited. Four were received and three were assessed against both qualitative criteria and price. The result was that the submission from Mandurah U-Cart Concrete represented overall best value for money for the City and it is therefore recommended that the Council accepts The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart) as the preferred tenderer for Separable Portions One, Two and Three and BGC Concrete as the preferred tenderer for Separable Portion Four. All tenders to be rejected for Portion Five.

NOTE:

- Refer ***Confidential Attachment***.

### **RECOMMENDATION**

**That Council:**

1. **Accepts The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart) as the preferred tenderer for T23-2018 for the Supply and Delivery of Premix Concrete Separable Portion One General Premixed Concrete.**
2. **Accepts The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart) as the preferred tenderer for T23-2018 for the Supply and Delivery of Premix Concrete Separable Portion Two Coloured Premixed Concrete.**
3. **Accepts The Gill Family Trust & The Ockwell Family Trust (trading as Mandurah U-Cart) as the preferred tenderer for T23-2018 for the Supply and Delivery of Premix Concrete Separable Portion Three Fibre Reinforced Concrete.**
4. **Accepts BGC Concrete as the preferred tenderer for T23-2018 for the Supply and Delivery of Premix Concrete Separable Portion Four Exposed Aggregate Concrete.**
5. **Declines to accept all tenders for T23-2018 for the Supply and Delivery of Premix Concrete Separable Portion Five Liquid Limestone.**

|           |                           |  |
|-----------|---------------------------|--|
| <b>14</b> | <b>SUBJECT:</b>           | T24-2018 – Coastal Earthworks – Large Machinery Hire |
|           | <b>CONTACT OFFICER/S:</b> | Neil Carroll / David Prattent                        |
|           | <b>AUTHOR:</b>            | Neil Carroll / Vicki Lawrence                        |
|           | <b>FILE NO:</b>           | F0000182127  |

## Summary

The City of Mandurah invited tenders for Coastal Earthworks - Large Machinery Hire. During the evaluation process, it was identified that there was no suitable tender that would achieve value for money.

Council approval is sought to decline to accept all tenders and note that the City will review the tender specification before re-tendering in the future.

## Disclosure of Interest

Nil

## Location

### Previous Relevant Documentation

- G.16/10/13 15 October 2013 That Council awards BM and RV Waters the contract under Tender 10-2013 for the Coastal Earthworks – Large Machinery Hire for a period of three years commencing from 1 November 2013 at the schedule of rates offered with an option to extend for a further two years, subject to satisfactory performance.

## Background

The current contract for Coastal Earthworks – Large Machinery Hire was awarded to BM and RV Waters for a period of three years commencing from 1 November 2013 at the schedule of rates offered with an option to extend for a further two years, subject to satisfactory performance and commenced on 1 November 2013.

To provide continuation of the services a tender for Coastal Earthworks - Large Machinery Hire was advertised in the 24 November 2018 edition of the 'West Australian' newspaper, the 28 November 2018 edition of the 'Mandurah Mail' newspaper and the 29 November 2018 edition of the 'Mandurah Coastal Times' newspaper and displayed on the notice board at the Administration Centre and the relevant Libraries.

The RFT seeks the provision of the required services for a for a period of three years with one option to extend for a further two years, subject to satisfactory performance and at the sole discretion of the City.

### Comment

The tender closed at 2:00pm on Tuesday 18 December 2018. Submissions were received from the following:

|    |                                      |                |
|----|--------------------------------------|----------------|
| 1. | Allwest Plant Hire Australia Pty Ltd | Forrestdale WA |
| 2. | Egan Civil Pty Ltd t/as Castle Civil | Carlisle WA    |
| 3. | Kee Hire Pty Ltd                     | Welshpool WA   |
| 4. | Peel Resource Recovery Pty Ltd       | Pinjarra WA    |
| 5. | Pipeline Technics                    | Mullaloo WA    |

The following weighted qualitative criteria were used to assess and rank each tender submission:

|   |     |
|---|-----|
| Demonstrate Relevant Experience and Key Personnel | 40% |
| Demonstrate Understanding of Methodology          | 5%  |
| Tenderers Resources                               | 20% |
| Safety Management                                 | 5%  |
| Price   | 30% |

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 Mandurah Ocean Marina and Technical Services - Engineering Design & Development, 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.

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.

As a result of the evaluation process and following clarification interviews with top ranked tenderers it is apparent that not all elements of the specification can be achieved by any of the tendered contractors. To achieve value for money, City officers are requesting Councils' approval to decline to accept all tenders. Officers will review the specification, pricing schedules and options to separately portion works ahead of retendering for services.

## Consultation

Upon award or non-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

The City has alternative contracted suppliers who could provide some of these services during the period between the expiry of the existing contract and the commencement of the new contract following a re-tender. The current contractor has also indicated that they would be available to assist in supplying some of the services until a satisfactory contract can be awarded.

## Economic Implications

The tender will be re-tendered, most likely in separable portions to allow day to day smaller jobs to be separately delivered with plant and machinery that does not require mobilisation from a significant distance from Mandurah. Mobilisation of medium and large plant from areas outside of Mandurah can

have significant time and cost implications for smaller scale works. In such cases, the mobilisation and demobilisation costs can be more than the cost of the works to be undertaken. It is envisaged that greater cost benefits could be obtained by tendering large capital and renewal works related to erosion and coastal protection as a separate item. In such cases, it is likely that mobilisation and demobilisation costs for specialist equipment would be proportionately insignificant compared with the overall cost of the project.

### **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 Coastal Earthworks – Large Machinery Hire were recently invited. Five submissions were received and assessed against both qualitative criteria and price. As a result of the evaluation process and following clarification interviews with top ranked tenderers it is apparent that not all elements of the specification can be achieved by any of the tendered contractors. To achieve value for money, City officers are requesting Councils approval to decline to accept all tenders and to review the specification and pricing schedules to re-tender with a portioned scope of works in the future.

#### NOTE:

- Refer ***Confidential Attachment***.

### **RECOMMENDATION**

**That Council decline all tenders for Tender T24-2018 for the Coastal Earthworks – Large Machinery Hire**

**15 SUBJECT:** Tender Number T25-2018 - Control of Feral Animals  
**CONTACT OFFICER/S:** Matthew Hall / David Prattent  
**AUTHOR:** Colin Price / Erin Johnson  
**FILE NO:** F0000186938

### Summary

The City of Mandurah invited tenders for the Control of Feral Animals and as a result of the evaluation of tendered submissions, Council is requested to accept Terrestrial Ecosystems as the preferred tenderer.

### Disclosure of Interest

Nil

### Previous Relevant Documentation

- G.23/2/14 25 January 2014 That Council awards NFC Products and Services the contract under Tender 13-2013 for Feral Animal Control for a period of three years, commencing on 3 March 2014 and expiring on 2 March 2017 with an option to extend for a further two years subject to satisfactory performance, commencing on 3 March 2017 and expiring on 2 March 2019, at the schedule of rates offered with CPI increases at each twelve month contract anniversary date.:

### Background

The current contract for the Control of Feral Animals as awarded to NFC Products and Services for a period of three years, commencing on 3 March 2014 and expiring on 2 March 2017 with an option to extend for a further two years subject to satisfactory performance, commencing on 3 March 2017 and expiring on 2 March 2019, at the schedule of rates offered with CPI increases at each twelve month contract anniversary date.

To provide continuation of the goods and services a tender for the Control of Feral Animals was advertised in the 22 December 2018 edition of the 'West Australian' newspaper, the 26 December 2018 edition of the 'Mandurah Coastal Times' newspaper and the 27 December 2018 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 services for a period of two years with one option to extend for a further one year, subject to satisfactory performance and at the sole discretion of the City.

### Comment

The tender closed at 2:00pm on Tuesday 17 January 2019. Submissions where in accordance with Regulation 18 (1) no tenders were received after the closing deadline. Submissions were received from the following:

|    |                                 |                 |
|----|---------------------------------|-----------------|
| 1. | Animal Pest Management Services | Pelican Point   |
| 2. | N.F.C Products and Services     | Mandurah        |
| 3. | Terrestrial Ecosystems          | Mount Claremont |

The following weighted qualitative criteria were used to assess and rank each tender submission:

|                                     |     |
|-------------------------------------|-----|
| Key Personnel Skills and Experience | 15% |
| Methodology and Safety Management   | 15% |
| Tenderers Resources                 | 10% |
| References                          | 10% |
| Price                               | 50% |

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 Operations Services, 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.

The tendered submission from Terrestrial Ecosystems 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.

Reference checks have been undertaken with nominated referees who reported that the preferred tenderer is considered to be capable of carrying out the Contract.

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*.

### **Economic Implications**

The total cost of the services for the previous 5 years was \$522,539.76 which was a 5 (3 + 2) year contract where the average annual cost was \$104,507.95 per annum.

A comparison of the schedule of rates between the former tender and this tender indicates an approximate 11% increase. This increase appears to be reflected in the marketplace.

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.

Provision has been made in various cost codes across the City's current financial budget for the services.

### **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 Control of Feral Animals were recently invited. Three were received and assessed against both qualitative criteria and price. The result was that the submission from Terrestrial Ecosystems represented overall best value for money for the City and it is therefore recommended that the City selects Terrestrial Ecosystems as the preferred tenderer.

NOTE:

- Refer ***Confidential Attachment***.

**RECOMMENDATION**

**That Council accepts Terrestrial Ecosystems as the preferred tenderer for Tender T25-2018 for the Control of Feral Animals.**

**16 SUBJECT:** T01-2019 – Mandjar Square Stage 4 – Walling Works  
**CONTACT OFFICER/S:** Troy Davis / David Prattent  
**AUTHOR:** Fiona Kenyon / Vicki Lawrence  
**FILE NO:** F0000176760

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### Summary

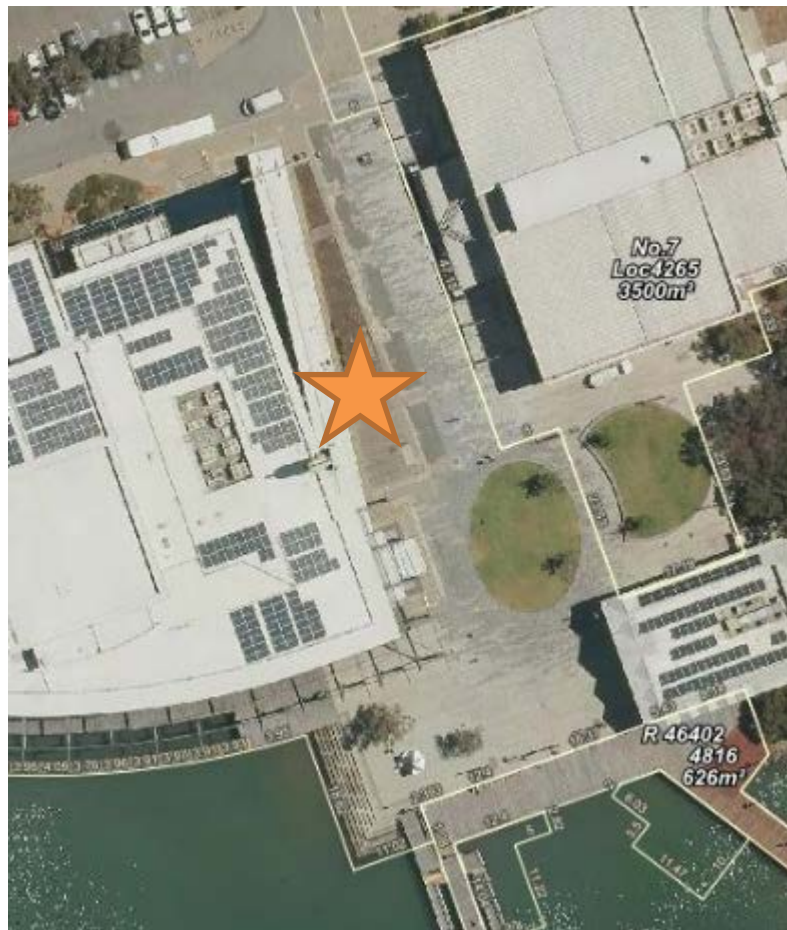
The City of Mandurah invited tenders for the Mandjar Square Stage 4 – Walling Works. The works include the supply of all labour and materials to construct in-situ concrete walls around the Mandurah Performing Arts Centre and is a key component of the Mandjar Square Redevelopment Project.

As a result of the evaluation of tendered submissions, Council is requested to accept Quality Assured Contracting Pty Ltd as the preferred tenderer.

### Disclosure of Interest

Nil

### Location



### Previous Relevant Documentation

- CC.10/3/18 March 2018 Council approved the existing water feature be removed and the area landscaped.
- G.29/12/14 December 2014 Council endorsed the Mandjar Square Redevelopment Master Plan (Dwg No. LAN 0283-1415-002-B), as a concept for future development.

- G.34/4/12      April 2012      Council was requested to consider an allocation of \$70,000 for the replacement of the waterproofing membrane to the water feature pond as part of its deliberations on the draft 2012/13 Budget. Funding was not allocated and it was proposed that a future report considering the relative costs and benefits of retaining the water feature be provided for Councils consideration

## Background

A tender for the Mandjar Square Stage 4 – Walling Works was advertised in the 23 January 2019 edition of the 'West Australian' newspaper and 23 January 2019 Edition of the Mandurah Coastal Times and in the 24 January 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 14 February 2019. Submissions were received from the following:

|    |                                     |             |
|----|-------------------------------------|-------------|
| 1. | Quality Assured Contracting Pty Ltd | Pinjarra WA |
| 2. | SVG Structures WA Pty Ltd           | Mandurah WA |

The following weighted qualitative criteria were used to assess and rank each tender submission:

|  |     |
|--|-----|
| Demonstrated Skills and Experience         | 30% |
| Demonstrated Understanding and Methodology | 20% |
| Price                                      | 50% |

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 Technical Services and Design and Development 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.

The tendered submission from Quality Assured Contracting Pty Ltd 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 non-mandatory site meeting was held on 30 January 2019 at Mandjar Square and was attended by Quality Assured Contracting Pty Ltd and SVG Structures WA Pty Ltd

A financial assessment and/or 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.

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**

The risk to the City is considered low as it is related to insufficient contractor resources to deliver the tender, particularly in short turnaround times. If that case was to eventuate, the possibility of alternative supply would be contemplated.

### **Economic Implications**

The tendered price is approximately 25% below the project estimate and therefore represents value for money.

Provision has been made in the current financial budget account number 1635.700361.20137 for the goods and services.

### **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 Mandjar Square Stage 4 – Walling Works were recently invited. Two were received and assessed against both qualitative criteria and price. The result was that the submission from Quality Assured Contracting Pty Ltd represented overall best value for money for the City and it is therefore recommended that the City selects Quality Assured Contracting Pty Ltd as the preferred tenderer.

#### NOTE:

- Refer ***Confidential Attachment***.

### **RECOMMENDATION**

**That Council accepts Quality Assured Contracting Pty Ltd as the preferred tenderer for T01-2019 for the Mandjar Square Stage 4 – Walling Works.**