



## **NOTICE OF MEETING**

## **ORDINARY COUNCIL**

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

**Tuesday 28 January 2020  
at 5.30pm**

**MARK R NEWMAN**  
Chief Executive Officer  
23 January 2020

## **AGENDA:**

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

**2. ACKNOWLEDGEMENT OF COUNTRY**

**3. APOLOGIES**

Leave of Absence  
Councillor D Schumacher  
Councillor L Rodgers  
Councillor D Lee  
Councillor C Knight

**4. IMPORTANT NOTE:**

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

**5. ANSWERS TO QUESTIONS TAKEN ON NOTICE****6. PUBLIC QUESTION TIME**

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

**7. PUBLIC STATEMENT TIME**

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

**8. LEAVE OF ABSENCE REQUESTS****9. PETITIONS****10. PRESENTATIONS**

10.1 Entrepreneurial Capacity Building Programs Progress Report

10.2 District Cooling Feasibility Study

**11. DEPUTATIONS**

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

**12. CONFIRMATION OF MINUTES**

12.1 Ordinary Council Meeting: 17 December 2019 (attached).

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

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

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

**16. BUSINESS LEFT OVER FROM PREVIOUS MEETING****17. REPORTS**

<i>Item</i>		<i>Page No</i>	
1	Trolls Art Project	1 – 6	
2	Entrepreneurial Capacity Building Programs Progress Report	7 – 31	
3	Transform Mandurah: A Revitalisation Plan 2019	32 - 70	
4	Financial Report December 2019	71 – 99	Absolute Majority required
5	Membership, Powers & Duties of Committees	100 - 139	Absolute Majority required
6	Elected Member and CEO Training, Professional Development, Travel and Events Policy	140 – 152	Absolute Majority required
7	Place Based Community Capacity Building Model Implementation	153 - 157	
8	District Cooling Feasibility Study: Request to Proceed to Stage 2	158 - 166	
9	Mandurah Motor Marine Lease	167 - 170	
10	2022 Canoe Ocean Racing World Championships	171 - 174	

**18. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN**

- 18.1 Mayor Williams: Donation to the Foundation for Rural and Regional Renewal Disaster Resilience and Recovery Fund

**19. NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING****20. LATE AND URGENT BUSINESS ITEMS****21. CONFIDENTIAL ITEMS**

- 21.1 Review Recommendations
- 21.2 Land Sales

**22. CLOSE OF MEETING**



**MINUTES OF COUNCIL MEETING**  
**HELD ON**  
**TUESDAY 17 DECEMBER 2019**  
**AT 5.30PM**  
**IN COUNCIL CHAMBERS**  
**CIVIC CENTRE**  
**MANDURAH TERRACE MANDURAH**

***PRESENT:***

MAYOR	R WILLIAMS	
COUNCILLOR	C KNIGHT	NORTH WARD
COUNCILLOR	P JACKSON	NORTH WARD
COUNCILLOR	A ZILANI	NORTH WARD
COUNCILLOR	L RODGERS	EAST WARD
COUNCILLOR	D LEE	EAST WARD
COUNCILLOR	D PEMBER	EAST WARD
COUNCILLOR	M DARCY	COASTAL WARD
COUNCILLOR	J GREEN	COASTAL WARD
COUNCILLOR	C DI PRINZIO	COASTAL WARD
COUNCILLOR	P ROGERS	TOWN WARD
COUNCILLOR	M ROGERS	TOWN WARD
MR	M NEWMAN	CHIEF EXECUTIVE OFFICER
MR	A CLAYDON	DIRECTOR WORKS AND SERVICES
MR	T FREE	DIRECTOR SUSTAINABLE COMMUNITIES
MR	G DAVIES	DEPUTY CHIEF EXECUTIVE OFFICER
MRS	C MIHOVILOVICH	DIRECTOR CORPORATE SERVICES
MS	T JONES	MANAGER GOVERNANCE SERVICES
MR	B DRECKOW	MANAGER PLANNING AND LAND SERVICES
MR	B INGLE	EXECUTIVE MANAGER DEVELOPMENT AND COMPLIANCE
MRS	L SLAYFORD	MINUTE OFFICER

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

The Mayor declared the meeting open at 5.33pm acknowledging the attendance of former Councillor Gary Brown and the Mandurah Environmental Advisory Group representative.



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

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

**APOLOGIES [AGENDA ITEM 3]**

Leave of Absence

Councillor Schumacher

**DISCLAIMER [AGENDA ITEM 4]**

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

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

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

Nil.

**PUBLIC QUESTION TIME [AGENDA ITEM 6]****G.1/12/19 KEVIN EMERY: TENDER 19-2019 BEACH PATROL SERVICE**

Mr Ellery asked the following questions:

1. As we will be approached by media (and have been previously), can we all have a basic explanation of how this evaluation process was undertaken?
2. What did the winning tender offer more than our offer?
3. What was it that made the SLSWA tender better than the other two offers?

### Responses

*The Manager Governance Services provided the following responses:*

1. *The evaluation process is described within the Request for Tender documentation and the City makes no departures from the process described. In addition, an independent probity adviser was appointed to verify this process was followed. By way of summary the evaluation process includes the following:*
  - *Tenders are checked for completeness and compliance.*
  - *An evaluation panel undertakes a qualitative assessment (without knowledge of the price) by scoring Tenderers response to (addressing of) Selection Criteria within their tendered submissions.*
  - *Once the qualitative scores are finalised the prices are entered into an evaluation matrix where a regional price preference is applied according to the City's Buy 'Local' Policy.*
  - *Financial assessment and referee reports are sourced and assessed to validate the preferred Tenderers status with the evaluation outcome.*
2. *The bids were evaluated based on the criteria within the tender request.*
3. *It is not appropriate for the City to comment on another tenderers submission. 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.*

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

#### **G.2/12/19      BRAD HOPE: MOBILE TRADER REGULATIONS**

Mr Hope of Muzz Buzz spoke in relation to the impact of mobile traders and requirement for regulation modifications.

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

Nil.

### **PETITIONS [AGENDA ITEM 9]**

Nil.

### **PRESENTATIONS [AGENDA ITEM 10]**

Nil.

**DEPUTATIONS [AGENDA ITEM 11]****G.3/12/19        KELLY BROWN: PROPOSED MODIFICATIONS TO CONDITIONS OF CURRENT APPROVAL: 'THE CUT TAVERN', LOT 1926 ROD COURT, DAWESVILLE (REPORT 2)**

Ms Brown representing the Cut Tavern Bar and Bistro spoke in opposition to the report recommendation.

**G.4/12/19        ALAN WENLOCK: PROPOSED MODIFICATIONS TO CONDITIONS OF CURRENT APPROVAL: 'THE CUT TAVERN', LOT 1926 ROD COURT, DAWESVILLE (REPORT 2)**

Mr Wenlock, Port Bouvard resident, spoke in support of the report recommendation.

**G.5/12/19        SHERYL COATES: PROPOSED MODIFICATIONS TO CONDITIONS OF CURRENT APPROVAL: 'THE CUT TAVERN', LOT 1926 ROD COURT, DAWESVILLE (REPORT 2)**

Ms Coates, resident, spoke in support of the report recommendation.

*Councillor Lynn Rodgers left the Chamber at 5.52pm, returning at 5.54pm.*

**G.6/12/19        PAUL MOTLEY: MODIFICATIONS TO APPROVED STRUCTURE PLAN LOT 1055 PRINCETON DRIVE, WANNANUP (REPORT 3)**

Mr Motley spoke in opposition to the report recommendation.

**G.7/12/19        DANIELA MRDJA: MODIFICATIONS TO APPROVED STRUCTURE PLAN LOT 1005 PRINCETON DRIVE, WANNANUP (REPORT 3)**

Ms Mrdja from Urbanista Town Planning representing the owners of Lot 1005, 17 Princeton Drive, Wannanup spoke in support of the report recommendation.

**G.8/12/19        GENE TURNER / JOHN ELLERY: FALCON FAMILY CENTRE FUTURE DIRECTIONS (REPORT 7)**

Mr Turner and Mr Ellery, representing Falcon Menshed, spoke in support of the report recommendation.

**G.9/12/19            ANDREW MCKERRELL: RETAIL TRADING HOURS CONSULTATION  
PROCESS (REPORT 8)**

Mr McKerrell of the Peel Chamber of Commerce and Industry Inc spoke in opposition to recommendations 1 and 3 of the report.

**G.10/12/19            ROB FILMER: RETAIL TRADING HOURS CONSULTATION PROCESS  
(REPORT 8)**

Mr Filmer of Mandurah IGA spoke in opposition to recommendations 1 and 3 of the report.

**G.11/12/19            HAYDEN BURBIDGE: RETAIL TRADING HOURS CONSULTATION  
PROCESS (REPORT 8)**

Mr Burbidge of Sastin International Pty Ltd spoke in opposition to recommendations 1 and 3 of the report.

**G.12/12/19            JANINE PACE: FULLY FENCED DOG EXERCISE AREA (REPORT 11)**

Ms Pace spoke in opposition to the report recommendation.

**G.13/12/19            KEVIN EMERY: TENDER 19-2019 BEACH PATROL SERVICE (REPORT  
21)**

Mr Emery representing West Coast Water Safety and First Aid Training spoke in opposition to the report recommendation.

**CONFIRMATION OF MINUTES [AGENDA ITEM 12]****G.14/12/19            CONFIRMATION OF COUNCIL MINUTES: TUESDAY 26 NOVEMBER  
2019****MOTION:**

**Moved:            Peter Rogers**

**Seconded:        D Pember**

**That the Minutes of the Council Meeting held on Tuesday 26 November 2019 be confirmed noting the following amendments:**

- Minute G.12/11/19 – Amend the name Janine Price to Janine Pace.
- Minute G.18/11/19 – Final paragraph first line, replace name Rodgers with Rogers, third line replace performing with Performing.
- Minute G.37/11/19 – Off Road Vehicles is to include the omitted recommendation 3 as follows:

3. **Request that the Director Sustainable Communities provide an updated report by April 2020 on any progress made.**

**CARRIED UNANIMOUSLY: 12/0**

*Councillor Matt Rogers left the Chamber at 6.37pm returning at 6.39pm.*

**G.15/12/19 ANNOUNCEMENTS BY THE PRESIDING MEMBER [AGENDA ITEM 13]**

At the invitation of the Mayor, Councillors updated the meeting on the following recent activities:

Councillor Knight

- City of Mandurah Christmas Pageant, assisted with the judging confirming the fantastic night had by all.

Councillor Jackson

- Mandurah Murray Ulysses Group Annual Christmas Ride was well attended and a great event for the region.

Councillor Pember

- Senior Centre Christmas lunch held on 4 December for approximately 150 seniors. Congratulations and thank you to all volunteers.

Councillor Green

- International Day for People with a Disability was an excellent day of celebration.

Mayor Williams

- Visit Mandurah has been awarded a Regional Economic Development (RED) grant to create a digital tourism hub, develop a walking tour and ambassador program.
- 2019 Alcoa Peel Volunteer of the Year Award, congratulations to the nominees.

**G.16/12/19 DECLARATION OF INTERESTS [AGENDA ITEM 14]**

- Mayor Williams declared an impartiality interest in item 7 (resolution G.24/12/19) Falcon Family Centre Future Directions due to him being patron of the Falcon Men' Shed. Mayor Williams declared that he would remain in the Chamber, consider the matter on its merits and vote accordingly.

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

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

Nil.

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

Nil.

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

Nil.

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

**NOTE: Council adopted en bloc (moved by Councillor Peter Rogers, seconded by Councillor Lee), the recommendation of the Audit and Risk Committee meeting of Monday 9 December 2019.**

**G.17/12/19      ANNUAL FINANCIAL STATEMENTS 2018-19 (JK) (AR.4/12/19)**Summary

In accordance with the *Local Government Act 1995* and the *Local Government (Audit) Regulations 1996*, an Audit Committee is to examine the Annual Financial Statements, review any significant matters raised by the auditor and ensure that appropriate action is taken in respect to those matters raised.

The audit of the Annual Financial Statements for 2018/19 has now been completed. Although the signed report of the Auditor will not be available until after the Audit and Risk Committee meeting, it is useful to provide a commentary on the Annual Financial Statements and to aid discussions with the auditor. Indication by the Auditor is that the audit report will be unmodified, the City's Annual Financial Statements are fairly and appropriately presented in accordance with the Australian Accounting Standards Board and the *Local Government Act 1995*.

Committee Report Recommendation

*That Council:*

1. *Receive the Annual Financial Statements 2018-19 as detailed in Attachment 1 of the report.*
2. *Note the draft Auditors Report as detailed in Attachment 2 of the report.*
3. *Accept the management response to the Auditor's report points as detailed in Attachment 3 of the report.*

Council Resolution**MOTION:**

**Moved:            Peter Rogers**

**Seconded:       D Lee**

**That Council:**

1. **Note the draft Auditors Report as detailed in Attachment 2 of the report.**
2. **Accept the management response to the Auditor's report points as detailed in Attachment 3 of the report.**

**CARRIED UNANIMOUSLY: 12/0**  
*(This item was adopted en bloc)*

## **REPORTS [AGENDA ITEM 18]**

### **G.18/12/19 FINANCIAL REPORT NOVEMBER 2019 (PB) (REPORT 1)**

#### Summary

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

#### Officer Recommendation

That Council:

1. Receives the Financial Report for November 2019 as detailed in Attachment 1 of the report.
2. Receives the Schedule of Accounts for the following amounts as detailed in Attachment 2 of the report:
 

Total Municipal Fund	\$ 8,685,848.22
Total Trust Fund	\$ <u>56,486.66</u>
	<u>\$ 8,742,334.88</u>
3. Approves the following budget variations:
  - 3.1. Increase in capital expenditure of \$15,268\* for SL Peelwood Parade Reserve
    - Funded from decrease in capital expenditure in MARC squash court roof drainage project of \$15,268\*.
  - 3.2. Increase in capital expenditure of \$150,000\* for Civic Building Tuckey Room
    - Funded from decrease in capital expenditure in the below capital projects:
 

○ Geogrup Boardwalk	\$60,000*
○ Council Chamber Furniture	\$20,000*
○ MARC Systems Integration	\$40,000*
○ Civic Building Tuckey Room	\$30,000*
  - 3.3. Increase in capital expenditure of \$9,680\* for the replacement of an existing crane
    - Funded from decrease in capital expenditure of \$19,148\* for ERS Turbo Washer
  - 3.4. Increase in capital expenditure of \$145,000 for Change Rooms Upgrade Program
    - Funded from following Projects
 

○ CSRFF Program – Capital project	\$85,000
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- Community facility Planning project – Operating \$10,000
- Change rooms Upgrade Program \$75,000

\*ABSOLUTE MAJORITY

Council Resolution

**MOTION:**

**Moved:** Peter Rogers

**Seconded:** M Darcy

**That Council:**

1. **Receives the Financial Report for November 2019 as detailed in Attachment 1 of the report.**
2. **Receives the Schedule of Accounts for the following amounts as detailed in Attachment 2 of the report:**

Total Municipal Fund	\$ 8,685,848.22
Total Trust Fund	\$ 56,486.66
	<u>\$ 8,742,334.88</u>

3. **Approves the following budget variations:**

**Increase in capital expenditure of \$15,268\* for SL Peelwood Parade Reserve**

- **Funded from decrease in capital expenditure in MARC squash court roof drainage project of \$15,268\*.**
- **Funded from decrease in capital expenditure in the below capital projects:**
  - **Geogrup Boardwalk \$60,000\***
  - **Council Chamber Furniture \$20,000\***
  - **MARC Systems Integration \$40,000\***
  - **Civic Building Tuckey Room \$30,000\***
- **Funded form decrease in capital expenditure of \$19,148\* for ERS Turbo Washer**
- **Funded from following Projects**
  - **CSRFF Program – Capital project \$85,000**
  - **Community facility Planning project – Operating \$10,000**
  - **Change rooms Upgrade Program \$75,000**

**CARRIED WITH ABSOLUTE MAJORITY: 12/0**



**G.19/12/19      PROPOSED MODIFICATIONS TO CONDITIONS OF CURRENT  
APPROVAL: 'THE CUT TAVERN', LOT 1926 ROD COURT, DAWESVILLE  
(DB) (REPORT 2)**

Summary

Council is requested to consider a development application for proposed modifications to the conditions of a current approval for a Tavern at the subject site.

Approval was granted for the change of use to a Tavern in June 2018. During assessment of the original application, it was considered that management conditions should be implemented to ensure that the premises would operate in a similar manner to a restaurant. These conditions are important to minimise potential impacts on neighbouring properties and the amenity of the locality given its relatively isolated location with respect to surrounding non-residential properties.

The applicant is seeking permission to use the alfresco area from 10pm until close (midnight) and to permit live acoustic music within the space. The applicant is also requesting that the condition requiring crowd controllers on Friday and Saturday nights be removed and security be provided on a case-by-case basis (i.e. major events or functions).

The proposal was advertised to approximately 76 landowners representing a 150m radius of the site with 16 submissions being received. In addition, Council received a petition at the November meeting (G.9/11/19) containing 46 signatures. Key comments raised relate to noise, antisocial behaviour, security, parking and compliance with current conditions.

The existing conditions are considered appropriate for a tavern located in a residential area and are important harm minimisation measures. Amending/removing some of these conditions could have a detrimental impact on the amenity of surrounding properties, and therefore it is recommended that Council refuse the proposed amendments.

Officer Recommendation

That in accordance with Clause 68(2) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015 (Deemed Provisions for Local Planning Schemes)*, that the application for proposed Amendments to Previous Approval (DA9021-3) at Lot 1926, No 8 Rod Court, Wannanup be refused for the following reasons:

1. The proposed amendments would have a detrimental impact on the amenity of surrounding residential properties as a result of potential noise from the alfresco area and disturbances caused by loitering and antisocial behaviour, as referenced in clause 67(g) of the deemed provisions;
2. The proposed amendments would be incompatible with its proposed setting and the relationship of the proposal to development on adjoining land as referenced in clause 67(m) of the deemed provisions; and
3. The proposed amendments would be contrary to the orderly and proper planning of the locality.

Council Resolution

**MOTION:**

**Moved:            Matt Rogers**

**Seconded:       Peter Rogers**

**That in accordance with Clause 68(2) of Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015 (Deemed Provisions for Local Planning Schemes)*, that the application for proposed Amendments to Previous Approval (DA9021-3) at Lot 1926, No 8 Rod Court, Wannanup be refused for the following reasons:**

- 1. The proposed amendments would have a detrimental impact on the amenity of surrounding residential properties as a result of potential noise from the alfresco area and disturbances caused by loitering and antisocial behaviour, as referenced in clause 67(g) of the deemed provisions;**
- 2. The proposed amendments would be incompatible with its proposed setting and the relationship of the proposal to development on adjoining land as referenced in clause 67(m) of the deemed provisions; and**
- 3. The proposed amendments would be contrary to the orderly and proper planning of the locality.**

**CARRIED: 10/2**

**FOR:** Mayor Williams, Councillors Darcy, Lee, Lynn Rodgers, Pember, Zilani, Knight, Di Prinzio, Matt Rogers, Peter Rogers

**AGAINST:** Councillors Green and Jackson

**G.20/12/19      MODIFICATIONS TO APPROVED STRUCTURE PLAN LOT 1005  
PRINCETON DRIVE, WANNANUP (TF) (REPORT 3)**

Summary

Council is requested to consider modifications to a Local Structure Plan for Lot 1005, No 17 Princeton Drive, Wannanup. The Structure Plan provides for residential development at a density of R40.

The current Structure Plan was approved in 2008 identifying the subject lot as eight multiple dwellings at a height of three storeys adjacent to the northern boundary, and single storey garages being adjacent to the southern boundary.

The modified Structure Plan seeks to remove the reference to multiple dwelling development that applies to a portion of the Structure Plan area, and identify the area as Residential R40 in order to broaden the development potential of the site. Future development of the site would be subject to the approval of a Local Development Plan to outline the interface to the adjoining public open space and/or development approval as per the Residential Design Codes.

The Structure Plan was advertised for a period of 28 days with three submissions being received from residential landowners and two submissions from government agencies.

The approval of a Structure Plan requires that a local government report including any recommendations is required to be submitted to the WAPC. It is recommended that Council provide this report to the WAPC outlining that the proposed modifications to the approved Structure Plan should be approved.

Officer Recommendation

Under Clause 20(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015*, Council provides this report to the Western Australian Planning Commission for the 17 Princeton Drive Structure Plan recommending that the Structure Plan be approved.

Council Resolution**MOTION:**

**Moved:** Lynn Rodgers

**Seconded:** C Knight

**Under Clause 20(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015*, Council provides this report to the Western Australian Planning Commission for the 17 Princeton Drive Structure Plan recommending that the Structure Plan be approved.**

**CARRIED UNANIMOUSLY: 12/0**

**G.21/12/19 LEASE TO OCCUPY: EOI MANDURAH FAMILY AND COMMUNITY CENTRE (LP/RL) (REPORT 4)**

Summary

In April 2018 Council approved the tenure for an 'Anchor Tenant', Anglicare WA Incorporated, (Anglicare) over a portion of the Mandurah Family and Community Centre (MFCC), 331 Pinjarra Road, Mandurah. A licence to occupy 'Not for Profit Area 1', comprising of offices 1 to 12, was executed in September 2018 upon the completion of the redevelopment of the 'co-located' Centre model.

At the time Council also acknowledged and supported that a further report would be presented to Council at a later date identifying potential tenant(s) and their prospective lease agreements for the remaining portions of the Centre identified within 'Not for Profit Area 2', being offices 13 to 17, excluding office 14.

In June 2019 officers advertised for 'Expressions of Interest' (EOI) from 'Not for Profit' community organisations with a family and community focus for occupancy of four vacant office spaces within 'Not for Profit Area 2' available within the MFCC. To ensure a clear and transparent process a selection panel consisting of six City officers assessed all applications with two applicants being deemed to be suitable tenants are Anglicare WA Incorporated, to assist in the expansion of their current services and Communicare.

Officer Recommendation

That Council:

1. Approves the relinquishment of the current licence agreement with Anglicare WA Incorporated over 'Not for Profit Area 1' within the Mandurah Family and Community Centre.
2. Approves a lease to Anglicare WA Incorporated over a portion of the Mandurah Family and Community Centre, 331 Pinjarra Road, Mandurah with the following conditions;

- 2.1 Tenure over offices 1-13, 16-17 for a term of approximately four years commencing January 2020 (to align with current licence agreement terms) and expiring on 24 September 2023;
  - 2.2 Renewal term of five years, commencing on 25 September 2023 and expiring on 24 September 2028;
3. Approves a lease to Communicare over portion of the Mandurah Family and Community Centre, 331 Pinjarra Road, Mandurah with the following conditions;
  - 3.1 Tenure over office 15 for a term of two years, commencing on the date of execution of the agreement and expiry two years thereafter;
  - 3.2 Renewal term of one year;
4. Approves the document preparation fee as detailed in the City's Fees and Charges Schedule 2019/20 of \$610.00 + GST to be borne by the Lessee's;
5. Acknowledges the hiring of the community space within the Centre will take into consideration the impacts on the day to day operations of the lessees of the facility;
6. Authorises the Chief Executive Officer to finalise the conditions of the Lease agreements.
7. Notes the allocation of Office 14 to be utilised by the City's Place Based Community Development Officer – Central Eastern Mandurah;

#### Council Resolution

#### **MOTION:**

**Moved: C Knight**

**Seconded: Peter Rogers**

That Council:

1. Approves the relinquishment of the current licence agreement with Anglicare WA Incorporated over 'Not for Profit Area 1' within the Mandurah Family and Community Centre.
2. Approves a lease to Anglicare WA Incorporated over a portion of the Mandurah Family and Community Centre, 331 Pinjarra Road, Mandurah with the following conditions;
  - 2.1 Tenure over offices 1-13, 16-17 for a term of approximately four years commencing January 2020 (to align with current licence agreement terms) and expiring on 24 September 2023;
  - 2.2 Renewal term of five years, commencing on 25 September 2023 and expiring on 24 September 2028;
3. Approves a lease to Communicare over portion of the Mandurah Family and Community Centre, 331 Pinjarra Road, Mandurah with the following conditions;

- 3.1 Tenure over office 15 for a term of two years, commencing on the date of execution of the agreement and expiry two years thereafter;
- 3.2 Renewal term of one year;
4. Approves the document preparation fee as detailed in the City's Fees and Charges Schedule 2019/20 of \$610.00 + GST to be borne by the Lessee's.
5. Acknowledges the hiring of the community space within the Centre will take into consideration the impacts on the day to day operations of the lessees of the facility.
6. Authorises the Chief Executive Officer to finalise the conditions of the Lease agreements.
7. Notes the allocation of Office 14 to be utilised by the City's Place Based Community Development Officer – Central Eastern Mandurah.

#### Amendment

##### MOTION:

Moved: A Zilani  
Seconded: D Pember

Inclusion of an additional recommendation:

8. Approves the utility and cleaning costs for the common areas to be apportioned based on the percentage of leased and hire space of each lessee and the City of Mandurah.

CARRIED 12/0

*Councillor Lynn Rodgers left the Chamber at 7.01pm*

#### Substantive Motion

##### That Council:

1. Approves the relinquishment of the current licence agreement with Anglicare WA Incorporated over 'Not for Profit Area 1' within the Mandurah Family and Community Centre.
2. Approves a lease to Anglicare WA Incorporated over a portion of the Mandurah Family and Community Centre, 331 Pinjarra Road, Mandurah with the following conditions;
  - 2.1 Tenure over offices 1-13, 16-17 for a term of approximately four years commencing January 2020 (to align with current licence agreement terms) and expiring on 24 September 2023;
  - 2.2 Renewal term of five years, commencing on 25 September 2023 and expiring on 24 September 2028;

3. Approves a lease to Communicare over portion of the Mandurah Family and Community Centre, 331 Pinjarra Road, Mandurah with the following conditions;
  - 3.1 Tenure over office 15 for a term of two years, commencing on the date of execution of the agreement and expiry two years thereafter;
  - 3.2 Renewal term of one year;
4. Approves the document preparation fee as detailed in the City's Fees and Charges Schedule 2019/20 of \$610.00 + GST to be borne by the Lessee's;
5. Acknowledges the hiring of the community space within the Centre will take into consideration the impacts on the day to day operations of the lessees of the facility;
6. Authorises the Chief Executive Officer to finalise the conditions of the Lease agreements.
7. Notes the allocation of Office 14 to be utilised by the City's Place Based Community Development Officer – Central Eastern Mandurah;
8. Approves the utility and cleaning costs for the common areas to be apportioned based on the percentage of leased and hire space of each lessee and the City of Mandurah.

**CARRIED UNANIMOUSLY: 11/0**

Reason: The Officer resolution has been amended to add resolution Point 8.

**G.22/12/19      PROPOSED SHARED PARKING AND TRAINING FACILITY - BORTOLO RESERVE (JD/BD) (REPORT 5)**

Summary

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

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

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

At its June 2019 meeting, Council deferred the recommendation to approve the proposal for the planned construction of a new Shared Parking and Training Facility at Bortolo Reserve in

order to consider options for the current track to remain on the western foreshore during construction.

The western foreshore options have now been explored and it is considered that any development options to retain the track and relocate it within the Western Foreshore will significantly compromise the outcome of the remaining Western Foreshore master planning.

Council is requested to note that the fire track training facility will be unable to remain on the Western Foreshore following the commencement of the Waterfront redevelopment in May 2020 and to approve the commencement of community engagement for the proposed development of a new shared parking and training facility at Bortolo Reserve.

Councillor Darcy moved the officer recommendation with inclusion of the words “and report back to Council by the end of February 2020” at the conclusion of Point 2. Councillor Peter Jackson seconded the amended recommendation.

*Councillor Lynn Rodgers returned to the Chamber at 7.08pm.*

#### Officer Recommendation

That Council:

1. Note the fire track training facility and associated activities cannot remain on the Western Foreshore following the commencement of the Waterfront redevelopment in May 2020.
2. Approve Officers to commence community engagement for the proposed Shared Parking and Training Facility at Bortolo Reserve.
3. Note that further design planning for the proposed Share Parking and Training Facility will be carried out to determine a more detailed cost estimate; and
4. Note that officers will report back to Council with the outcomes of the community engagement and detailed cost estimates for the proposed facility to inform future decisions.

#### Council Resolution

##### **MOTION:**

**Moved: C Knight**

**Seconded: P Jackson**

**That Council:**

1. **Note the fire track training facility and associated activities cannot remain on the Western Foreshore following the commencement of the Waterfront redevelopment in May 2020.**
2. **Approve Officers to commence community engagement for the proposed Shared Parking and Training Facility at Bortolo Reserve and report back to Council by end of February 2020.**

3. **Note that further design planning for the proposed Share Parking and Training Facility will be carried out to determine a more detailed cost estimate.**
4. **Note that officers will report back to Council with the outcomes of the community engagement and detailed cost estimates for the proposed facility to inform future decisions.**
5. **Request that external grant funding sources be explored by the City of Mandurah.**

**CARRIED UNANIMOUSLY: 12/0**

Reason: The alternative motion that was carried is different to the officer recommendation by adding resolution point 5 and requiring City officers to report back to Council by the end of February 2020 in relation to the results of the community engagement.

## **G.23/12/19 WIDO PEPPINCK LEGACY FUND (TH) (REPORT 6)**

### Summary

Wido Peppinck, the City's long time Corporate Lawyer, passed away in 2018 and his family have sought to establish a legacy grant fund in his memory. Instead of buying flowers, people mourning were encouraged to donate into this fund, the City also donated into the fund to help with its establishment.

It is recommended Council formalise the fund in two streams, an Educational Scholarship Fund for young people who need support with education supplies or course entry fees and a Music / Theatre Scholarship for young people wanting to pursue their interest or career in theatre or music.

### Officer Recommendation

That Council:

1. Supports the establishment of two scholarships for the Wido Peppinck Legacy Fund;
  - 1.1. Educational Scholarship (\$350 each)
  - 1.2. Music / Theatre Scholarship (\$350 each).
2. Supports officers to administer the funds via a panel consisting of City Officers and youth;
3. Notes that once these funds are administered (spent) no further funding remains.

### Council Resolution

#### **MOTION:**

**Moved: Peter Rogers**

**Seconded: D Lee**



**That Council:**

- 1. Supports the establishment of two scholarships for the Wido Peppinck Legacy Fund;**
  - 1.1. Educational Scholarship (\$350 each)**
  - 1.2. Music / Theatre Scholarship (\$350 each).**
- 2. Supports officers to administer the funds via a panel consisting of City Officers and youth;**
- 3. Notes that once these funds are administered (spent) no further funding remains.**

**CARRIED UNANIMOUSLY: 12/0**

**G.24/12/19      FALCON FAMILY CENTRE FUTURE DIRECTIONS (BD/TH) (REPORT 7)**

Summary

The Falcon Family Centre was constructed in 1992 on Crown Reserve 42821 (No 60) Linville Street Falcon, and since 1993, the Department of Communities (DoC) have held a lease over the site. The current lease is due to expire 4 March 2020 and the City has been advised by the DoC they will not be exercising the renewal option of a further 5 years, and will be vacating at the end of the lease term and return the Falcon Family Centre back to the City.

As a result, Council will be required to determine the future of the Centre based on the current and planned community facilities in the district, the current condition of the building and current user groups and the future management of the site. In addition, a current occupier of the site, Falcon Men's Shed is seeking expansion and have requested a larger area to be utilised at the site.

It is recommended that Council:

- Commit to the continued usage of the Falcon Family Centre subject to the Department of Communities meeting their lease obligations
- Explore potential for Not for Profit Association to manage the building and its services, through an Expression of Interest process to be carried out; and
- Confirm the Men's Shed as a longer term tenant for a portion of the site, subject to funding being committed by the group for future expansion;

Officer Recommendation

That Council:

1. Commits to the continued usage of the Falcon Family Centre subject to the Department of Communities meeting their lease obligations.
2. Approves the advertising for Expressions of Interest for a potential Not for Profit Community Group to manage the building and its services delivering Family and Child/Parent programs, (with peppercorn rent arrangement), with general

maintenance and utility costs borne by the lessee (City to maintain structural repairs).

3. Acknowledges a further report will be presented to Council following the advertising for Expressions of Interest and assessment of applicants by officers, with final approval for tenure to be determined by Council.
4. Supports the Men's Shed as a tenant at the site, with final tenure being subject to the outcome of the Expression of Interest process (i.e. licence external shed with City; or sub tenant to head lessee); and any further expansions shall be subject to funding being sourced by the group.

#### Council Resolution

#### **MOTION:**

**Moved: J Green**

**Seconded: D Pember**

#### **That Council:**

1. **Commits to the continued usage of the Falcon Family Centre subject to the Department of Communities meeting their lease obligations.**
2. **Approves the advertising for Expressions of Interest for a potential Not for Profit Community Group to manage the building and its services delivering Family and Child/Parent programs, (with peppercorn rent arrangement), with general maintenance and utility costs borne by the lessee (City to maintain structural repairs).**
3. **Acknowledges a further report will be presented to Council following the advertising for Expressions of Interest and assessment of applicants by officers, with final approval for tenure to be determined by Council.**
4. **Supports the Men's Shed as a tenant at the site, with final tenure being subject to the outcome of the Expression of Interest process (i.e. licence external shed with City; or sub tenant to head lessee); and any further expansions shall be subject to funding being sourced by the group.**

**CARRIED UNANIMOUSLY: 12/0**

#### **G.25/12/19 RETAIL TRADING HOURS CONSULTATION PROCESS (JMCD) (REPORT 8)**

#### Summary

In line with Council resolution G.31/6/19, officers were requested to undertake a consultation process to determine the community's views on retail trading hours in Mandurah. Council also resolved to engage an independent consultant to provide a report on the economic impact of extending deregulated retail trading hours in Mandurah, and a report on the social impact on retail business owners, their families and their staff.

Requests for quotation were sought from consultants to undertake an analysis of:

- Economic and social impact of extended retail trading hours on the City's businesses, residents and visitors;
- Community and business consultation process in relation to retail trading hours in Mandurah.

Due to the higher than expected cost of the consultation and report quotes, additional funding would need to be procured in order for the community and business consultation, economic impact assessment and social impact assessment to proceed. Council is therefore requested either to approve unbudgeted expenditure of up to \$150,000 to undertake the three-part process in accordance with Council's June resolution, or to defer any further action and revoke the previous decision. Alternatively Council could revoke the previous resolution and resolve to proceed simply with the Community Consultation component.

#### Officer Recommendation

#### RECOMMENDATION 1

That Council authorises unbudgeted expenditure of up to \$150,000 to undertake the retail trading hours three-part consultation process in accordance with Council's June 2019 resolution.

OR

#### RECOMMENDATION 2

That Council revokes G.31/6/19 Retail Trading Hours, which read

*That Council:*

- 1 *Authorises officers to undertake a community and business consultation process in relation to retail trading hours in Mandurah.*
- 2 *Authorises expenditure for the engagement of a consultant to undertake the community and business consultation.*
- 3 *Requests officers to provide a subsequent report to Council on the results of the community and business consultation on Mandurah's retail trading hours.*
- 4 *Authorise expenditure for the engagement of an independent and suitably qualified consultant to provide a report to council of the economic impact of extending deregulating retail trading hours in Mandurah.*
- 5 *Authorise expenditure for the engagement of an independent and suitably qualified community consultant to report on the social impact on retail business owners, their families and their staff in Mandurah.*

Note: Requires one mover and four seconders

OR

#### RECOMMENDATION 3

##### PART 1

That Council revokes G.31/6/19 Retail Trading Hours, which reads:

*That Council:*

- 1 *Authorises officers to undertake a community and business consultation process in relation to retail trading hours in Mandurah.*
- 2 *Authorises expenditure for the engagement of a consultant to undertake the community and business consultation.*
- 3 *Requests officers to provide a subsequent report to Council on the results of the community and business consultation on Mandurah's retail trading hours.*
- 4 *Authorise expenditure for the engagement of an independent and suitably qualified consultant to provide a report to council of the economic impact of extending deregulating retail trading hours in Mandurah.*
- 5 *Authorise expenditure for the engagement of an independent and suitably qualified community consultant to report on the social impact on retail business owners, their families and their staff in Mandurah.*

## PART 2

Approves the engagement of a consultant to undertake community consultation in relation to Retail Trading Hours.

Note: Requires one mover and four seconders

### Council Resolution

#### **MOTION:**

**Moved:** D Pember

**Seconded:** A Zilani, Matt Rogers, C Knight and P Jackson

**That Council revokes G.31/6/19 Retail Trading Hours, which read**

#### ***That Council:***

- 1 ***Authorises officers to undertake a community and business consultation process in relation to retail trading hours in Mandurah.***
- 2 ***Authorises expenditure for the engagement of a consultant to undertake the community and business consultation.***
- 3 ***Requests officers to provide a subsequent report to Council on the results of the community and business consultation on Mandurah's retail trading hours.***
- 4 ***Authorise expenditure for the engagement of an independent and suitably qualified consultant to provide a report to council of the economic impact of extending deregulating retail trading hours in Mandurah.***
- 5 ***Authorise expenditure for the engagement of an independent and suitably qualified community consultant to report on the social impact on retail business owners, their families and their staff in Mandurah.***

**CARRIED WITH ABSOLUTE MAJORITY: 12/0**

Reason: The alternative motion that was carried is different to the officer recommendation due to Council approving recommendation 2.

Note: A statement of legal impact was provided to Elected Members in relation to the options relating to the revocation of the original motion. The statement of financial impact is outlined in the report under the heading of economic implications.

## **G.26/12/19 CITY'S APPROACH TO CARBON ABATEMENT (KW/BB) (REPORT 9)**

### Summary

The City's approach to reducing its corporate carbon footprint has evolved considerably since it first made a public commitment to taking action to address climate change by signing up to the Cities for Climate Protection Program (CCP) in 1999. Given the quickly changing trends and introduction of disruptive technologies in the energy industry, the traditional approach of preparing a long-term prescriptive strategy is not flexible enough to guide the City's work in this space moving forward. Also, previous methods of measuring carbon abatement have not best reflected the effort and achievements of the City.

In order to better represent the City's carbon abatement work and guide future work, it is proposed that a renewable energy target be set and reported against in the City's Community Strategic Plan reporting mechanism.

Officers are requesting that Council:

1. Acknowledges that the City is pursuing a number of different options to reduce our reliance on non-renewable energy sources that may involve partnership with external parties.
2. Agrees to enter into a Memorandum of Understanding with private entities pursuing funding for a fuel cell/electric vehicle mobility trial in Mandurah.
3. Supports officers continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options, including entering into Memorandum of Understandings and Mutual Confidentiality Agreements.
4. Continues to lobby the State Government on the issue of LED street lighting until clear costings and resource availability are provided that will enable the City to conduct LED street light retrofitting.
5. Adopts the target of 25% of the City's total energy consumption to be supplied by renewable sources by 2030.

### Officer Recommendation

That Council:

1. Acknowledges that the City is pursuing a number of different options to reduce our reliance on non-renewable energy sources that may involve partnership with external parties.
2. Agrees to enter into a Memorandum of Understanding with private entities pursuing funding for a fuel cell/electric vehicle mobility trial in Mandurah.

3. Supports officers continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options, including entering into Memorandum of Understandings and relevant agreements.
4. Continues to lobby the State Government on the issue of LED street lighting until clear costings and resource availability are provided that will enable the City to conduct LED street light retrofitting.
5. Adopts the target of 25% of the City's total energy consumption to be supplied by renewable sources by 2030.

#### Council Resolution

#### **MOTION:**

**Moved: C Knight**

**Seconded: Matt Rogers**

#### **That Council:**

1. **Acknowledges that the City is pursuing a number of different options to reduce our reliance on non-renewable energy sources that may involve partnership with external parties.**
2. **Agrees to enter into a Memorandum of Understanding with private entities pursuing funding for a fuel cell/electric vehicle mobility trial in Mandurah.**
3. **Supports officers continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options, including entering into Memorandum of Understandings and relevant agreements.**
4. **Continues to lobby the State Government on the issue of LED street lighting until clear costings and resource availability are provided that will enable the City to conduct LED street light retrofitting.**
5. **Adopts the target of 25% of the City's total energy consumption to be supplied by renewable sources by 2030, and:**
  - 5.1. **That a report be prepared for Council every two years in relation to the target;**
  - 5.2. **The results be published on the City's website.**

Reason: Inclusion of 5.1 and 5.2 of the Council resolution.

#### **G.27/12/19 YOUTH ADVISORY GROUP (TM/NL) (REPORT 10)**

#### Summary

It is proposed that a Youth Advisory Group for young people aged 15-24 is formed to create a formal process for youth consultation. The City currently has no formal process to obtain youth opinions to assist in informing Council decisions.

*Councillor Green left the Chamber at 7.34pm, returning at 7.36pm.*

Officer Recommendation

That Council:

1. Support the creation of a Youth Advisory Group for young people aged 15-24 years, to provide advice to Council on matters affecting young people.
2. Acknowledge that Terms of Reference will be co-developed with the newly appointed group and referred to Council for approval.
3. Authorises officers to call for nominations for the new Youth Advisory Group, which will be referred to Council for final approval.

Council Resolution**MOTION:**

**Moved: Lynn Rodgers**

**Seconded: Peter Rogers**

**That Council:**

1. **Support the creation of a Youth Advisory Group for young people aged 15-24 years, to provide advice to Council on matters affecting young people.**
2. **Acknowledge that Terms of Reference will be co-developed with the newly appointed group and referred to Council for approval.**
3. **Authorises officers to call for nominations for the new Youth Advisory Group, which will be referred to Council for final approval.**

**CARRIED UNANIMOUSLY: 12/0**

**G.28/12/19 FULLY FENCED DOG EXERCISE AREA (BI) (REPORT 11)**Summary

Fully fenced dog parks are becoming an increasingly popular public facility provided by local government. These parks provide a secure environment for dog socialisation, exercise and training and also provide owners with an opportunity for social interaction particularly those with reduced mobility.

In December 2017, Council received a petition containing over 562 signatures requesting the City investigate the viability of a fully fenced dog park. Feedback from the community has been consistent that a facility of this type would be very popular.

Commencing 5 April, the City undertook an extensive community consultation seeking direction from the community about seven potential locations. The campaign was strongly supported with an estimated 4901 visitors to the Mandurah Matters Enclosed Dog Park page and active participation in identifying preferred locations or providing feedback on why locations would not be appropriate.

Considering the feedback from the consultation campaign, officers have undertaken a more detailed assessment and Council is requested to approve the recommended location for the dog park as Leslie Street, Dudley Park Reserve 40075.

Council is also requested to approve the formation of a working group inclusive of community representatives, dog trainers and relevant staff to design a park that meets the needs of a broad range of stakeholders.

#### Officer Recommendation

That Council:

1. Approve the progression to a detailed design of a fully fenced dog park at Leslie Street, Dudley Park (Reserve 40075).
2. Supports the establishment of a fully fenced dog park design working group consisting of City Officers, Elected Members and interested community members including professional dog handlers.

#### Council Resolution

##### **MOTION:**

**Moved:** M Darcy  
**Seconded:** C Knight

That Council:

1. **Approve the progression to a detailed design of a fully fenced dog park at Leslie Street, Dudley Park (Reserve 40075).**
2. **Supports the establishment of a fully fenced dog park design working group consisting of City Officers, Elected Members and interested community members including professional dog handlers.**

**CARRIED:** 10/2

**FOR** Mayor Williams, Councillors Darcy, Lee, Lynn Rodgers, Knight, Green, Jackson, Di Prinzio, Matt Rogers, Peter Rogers

**AGAINST:** Councillors Pember and Zilani

#### **G.29/12/19 CITY OF MANDURAH: ORGANISATION BRAND REFRESH (JPB) (REPORT 12)**

#### Summary

Since 2015, the City has been working to update the current City of Mandurah identity which has been in place for over 20 years. There have been a number of strategic inputs during development of the organisational brand strategy including the development of the City's purpose and values - endorsed by Council in July 2015, the implementation of the four strategic pillars and the Mandurah Matters community vision development during 2018/19.

As part of the extensive Mandurah Matters community consultation campaign, a new place vision and aspiration for Mandurah has now been developed. The next step in the process is



for the City of Mandurah's organisational brand to capture and reflect this community-led vision.

Council is requested to endorse the new City of Mandurah organisation brand strategy and note that the roll out will begin during the first quarter of 2020.

Officer Recommendation

That Council

1. Endorses the new City of Mandurah organisation brand strategy.
2. Notes that the roll out of the brand will commence in the second quarter of 2020.

Council Resolution

**MOTION:**

**Moved: Peter Rogers**

**Seconded: C Knight**

**That Council:**

1. **Endorses the new City of Mandurah organisation brand strategy.**
2. **Notes that the roll out of the brand will commence in the second quarter of 2020.**

**CARRIED UNANIMOUSLY: 12/0**

**G.30/12/19 ANNUAL REPORT 2018/19, ANNUAL FINANCIAL STATEMENTS 2018/19  
AND ANNUAL ELECTORS MEETING (JPB/GD/CM) (REPORT 13)**

Summary

Council's acknowledgement and receipt of the Annual Report for 2018/19, Annual Financial Statements 2018/19 and the selection of a date during February 2020 for the Annual Electors' Meeting is sought. Monday 3 February 2020 at 7.00 pm in the Council Chambers is the suggested date and venue for holding the Annual Electors meeting.

Officer Recommendation

That Council:

1. Receives the 2018/19 Annual Report for the year ending 30 June 2019 as detailed in Attachment 1 of the report.
2. Receives the Annual Financial Statements 2018/19 as detailed in Attachment 2 of the report.
3. Convenes a meeting of Annual Electors on Monday 3 February 2020 at 7.00 pm in the Council Chambers.

Council Resolution**MOTION:****Moved: C Knight****Seconded: D Lee****That Council:**

1. **Receives the 2018/19 Annual Report for the year ending 30 June 2019 as detailed in Attachment 1 of the report.**
2. **Receives the Annual Financial Statements 2018/19 as detailed in Attachment 2 of the report.**
3. **Convenes a meeting of Annual Electors on Monday 3 February 2020 at 7.00pm in the Council Chambers.**

**CARRIED UNANIMOUSLY: 12/0****G.31/12/19 CITY OF MANDURAH STRATEGIC COMMUNITY PLAN 2020-2040 (TW)  
(REPORT 14)**Summary

In September 2017, Council adopted the City of Mandurah Strategic Community Plan 2017-2037.

In line with the requirements of the Western Australian Government's Integrated Planning and Reporting Framework (IPRF) the Plan was due for a desktop review in June 2019. In late 2018, the City of Mandurah launched one of its biggest community engagement initiatives to date, Mandurah Matters. In order to ensure the outcomes of Mandurah Matters was incorporated in to our strategic direction for the future, the City undertook a major review of the Plan, in place of a desktop review, during the 2019/20 financial year.

The Mandurah Matters engagement process commenced by asking the community what matters to them, with over 1,600 people contributing to Mandurah's shared vision. During the first stage, survey responses helped to define the four key focus areas. In the second stage, these focus areas were explored in workshops, and the results laid the ground work for stage three - the Future of Mandurah Summit. At this Summit a group of delegates worked together to develop Mandurah's Story, which formed the basis of our shared vision and the current priorities of the Mandurah community. Community feedback in conjunction with Council direction has now shaped the new 20 Year Strategic Community Plan 2020-2040.

The process from here is for Council to endorse the draft Plan (Attachment 1) to be advertised for public comment for a period not less than four weeks. Following the public comment period, a report will be presented to Council for final approval.

Council is requested to endorse the Strategic Community Plan 2020-2040 to be made available for public comment, and note that the final Plan will be presented to Council for approval following the public comment period.

Officer Recommendation

That Council:

1. Endorses the Strategic Community Plan 2020-2040 to be made available for public comment.
2. Notes that a further report will be presented to Council at the end of the public comment period, for final adoption of the 20 Year Strategic Community Plan 2020-2040.

Council Resolution**MOTION:**

**Moved: D Lee**

**Seconded: C Knight**

**That Council:**

1. **Endorses the Strategic Community Plan 2020-2040 to be made available for public comment.**
2. **Notes that a further report will be presented to Council at the end of the public comment period, for final adoption of the 20 Year Strategic Community Plan 2020-2040.**

**CARRIED UNANIMOUSLY: 12/0**

**G.32/12/19 APPOINTMENT OF ELECTED MEMBERS TO ADVISORY GROUPS, EXTERNAL AGENCIES, WORKING GROUPS AND PANELS (TJ) (REPORT 15)**

Summary

At the Special Council Meeting held on 29 October 2019, Council resolved to appoint Elected Members to advisory groups, external agencies, working groups and panels that were considered critical in nature. Appointments to these groups were either for a two-month period ending December 2019 or for a period of two-years ending 15 October 2021. These appointments included groups whereby an external organisation had requested nominations, where there was a statutory requirement or considered necessary for Elected Member involvement.

Following the Special Council Meeting, a Council workshop was held in November 2019 to enable new and existing Elected Members to further consider whether Elected Member representation was required on advisory groups, external agencies, working groups and panels. City officers have taken the feedback from Council and have made recommendations regarding the representation of each group.

Council is now requested to:

- Resolve to disband the Mandurah Roadwise Committee and the Crab Fest Working Group;

- Note that Elected Member attendance is no longer recommended for the five waterways committees including Eastport Canal, Mandurah Quay, Mariner's Cove Canal, Port Bouvard Canal and Waterside Canal Waterways Advisory Group;
- Note that appointment is not recommended, at this stage, to the Community Assistance Grants Scheme, whilst a review is being undertaken and City officers will present the findings at a future Council workshop;
- Appoint Elected Members to the remainder of the advisory groups, external agencies, working groups and panels.

#### Officer Recommendation

That Council:

1. Approve the Elected Member appointments to the following Council advisory groups, working groups and selection panels for a term expiring on 15 October 2021:

- 1.1 Mandurah Matters Steering Group

Councillor C Knight, Deputy Mayor  
Councillor D Pember  
Councillor J Green  
Councillor C Di Prinzio  
Councillor A Zilani  
Councillor M Rogers  
Councillor P Rogers  
Mayor R Williams

As appointed at the Special Council meeting of 29 October 2019.

- 1.2 Australia Day Awards Selection Panel

Councillor L Rodgers  
Councillor C Di Prinzio  
Councillor P Jackson  
Councillor C Knight, Deputy Mayor  
Councillor D Lee

As appointed at the Special Council meeting of 29 October 2019.

- 1.3 Reconciliation Action Plan Steering Group

Councillor L Rodgers  
Councillor P Rogers  
Councillor D Pember  
Mayor R Williams

As appointed at the Special Council meeting of 29 October 2019.

- 1.4 Mandurah Liquor Accord

Councillor P Jackson  
Councillor J Green

As appointed at the Special Council meeting of 29 October 2019.

- 1.5 City of Mandurah Convention Scholarship Assessment Panel

\_\_\_\_\_  
\_\_\_\_\_

- 1.6 City of Mandurah Sports Awards

\_\_\_\_\_  
\_\_\_\_\_

## 1.7 Kids Teaching Kids: School Selection Panel

\_\_\_\_\_  
\_\_\_\_\_

## 1.8 Murdoch University Undergraduate Nursing Scholarship Selection Panel

\_\_\_\_\_  
\_\_\_\_\_

## 1.9 Peel Mosquito Management Group

Deputy \_\_\_\_\_

## 1.10 Strategic Street Present &amp; Homeless Working Group

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## 2 Approve the Elected Member appointments to the following Council external agencies for a term expiring 15 October 2021:

2.1 Visit Mandurah Board  
Chief Executive Officer or \_\_\_\_\_

## 2.2 Peel Chamber of Commerce and Industry

Deputy \_\_\_\_\_

## 2.3 Peel Harvey Biosecurity Group

\_\_\_\_\_

## 3. Resolve to disband the Mandurah RoadWise Advisory Group.

- a. Acknowledge the work of the many volunteer community members and organisations that have contributed to the Mandurah RoadWise Advisory Group since its inception; and
- b. Agree to maintain a commitment to internal funding and resourcing to progress State RoadWise strategies and initiatives.

## 4. Resolve to disband the Crab Fest Working Group.

## 5. Acknowledge the contribution of the Eastport Canal, Mandurah Quay, Mariner's Cove Canal, Port Bouvard Canal and Waterside Canal Waterways Advisory Groups and write to these groups advising that the membership will no longer include Elected Members, noting that Elected Members may attend from time to time as required or if any invitation is extended to an Elected Member on a particular occasion.

Council Resolution**MOTION:**

**Moved:** C Knight

**Seconded:** D Lee

**That Council:**

- 1. Approve the Elected Member appointments to the following Council advisory groups, working groups and selection panels for a term expiring on 15 October 2021:**

**1.1 Mandurah Matters Steering Group**

**Councillor C Knight, Deputy Mayor  
Councillor D Pember  
Councillor J Green  
Councillor C Di Prinzio  
Councillor A Zilani  
Councillor M Rogers  
Councillor P Rogers  
Mayor R Williams**

**As appointed at the Special Council meeting of 29 October 2019.**

**1.2 Australia Day Awards Selection Panel**

**Councillor L Rodgers  
Councillor C Di Prinzio  
Councillor P Jackson  
Councillor C Knight, Deputy Mayor  
Councillor D Lee**

**As appointed at the Special Council meeting of 29 October 2019.**

**1.3 Reconciliation Action Plan Steering Group**

**Councillor L Rodgers  
Councillor P Rogers  
Councillor D Pember  
Mayor R Williams**

**As appointed at the Special Council meeting of 29 October 2019.**

**1.4 Mandurah Liquor Accord**

**Councillor P Jackson  
Councillor J Green**

**As appointed at the Special Council meeting of 29 October 2019.**

**1.5 City of Mandurah Convention Scholarship Assessment Panel**

**Mayor R Williams  
Councillor J Green**

**1.6 City of Mandurah Sports Awards**

**Councillor D Lee  
Councillor M Darcy**

**1.7 Kids Teaching Kids: School Selection Panel**

**Councillor C Knight, Deputy Mayor  
Councillor A Zilani**

**1.8 Murdoch University Undergraduate Nursing Scholarship Selection Panel**

**Councillor C Knight, Deputy Mayor  
Councillor D Pember**

**1.9 Peel Mosquito Management Group**

**Councillor M Darcy  
Deputy Councillor J Green**

**1.10 Strategic Street Present & Homeless Working Group**

**Mayor R Williams  
Councillor L Rodgers  
Councillor P Jackson  
Councillor A Zilani**

**1.11 Mandurah Community Museum Advisory Group**

**Councillor M Rogers  
Councillor M Darcy**

**2. Approve the Elected Member appointments to the following Council external agencies for a term expiring 15 October 2021:**

**2.1 Visit Mandurah Board**

**Chief Executive Officer Mark Newman appointed to attend on behalf of Council.**

**2.2 Peel Chamber of Commerce and Industry**

**Elected Member appointment not required**

**2.3 Peel Harvey Biosecurity Group**

**Councillor C Knight, Deputy Mayor**

**3. Resolve to disband the Mandurah RoadWise Advisory Group.**

**3.1 Acknowledge the work of the many volunteer community members and organisations that have contributed to the Mandurah RoadWise Advisory Group since its inception; and**

**3.2 Agree to maintain a commitment to internal funding and resourcing to progress State RoadWise strategies and initiatives.**

**4. Resolve to disband the Crab Fest Working Group.**

**5. Acknowledge the contribution of the Eastport Canal, Mandurah Quay, Mariner's Cove Canal, Port Bouvard Canal, Waterside Canal Waterways and Port Mandurah Canal Advisory Groups and write to these groups advising that the membership will no longer include Elected Members, noting that Elected Members may attend from time to time as required or if any invitation is extended to an Elected Member on a particular occasion.**

**CARRIED WITH ABSOLUTE MAJORITY: 12/0**

Reason: The Elected Members who were appointed to the working groups have been included. Resolution point 1.11 has been added to include the appointment of Elected Members to the Mandurah Community Museum Advisory Group. Resolution point 5 now includes the Port Mandurah Canal's Advisory Group.

**G.33/12/19 MEMBERSHIP, POWERS AND DUTIES OF COUNCIL'S STRATEGY AND PLANNING COMMITTEE AND COUNCIL MEETING SCHEDULE 2020 (TJ) (REPORT 16)**

Summary

In accordance with section 5.8 of the *Local Government Act 1995* (the Act) and *City of Mandurah Standing Orders Local Law 2016*, the Council has the ability to form committees to assist with the delivery of local government functions, decision-making functions and responsibilities. At the Special Council meeting held on 29 October 2019, Council adopted the terms of reference for the Audit and Risk Committee and the Executive Committee.

Following extensive consultation with Elected Members on the most appropriate committee structure to support good governance and decision making, Council is requested to consider and adopt the powers and duties of the Strategy and Planning Committee and appoint members for a term expiring on 15 October 2021.

Council is also requested to set the meeting dates for 2020. In accordance with Section 5.25(1)(g) of the Act and Regulation 12(1) of the *Local Government (Administration) Regulations 1996*, Council is required to resolve to advertise each year the days and times when Ordinary Council and Committee meetings will be held.

Council is requested to endorse the Ordinary Council and Committee meeting dates for 2020 and advertise via local public notice and the City's noticeboards and website.

Officer Recommendation

That Council:

1. Approve the establishment of, powers and duties of Council's Strategy and Planning Committee as detailed in Attachment 1 of the report, and appoint the following Elected Members until 15 October 2021:

Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_

2. Resolve:
  - 2.1 To disband the Committee of Council, Public Art Committee and Strategy Committee.
  - 2.2 That the Minutes of the Committee of Council Meeting held on Tuesday 10 September 2019 be confirmed.
  - 2.3 That the Minutes of the Strategy Committee held on Monday 16 September 2019 be confirmed.
  - 2.4 That the Minutes of the Public Art Committee held on Monday 18 February 2019 be confirmed.



3. Approve the following Ordinary Council Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting Type	Date
Ordinary Council Meeting	28 January 2020
Ordinary Council Meeting	25 February 2020
Ordinary Council Meeting	24 March 2020
Ordinary Council Meeting	28 April 2020
Ordinary Council Meeting	26 May 2020
Ordinary Council Meeting	23 June 2020
Ordinary Council Meeting	28 July 2020
Ordinary Council Meeting	25 August 2020
Ordinary Council Meeting	22 September 2020
Ordinary Council Meeting	27 October 2020
Ordinary Council Meeting	24 November 2020
Ordinary Council Meeting	15 December 2020

4. Approve the following Strategy and Planning Committee Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting Type	Date
Strategy and Planning Committee	11 February 2020
Strategy and Planning Committee	10 March 2020
Strategy and Planning Committee	14 April 2020
Strategy and Planning Committee	9 June 2020
Strategy and Planning Committee	11 August 2020
Strategy and Planning Committee	13 October 2020
Strategy and Planning Committee	8 December 2020

5. Approve the following Audit and Risk Committee Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting	Date
Audit and Risk Committee	17 March 2020
Audit and Risk Committee	16 June 2020
Audit and Risk Committee	15 September 2020
Audit and Risk Committee	7 December 2020 (Monday)

6. Approve the following Executive Committee Meeting dates commencing at 4:00pm, to be held in the Council Chambers:

Meeting	Date
Executive Committee	10 March 2020
Executive Committee	12 May 2020
Executive Committee	11 August 2020
Executive Committee	13 October 2020

Council Resolution**MOTION:****Moved: R Williams****Seconded: D Pember****That Council**

1. Items pertaining to the creation of committees be deferred to the January 2020 Council Meeting.
2. Adopt the proposed Council meeting dates for 2020 commencing at 5.30pm, to be held in the Council Chamber and advertise via local public notice:

Meeting Type	Date
Ordinary Council Meeting	28 January 2020
Ordinary Council Meeting	25 February 2020
Ordinary Council Meeting	24 March 2020
Ordinary Council Meeting	28 April 2020
Ordinary Council Meeting	26 May 2020
Ordinary Council Meeting	23 June 2020
Ordinary Council Meeting	28 July 2020
Ordinary Council Meeting	25 August 2020
Ordinary Council Meeting	22 September 2020
Ordinary Council Meeting	27 October 2020
Ordinary Council Meeting	24 November 2020
Ordinary Council Meeting	15 December 2020

**CARRIED UNANIMOUSLY: 12/0**

Reason: Council deferred officer recommendations 1,2,4,5 and 6, relating to the Committees of Council.

**G.34/12/19 CAT LOCAL LAW 2019 (LC/TJ) (REPORT 17)**Summary

At the Council meeting of 23 July 2019, Council resolved to advertise the proposed City of Mandurah Cat Local Law 2019 (local law). The consultation period closed on 13 September 2019, with 30 submissions received from the community, environmental groups, Department of Local Government, Sport and Cultural Industries (DLGSC) and Minister for Environment which included input from the Department of Biodiversity, Conservation and Attraction.

DLGSC proposed an amendment relating to the exemptions for a permit to ensure consistency with the *Cat Act 2011* and *Cat (Uniform Local Provisions) Regulations 2013* and other minor amendments to the local law. The Minister for Environment recommended the inclusion of a penalty for failing to comply with an abatement notice. The City has accepted the amendments and the local law has been updated to reflect these inclusions.

Following the statutory advertising period, the City of Mandurah Cat Local Law 2019 is presented for final adoption.

Officer Recommendation

1. The Presiding Member to read aloud the City of Mandurah Cat Local Law 2019 purpose and effect:
  - 1.1. The purpose of this local law is to make provisions about the keeping of cats, to control the number of cats that can be kept, the places where cats can be kept and prescribe areas in which cats are prohibited.
  - 1.2. The effect of this local law is to extend the control over cats which exist under the Cat Act 2011.

That Council resolve to:

2. Adopt the City of Mandurah Cat Local Law 2019 in *Attachment 1*.
3. Cause the City of Mandurah Cat Local Law 2019 to be published in the Government Gazette, and provide a local public notice stating the purpose and effect of the local law, when the law will come into operation and that copies are available for public inspection.
4. Authorises the Chief Executive Office to complete and sign, with the Mayor, the Explanatory Memorandum and Statutory Procedures Checklist for the process, as required to be provided to the Joint Standing Committee on Delegated Legislation and the Minister for Local Government; Heritage; Culture and The Arts within ten days of the Gazettal Notice publication date.

Council Resolution**MOTION:**

**Moved: C Knight**

**Seconded: D Pember**

1. **The Presiding Member to read aloud the City of Mandurah Cat Local Law 2019 purpose and effect:**

1.1. The purpose of this local law is to make provisions about the keeping of cats, to control the number of cats that can be kept, the places where cats can be kept and prescribe areas in which cats are prohibited.

1.2. The effect of this local law is to extend the control over cats which exist under the Cat Act 2011.

That Council resolve to:

2. Adopt the City of Mandurah Cat Local Law 2019 in *Attachment 1*.
3. Cause the City of Mandurah Cat Local Law 2019 to be published in the Government Gazette, and provide a local public notice stating the purpose and effect of the local law, when the law will come into operation and that copies are available for public inspection.
4. Authorises the Chief Executive Office to complete and sign, with the Mayor, the Explanatory Memorandum and Statutory Procedures Checklist for the process, as required to be provided to the Joint Standing Committee on Delegated Legislation and the Minister for Local Government; Heritage; Culture and The Arts within ten days of the Gazettal Notice publication date.

**CARRIED UNANIMOUSLY: 12/0**

**G.35/12/19      TENDER NUMBER 16-2019 FALCON SKATE PARK (GP/EJ/JD)  
(REPORT 18)**

Summary

In April 2019 Council endorsed the Falcon Reserve Activation Plan. The Plan is focused on improving passive recreation opportunities for the local community within the existing reserve. An upgrade to Falcon Skate Park was one of the main components of the Activation Plan.

The upgrade of the skate and BMX park will include:

- Demolition of a small portion of the existing park;
- New concrete and steel features for the skate park as transitions, ledges, stairs, rails and banks;
- New storm water drainage;
- New shade structure;
- Concrete paths and;
- Gardens and landscape.

The City of Mandurah (the City) has been successful in gaining a Lotterywest grant of \$200,000 to support the delivery of the upgrade.

The City invited tenders for the Falcon Skate Park Upgrade (T16-2019) for the construction of the new upgrade and as a result of the evaluation of tendered submissions, Council is now requested to accept Concrete Skateparks ATF Lewers Family Trust as the preferred tenderer.

Officer Recommendation

That Council accepts Concrete Skateparks ATF Lewers Family Trust as the preferred tenderer for Tender 16-2019 for the Falcon Skate Park for the lump sum of \$344,138.45 excl GST.

Council Resolution**MOTION:****Moved: Peter Rogers****Seconded: D Pember**

**That Council accepts Concrete Skateparks ATF Lewers Family Trust as the preferred tenderer for Tender 16-2019 for the Falcon Skate Park for the lump sum of \$344,138.45 excl GST.**

**CARRIED UNANIMOUSLY: 12/0**

**G.36/12/19 TENDER NUMBER 17-2019 - WATERFRONT PROJECT SKATE PARK  
DESIGN AND CONSTRUCTION (DM/VL) (REPORT 19)**

Summary

Council at its meeting of 26 February 2019 resolved to adopt the Western Foreshore Recreation drawings which incorporated a destination level Skate and Activity Space with separate skill zones and supporting recreation facilities and social spaces.

The City of Mandurah (the City) invited tenders for the Waterfront Project Skate Park Design and Construction Tender (T17-2019) on 21 September 2019.

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

Officer Recommendation

That Council accepts Convic Pty Ltd as the preferred tenderer for Tender 17-2019 for the Waterfront Project Skate Park Design and Construction at the lump sum price of \$2,148,293.91.

Council Resolution**MOTION:****Moved: C Knight****Seconded: Lynn Rodgers**

**That Council accepts Convic Pty Ltd as the preferred tenderer for Tender 17-2019 for the Waterfront Project Skate Park Design and Construction at the lump sum price of \$2,148,293.91.**

**CARRIED UNANIMOUSLY: 12/0**

**G.37/12/19      TENDER NUMBER 18-2019 PHOTOVOLTAIC POWER SYSTEMS FOR CITY BUILDINGS PHASE FIVE (KW/VL) (REPORT 20)**Summary

Every year since 2014 the City of Mandurah (the City) has been rolling out rooftop solar PV systems on City owned buildings via the City's Solar Plan. To date the eleven systems installed have resulted in operational savings in excess of \$350,000 and GHG emissions reductions of 820 t CO<sub>2</sub>-e. Phase 5 of the Solar Plan was to install 200 kW on the Mandurah Aquatic Centre resulting in a further savings of \$73,000 and 230 t CO<sub>2</sub>-e per year.

The City invited tenders for the Photovoltaic Power Systems for City Buildings – Phase Five (T18-2019). As a result of the evaluation of tendered submissions, Council is now requested to accept Solargain PV Pty Ltd as the preferred tenderer.

Officer Recommendation

That Council accepts Solargain PV Pty Ltd as the preferred tenderer for Tender 18-2019 for the Photovoltaic Power Systems for City Buildings – Phase Five at the lump sum price of \$310,930.00.

Council Resolution**MOTION:**

**Moved:**            D Lee  
**Seconded:**       C Knight

**That Council accepts Solargain PV Pty Ltd as the preferred tenderer for Tender 18-2019 for the Photovoltaic Power Systems for City Buildings – Phase Five at the lump sum price of \$310,930.00.**

**CARRIED UNANIMOUSLY: 12/0**

**G.38/12/19      TENDER NUMBER 19-2019 BEACH PATROL SERVICES (TJ/EJ) (REPORT 21)**Summary

The City of Mandurah invited tenders for Beach Patrol Services (RFT T19-2019) on 16 November 2019 for the provision of Beach Patrol Services with additional service options for jet-ski/inflatable rescue boat (IRB) and complementary beach patrols services as required. The RFT seeks the provision of the required services for a period of three years, commencing on 20 January 2020.

As a result of the evaluation of tendered submissions, Council is now requested to accept Surf Life Saving Western Australia Incorporated as the preferred tenderer.

The beach patrol services will be delivered at four locations, over a three year trial period. Following the completion of the trial, Council will determine whether the services will continue or explore alternative options.

Officer Recommendation

That Council accepts Surf Life Saving Western Australia Incorporated as the preferred tenderer for Tender 19-2019 for the Beach Patrol Services for a period of three years at the lump sum price of \$558,329.42 and the schedule of rates tendered for the additional services.

Council Resolution**MOTION:****Moved: M Darcy****Seconded: C Knight**

**That Council accepts Surf Life Saving Western Australia Incorporated as the preferred tenderer for Tender 19-2019 for the Beach Patrol Services for a period of three years at the lump sum price of \$558,329.42 and the schedule of rates tendered for the additional services.**

**CARRIED UNANIMOUSLY: 12/0**

**G.39/12/19 ELECTED MEMBER ENTITLEMENTS POLICY (TJ) (REPORT 22)**Summary

The City of Mandurah (the City) has recently undertaken a review of policies relating to Elected Member support and entitlements. This included a review of Council Policies that addressed fees and allowances, reimbursement of expenses, Mayoral vehicle and other entitlements for Elected Members to ensure consistency with the *Local Government Act 1995* (the Act), the *Local Government (Administration) Regulations 1996* and the *Salaries and Allowances Act 1975*.

This review has resulted in the development of the proposed Elected Member Entitlements Policy which provides guidance and clarity with regard to the allowances and expenses that will be paid to Elected Members to enable them to effectively carry out their functions.

The Policy also details other support provided to Elected Members to support the delivery of their functions, including equipment and other supplies, insurance cover provided while performing the official duties of office and gifts from the local government.

Following extensive consultation, Elected Members are now requested to adopt the Elected Member Entitlements Policy GVN 07.

Officer Recommendation

That Council:

1. Adopt the Elected Member Entitlements Policy GVN 07 as per Attachment 1 of the report.
2. Resolve to revoke the Mayoral Vehicle Usage Policy GVN 05 as per Attachment 2 of the report.
3. Resolve to revoke the Elected Member Support and Development Policy GVN 04 as per Attachment 2 of the report.

4. Authorises the Chief Executive Officer to approve Elected Member training and development, up to the annual allocation of \$4,000 for each Elected Member, until such time as the Elected Member and Chief Executive Training, Development, Travel and Events Policy is presented to Council in January 2020.

Council Resolution

**MOTION:**

**Moved:** Peter Rogers

**Seconded:** D Pember

**That Council:**

1. **Adopt the Elected Member Entitlements Policy GVN 07 as per Attachment 1 of the report.**
2. **Resolve to revoke the Mayoral Vehicle Usage Policy GVN 05 as per Attachment 2 of the report.**
3. **Resolve to revoke the Elected Member Support and Development Policy GVN 04 as per Attachment 2 of the report.**
4. **Authorises the Chief Executive Officer to approve Elected Member training and development, up to the annual allocation of \$4,000 for each Elected Member, until such time as the Elected Member and Chief Executive Training, Development, Travel and Events Policy is presented to Council in January 2020.**

**CARRIED WITH ABSOLUTE MAJORITY: 12/0**

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

Nil.

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

Nil.

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

Nil.

**CONFIDENTIAL ITEMS [AGENDA ITEM 23]**

Nil.



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

There being no further business, the Mayor declared the meeting closed at 8.15pm.

CONFIRMED ..... (MAYOR)

**1**      **SUBJECT:**                      Trolls Art Project  
         **CONTACT OFFICER:**        Mark Newman  
         **AUTHOR:**                     Mark Newman

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## Summary

Council has been approached by FORM, WA's leading public arts organisation, to partner in the creation of an internationally significant public art trail within the City of Mandurah.

The proposal is to create five troll sculptures within or abutting our internationally recognised and RAMSAR listed waterways. The project would cost in the vicinity of \$1.2 million, with Council being requested to contribute \$250,000.

Council is asked to support the project in principle to allow FORM to continue to develop the project and to attract other funding.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

G.36/3/19	26 March 2019	Confirmation of \$100,000 for Water Tower Art Project for Caddadup and Allan Place, Halls Head towers.
G.16/11/18	27 November 2018	City of Mandurah Arts Review
G.22/5/18	22 May 2018	Council is requested to acknowledge the application, note the inclusion of \$100,000 on the draft 2018/19 budget as a contribution to the project and to formally request PHCC to put a proposal before Council by way of a presentation.

## Background

Council has previously shown its commitment to the Culture and Arts by continuing to support the Mandurah Performing Arts Centre, by the formation of an internal Arts Section and by continuing to promote and develop our Arts Community through funding, events and development opportunities.

Recently the Council committed funding for the "Water Tower" Project. This project originated in concept between the Peel Harvey Catchment Council and FORM. This project was designed to showpiece five highly visible Water Corporation controlled water towers with murals that depicted connections with our RAMSAR listed waterways. Unfortunately due to a range of technical and safety reasons the project was not able to proceed. The \$100,000 set aside by Council was not utilised, and remains available in the 2019/20 budget.

More recently in its Arts Review, Council adopted the following resolution in relation to Mandurah being recognised as a Cultural City:

*That Council:*

1. *Supports the aspiration for Mandurah to become known as a cultural city.*
2. *Notes Wearable Art Mandurah 2019 will retain a similar format to 2018 with increased community involvement.*
3. *That Wearable Art Mandurah in 2020 will:*
  - 3.1 *Be part of the Stretch Arts Mandurah calendar in November;*

- 3.2 *Become better integrated with Mandurah's natural and built environment, through outdoor activations and its marketing focus;*
- 3.3 *Become more accessible to the community through free initiatives focused in the City Centre;*
- 3.4 *Contribute to cultural tourism as a key initiative in Mandurah's annual arts calendar.*
4. *Supports the repositioning of the Stretch Arts Festival from a two day event in May to a longer season of up to six weeks with a city centre focus in the warmer months under the banner, 'Stretch Arts Season'.*
5. *Provides a final report to Council on the program including a review of current branding.*

This proposal from FORM fits well with Council's previous resolution and with its Community Charter and Strategic Plan.

FORM is a not for profit membership based organisation. Their resume shows them to be a high achieving, result orientated organisation that has become well known in the community and public art arena, for products such as the Public Silo Trail and the Field of Light, Avenue of Honour at Albany.

FORM has the capacity and experience to deliver large such installations, festivals and events through strategic partnerships. They are highly skilled in community engagement.

This project picks up on the successful theme of "Dambo's Trolls". Mythical characterful creations made from reclaimed wood. The artwork would be themed to the location and would show respect to our natural, indigenous and modern heritages. This proposal is for five creations at suitable locations within Mandurah. Dambo's Trolls were originally located in Copenhagen, Denmark. They are now also located in Belgium, and South Korea, and northern Illinois.

The project is estimated to cost \$1.2 million, with the City of Mandurah asked to guarantee \$250,000 towards the project. The timing of the Sculptures is designed to be part of the celebration of the 30<sup>th</sup> anniversary of the RAMSAR listing of the Peel Harvey Wetland.

## **Comment**

Councillors have previously been provided a copy of a proposal document from FORM in relation to the project. A copy of the Project Plan is attached to this report.

The project is exciting on so many fronts and it meets Council objectives and strategies:

- Our desire to be recognised as a Cultural City.
- Our desire to promote and protect our RAMSAR recognised waterways.
- Our objectives around tourism, increasing product that attracts locals, domestic, interstate and international tourism with the objective of increasing spend from tourism and overnight stays.
- The potential to engage our local arts community in the project.
- The potential to involve young artists and tradesmen (including Council apprentices) in the project.
- The positive impact on brand Mandurah and the Peel, and the confidence that brings.
- Potential for small business development and growth (i.e. tour operators) on the back of the unique product and visitor demand.
- Our draft Long Term Financial Plan which includes funding for major artworks.

There are various issues that need to be resolved through the process:

- Project management and contract methodology
- The sites for inclusion
- Full consultation with our Aboriginal community and relevant environmental groups.

The timetable provides ample opportunity for this to occur.

The project potentially touches on many parts of the City of Mandurah organisation – arts, environment, marketing, lands, economy and parks and reserves. Should Council approve in principle support for the project it is the Chief Executive Officer's intention to appoint the Executive Manager, Strategy, Recreation and Events, to lead the City's internal project team.

### **Consultation**

Consultation so far has only occurred between FORM and the City, although the City is aware that FORM has been liaising with Peel Development Commission, Tourism WA and Lotterywest.

A comprehensive consultation plan needs to be prepared as part of the project.

### **Statutory Environment**

Council will need to be aware of its obligations in terms of the *Local Government (Functions and General) Regulations 1996* in relation to Council's procurement obligations.

Regulation 11(2)(f) of those regulations, states that tenders do not have to be publicly invited if the *local government has good reason to believe that, because of unique nature of the goods and services required or for any other reason, it is unlikely that there is more than one potential supplier.*

FORM have been asked to provide evidence of the contract with the artist, Thomas Dambo, in order for the procurement to be unique, in that no other Company or Not for Profit has the capacity to delivering this product, given the nature of the relationship with Thomas Dambo.

### **Policy Implications**

Nil

### **Economic Implications**

The capital cost of the project to Council will be limited to \$250,000. However, it is expected that the ownership and maintenance of the "Trolls" will rest with Council. Therefore, it is important that a management plan is prepared and suitable funds built into the City's Long Term Financial Plan.

Similarly, some form of signage plan may be necessary, and some future expenditure for this may be needed.

Of the \$250,000 requested Council has \$100,000 available that was previously set aside for the Water Towers project.

FORM has estimated visitor numbers as a result of the Trolls project with conservative estimates being 150,000 day trippers and 5,000 overnight visitors over the course of a year. Using the City's current estimate that \$45.00 is spent per day by a day tripper, and \$215 per day by an overnight visitor, the economic return per annum to the region of \$8 million can be expected.

### **Risk Analysis**

The project provides the City with an opportunity in terms of many of its strategic objectives. Project risks will be the responsibility of the project manager – FORM. Part of the Project Plan should include a risk assessment.

As Council has yet to establish a maintenance plan, the potential costs of maintenance are not yet known nor included in the Long Term Financial Plan.

### **Strategic Implications**

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

Environment:

- Protect and ensure the health of our natural environment and waterways.
- Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets.
- Factor climate change predictions into land-use planning, building design and future council decisions.

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:

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

**NOTE:**

- Refer ***Attachment 1 – Project Plan***

**Conclusion**

An exciting project has been proposed by FORM seeking the City's involvement. At this stage Council is asked to acknowledge support in principle for the project to enable FORM and the City of Mandurah officers to continue the necessary work to eventually achieve the project. Council is requested to acknowledge that if the project proceeds that a \$250,000 contribution will be required.

Council is also asked to resolve that the project is unique in nature in relation to the goods or services required and it is identified that there is only one supplier.

**RECOMMENDATION**

**That Council:**

- 1 Advises FORM of its support in principle for the "Trolls" project in Mandurah, and notes that if the project is to proceed, the City will contribute \$250,000 towards the project from savings identified by the Water Towers Project and funds identified in the budget review process.**
- 2 Advises, subject to FORM providing evidence of its contractual relationship with Thomas Dambo, its intent not to go to tender on the project as it believes that in accordance with regulation 11(2)(f) that because of the unique nature of the goods and services being requested, there is likely to be only one supplier.**
- 3 Authorise the Mayor and CEO to enter into a contract to deliver the project.**

## 6 PROJECT PLAN

2019 NOV DEC 2020 JAN FEB MAR APR MAY

### VISION

### ESTABLISH

### DEVELOP

#### VISION

##### PROJECT VISIONING

- FORM analyse project opportunities
- Research in to past and present culture, historical context, environmental context
- Define project vision, intent and strategic initiatives to ensure maximum value for Western Australia
- Test concept development with Thomas Dambo and key stakeholders
- Cultivate interest and support in the project
- Identify key constraints and opportunities moving forwards

##### BROKERING RELATIONSHIPS

- FORM develop relationships with Thomas Dambo and Thomas Dambo Studio
- Begin discussions with key stakeholders, such as City of Mandurah, PHCC, Peel Development Commission

##### LOCATION

- Scope out potential locations within Peel
- Artist site visit.
- Liaise with City of Mandurah and Peel to identify appropriate location opportunities

#### ESTABLISH

##### FORM ENGAGE WITH KEY PROJECT STAKEHOLDERS

- Develop and confirm funding strategy
- Engage with key project partners to establish involvement and funding opportunities/streams

##### INFRASTRUCTURE & SERVICES

- Liaise with City of Mandurah and Peel to identify Infrastructure and Services connection opportunities

##### PROMOTION

- Initial Identity and Branding Strategy
- Educational programs
- Nurturing cultural and social inclusiveness
- Raise appreciation for creativity and innovation

##### PROGRAMS & CALENDAR

- Identify key cultural programs currently held in the region
- Align on-going program with existing programming

##### KEY DELIVERABLES

- Funding confirmation
- FORM contract Thomas Dambo
- FORM contract local and state authorities

THOMAS DAMBO SCOPING VISIT

ARTWORK FABRICATED (COPENHAGEN)

FUNDING CONFIRMED

CONTRACTING THE ARTIST

#### DEVELOP

##### PROJECT PLANNING AND PRELIMINARY COMMUNITY ENGAGEMENT PROJECT DEVELOPMENT

- FORM project oversight including contracting, artist and stakeholder liaison, documentation and communication management, budget administration and risk assessment and management
- Maintain delivery and installation timelines against key project milestones and engagement opportunities/events
- Manage meetings and service timeframes
- Thomas Dambo Studio prepare developed design documentation for approval by March 2020.
- Oversight of testing and prototyping
- Quality assurance for aesthetic and compliance with regulations
- Overview of technical site test (with specialist supplier)
- Design finalisation including sign off before fabrication by April 2020

##### INFRASTRUCTURE & SERVICES

- FORM liaise with City of Mandurah, and Peel to identify both installation and on-going implementation plans, including traffic management

##### FABRICATION

- Final artwork manufactured and assembled in October 2020
- Packaging and freight to WA by September 2020

##### PROMOTION

- Assist in the development of media and marketing strategy

##### KEY DELIVERABLES

- Final media and engagement strategy
- Final installation methodology
- Artwork delivery to Mandurah and Peel

\*DATES SUBJECT TO CHANGE



## THOMAS DAMBO'S TRAIL IN WA

Presented for public

JUN JUL AUG SEP OCT NOV DEC 2021

ARTWORK SHIPPING

COMMUNITY CONSULTATION

INSTALLATION

LAUNCH

VOLUNTEER RECRUITMENT

### ENGAGE

### DELIVER

### DOCUMENT

#### ENGAGE

##### COMMUNICATIONS STRATEGY

- Development of vision and objectives for engagement
- Identify and develop touch point measures for community engagement
- Create community connections with local business, industry and government
- Identify the benchmark for adequate number of response to deliver an accurate analysis of community perceptions and need
- Develop materials for community communications, digital and print, and work with local partners and stakeholders to distribute

##### ENGAGEMENT & DISCUSSION

- FORM develop and distribute a community and stakeholder survey to collect key data
- Establish and consult with local groups and volunteers in each key community area through interviews and workshops
- Documentation - create a comprehensive and consistent record of each community engagement event and its outcome
- Creative capacity building, mentoring and commercial development for tourism opportunities

##### VOLUNTEER MANAGEMENT

- Prepare individual installation manuals and briefing packs including necessary toolkits and OH&S strategies

#### DELIVER

##### SITE MANAGEMENT AND LOGISTICS

- Pre-installation site visit with project and installation team
- FORM confirm final installation strategy incorporating artwork specification and specialist input
- Site preparation, including clearing, covered site workspace during installation,
- Preparation of required infrastructure and services including ongoing maintenance and risk assessment
- Finalisation of artwork removal strategy

##### INSTALLATION

- Technical site visit with artist and specialist suppliers
- Aesthetic and construction quality control of artwork, including site visits and inspections as necessary
- Compliance with OH&S requirements

##### VOLUNTEER MANAGEMENT

- Manage volunteers in the installation process

##### PROMOTION

- Assist in delivery of media and marketing strategy

##### HANDOVER

- Quality assurance processes to ensure maintenance of artwork aesthetic
- Maintenance manual delivered to client

##### KEY DELIVERABLES:

- Artwork installed, Maintenance manual delivered, handover and sign-off

#### DOCUMENT

##### REPORTING AND PRESENTATION

- Conduct interviews with Artist, volunteers and stakeholders
- Photographic and videographic documentation of installation process and final artwork
- Preparation of footage for media and marketing opportunities

##### COLLATION

- Collate materials and draw together data from the Visitor Centre
- Collate feedback collected during key events/launches
- Collate interview

##### PROJECT WRAP UP

- Wrap up document incorporating media and marketing outcomes and key statistics
- Training and handover

<b>2</b>	<b>SUBJECT:</b>	Entrepreneurial Capacity Building Programs Progress Report
	<b>CONTACT OFFICER:</b>	Mark Newman
	<b>AUTHOR:</b>	Natasa Perovec

## Summary

Two of the key economic objectives identified in the *City of Mandurah Strategic Community Plan 2017-2037* are to increase local education and training opportunities and to increase the level of regional employment. The City's Entrepreneurial Capacity Building programs play a vital role in achieving these objectives.

In an innovative bid to stimulate local job creation and small business growth, the City of Mandurah began delivering a series of free entrepreneurial programs in 2014 for Mandurah small business start-ups. These programs were delivered to a range of target groups, including parents, artists, migrant women and unemployed people seeking to start their own business. Since the launch of the City's Entrepreneurial programs, more than 950 Mandurah residents have participated in 24 workshops between 2014 and 2019.

The aim of the entrepreneurial programs is to help people starting their own business to achieve economic independence and small business success. A vibrant and innovative entrepreneurial environment contributes significantly to a region's growth and economic development, and the City's program has played a significant role in achieving this.

The City's Entrepreneurial Capacity Building Programs have to date resulted in the creation of more than 80 full-time jobs and contributed \$6.51 million to Mandurah's gross regional product. Further, around 65% of all participants have registered for an ABN, with most trading part-time. This has created around 300 additional part-time jobs which contributed additional \$8.14 million to Mandurah GRP.

The program has also gained national attention and recognition, as it is understood that Mandurah is the only local government in Australia to deliver specific entrepreneur training programs for its community.

Council is requested to acknowledge and celebrate the City's successful delivery of the Entrepreneurial Capacity Building Programs' first six years.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

- G.27/11/18 27 November 2018 Council approves a one-off sponsorship of \$10,000 to the Innovation Institute to deliver Cert III Micro Business Operations.

## Background

The City's Entrepreneurial Capacity Building Programs commenced in February 2014, as an initiative of the City's Economic Development Unit. The programs were created in response to rising local unemployment and a recognised need to diversify Mandurah's economy and grow its small business sector. The program concept was created by the Economic Development Unit's Senior Project Officer, based on her previous learnings and experiences in the European Union.

Each of the entrepreneurial programs assesses participants' skills, hobbies and interests and translates them to business outcomes. The programs also teach participants how to identify and target customers, launch products online and generate and grow their sales.

The programs also facilitate development of business networks for participants who have previously been isolated by unemployment. They teach participants to understand and evaluate their individual strengths and skills, and to use them to connect their business with the broader business community.



The entrepreneurial programs encourage participants to design their own job, and focusses on changing participants' mindsets, supporting them to develop and implement their business ideas, and teaching lifelong skills. To date, more than 950 participants have completed one or more of the eight-week workshops, with each series custom-made to address specific needs of participant groups.

## **Comment**

Whilst Entrepreneurial Capacity Building Programs are not a silver bullet to address unemployment or foster innovation, they have led to significant positive changes in Mandurah. It is estimated that more than 80 full time jobs were created between February 2014 and May 2019, and around 65% of former participants are currently earning between \$10,000 and \$250,000 per year. Established businesses have created around 300 part-time jobs.

## Economic Impact

- More than 80 full time jobs formed
- Around 300 of former program participants currently earning income on part-time basis.
- February 2014 to May 2019 - \$8.78 million in direct outcome from full time jobs;
- February 2014 to May 2019 - \$10.98 million in direct outcome from part time jobs
- The combination of all direct and indirect effects is estimated at \$13.46 million from full time jobs and \$16.82 million from part time jobs created;
- Contribution to the City of Mandurah GRP is \$6.51m from full time jobs and \$8.14 from part time jobs;

An economic impact analysis (Attachment 1) and a participant testimonial (Attachment 2) summary is attached to this report.

## Community Impact

Under the entrepreneurial capacity building programs, unemployed people engage in skills development activities and learn about alternative employment pathways, for example, glass recycling, creative art, entrepreneurial and business skills. The program also raises awareness about possibilities of income generation with art, repurpose products and digital products with low and affordable start-up cost.

## Social Impact

Social Return on Investment (SROI) of Mumpreneur101 program is currently being evaluated. SROI is an internationally recognised framework for understanding, measuring and valuing social, economic and environmental outcomes. The assessment will be presented to the Council early next year.

A summary of each of the current programs contained in the City's Entrepreneurial Capacity Building Programs is provided below.

## Mumpreneur 101

Eight-week program designed for mums who want to operate a home-based business. Topics include:

- Business development;
- Networking opportunities;
- Digital skill development;
- Finance and pricing;
- Understanding business strengths;
- Guidance and insight from like-minded Mumpreneurs;
- Wellbeing and mindset - what they mean for business goals;
- Understanding and access to support resources;
- Time management - dealing with business and home.

Mumpreneur 101 program was held once per year (February – April). Due to increased demand we added October to December session in 2018.

Mumpreneur 101 Participation:

2014 – 56 participants  
2015 – 42 participants  
2016 – 39 participants  
2017 – 56 participants  
2018 – 76 participants  
2018 – 30 participants  
2019 – 59 participants  
Total: 358 participants

#### Artpreneur 101

Targeting creative individuals who want to start their own business or improve their presence in the marketplace. The target group for this program is those with creative talents but lacking knowledge and tools to sell and promote their products. The program focusses on:

- Enhancing business skills;
- Increasing knowledge of commercial conversion, branding, apps/online stores and pathways to market;
- Networking with like-minded people;
- Creating sustainable business practices;
- Business tools and resources;
- 'Business side' of art.

The outcome of Artpreneur 101 program was establishment of Vivid Art Collective which is now located at Smart Street Mall as a Vivid Gallery.

Participation:

2015 – 76 participants  
2016 – 46 participants  
Total 122 participants

#### Migrant Women Entrepreneurial Program

This project was developed to break down barriers to economic independence for Mandurah's migrant women. It did this by supporting participants to build business leadership skills within their chosen field, and helping them to develop a greater understanding of what is required from a financial, marketing, and operational perspective. This program was co-funded by the WA Department of Local Government and Communities (\$10,000).

Participation:

2015 – 21 participants  
Total 21 participants

#### Be your Own Boss Entrepreneurial Program for Unemployed Youth

This two-part capacity building program encourages participants to design their own job and become their own boss, and focusses on changing mindsets, learning lifelong skills and how to generate and develop business ideas. The 10-week program is tailored to individuals and covers a range of entrepreneurial topics including exploring skills, hobbies and interests and how these could translate to a business outcome. It also looks at finding the right customers, launching ideas online and generating sales.

'Be Your Own Boss' participants learn:

- Strategies to understand consumers in order to identify market opportunities;
- How to create a marketing system that attracts customers;
- Business finance and how to develop an effective sales model;
- How to develop an effective online strategy, marketing and sales processes;
- Product development cycle.

Participation:

- 2016 – 49 participants
- 2017 - 21 participants (6 participants started their own business) (Attachment 3)
- Total 70 participants

#### StartUp Smart Creative (Attachment 4)

StartUp Smart Creative is the Entrepreneurial Capacity Building Program's newest program, having commenced in 2017. It is designed specifically for entrepreneurs who seek to learn how to develop a product range for sale. The program provides tools to start a new business, and it provides hands-on learning on sustainable products. In addition to a theoretical component, there is also a practical glass creation workshop (learning how to produce decorative glass art using recycling glass).

With the success of the first glass creation work shop in 2017, an additional practical workshop was added in 2018, Re-use; Re-make; Re-imagine. This repurposing workshop teaches repurposing of furniture and other every day products to create a new look or new use.

This course consists of nine two and a half (2.5) hour weekly sessions and four weeks of hands-on and practical course content. Workshop topics are:

- How to develop a product range;
- Identifying target markets/customers;
- How to brand and style products;
- Creating a sales and marketing strategy;
- Understanding pricing and budgeting;
- Identify promotional opportunities to gain media visibility;
- How to create an online store;
- How and where to promote online store to attract buyers;
- Entrepreneurial strengths and collaboration with others – Gallup Entrepreneurial Profile Builder.

Participation:

2017 – 46 participants  
2018 – 46 participants  
2019 – 22 participants  
Total 114 participants

Be your Own Boss Entrepreneurial program and StartUp Smart Creative were co-funded by the State Governments' Royalties for Regions Chest Fund (\$36,000) in 2017/18 and not included in the Economic Development \$150,000 budget.

#### Power Up and Leverage Programs

These programs aim to strengthen the business knowledge of previous program participants, and are designed to teach participants how to assess their own business, find and fill gaps and design and implement social media strategies. It also teaches participants to use free or low-price tools to improve their productivity, financial management and content management.

The program structure is focused on outcomes, with participants required to analyse the core functions of their business's finance, marketing and operations, and to identify and implement improvements for their business. The programs include 12 months of online resources for participants, enabling ongoing post-workshop business self-assessment.

Participation:

2016 – 40 participants - PowerUp  
2017 – 20 participants - Leverage  
2018 – 20 participants - PowerUp  
2018 – 20 participants - Leverage  
2019 – 21 participants - PowerUp  
2019 – 21 participants - Leverage  
Total – 142 participants

Young Entrepreneur Program

The Young Entrepreneur Program (YEP) is a partnership between Coodanup College, Innovation Institute and the City of Mandurah, was designed to launch secondary school students into the world of innovation and entrepreneurship. YEP provided secondary students with the necessary skills for future employability, including problem solving, creative thinking, communication, networking, project management, collaboration and decision making.

The course was developed to encourage students to turn new ideas into a viable business. Students had the opportunity to be educated by leaders in the field, and have access to mentors for ongoing support. The City's officer was a member of the coaching and mentoring team, and also participated on the panel where students are encouraged to pitch their products, concepts and ideas.

Participation:

2017 – 74 participants  
2018 – 106 participants  
Total – 180 participants

Blogging 101

In September 2018 we added a new specialise program Blogging101 for previous participants of our programs. The blogging workshop covers a topics of starting, running and monetising a blog. It is a two day workshop where participants learn about:

- Overview of what it is like to be a blogger
- Setting up a Blog plan
- How to write a blog post
- How to research and organise content for the blog
- How to use images on a blog
- Social Media – how to bring traffic to your blog
- Taking control of your own promotion
- How to monetise your blog.

Participation:

2018 – 28 participants

Cert III Micro Business

in February 2019, the Innovation Institute launched a pilot project with Coodanup College and Skilled Strategies International to deliver a nationally accredited VET qualification to 15 students College (Cert III Micro Business Operations). This program is being offered for the first time in Western Australia and aims to provide a new and innovative means of addressing Mandurah's long standing youth unemployment challenge.

The qualification will provide an alternative career pathway for young people, particularly those with an entrepreneurial or small business focus. The new pilot course will be unique not only from the entrepreneurship perspective, but it is also an accredited VET qualifications.

This \$10,000 sponsorship is already contained with the City's Economic Development budget.

#### 'Step Up' Accelerator Program

In October 2019, the City commenced its new 'Step Up' accelerator program, designed for established start-ups (with viable product) that have potential to grow further, but don't know how to get to the next level.

Through engagement with participants, the program team identified that at least 10% of businesses have the potential to grow. The team then developed a specific accelerator program that supports early-stage, growth-driven start-ups through education and mentorship.

The accelerator program is a process of intense, rapid, and immersive education and one-on-one mentoring aimed at accelerating the life-cycle of businesses, compressing years' worth of learning-by-doing into only a few months. Program participants undertake the accelerator program over a 3-month period.

16 participants are enrolled in the initial pilot accelerator '*Step Up*' program. If the program proves successful, it will be permanently incorporated into the City's highly successful *Entrepreneurial Capacity Building* program.

Participation:  
2019 – 16 participants

#### Mentoring and Networking

In addition to delivering workshops, the City also facilitates two closed Facebook groups, whereby the participants share resources and knowledge, and collaborate on ideas. Facebook groups allow new business owners to network, and provide a space where they can share their success, knowledge, expertise and services to other group members.

Some participants have become very successful as a result of their participation in the City's entrepreneurship programs. The City has subsequently selected former participants to present their expertise and knowledge to new StartUp Smart Creative and Mumpreneur101 program participants. A range of products developed during the 2017/18 entrepreneurial courses have been displayed at the City's Administration reception area.

Following six years of successful program implementation, the City now has the opportunity to extend its Entrepreneurial Capacity Building Programs. Given the City's strong focus on facilitating local education and training opportunities, reducing employment and growing tourism, opportunity now exists to enhance the entrepreneurship program to respond to identified challenges and to exploit new opportunities.

It is envisaged that the program would continue to focus on identified needs and target markets (e.g. mums, creatives etc.), and to potentially expand in response to opportunities recently identified in the City of Mandurah and Shire of Murray's joint economic development strategy *Mandurah and Murray: A Shared Economic Future*.

#### **Consultation**

N/A

## **Statutory Environment**

N/A

## **Policy Implications**

The City of Mandurah's Economic Development Policy aims to:

- Identify opportunities for excellence through activities that will enhance Mandurah's social, cultural and economic prosperity for the benefit of its business and resident communities;
- Promote Mandurah as a 'desirable place to live, work and do business' by supporting initiatives to achieve international recognition of Mandurah as a vibrant and progressive regional city recognised for investment and development potential and sought after as a desirable lifestyle choice;
- Position and promote Mandurah as an iconic international tourist destination;
- Prioritise visitor servicing by provision of quality visitor facilities and services
- Promote, encourage and support business growth;
- Attract private and public investment;
- Develop appropriate levels of hard and soft infrastructure for sustainable economic development;
- Develop relevant local, national and international networks to generate positive economic outcomes;
- Plan for resilience to future economic downturns including the development of a knowledge economy for Mandurah.

The City has placed considerable investment emphasis on economic development in recent years, with a strong focus on tourism, entrepreneurship, place making and small business support. Continued investment in the City's Entrepreneurial Capacity Building Programs will further strengthen its ability to support local entrepreneurship and small business development, which in turn will strengthen the local and regional economy.

## **Risk Implications**

The greatest identified risks involved with the Entrepreneurial Capacity Building Programs are:

- Attracting and retaining suitably qualified and capable program developers/facilitators;
- Maintaining quality programs that continue to meet the small business community's needs.

Merely maintaining the existing program without ongoing review and renewal, and/or outsourcing the program to unqualified external bodies runs the risk of the program's quality and the City's reputation suffering significant damage.

The Australian Government and Western Australian Government should be responsible for funding these programs. At present there are agencies funded by Government to run similar programs in Mandurah and the Peel that are nowhere near as successful. (Programs often run for too long, are not focussed, do not attract the right age group or demographic.) Our aim over the next two years should be to convince State and Australian Government of the value of the programs we offer and to attract funding or partnerships and thus shift the cost burden back to those tiers of Government.

## **Economic Implications**

\$150,000 has been allocated within the City's 2019/20 Economic Development budget to support the Entrepreneurial Capacity Building Programs. Given the economic returns to our community the investment by Council is justified.

## **Strategic Implications**

The following objectives 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.
- Increase local education and training opportunities.

Identity:

- Encourage active community participation and engagement.

Organisational Excellence:

- Listen to and engage with our community.
- Ensure the City has the capacity and capability to deliver appropriate services and facilities.

**Conclusion**

The City has clearly stated its economic goals of increasing local education and training opportunities and reducing unemployment. The City's Entrepreneurial Capacity Building Programs have for the past five years played an important role in achieving these goals, resulting in the creation of more than 80 new full-time and 300 part-time jobs, and contributing more than \$14.65 million to Mandurah's economy.

The City of Mandurah is currently the only council in Australia to directly deliver a dedicated entrepreneurship program, and has received national recognition for its innovation and initiative.

The City has the opportunity to continue to lead the nation on entrepreneurship and human capital development, by investing further in programs that meet both recognised challenges and identified opportunities. An expanded entrepreneurship program will help deliver enhanced local job creation, small business growth and economic development for Mandurah and the broader Peel Region.

**NOTE:**

- Refer ***Attachment 1 - Impact Analysis***  
***Attachment 2 - Participant testimonials***  
*The following attachments will be available electronically and in the Councillors Lounge only*  
***Attachment 3 - Shirts with Attitude Program Summary Report***  
***Attachment 4 - StartUp Smart Creative Program Summary Report***

**RECOMMENDATION**

**That Council:**

1. **Acknowledges the success and achievements delivered by the City's Entrepreneurial Capacity Building Programs over the past six years (2014 – 2019).**
2. **Notes the City of Mandurah's intention to continue the programs for another 2.5 years.**
3. **Notes the City's intention to approach relevant State and Federal Government agencies to discuss potential joint and/or alternative funding arrangements.**



# City of Mandurah

## Economic Impact Model – Entrepreneurial Capacity Building Programs 2014 -2019

Impact modelled: Addition of 80 full time jobs

### Impact Summary

#### About a Program

In 2014, the City of Mandurah commenced delivery of a series of free Entrepreneurial workshops for mums, artists, migrant women and unemployed people who sought to start their own business. Since the program began, more than 950 participants have attended a range of 8-week workshops, with each series custom-made to address specific needs of target groups.

The aim of the Entrepreneurial program is to create **economic independence** for people who are seeking alternative employment opportunities by starting their own business. The City is supporting these people to build entrepreneurial skills and to develop a different and innovative path to job creation.

The Entrepreneurial program encourages participants to design their own job, and focusses on changing mindsets, teaching lifelong skills, and supporting participants to develop and implement their business ideas.

Whilst Entrepreneurial Capacity Building Programs are not a silver bullet to address unemployment or foster innovation, they have led to significant positive changes in Mandurah. It is estimated that more than 80 full time jobs were created between February 2014 and October 2019, and around 55% of former participants are currently earning between \$10,000 and \$250,000 per year. Established businesses have created around 300 part-time jobs.

#### Economic Impact – 80 full time jobs

- February 2014 to October 2019 - \$8.78 million in direct outcome;
- The combination of all direct and indirect effects is estimated to \$13.46 million;
- Contribution to the City of Mandurah GRP is estimated to increase by \$6.51m.

#### Economic Impact – 300 part time jobs

- Around 55% of former program participants currently earning income on part-time basis
- February 2014 to October 2019 – \$10.98 million in direct outcome;
- The combination of all direct and indirect effects is estimated to \$16.82 million;
- Contribution to the City of Mandurah GRP is estimated to increase by \$8.14m.



## Impact Summary

City of Mandurah - Modelling the effect of adding 80 jobs in Personal and professional services - Inflation adjusted				
Summary	Output (\$m)	Value-added (\$m)	Local jobs	Residents jobs
Starting position City of Mandurah (year ended June 2018)				
Personal and professional services	146.87	72.17	1,337	1,701
All industries	5,562.35	2,456.04	26,775	35,930
Impacts on City of Mandurah economy				
Direct impact on Services sector	8.78	4.32	80	
Industrial impact	2.42	1.17	10	
Consumption impact	2.26	1.02	10	
Total impact on City of Mandurah economy	13.46	6.51	100	71
Type 1 multiplier (direct & industrial)	1.28	1.27	1	
Type 2 multiplier (direct, industrial & consumption)	1.53	1.51	1	
Impact on Western Australia economy				
Total impact - Western Australia outside City of Mandurah	3.74	1.90	18	39
Total impact Western Australia economy	17.20	8.41	117	110
Impact on Australian economy				
Total impact outside Western Australia economy	3.08	1.33	12	12
Total impact on Australian economy	20.28	9.74	129	122

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2019. Compiled and presented in economy.id by [.id](#), the population experts. Note: All \$ values are expressed in 2016/17 base year dollar terms.

## Impact on Output

**The direct addition of 80 jobs in the Personal and Professional Services sector of the City of Mandurah economy is estimated to lead to a corresponding direct addition of \$8.78m in Output** from the local Personal and Professional Services sector. From this direct expansion in the economy it is anticipated that there would be a flow on effects into other related intermediate industries, creating a further increase of \$2.42m in Output. This represents a Type 1 employment multiplier of 1.28.

There would be an additional contribution to the City of Mandurah economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$2.26m.

The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$13.46m in the City of Mandurah economy, representing a Type 2 Output multiplier of 1.53.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$6.82m in Output.

The combined effect of economic multipliers in the City of Mandurah and the wider Australian economy is estimated to be \$20.28m added to Australia's Output.

## Impact on Local Employment (jobs)

The direct addition of 80 jobs in the Personal and Professional Services sector of the City of Mandurah economy would lead to a further increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to result in an additional 10 jobs, representing Type 1 Employment multiplier of 1.13.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 10 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 100 jobs located in the City of Mandurah. This represents a Type 2 Employment multiplier of 1.24.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 30 jobs.

The combined effect of economic multipliers in the City of Mandurah and the wider Australian economy is estimated to be an addition of 129 jobs.

## Impact on value added

The direct addition of 80 jobs in the Personal and Professional Services sector of the City of Mandurah economy would lead to a corresponding direct increase in value added of \$4.32m. A further \$1.17m in value added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 value added multiplier of 1.27.

There would be an additional contribution to the City of Mandurah economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of \$1.02m.

The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of \$6.51m in the City of Mandurah economy, representing a Type 2 value added multiplier of 1.51.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$3.24m in value added.

The combined effect of economic multipliers in the City of Mandurah and the wider Australian economy is estimated to be \$9.74m added to Australia's value added.

## Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on the City of Mandurah's GRP as a result of this change to the economy is directly equivalent to the change in value added outlined in the section above.

**In summary, GRP in the City of Mandurah is estimated to increase by \$6.51m.**

The effect on the Australian economy (including City of Mandurah) is estimated to be a growth in Gross Domestic Product (GDP) of \$9.74m.

## Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of 80 jobs in the Other Services sector of the City of Mandurah economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

## Employment by industry sector

City of Mandurah - Impact of 80 new jobs in 'Personal and professional services' output (Type 1 & 2 combined impact)				
Employment impacts				
Industry sectors (1-digit ANSIC)	Existing jobs in the City of Mandurah*	Jobs created in the City of Mandurah	Jobs created outside of the City of Mandurah	Jobs created for City of Mandurah residents
Agriculture, Forestry and Fishing	158	0	1	0
Mining	86	0	0	0
Manufacturing	736	1	3	1
Electricity, Gas, Water and Waste Services	157	0	1	0
Construction	2,216	0	0	0
Wholesale Trade	252	1	1	1
Retail Trade	5,483	0	6	0
Accommodation and Food Services	2,868	2	2	2
Transport, Postal and Warehousing	691	0	2	0
Information Media and Telecommunications	291	1	1	1
Financial and Insurance Services	651	1	1	1
Rental, Hiring and Real Estate Services	563	1	0	1
Professional, Scientific and Technical Services	1,003	4	2	3
Administrative and Support Services	1,047	3	1	2
Public Administration and Safety	1,251	0	0	0
Education and Training	2,984	1	2	1
Health Care and Social Assistance	4,415	1	4	1
Arts and Recreation Services	584	1	1	1
Personal and Professional Services	1,337	81	2	57
<b>Total Industries</b>	<b>26,775</b>	<b>100</b>	<b>30</b>	<b>71</b>

## Resident employment impacts

The combination of all direct, industrial and consumption effects of adding 80 jobs to the Personal and Professional Services sector of the City of Mandurah economy would be an estimated increase of 71 jobs located in the City of Mandurah and 51 jobs located outside the City of Mandurah – a total of 122 jobs.

As some of the City of Mandurah's residents leave the area to work and residents of other areas enter the City of Mandurah to work, not all of these jobs will be filled by City of Mandurah residents. It is estimated that of the 122 jobs created, 71 or 57.9% would be expected to be filled by City of Mandurah residents.

## Industry employment impacts

The combination of all direct, industrial and consumption effects of adding 80 jobs to the Personal and Professional Services sector of the City of Mandurah economy would result in an estimated increase of 100 jobs located in the City of Mandurah.

Of the 100 jobs created within the City of Mandurah, 81, or 81.2% would be added within Personal and Professional Services sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector.

The largest increase in jobs outside Personal and Professional Services would be in Professional, Scientific and Technical Services (4), Administrative and Support Services (3) and Accommodation and Food Services (2).

A total of 30 jobs are estimated to be created outside the City of Mandurah, with the largest number being in Retail Trade (6) Health Care and Social Assistance (4) and Manufacturing (3).

## Impact on value added by industry sector

This table shows a detailed breakdown of how adding 80 jobs in the Services sector of the City of Mandurah economy will impact on the value added of each industry sector. This highlights the relationships between industries. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

### Value-added by industry

<b>City of Mandurah - Impact of 80 new jobs in 'Services' output (Type 1 &amp; 2 combined impact)</b>		<b>Value added 2017-18 (\$m constant prices)</b>	
<b>Industry sectors (1-digit ANSIC)</b>	<b>Value-added to the City of Mandurah</b>	<b>Percentage change</b>	<b>Value-added to Australian economy</b>
Agriculture, Forestry and Fishing	\$0.06	0.3%	\$0.15
Mining	\$0.01	0.0%	\$0.10
Manufacturing	\$0.05	0.1%	\$0.40
Electricity, Gas, Water and Waste Services	\$0.01	0.0%	\$0.15
Construction	\$0.00	0.0%	\$0.03
Wholesale Trade	\$0.19	0.3%	\$0.50
Retail Trade	\$0.03	0.0%	\$0.42
Accommodation and Food Services	\$0.10	0.1%	\$0.20
Transport, Postal and Warehousing	\$0.04	0.0%	\$0.29
Information Media and Telecommunications	\$0.17	0.3%	\$0.31
Financial and Insurance Services	\$0.45	0.3%	\$0.75
Rental, Hiring and Real Estate Services	\$0.17	0.1%	\$0.24
Professional, Scientific and Technical Services	\$0.36	0.4%	\$0.57
Administrative and Support Services	\$0.29	0.3%	\$0.41
Public Administration and Safety	\$0.04	0.0%	\$0.07
Education and Training	\$0.08	0.0%	\$0.19
Health Care and Social Assistance	\$0.07	0.0%	\$0.40
Arts and Recreation Services	\$0.03	0.1%	\$0.07
Personal and professional Services	\$4.36	6.0%	\$4.50
<b>Total Industries</b>	<b>\$6.51</b>	<b>0.3%</b>	<b>\$9.74</b>

## Summary:

- The combination of all direct, industrial and consumption effects of adding 80 jobs to the Personal and professional Services sector of the City of Mandurah economy would result in an estimated increase in value added of \$6.51m in the City of Mandurah economy.
- The combination of all direct, industrial and consumption effects of adding 80 jobs to the Personal and professional Services sector of the City of Mandurah economy would result in an estimated increase in value added of \$6.51m in the City of Mandurah economy.
- The Personal and professional Services sector of the economy is estimated to increase in value added by 6.0%, with the total City of Mandurah economy estimated to grow by 0.3%.
- The main impacts in value added within City of Mandurah, outside of Personal and professional Services, are in Financial and Insurance Services (0.45m), Professional, Scientific and Technical Services (0.36m) and Administrative and Support Services (0.29m).

Impact modelled: Addition of 300 part time jobs

## Introduction

65% of participants of Entrepreneurial capacity building are registered for ABN, 300 businesses are trading as part time and are currently earning between \$10,000 and \$50,000 per year.

The Economic Impact Modelling software doesn't allow us to calculate part time jobs. To calculate Economic impact of 300 part time jobs we used ratio 1/3 and use 100 full time jobs for modelling for this purpose.

## Impact Summary

### Impact Summary

City of Mandurah - Modelling the effect of adding 100 jobs in Professional and Personal Services - Inflation adjusted				
Summary	Output (\$m)	Value-added (\$m)	Local jobs	Residents jobs
Starting position City of Mandurah (year ended June 2018)				
<b>Professional and Personal Services</b>	146.87	72.17	1,337	1,701
All industries	5,562.35	2,456.04	26,775	35,930
Impacts on City of Mandurah economy				
Direct impact on Services sector	10.98	5.40	100	
Industrial impact	3.02	1.46	13	
Consumption impact	2.82	1.28	12	
Total impact on City of Mandurah economy	16.82	8.14	124	88
Type 1 multiplier (direct & industrial)	1.28	1.27	1	
Type 2 multiplier (direct, industrial & consumption)	1.53	1.51	1	
Impact on Western Australia economy				
Total impact - Western Australia outside City of Mandurah	4.67	2.38	22	49
Total impact Western Australia economy	21.50	10.52	147	137
Impact on Australian economy				
Total impact outside Western Australia economy	3.85	1.66	15	15
Total impact on Australian economy	25.35	12.18	161	152

### Impact on Output

The direct addition of 100 jobs in the Professional and Personal Services sector of the City of Mandurah economy is estimated to lead to a corresponding direct addition of \$10.98m in Output

from the local Services sector. From this direct expansion in the economy it is anticipated that there would be a flow on effects into other related intermediate industries, creating a further increase of \$3.02m in Output. This represents a Type 1 employment multiplier of 1.28.

There would be an additional contribution to the City of Mandurah economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in Output of \$2.82m.

**The combination of all direct, industrial and consumption effects would result in total estimated rise in Output of \$16.82m in the City of Mandurah economy**, representing a Type 2 Output multiplier of 1.53.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$8.52m in Output.

The combined effect of economic multipliers in the City of Mandurah and the wider Australian economy is estimated to be \$25.35m added to Australia's Output.

### Impact on Local Employment (jobs)

The direct addition of 100 jobs in the Professional and Personal Services sector of the City of Mandurah economy would lead to a further increase in indirect demand for intermediate goods and services across related industry sectors. These indirect industrial impacts (Type 1) are estimated to result in an additional 13 jobs, representing Type 1 Employment multiplier of 1.13.

This addition of jobs in the local economy would lead to a corresponding increase in wages and salaries, a proportion of which would be spent on local goods and services, creating a further 12 jobs through consumption impacts.

The combination of all direct, industrial and consumption effects would result in a total estimated increase of 124 jobs located in the City of Mandurah. This represents a Type 2 Employment multiplier of 1.24.

Employment impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy creating a further 37 jobs.

The combined effect of economic multipliers in the City of Mandurah and the wider Australian economy is estimated to be an addition of 161 jobs.

### Impact on value added

**The direct addition of 100 jobs in the Professional and Personal Services sector of the City of Mandurah economy would lead to a corresponding direct increase in value added of \$5.40m.** A further \$1.46m in value added would be generated from related intermediate industries. These indirect industrial impacts represent a Type 1 value added multiplier of 1.27.

There would be an additional contribution to the City of Mandurah economy through consumption effects as correspondingly more wages and salaries are spent in the local economy. It is estimated that this would result in a further increase in value added of \$1.28m.

**The combination of all direct, industrial and consumption effects would result in an estimated addition in value added of \$8.14m in the City of Mandurah economy**, representing a Type 2 value added multiplier of 1.51.

These impacts would not be limited to the local economy. Industrial and consumption effects would flow outside the region to the wider Australian economy to the tune of \$4.04m in value added.

The combined effect of economic multipliers in the City of Mandurah and the wider Australian economy is estimated to be \$12.18m added to Australia's value added.

## Impact on GRP

Value added by industry represents the industry component of Gross Regional Product (GRP). The impact on the City of Mandurah's GRP as a result of this change to the economy is directly equivalent to the change in value added outlined in the section above.

**In summary, GRP in the City of Mandurah is estimated to increase by \$8.14m.**

The effect on the Australian economy (including City of Mandurah) is estimated to be a growth in Gross Domestic Product (GDP) of \$12.18m.

## Impact on employment by industry sector

This table shows a detailed breakdown of how employment will be affected by the addition of 100 jobs in the Services sector of the City of Mandurah economy. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

### Employment by industry sector

City of Mandurah - Impact of 100 new jobs in 'Services' output (Type 1 & 2 combined impact)		Employment impacts		
Industry sectors (1-digit ANSIC)	Existing jobs in the City of Mandurah*	Jobs created in the City of Mandurah	Jobs created outside of the City of Mandurah	Jobs created for City of Mandurah residents
Agriculture, Forestry and Fishing	158	0	1	0
Mining	86	0	0	0
Manufacturing	736	1	4	1
Electricity, Gas, Water and Waste Services	157	0	1	0
Construction	2,216	0	0	0
Wholesale Trade	252	1	2	1
Retail Trade	5,483	1	8	1
Accommodation and Food Services	2,868	3	2	2
Transport, Postal and Warehousing	691	0	2	0
Information Media and Telecommunications	291	1	1	1
Financial and Insurance Services	651	2	2	1
Rental, Hiring and Real Estate Services	563	1	0	1
Professional, Scientific and Technical Services	1,003	5	2	4
Administrative and Support Services	1,047	4	1	3
Public Administration and Safety	1,251	0	0	0
Education and Training	2,984	2	2	1
Health Care and Social Assistance	4,415	1	5	1
Arts and Recreation Services	584	1	1	1
Other Services	1,337	101	3	71
<b>Total Industries</b>	<b>26,775</b>	<b>124</b>	<b>37</b>	<b>88</b>



## Resident employment impacts

The combination of all direct, industrial and consumption effects of adding 100 jobs to the Professional and Personal Services sector of the City of Mandurah economy would be an estimated increase of 88 jobs located in the City of Mandurah and 64 jobs located outside the City of Mandurah – a total of 152 jobs.

As some of the City of Mandurah's residents leave the area to work and residents of other areas enter the City of Mandurah to work, not all of these jobs will be filled by City of Mandurah residents. It is estimated that of the 152 jobs created, 88 or 57.9% would be expected to be filled by City of Mandurah residents.

## Industry employment impacts

The combination of all direct, industrial and consumption effects of adding 100 jobs to the Professional and Personal Services sector of the City of Mandurah economy would result in an estimated increase of 124 jobs located in the City of Mandurah.

Of the 124 jobs created within the City of Mandurah, 101, or 81.2% would be added within Other Services the sector. This includes the direct jobs created in the sector, and the effect of flow-on jobs within the same sector.

The largest increase in jobs would be in Professional, Scientific and Technical Services (5), Administrative and Support Services (4) and Accommodation and Food Services (3).

A total of 37 jobs are estimated to be created outside the City of Mandurah, with the largest number being in Retail Trade (8) Health Care and Social Assistance (5) and Manufacturing (4).

## Impact on value added by industry sector

This table shows a detailed breakdown of how adding 100 jobs in the Services sector of the City of Mandurah economy will impact on the value added of each industry sector. This highlights the relationships between industries. This includes both the direct industrial impact (Type 1) and ongoing consumption impact (Type 2).

## Value-added by industry

The combination of all direct, industrial and consumption effects of adding 100 jobs to the Professional and Personal Services sector of the City of Mandurah economy would result in **an estimated increase in value added of \$8.14m in the City of Mandurah economy.**

The Services sector of the economy is estimated to increase in value added by 7.6%, with the total City of Mandurah economy estimated to grow by 0.3%.

The main impacts in value added within City of Mandurah, outside of Other Services, are in Financial and Insurance Services (0.56m), Professional, Scientific and Technical Services (0.45m) and Administrative and Support Services (0.36m).

## Value-added by industry

City of Mandurah - Impact of 100 new jobs in 'Services' output (Type 1 & 2 combined impact)		Value added 2017-18 (\$m constant prices)	
Industry sectors (1-digit ANSIC)	Value-added to the City of Mandurah	Percentage change	Value-added to Australian economy
Agriculture, Forestry and Fishing	\$0.08	0.3%	\$0.19
Mining	\$0.02	0.0%	\$0.12
Manufacturing	\$0.06	0.1%	\$0.50
Electricity, Gas, Water and Waste Services	\$0.01	0.0%	\$0.19
Construction	\$0.00	0.0%	\$0.04
Wholesale Trade	\$0.23	0.4%	\$0.62
Retail Trade	\$0.03	0.0%	\$0.52
Accommodation and Food Services	\$0.13	0.1%	\$0.25
Transport, Postal and Warehousing	\$0.05	0.1%	\$0.36
Information Media and Telecommunications	\$0.21	0.4%	\$0.39
Financial and Insurance Services	\$0.56	0.3%	\$0.93
Rental, Hiring and Real Estate Services	\$0.21	0.2%	\$0.30
Professional, Scientific and Technical Services	\$0.45	0.5%	\$0.71
Administrative and Support Services	\$0.36	0.3%	\$0.51
Public Administration and Safety	\$0.05	0.0%	\$0.08
Education and Training	\$0.10	0.1%	\$0.24
Health Care and Social Assistance	\$0.09	0.0%	\$0.50
Arts and Recreation Services	\$0.04	0.2%	\$0.09
Other Services	\$5.45	7.6%	\$5.62
<b>Total Industries</b>	<b>\$8.14</b>	<b>0.3%</b>	<b>\$12.17</b>

## Summary – Added 80 full time jobs and 300 part time jobs to the City of Mandurah economy

- February 2014 to October 2019 – \$19.76 million in direct outcome;
- The combination of all direct and indirect effects is estimated to \$30.28 million;
- Contribution to the City of Mandurah GRP is estimated to increase by \$14.62m.



When I started Mumpreneur101 in Feb 2016 I was in the process of turning my blog into a business. I was working long hours and although I was getting somewhere I didn't have any sort of order or plan. Enter Belle and Mumpreneur! I can honestly say my whole life changed. She believed in me! She gave me confidence, she made me plan and the Mumpreneur program gave me the tools I needed to start working smart. That confidence was my turning point.

I went on to complete the Power-Up course and the Ladies of Leverage course. Each one added something to my business but each step also added to that belief in myself.

I am privileged to live in such a beautiful country, full of wonderful produce but more than that I am truly grateful to live in the amazing City of Mandurah, who run courses and support entrepreneurs.

Today I am proud to say I own a 6 figure business, I love what I do and I have the confidence to grow it further. (Plus I can do it all in my PJ's!)

<https://www.sprinklesandsprouts.com>

***Claire – Sprinkles and Sprouts***



I attended the Mumpreneur course in 2016.

I had been running a blog and was trying to work out if I was able to make an income from writing online or what my next step could be.

Since completing the mumpreneur course I have had articles published in The Huffington Post and Sydney Morning herald and have sold articles to online publications. I have also been interviewed twice for The Project (NZ) on maternal mental health and am now working towards becoming a mental health speaker.

I am now a registered author, self-publishing my first book this year and am also writing copy for other small businesses and selling products online.

As a mum of two with a FIFO husband, it was important that I was able to create an income on my own terms to maintain a flexible lifestyle. As a result of this, I am now able to commit more time to community projects.

The thing I am most appreciative of from this course is the community that has been built from it. I have made wonderful, positive friendships from the mumpreneur groups and have been presented with so many opportunities because of it. Belle Lockerby, the facilitator has changed my life with her ongoing support and belief. She is amazing.

Website: [juliakerrandco.com](http://juliakerrandco.com)

***Julie Kerr – Writer and mental health advocate***



We originally joined the Creative Start-Up group at the beginning of October 2017 to get some focus around our new business, Headonista, creating and supplying affordable ready-to-wear hats and fascinators. After just the first session we realized how much we hadn't planned-for in our fledging start-up and Belle gave us a structure to easily fill in the gaps and bring an incredible amount of focus to our business plans. Everything from logo design, photography, and branding were covered in very digestible chunks. This knowledge has helped Rosie and me to develop our brand and online presence but also set some business and personal goals.

In February 2018 Rosie and I were lucky enough to join the Mumpreneur course which changed the way we worked. With Belle's help we re-branded, re-focussed and explored an extensive network of like-minded and determined 'Mum's that wanted to create their own path in business, just like us, The course gave us a great deal of confidence that we were on the right track but just had to tweak a few elements. At every step of our 12-month journey, there has been someone to help, answer questions, collaborate or simply to test ideas with from the groups plus, we have made some great friendships - as a bonus.

Headonista is now ready for its first full Spring Racing Season and is already taking orders through the website, Facebook, and Instagram. We have big plans for the future, thanks so much to the help of Belle and the support from of the City of Mandurah in getting our business ready!

Team: Victoria Gardiner and Rosie Hegarty

<https://headonista.com>

***Victoria Gardiners – Director Headonista***



First of all a huge thank you to City of Mandurah for providing these courses - extremely generous and supportive and much appreciated.

I attended the Mumpreneur course shortly after setting up my own business, Amanda's Woollen World. I was a wee bit overwhelmed with where to get started with marketing etc. It was an amazing course and I made some wonderful connections there. Later on that year I attended the Power Up Course to take things a bit further. Ladies of Leverage was an amazing course where I learnt alot about myself and how to believe in myself a bit more.

I think my favourite course has been the second Power Up Course I did recently - I am trying to build my web site now and my business has evolved quite a bit from how I first set it up - I had realised it wasn't going as well as I had hoped and that I needed to change it up a bit - and Power Up gave me the confidence that I am going in the right direction.

I could tell as soon as I met Belle what a wonderful, caring and supportive lady she is - absolutely nothing is too much trouble for her. She has provided many mumpreneurs with a safe environment in which to discuss plans, aspirations, goals, mentoring, marketing, things that go well, things that don't go well!! Voicing something in one of Belle's courses is something which many of us would not sometimes have the confidence to do elsewhere - and we know that Belle always has our backs! This is I think what I am most appreciative of - the network of friends I have made and the support that Belle has given us - we have realised that together we can go far, further than on our own.

Following on from the courses, we now have a network of mums with small biz meeting up independently of the course to mentor each other, become accountable to someone, brainstorm etc and having this network is just amazing.

I have learnt heaps about marketing and become aware of systems and apps which I might never have known about which have made my life easier. I have made contacts with ladies who have helped my, both in the business and outside the business world. What a win!!

I would unreservedly recommend each and every one of these courses and am truly grateful to both the City of Mandurah and Belle for all their assistance

<http://www.amandaswoollenworld.com.au>

***Amanda Reid – Amanda's Woollen World***



I participated in the February cohort of Mumpreneur101.

After arriving in Western Australia from the UK, in the last quarter of 2017, I was excited about my new life and career prospects but equally daunted by what lay ahead. After spending well over a year going through the application process to obtain a visa to move to Australia, we were finally here and ready to start the next chapter in my life.

I am a nurse. I am a mother, a wife, a daughter, a sister, a friend and a woman with a burning desire to help others on their journey through early parenthood. My role as a paediatric and child health nurse in the UK had set me up with the qualifications and skills to reach for my career goals. It wasn't until I sat down and got really honest with myself, at nearly 40 years old, that I decide what I wanted to do with my life. I wanted to help parents, I mean really help. As a parent of a child who needs some additional support, I find myself really driven from a place of genuine understanding.

I've spent time working on complex caseloads in the community, sometimes helping, other times feeling like we were robbed of the time and resources needed to make real change. I wanted to give my time in a meaningful way, unhindered by bureaucracy and tailored to the individual needs of the families I work with. Everything I wanted to be and could already existed within me, I just needed to find a way to bring it to fruition.

I stumbled upon Belle's course in a local newspaper. Something in me clicked and I felt compelled to apply and go for my dreams. My application was successful and I had a place on the course. I halted my local job search and dedicated myself to the Mumpreneur101 course. The 8 weeks that followed were some of the most liberating and enjoyable weeks that I've had in a very long time. I looked forward to our Wednesday classes, the women I met there have become my friends and I feel that the value of the course goes well beyond the business focus.

Who am I now? I am a better version of me than I think I have been before. Motherhood strips you bare. It exposes the parts that you try to hide and your children act as a mirror of your best and worst bits. It can make you wonder who you've become. This course wasn't just about business. It showed me how to look at myself without judgement, that I was in good company with others who were on their own journey but on the course because they chose to invest in themselves. That can only mean good things for self and family. That then spills out into community and our place in society.

Perhaps I was in the right place at the right time but I really feel that the Mumpreneur101 course helped me to discover that I can achieve anything I set my mind to. I have a long way to go but looking back, I have already come so far and I won't lose sight of that now.

I have gone from having an idea to seeing it grow. Within a fairly short time, I have set up on my own, running a clinic at The Little Aussie Cafe in Erskine where I see Mum's and their babies for weighing and advice. I have subsequently set up a clinic based in Better Life Medical Centre in Greenfields and I continue to see parents at home too for more in-depth assessments and support. My passion areas are feeding and sleep. As a paediatric nurse, I work with birth to 18 but in my role as a specialist community public health nurse, I focus on the birth to five age group.

I am a nurse, I am a mother and I am a huge Mumpreneur101 fan! Thank you so much for the opportunity. Belle was fresh, supportive and knowledgeable. I cannot value the experience highly enough.

ATTACHMENT 2

[www.calmparentsupport.com.au](http://www.calmparentsupport.com.au)

### **Kerry Wilson – Cam Parent Support**



I attended the Mumpreneur 2018 course when i was 5 years into my business. I felt as though i was starting from scratch though as I'd just come off Maternity break. When i went into this course i didn't know anything about the business world because business always flowed easy and i only had done it casually so i didnt look into setting aside for super or doing market research or anything much at all. One of the best things i learnt was that people dont care how much you know until they know how much you care. Selling a product of service is all about filling an emotional need and you need to show that you can and will fill that need as opposed to saying 'i have this product-buy it or dont'. I am most appreciative of Belle for being such a genuine, down to earth person, we need more people like you that will sit and listen to every problem, attend every catch up and is likeable by all.

Where I'm currently at in my business right now is taking a step back to work on my business and not in my business. If Belle taught us anything it was that we need to make sure we are making enough to cover essential expenses and at the current time i am holding down full time work to gain experience, fund my business growth and allow me the freedom without stress to work on my business and because of Belle i know i have the chance to smash my huge goals in my business because i have all the tools now to make it more successful than it has ever been and one day soon i will be able to quit my full time job and live financially free, happy and if i hadn't taken a step back i may have overcommitted and become worn out from stress.

Thankyou Belle and I'm forever grateful for all your support.

### ***Business- Bodies By Brooke (on facebook, no webpage)***



I attended mumpreneur101 in March 2017 and Power-up 2018  
My business had started (part-time due to studying full-time) in November 2016.  
I have now finished full time study and in my business full-time  
I have built my business to support renting a clinic room in a chiropractors clinic on a full-time basis - my business has also supported me to do further training this year and purchase additional 'tools of the trade'.

I am now in a position to start looking at drawing some form of income from the business and start expanding my marketing to reach my goal within the next 12 months, and to continue to grow into the next 3-5 years.

I am extremely grateful for Belle - she is an incredible inspiration and makes thigs clear and easy to understand. I am so glad to have had the opportunity to attend these programs.

Belle has given me the ability to see opportunities and think outside the box - whilst being able to financially analyse opportunities. Belle has also given me the confidence to take my business to the next level with planning and strategy behind it.

[www.coastalkinesiology.com.au](http://www.coastalkinesiology.com.au)

### **Lisa Gray Coastal Kinesiology**



I was part of two courses earlier this year, firstly the Mumpreneur 101 course, and I followed it up with the Power Up course. When I began Mumpreneur 101, I was still unsure which direction I wanted my business to take, but after a couple of weeks I had a clear understanding of what I wanted to achieve and how to get there.

Completing the Power Up course after gave me the extra push I needed and, thanks to Belle and the other incredible ladies I was lucky enough to learn beside in both courses, gave me the confidence to do anything! Kym's Boobie Kookies has since been nominated for the 2018 Alcoa Peel Business Excellence Awards, has been advertised in The Natural Parent Magazine, and celebrated our first year in business. I also gained the confidence to do a number of live videos on social media, became the Local Volunteer Ambassador for a group of mums in business as part of a nation wide network called Mums&Co, and have made quite a few valuable and lasting connections in the local business community.

Overall, I'm most appreciative of having access to someone like Belle Lockerby, who not only inspires and motivates everyone who has the honour of meeting and learning from her, she continues to love and support each of us beyond the courses. She has been there for me on a personal level a number of times due to our similar pasts and connection made during both courses, and I couldn't be more grateful to have met her. She truly is one in a million, and the City of Mandurah is lucky to have her.

You can view my business social media pages at [www.facebook.com/KymsBoobieKookies](https://www.facebook.com/KymsBoobieKookies) and [www.instagram.com/kymsboobiekookies](https://www.instagram.com/kymsboobiekookies)

***Kym Woolcott - Owner and Sole Proprietor of Kym's Boobie Kookies***



**Delys Griffin**

Creative Director

Dilly Delli

0468 669 323

f @ @thedillydelli

Natasia

When I first saw your note listed on the Mumpreneur Facebook group I looked straight at the word success and thought I would leave it to the successful women. Then I thought back to where I was when I first started out at the Start up Smart Creatives and I thought ok I have come a long way. I guess I saw the word success and saw it meaning a 'successful monetary business' but I had a think and success for me means I am still here, I am still getting up every day excited about Dilly Delli. I am now confident enough to work casually. I am guessing that is a big bonus to the people that love and

care about me.

Which program attended and when?

I attended Start up Smart Creatives August 2017 and Mumpreneur February 2018.

Where were you in business before?

I had a Facebook page called Dilly Delli, a blog that I had written a few blogs on and a 'thought' about creating a creative life. I was out of work, out of confidence and faking it. There was no business.

Where are you now, your success?

- I now have a brand-NEW website and a Facebook and Instagram account. I am a sole trader, Art Facilitator and creative director of a little business.
- I am part of the Tiny Shops on Wheels collective where we regularly activate pop up shops in the Mandurah area.
- I have facilitated over 21 Mandala Workshops in the Mandurah/Rockingham area. I have re-ignited creativity in well over 180 people, I hope.
- I have a brand-NEW shop on my website where I am creating and selling Mandala serving boards.
- I am working towards creating online Mandala workshops.
- I haven't lost money, not made a lot but not lost any
- I now have a creative life – that means success.

What are you most appreciative of

I appreciate the opportunity that City of Mandurah has given to the community to provide these types of programs. I am guessing that is a huge thanks to you Natasia and your innovation.

I am most appreciative of Belle Lockerby who believes that women are possible of just about everything. She has the amazing ability to bring a group of women together support them, create a culture of connection, celebration and belief. Her knowledge, her attentiveness and her creativity are inspiring. Mind bogglingly inspiring in fact.

Plus, importantly, I appreciate the re connection to myself and the connection to some amazingly talented and supportive women who some of are now friends. I know that I can reach out and be seen heard and supported and do the same for them. It is an absolute asset to have these programs available to the community and I would attend all of them again in a heartbeat.

Thanks Belle and Natasia. Thanks City of Mandurah

I'm not much of a writer but i just loved the mumpreneur so much I really wanted to send something in.

My Names Alicja and my business is Laced with Kindness.

I make jewellery with crystals and patron saints for woman wanting to wear simple yet stunning jewellery with sentimental meaning.



I did the mumpreneur course in 2017 and just completed the Power Up course last month.

When I started the program I had been operating about a year and was struggling to find time for all areas of my business. Belle taught us so many exceptional tools like - time management, organisation, marketing strategies, advertising, planning and so much more.

Since doing the course I feel I have a "bigger picture" as to where I want to take my dreams and have since gained several retailers stocking my products. Mumpreneur also gave me the opportunity to connect with lots of other business's which have helped me grow and expand my business. I've been able to outsource my photography, VA work and also have collaborated with so many of the talented woman Mandurah has to offer.

I'm so thankful to have been apart of these courses and the connections and friendships I've made with other local businesses. Mandurah has an amazing, supportive, small business community which i love being apart of. Thank you for making this available for the community.

[www.lacedwithkindness.com](http://www.lacedwithkindness.com)

### ***Alicja – Laced with Kindness***



I have only recently attended the Mumpreneur course back in Feb 18 and the power up course in May 18. I was looking for advice on how to grow and manage the business for all areas. Pretty Little Designs took off much quicker than I ever could of imagined.

Pretty Little Designs specialises in quality pantry labels, spice labels and home organisation labels well as wedding decals & giftware. Plus lots of personlaised items for the whole family.

I started my business as a small hobby and within a year I have grown so fast that I am hoping to become an official company and hire my first few staff members within the coming months. I'm also looking into expanding into pantry containers and much more in the coming months. So big things are happening.

I am most appreciative of my wonderful customers who have helped me grow by the amazing recommendations from them. I'm grateful of all the advice I received from the lovely Belle. She really inspired me to take the next leap and without her I'd still be lost and severely sleep deprived. I'm also really appreciative of my family for all the support and encouragement they have given me while I build my dream.

So currently I'm sitting on bigger things.. I am fortunate enough that my businesses has grown so well that I have to do little advertising to promote my brand. I'm fortunate enough to see my website link dropped in groups and other businesses simply from word of mouth. I have just been asked to wholesale to 2 well established businesses and hoping to be in many more households and stores in Australia by the of the year. I'm proud to have been featured in today tonight, daily mail, better homes and gardens and other online articles.

[www.prettylittledesigns.com.au](http://www.prettylittledesigns.com.au)

### ***Deanna – Pretty Little Designs***



I have completed the Mumpreneur 101 in 2017 and Powerup in 2018 both run by the amazing Belle Lockerby.

My business started out by accident with one of the school mums wanting a tooth box for her son and couldn't find anything. I had a play with a few things and tried my hand at casting with resin. I made a tooth box for her and it snowballed from there. I started getting orders and branched out into jewellery boxes, jewellery, bag tags and fairy doors.

As my business grew I struggled with the business side of things. A friend pointed me on the direction of the Mumpreneur 101 class. Attending that class changed my life, it gave me clarity, connections and the most amazing selfless mentor in Belle Lockerby. Her encouragement and wealth of information has helped me build my confidence with myself and my business. The networking of the other business women in the courses is invaluable especially in our support of each other.

The fact that the City of Mandurah has implemented this program has empowered mothers to be able to work there businesses around their children. And the fact they are free to those attending is beyond amazing and so helpful in enabling us to get the information that we need to build our businesses without the burden of the cost, some of us would not have been able to attend due to the costs.

My business [www.pixiegifts.com.au](http://www.pixiegifts.com.au) has now rebranded and is now a fully functional business.

My heartfelt thanks to all involved.

### ***Sharon Roberts – Pixie Gifts***



I have done 3 programs with Belle - Mumpreneur & Ladies of Leverage in 2017 and Power Up in 2018. I'm not sure what I loved more about the programs - the amazing course content, the personal support from Belle or the connections I made with the other ladies. It was/is the most supportive, inspiring and encouraging group of women! I feel very lucky to have been part of it. Running your own biz can be isolating at times so I can't recommend these programs enough to women starting out in business.

Through these programs I was able to refine my business idea and goals, I also improved the way I run my business helping me to regain more balance in my life.

My business is called Steering The Mothership - I'm a photographer specialising in natural family portraits and I have a camera and photography course called Clicky Mums. I also have a project that I run (Steering the Mothership Project) which is a portrait and story collection of women navigating through the highs and lows of their motherhood journey.

Website - [www.steeringthemothership.com](http://www.steeringthemothership.com)

### ***Melissa Baker - Steering the Mothership***



My name is Denise and I am sending you my story about being included in the Mumpreneur course and also the Power Up course run by Belle Lockerby.

For 7 years I had an idea in my head to start a gift hamper business from home. During that 7 years I would sometimes sit down to do some work on starting the business but would eventually give up as it all just seemed too hard. Between looking after young kids, housework and life in general I didn't know how I could possibly do it. I also didn't know how to start a business and I didn't have the money to pay anyone for help so it kept getting put off year after year and became just something I would dream about.

At the beginning of 2018 I came across the Mandurah Council website and noticed the Mumpreneur course being advertised. I thought to myself - if I don't do this now when am I ever going to do it? I thought of my kids as I'm always telling them to follow their dreams but here I was not following my own. I signed up and the rest is history.

From the very first class in Mumpreneur to the final class of Power Up 2018 Belle has been the most inspiring, supportive and caring teacher and I am eternally grateful to the City of Mandurah and to Belle for allowing me to participate in these amazing courses.

It was so fantastic to be in a room full of other women that had the same goal but also the same challenges. If there was one thing I would say that was the best about these courses it would have to be the support from not only Belle

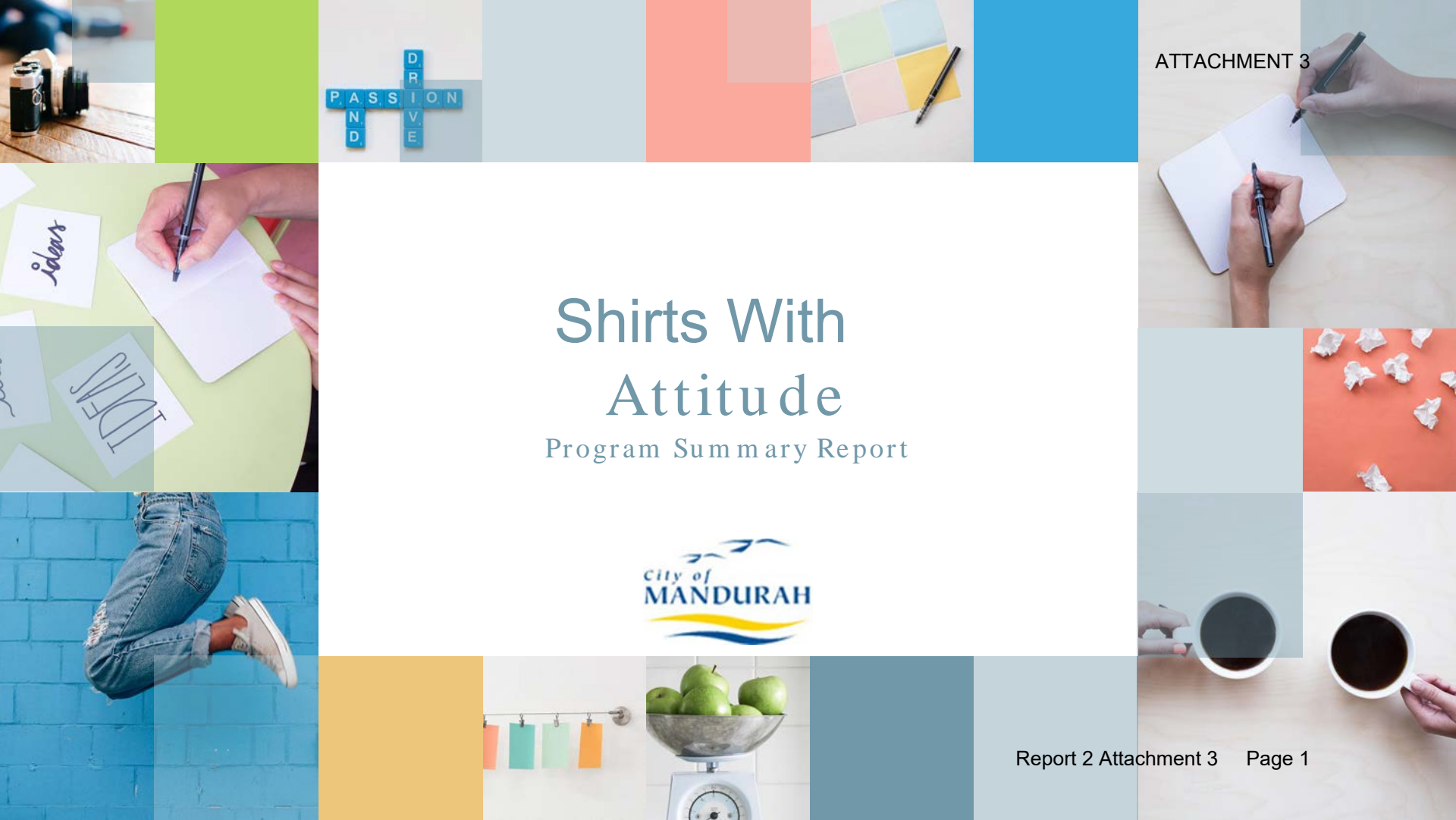
but from the other mums. When women support women some truly magical things can happen and I'm proud to say that after 7 years of trying, my gift hamper business is now up and running. You're Gifted is now a reality and no longer just a dream. I finally finished my website and I'm on way. My website is [www.youregifted.com.au](http://www.youregifted.com.au)

What I have learned during these two courses is absolutely priceless. Belle opened my mind up to so many new ways of thinking and her knowledge and experience of all things business is mind blowing.

Knowing now that I have made so many new friends and that I'm now a part of the Mumprenuer group I feel fully supported in the years to come and I always know I can reach out to anyone in the group for advice and support and in turn be that support for someone else. Being able to be openly honest and share our stories has been something I will treasure forever - the amount of love in the room on our final Power Up class last month was a moment in time I will never forget. Thank you again to Mandurah Council and the amazing Belle - you are changing lives!!! and your jokes are awesome Belle

*Denise - You're Gifted*





ATTACHMENT 3

# Shirts With Attitude

Program Summary Report





# About a Program

## Shirts With Attitude

- This two-part capacity building program encourages participants to design their own job and become their own boss, and focusses on changing mindsets, learning lifelong skills and how to generate and develop business ideas.
- The 9-week program is tailored to individuals and covers a range of entrepreneurial topics including exploring skills, hobbies and interests and how these could translate to a business outcome. It also looks at finding the right customers, launching ideas online and generating sales.
- Support unemployed individuals in self creating an income source generated through the sale of T-shirts via a drop shipping site. Understand how to start a low cost business that utilises a supply on demand model which limits any material outlay .



Shirts With Attitude program was co-funded by the State Governments ' Royalties for Regions Community Chest funding (\$36,000 ) as part of **Entrepreneurial Program Development and Implementation for Unemployed Youth**

Overall Objective of the program was to teach and support participants to launch a product based business via a hands on learning experience through the process of product development T-shirts with a story.

## The key outcomes delivered through the program :



1. Develop entrepreneurial skill sets through a dynamic program that seek to re -engage unemployed or displaced persons
2. Develop diverse skill sets that are adaptable and support the diversification of industries within the Peel region through creating adaptive mindsets, ideation, design and delivery to a global market
3. Support sustainability of the project by helping participants secure forward orders and learn important skills around procurement, design, global marketing, and strategic thinking.
4. Longer term, create local job opportunities for those who have been disengaged, and set examples for how to respond to job creation with market changes
5. Attract buyers of the product to maintain sustainability



ATTACHMENT 3



## Program Outline





## Results

- Total 21 enroled in the program  
14 finished the program
- 6 new brands and online stores established





<http://thelivingexpressionaustralia.com.au/>







NiuNesian Tees

<http://niunesiantees.thetshirtmill.com.au/>



ATTACHMENT 3







Toro  
[toro.thetshirtmill.com.au](http://toro.thetshirtmill.com.au)





ATTACHMENT 3



Modern Eco Warrior

<http://modernecowarrior.thetshirtmill.com.au>



Ubuntu Designs  
<http://ubuntu.deco-play.com>

ATTACHMENT 3



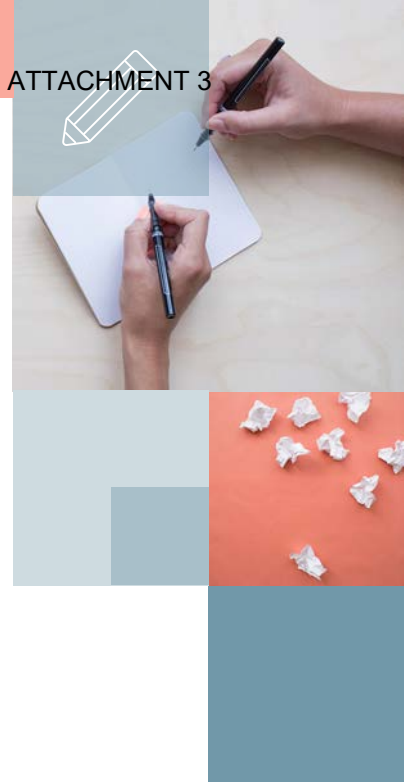
Crescent Clothing

<http://crescent457.deco-street.com>



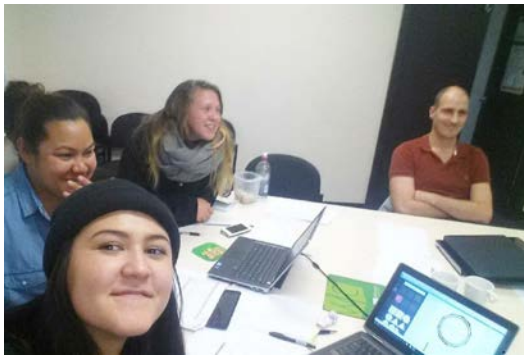


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## ATTACHMENT 3





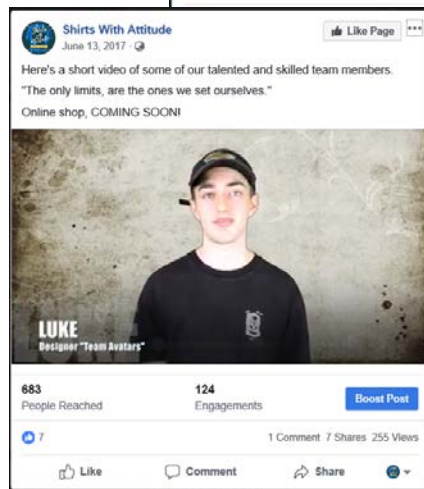
ATTACHMENT 3

# Testimonials






ATTACHMENT 3





 **Zillah Midire** shared a video to Shirts With Attitude's timeline. July 23, 2017 · 🌐

The Shirts With Attitude Program has provided a platform for us as participants to learn, design and create as entrepreneurs. This video is a quick preview of some of our websites where we'll be selling a variety of awesome stuff, T-shirts especially. We hope you're all as excited as we are. Please share, and if you haven't yet, like our page and make sure to follow us for news on our launch date.

**Here is a sneak preview  
of our independent  
websites.**

▶ 🔊 ⚙️ ↗️ -1:06

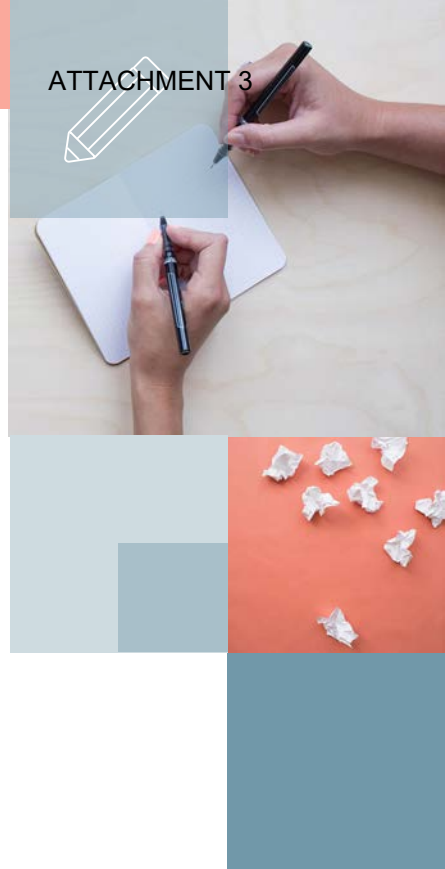
284 Views

**Shirts With Attitude**  
July 23, 2017 · 🌐 👍 Like Page

The Shirts With Attitude Program has provided a platform for us participants to learn, design and create as entrepreneurs. This video is a quick preview of some of our websites where we'll be selling a variety of awesome stuff, T-shirts especially. We hope you're all as excited as we are. Please share, and if you haven't yet, like our page and make sure to follow us for news on our launch date.

👍 Like 💬 Comment ➦ Share ✉️ Message 🌐

### ATTACHMENT 3





ATTACHMENT 4

# StartUp Smart: Creative

Program Summary Report





# About a Program

## STARTUP SMART CREATIVE

- StartUp Smart Creative is the Entrepreneurial Capacity Building Program for Unemployed Youth having commenced in October 2017. It is designed specifically for entrepreneurs who seek to learn how to develop a product range for sale. The program provides tools to start a new business, and provides hands-on learning on sustainable product development .
- In addition to a theoretical component, there is also a practical glass creation workshop (learning how to produce decorative glass art using recycled glass). In 2018 we added Re-use; Re-make; Re-imagine program . This repurposing workshop teaches repurposing of furniture and other products to create a new look or new use.





StartUp Smart Creative was co-funded by the State Governments ' Royalties for Regions Community Chest funding (\$36,000) ) as part of **Entrepreneurial Program Development and Implementation for Unemployed Youth**

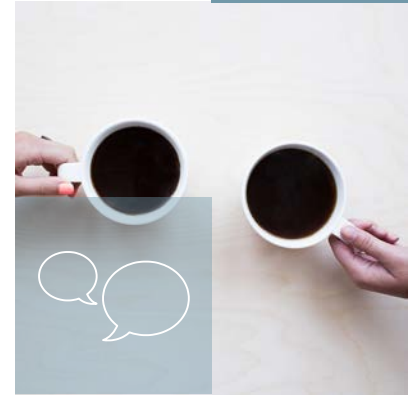
Overall objective of the program was to teach and support participants to launch a product based business via a hands on learning experience through the utilisation of recyclable materials and online platforms.

## The key outcomes delivered through the program :



1. Develop entrepreneurial skill sets through a dynamic program that seek to re -engage unemployed or displaced persons 
2. Develop  diverse skill sets that are adaptable and support the diversification of industries within the Peel region through creating adaptive mindsets, ideation, design and delivery to a global market
3. Support sustainability of the project by helping participants secure forward orders and learn important skills around procurement, design, global marketing, and strategic thinking.
4. Longer term, create local job opportunities for those who have been disengaged, and set examples for how to respond to job creation with market changes
5. Attract buyers of the product to maintain sustainability

ATTACHMENT 4





## Program Outline

**01**

OUR PROCESS  
& PLAN

**02**

BUSINESS  
BUILDING +  
CUSTOMERS

**03**

BUDGETS,  
PLANNING &  
RESEARCH

**04**

BRAND  
DESIGN

**05**

CONTENT  
MARKETING  
LAUNCH LAB

**06**

PRODUCT  
STYLING

**07**

GETTING YOUR  
STORE FOUND  
SEO

**08**

PROMOTING  
THROUGH  
PINTEREST

**09**

NEXT  
STEPS

The course consists of nine two-hour weekly sessions and four weeks of hands-on and practical course content.

Workshop topics:

- How to develop a product range;
- Identifying target markets/customers;
- How to brand and style products;
- Creating a sales and marketing strategy;
- Understanding pricing and budgeting;
- Identify promotional opportunities to gain media visibility;
- How to create an online webstore;
- Entrepreneurial strengths and collaboration with others – Gallup Entrepreneurial Profile Builder



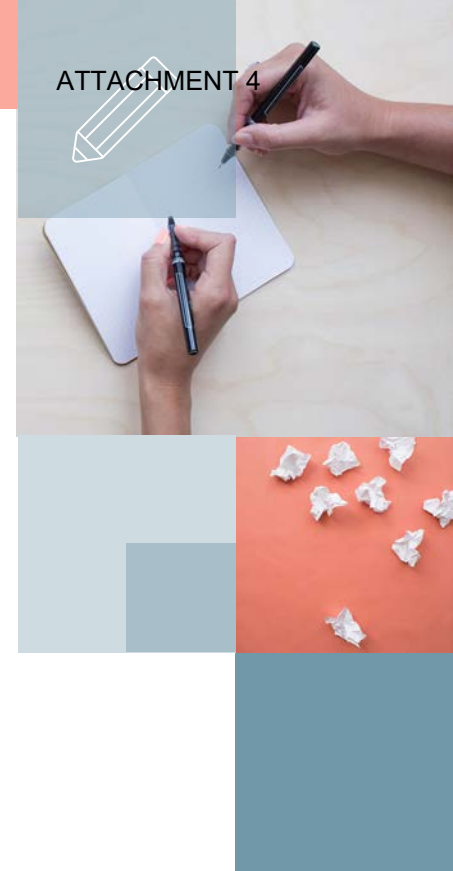


## Results:



## What participants learnt:

- The program was delivered in two components - one being focused on the business aspects of launching, the other being hands on creative tutorials to repurpose glass and other materials
- Learnt how to identify needs and support structures - to set idea and self-up for success
- Understand budgeting - basics including how to start with low to zero investments
- Understand process of product development
- Participants designed and developed their own unique products from recyclable materials (glass, wood, furniture, mixed media)
- Learnt how to set up online store
- Participants learnt how to promote their online store on social media
- Participants are supported through closed Facebook page
- Downloadable resource library available for participants for 12 month after course completion
- Finished products were exhibited from January till October 2018 at the City of Mandurah Admin building reception area.





- Total 92 enrolled and finished the program
- 65% of participants registered for ABN (mostly traded part time)
- 5 full time businesses established





## ATTACHMENT 4

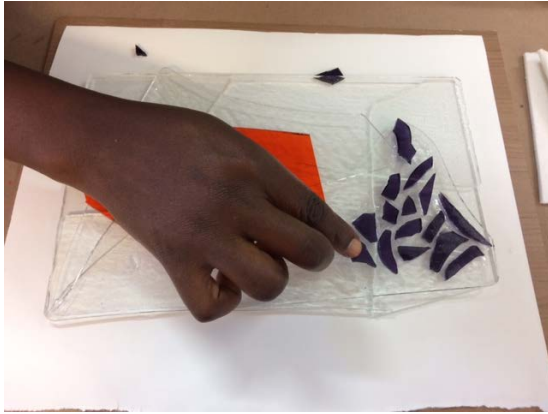




# ATTACHMENT 4

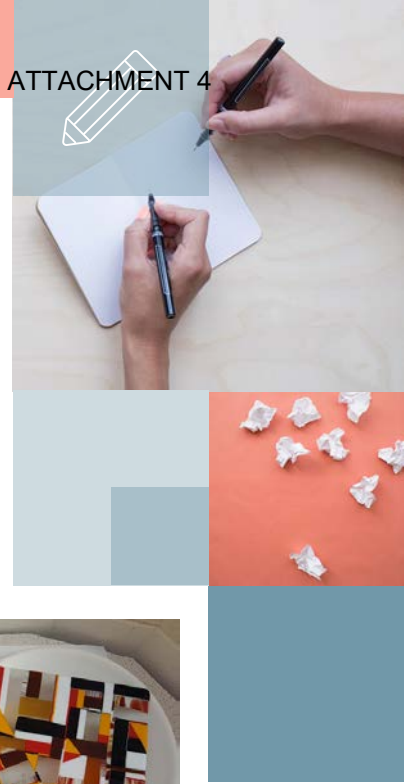
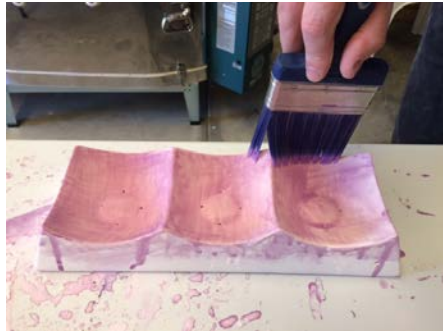


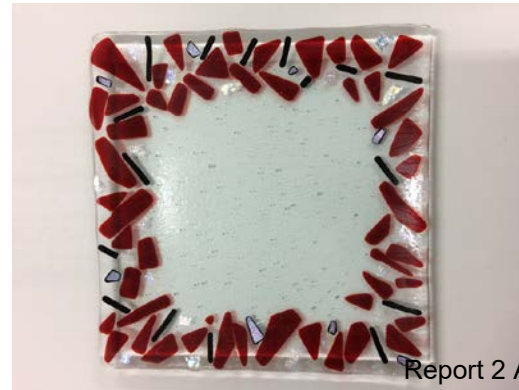




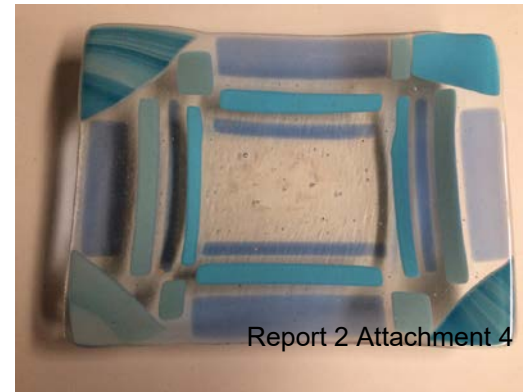
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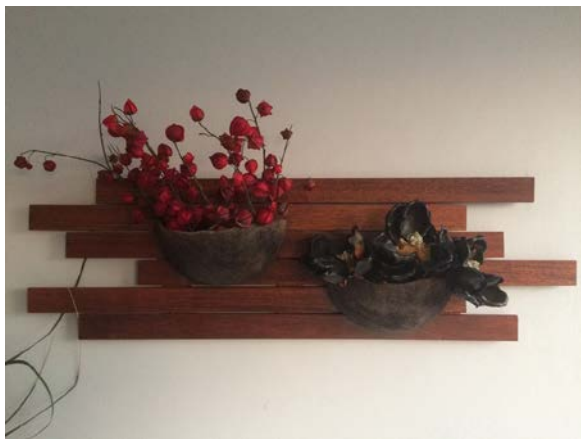




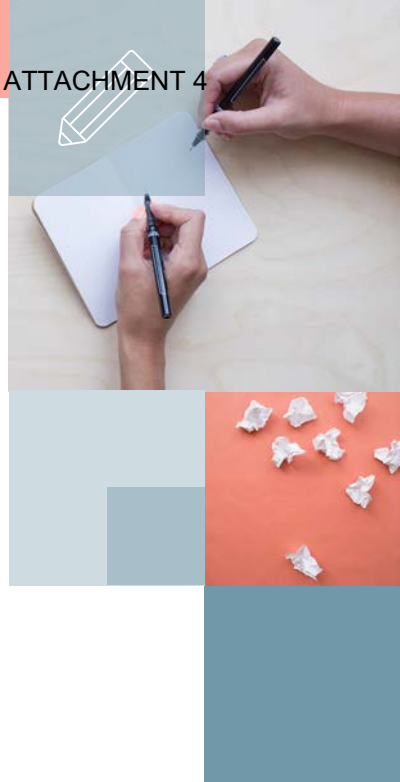








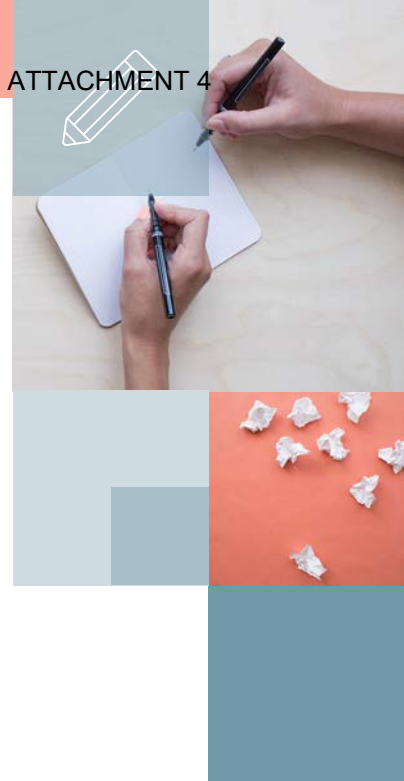
ATTACHMENT 4







ATTACHMENT 4







# Testimonials



Jacquie Duffus

[www.jduffusphotography.com.au](http://www.jduffusphotography.com.au)

“J Duffus Photography”

### Start Up Smart group - 2018

Before completing ‘Start up smart’ I didn’t really have a solid direction with my photography and wasn’t entirely ready, or prepared to turn a hobby into a career. I had the ideas but not the skills to implement them.

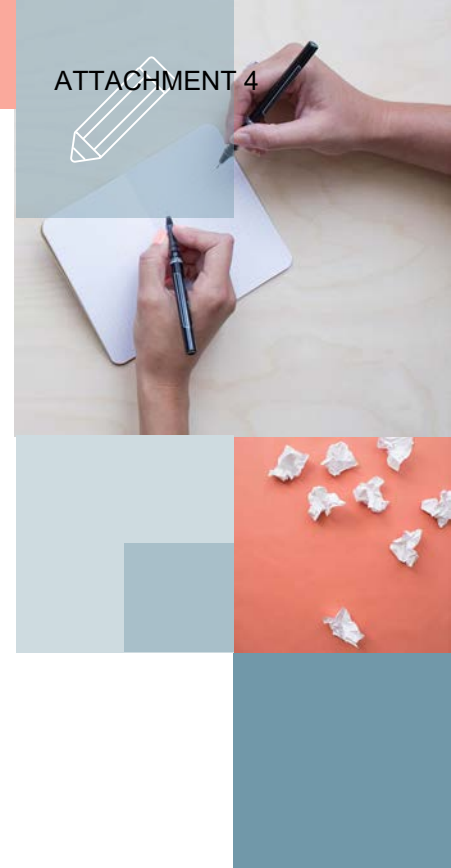
Since completing the course I have accomplished so much from launching my website, logo creation and now have the ‘why not’ attitude rather than ‘can I?’

Belle’s knowledge and patience was amazing and having the opportunity to pick her brain in every area from budgeting, to branding, was invaluable .

I can’t thank the City of Mandurah enough for including me in this course, offering not only support and resources, but the opportunity to make lifelong friends and business connections .

Thanks again  
Jacquie

ATTACHMENT 4





<https://headonista.com>

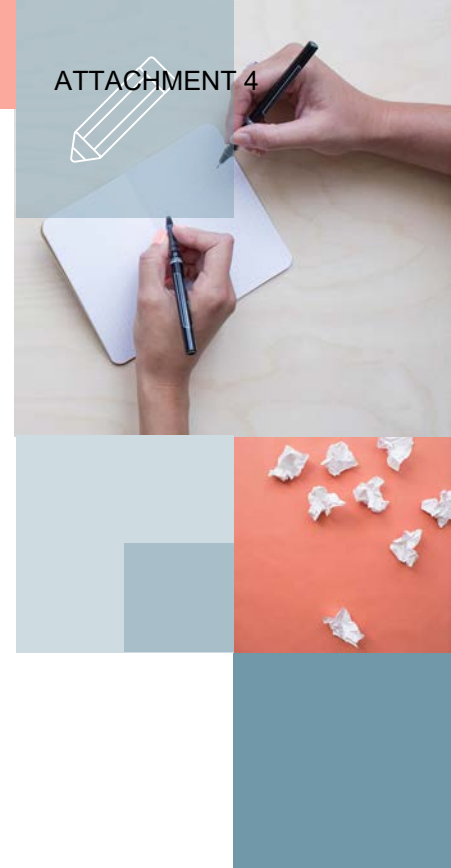
Team: Victoria Gardiner and Rosie Hegarty

We joined the Creative Start-Up group at the beginning of October 2017 to get some focus around our new business, Headonista, creating and supplying affordable ready-to-wear hats and fascinators. After just the first session we realized how much we hadn't planned-for in our fledging start-up and Belle gave us a structure to easily fill in the gaps and bring an incredible amount of focus to our business plans. Everything from logo design, photography, and branding were covered in very digestible chunks. This knowledge has helped Rosie and me to develop our brand and online presence but also set some business and personal goals.

Headonista is now ready for its first full Spring Racing Season and is already taking orders through the website, Facebook, and Instagram. We have big plans for the future, thanks so much to the help of Belle and the support from of the City of Mandurah in getting our business ready!

Victoria Gardiner  
Director  
0408466720

ATTACHMENT 4









View 2 more comments



Capel Joy shared a link.

July 22

Ok peeps! I'm launching my web page tomorrow! I think I'm done. Would love if anyone is free tonight to jump on and have a look and give me some feedback?

👉👉👉 <https://createdbycapel.bigcartel.com> (need to copy link into browser for some reason?!?!)



Leigh Police shared an album.

July 17

There you go Ladies, Tonight gave me the courage to come home and post the pictures to advertise them 😊



Leigh Police

July 14

Thank you Carol Hazel for an amazing 4 week workshop. I have enjoyed every week of it in the company of so many very extremely talented ladies, feeling very humble now with my gnomes 😊 Thanks to the CoM Natasa Perovec without you this workshop would not have been possible. I hope to be able to catch up with you all at a regular :glass" class in the future. 😊

Belle Lockerby, Louise Penny and 8 others

4 Comments · Seen by 40

Like

Comment

View 2 more comments



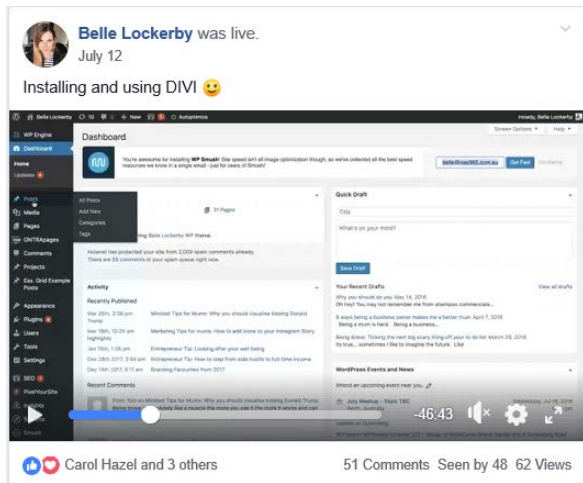
Carol Hazel Thank you Leigh ❤️❤️. It's been an absolute pleasure. I look forward to continuing with you monthly

Like · Reply · 19w

2



Natasa Perovec Thank you very much.



**3**      **SUBJECT:** Transform Mandurah: A Revitalisation Plan 2019  
         **CONTACT OFFICER/S:** Mark Newman/Adam Denniss  
         **AUTHOR:** Adam Denniss

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### Summary

For the past four years the City of Mandurah, in partnership with the Shire of Murray and in response to State Government regional development policy, has endeavoured to create a new economic plan to grow Mandurah's economy and deliver tangible economic benefits for Mandurah and the broader Peel Region.

In 2018 the Council approved '*Mandurah and Murray – A shared Economic Future*' as the City of Mandurah's new Economic Development Strategy, and endorsed the programs and projects that had begun to be developed from that strategy.

In 2019, officers continued to develop those programs. As part of that further development, officers identified the opportunity to combine a number of these projects to create a more integrated visionary concept. With a combined focus on the Water Economy and its potential as an industry for Mandurah; the City Centre's much needed revitalisation; and a new Conference Centre / Tourism precinct that services this growing economy and its industry. *Transform Mandurah – A Revitalisation Plan 2019* has been drafted as a vision document to inform and update Council of the recommended strategy going forward.

Council is requested to adopt *Transform Mandurah – A Revitalisation Plan 2019*, and endorse the strategy going forward to allow continuation of its development and implementation.

### Disclosure of Interest

Nil

### Previous Relevant Documentation

- G.13/03/19    26 March 2019    Council endorsed the signing of the Memorandum of Understanding and instructed both the Mayor and Chief Executive Officer of the City of Mandurah to sign and formalise the document.
- 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 suitable 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 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 ensure State and Federal Government support and investment in projects resulting from the strategy.
- 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.28/6/17      27/06/2017      Council resolved to actively advocate with the new WA Governments 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.19/2/16      19/02/16      Notice of Motion Hon Councillor Riebeling: Feasibility of New Office/Government Accommodation. That officers explore opportunities within the CBD and provide a report back to council with further information
  
- 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      01/10/2011      Council approved the Southern City Strategy Implementation Plan to advance the economics 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 desired future for Mandurah

## Background

In January 2018, Council empowered the City officers to revise its own economic plan. In doing so, Council approved funding of \$150,000 already contained within the City's Economic Development budget to consolidate economic planning already undertaken, and to identify key economic strategy areas and catalytic projects to pursue.

In partnership with the Shire of Murray, the City's Economic Development Unit has subsequently prepared its plan – *Mandurah and Murray: a Shared Economic Future*. The plan continued the work of the previous *Southern City Strategy*, adopted by Council in 2008, and identified components of the previous strategy, as well as specific new programs and projects aimed at improving Mandurah and Murray's socio-economic condition and ensuring its regional sustainability. 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, including several with a tourism focus.

In partnership with the Shire of Murray, the City's Economic Development Unit has spent 2018 creating its new economic development plan – *Mandurah and Murray: a Shared Economic Future*. The plan 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 plan; and the programs and projects required to achieve its objectives. Importantly, the plan is a 'living' document that will evolve and change according to Mandurah and Murray's changing objectives, priorities and opportunities.

The plan outlines the Mandurah/Murray sub-region's existing challenges, including a lack of growth in export-oriented activity, under-provision of local services and facilities, high local business attrition rates, high unemployment and low employment self-sufficiency, low education attainment, under-performance of the Mandurah CBD, low proportion of tertiary education attainment and working age population, and a comparatively low socio-economic index.

The plan warns that without appropriate levels of investment in the sub-region, the estimated additional cost to government of ongoing high unemployment over the next 30 years would be around \$1.1 billion. It notes:

*"If the region is to overcome its current issues, transformative projects are required to support the growth of local businesses and attract large-scale industry activity linked to state, national and international markets. The generation of new high-knowledge and export-oriented activity will*

*provide drivers for higher levels of education and skills attainment, reduce unemployment, increase local wages and drive urban development. Combined with necessary population-driven services, the ideation and development of transformative projects will see Mandurah become a self-reliant city within a highly productive region that generates valuable export income for the state.”*

The plan establishes a target of an additional 24,700 jobs over baseline growth by 2050, of which 11,400 jobs are created through expansion of local export-oriented activity, and 13,300 jobs are created through increased levels of population-driven services (e.g. health, education).

The plan notes that export-oriented activity is reliant on a combination of factors such as regional comparative advantage, natural resources, knowledge and innovation, skilled personnel, entrepreneurship and links to export markets. It observes that Mandurah/Murray has the foundations for a highly productive region, but requires strengthened export links and investment in physical and human capital to create a truly competitive operating environment that is successful in attracting business expansion.

The plan contains six programs:

- The Water Economy – Wetlands and Industry Integration;
- The Daytrip Capital – Targeted Visitor Attraction;
- Arts, Culture and Sport – Unique Identity;
- City Centre – Iconic Capital;
- Food and Agri-Business – Export Scale and Intensification;
- Resources and Energy – Global Reach.

Within these programs are a number of identified inter-related projects across Mandurah and Murray including but not limited to:

- Mandurah Waterways and Hinterland Data Network;
- Australian Centre for Water Science;
- Mandurah Foreshore Precincts;

In October 2018 the Council endorsed the programs and projects contained within the *Mandurah and Murray: A shared Economic Future* for further development and implementation.

As part of that further development and implementation, officers identified the opportunity to combine a number of these projects to create a more integrated visionary concept. With a combined focus on the Water Economy and its potential as an industry for Mandurah; the City Centre's much needed revitalisation; and a Conference Centre Tourism precinct that services this growing economy and its industry, *Transform Mandurah – A Revitalisation Plan 2019* has been drafted.

## **Comment**

*Transform Mandurah – A Revitalisation Plan 2019* is part of the City of Mandurah's Strategic economic plan to reposition itself around a Water Economy and the potential industries and jobs this can create. Mandurah will establish itself as a leading national and international provider of water technologies, science and research, education and training with a focus on growing related agricultural, tourism and environmental industry clusters.

Driving this repositioning is recognition of the exceptional comparative and competitive advantage Mandurah and the region has around water and its related industries with the Peel Harvey Estuary and its waterways and hinterland. Earlier research done through the Department of Regional Development in 2017 identified *loose or informal clusters* of activity such as the work done by the Peel Harvey Catchment Council or the CSIRO within the Peel region. The term 'informal cluster' is used to suggest that the activity while not sufficient enough to bring together an industry collaboration or stimulate growth it is active enough to suggest the potential of a greater industry development opportunity.

This opportunity is to develop the informal cluster of activity into a *formal cluster*. Formal Clusters are larger industry groupings within defined areas with interrelated jobs, active collaboration, investment and supporting services. As the clusters become larger industries collaborate, jobs are created and services grow. It creates an environment that attracts business and its economies from likeminded and related industries looking for efficiencies of scale and growth opportunities. A good example is the Australian Marine Complex (AMC) located in Western Australia, 23 km south of Perth - a world-class centre for excellence for manufacturing, fabrication, assembly, maintenance and technology servicing the defence, marine, oil and gas, and resource industries.

The *Transform Mandurah – A Revitalisation Plan 2019* is an attempt to formalise and grow an industry cluster around Water Science and its broad industry interactions. Growing the water economy cluster servicing the Science, environmental, tourism and education industries around Water and its related needs and opportunities. It is a conceptual document. It is not a business case but is intended to demonstrate current thinking and the intended suggested strategy going forward which will include future business cases and planning.

The *Transform Mandurah – A Revitalisation Plan 2019* comprises three programs taken from the original Mandurah Murray – A Shared Economic Future and linked them together;

1. The Water Economy
2. Mandurah's City Centre Redevelopment
3. The Conference Centre Tourism Precinct

Within these 3 programs are a number of specific interrelated projects;

- The Australian Waterways Centre of Excellence (AWCE)
- The Waterways Data Array
- The relocation of civic services into the City centre (including the current City of Mandurah administration)
- The redevelopment of the existing City of Mandurah 3-hectare site into a new Conference centre, Hotel and Tourism precinct.

The combining of these projects across the 3 programs allows for a greater opportunity to create a transformative development for the City and its economy. Combining the development of a national centre of excellence in the centre of the City, kick-starting the City Centre development needs around an industry platform and a focused civic centre. This allows for an increased number of people within the central city business district and gives the City Centre a new focus beyond entertainment and basic services.

## **Consultation**

Discussions have already been held with Landcorp, local parliamentarians, the Premier and the Leader of the State Opposition.

## **Statutory Environment**

N/A

## **Policy Implications**

The City's Economic Development Policy aims to:

- Identify opportunities for excellence through activities that will enhance Mandurah's social, cultural and economic prosperity for the benefit of its business and resident communities;
- Promote Mandurah as a 'desirable place to live, work and do business' by supporting initiatives to achieve international recognition of Mandurah as a vibrant and progressive regional city recognised for investment and development potential and sought after as a desirable lifestyle choice;
- Promote, encourage and support business growth;
- Attract private and public investment.

## **Economic Implications**

*Transform Mandurah – A Revitalisation Plan 2019* refactor its economy around three core programs:

1. The Water Economy
2. City Centre Redevelopment
3. Conference Centre and Tourism Precinct

The goals to *Transform Mandurah – A Revitalisation Plan 2019* are to:

- Foster centralised high-quality export-oriented employment with a focus on building the Water Economy and associated industry clusters
- Increase the level of pedestrian activation in the town centre and active civic heart
- Diversify the daytime and evening user populations to comprise a sustainable mix of residents, workers, visitors and students
- Improve the standard of commercial and retail buildings to enhance the visitor and workforce experience, encourage and activate overdue development and capture its tourism potential and improved liveability

## **Risk Analysis**

*Transform Mandurah – A Revitalisation Plan 2019* properly positions the Peel Region within the State economy, with Mandurah as its capital by exploiting its unique comparative advantages around national water industries and their environmental, tourism and agriculture linkages.

To not engage in *Transform Mandurah – A Revitalisation Plan 2019*, would be significant risk for the City of Mandurah strategic economic plan to reposition itself around the following:

- Water economy
- Leading national and international provider of water technologies, science and research
- Education and training with a focus on growing related agriculture and environmental industry clusters

## **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.
- Factor climate change predictions into land-use planning, building design and future council decisions.

### 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.
- Build and retain a skilled, motivated and healthy workforce

**Conclusion**

In October 2018, Council endorsed the programs and projects contained within the *Mandurah Murray: A shared Economic Future* for further development and implementation.

During the course of 2019, officers began to develop the programs that were identified within *Mandurah Murray: a Shared Economic Future*. One of the outcomes of this work is the *Transform Mandurah – A Revitalisation Plan 2019* that activates the City Centre with a number of catalytic projects.

The *Transform Mandurah: Revitalisation Plan* is a strategic document that outlines the current thinking and potential strategy going forward. It continues to build on the foundations of creating a formal Water Economy cluster for the City, underpinning a deliberate repositioning for the City and its economic and social future around this Water Economy and a revitalised Civic Centre.

Council is requested to adopt *Transform Mandurah – A Revitalisation Plan 2019* and endorse the strategy going forward to allow continuation of its development and implementation.

NOTE:

- Refer **Attachment 1 Transform Mandurah – Revitalisation Plan December 2019**

**RECOMMENDATION**

**That Council:**

- 1 Adopts *Transform Mandurah – A Revitalisation Plan 2019* as the City of Mandurah's City Centre revitalisation strategy;**
- 2 Endorses the programs and projects contained *Transform Mandurah – A Revitalisation Plan 2019* for further development and implementation;**
- 3 Commits to a program of advocacy that ensures State and Federal Government support and investment in the projects resulting from *Mandurah and Murray: A Shared Economic Future*.**





# TRANSFORM MANDURAH

REVITALISATION PLAN

DECEMBER 2019



**DOCUMENT CONTROL**

<b>DOCUMENT VERSION</b>	<b>DESCRIPTION</b>	<b>PREPARED BY</b>	<b>APPROVED BY</b>	<b>DATE APPROVED</b>
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# 1.0

## Executive Summary

Transform Mandurah is part of the City of Mandurah's strategic economic plan to reposition itself around the water economy. Mandurah will establish its place as a leading national and international provider of water technologies, science and research, education and training with a focus on growing related agricultural and environmental industry clusters. Acknowledging our location on one of the nation's most important waterways, Mandurah has a natural competitive advantage in the water sciences, complemented by parallel initiatives in the Peel Food Zone, the Peel Business Park, the Agri- Innovation Precinct and the Peel Integrated Water Initiative.

The Transform Mandurah Plan comprises three programs:

1. The Water Economy
2. Mandurah's City Centre Redevelopment
3. The Conference Centre Precinct

This document deals with all three elements and identifies a number of core projects that will catalyse the city economy:

- The Australian Waterways Centre of Excellence (AWCE)
- The Waterways Data Array (WDA)
- The relocation of civic services into the City Centre
- The redevelopment of the existing City of Mandurah three-hectare site into a new Conference Centre and Tourism precinct

Collectively these projects seek to enhance the strengths of the CBD while redressing its shortcomings. The goals of the redevelopment are to reposition Mandurah as the home of water research, technology and associated Industry links and to build on its day trip tourism status by:

- Increasing the level of pedestrian and professional activation in the town centre, activating a new civic heart and creating a coordinated set of attractions to give visitors, workers and residents a reason to be in the city
- Focusing the Water Economy into an active clustering of industry partners creating a collaborative environment encouraging jobs and growth.
- Improving the standard of commercial and retail buildings to enhance the visitor and workforce experience
- Building on the success of the City's events attraction campaign with increased accommodation and a Conference Centre.

Transform Mandurah properly positions the Peel Region within the State economy, with Mandurah as its capital by exploiting its unique comparative advantages around national water industries and their environmental, tourism and agricultural linkages.

# 2.0

## Introduction

### 2.1 Project Context

This concept brief for the City Centre Revitalisation component of the Transform Mandurah Plan is part of a longer-term vision that brings together a coordinated set of City development initiatives.

For context, the Peel Regional Investment Blueprint sets out a vision of world class innovation that attracts investment and technologically empowered agribusinesses, along with advanced transport infrastructure, an outstanding training system focused on science, technology, arts and tourism skill sets - ensuring the Peel's place as a reputable national food and water research precinct.

Innovation, diversification and strategic planning attract new and exciting businesses and professions to the Peel.

The project has been developed based on the need to provide high-quality employment opportunities, create greater activation to support local businesses, centralise office floorspace, and improve access for the region's residents and visitors alike.

The CBD will be revitalised with the ground-breaking Waterways Centre of Excellence, a new city heart that focuses the civic economy in the CBD with public transport linkages and a strong east-west axis to the waterfront. The existing Local Government precinct and home of the City of Mandurah will be redeveloped into an exciting new conference centre, hotel and associated tourist attractions. The conference centre is consistent with the successful events attraction program the City has been running for the last three years.

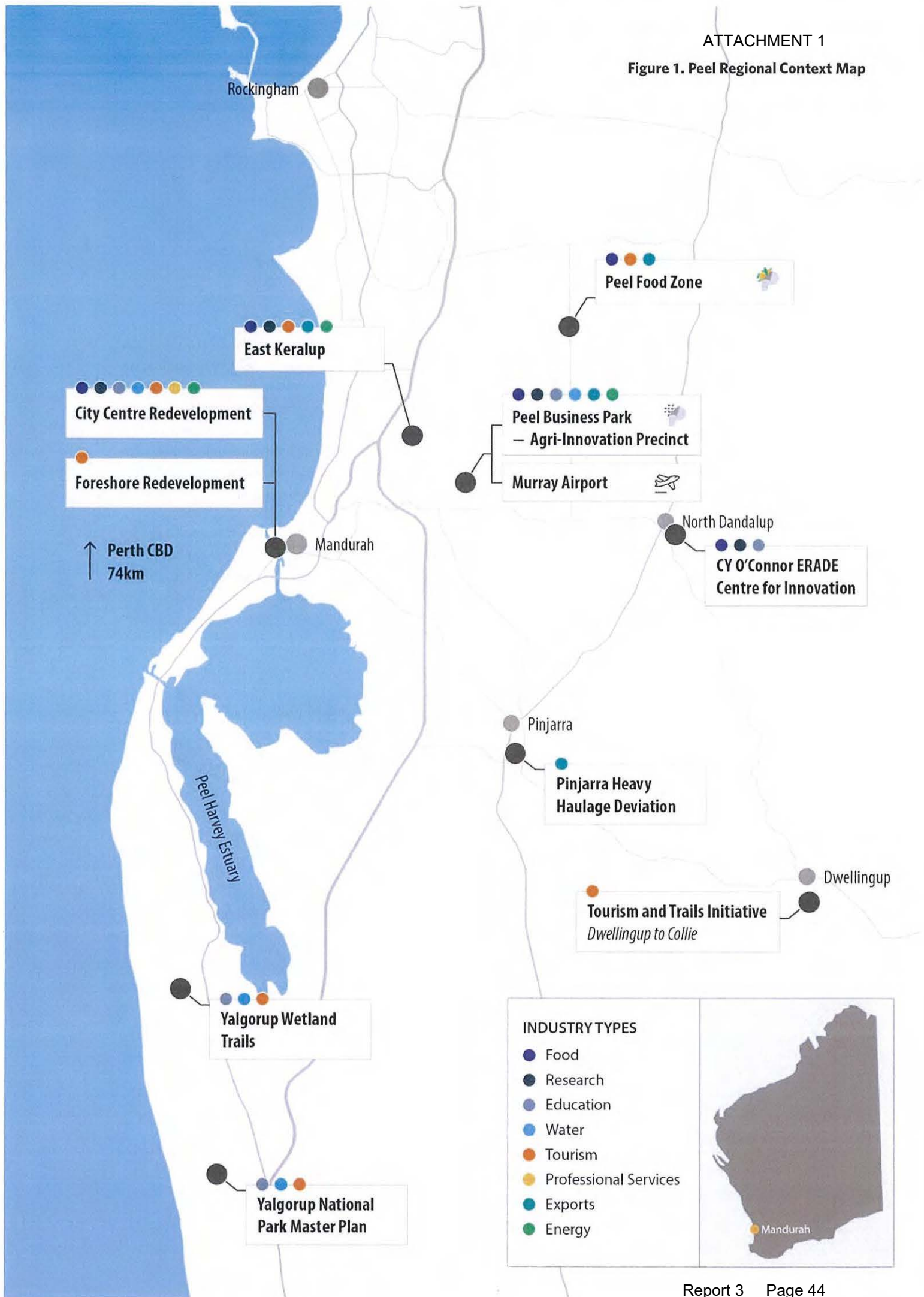
### 2.2 Regional Context

The Peel region sits on the doorstep of the Perth Metropolitan southern suburbs and places itself strategically as the gateway to the South West. Its capital is Mandurah and along with its neighbouring councils the Peel is expected to be one of the most populated regions outside of Perth with a projected population of 444,000 by 2050. To support a population of this size, the Peel needs to build an economy that incorporates many industries, adopts an innovative approach to business, and has a highly skilled and high performing workforce.

Since the release of the Peel Regional Blueprint a number of developments have been successfully implemented (Figure 1). The Peel Business Park at \$50 million, The Agri-Innovation Precinct at \$21 million The Bushfire Centre of Excellence at \$18 million, The Dwellingup Trails Centre and Adventure Trails at \$13 million and the North Dandelup Research Centre at \$5 million and now the Keralup Land Development to the north of the regions border. The City of Mandurah's CBD revitalisation plan is the next stage in the journey of the region's economic plan. A new City Centre heart with the Australian Waterways Centre of Excellence (AWCE) as an Industry and Tourism focal point creating the vital link for the regions developing economy and its ongoing development and knowledge of Waterways science with its agricultural and environmental impacts.



Figure 1. Peel Regional Context Map

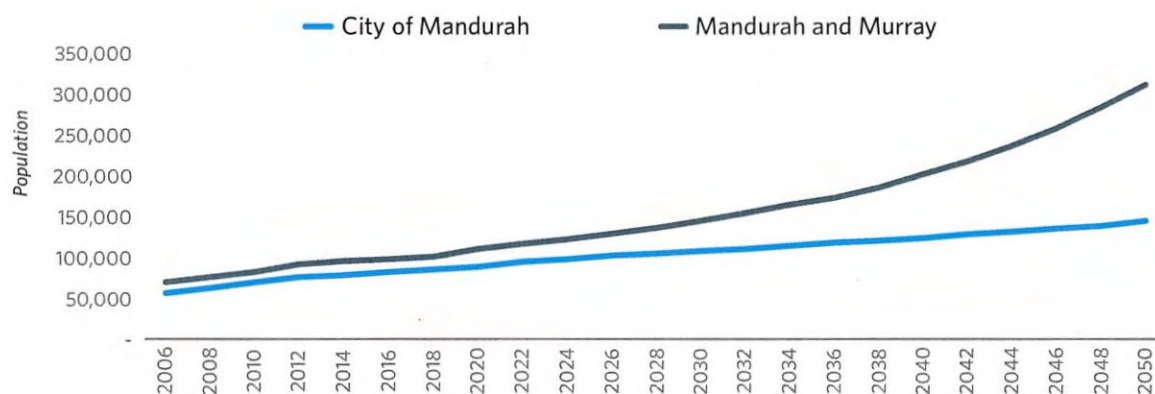


The City of Mandurah itself has an estimated residential population of approximately 90,000, which is expected to increase to almost 150,000 by 2050. The City of Mandurah and Shire of Murray are highly interconnected with the Mandurah City Centre playing an important regional role for Murray residents. The combined total population of the two local governments by 2050 is estimated to reach 312,000 residents, an increase of approximately 224,000 persons (Figure 2).

This level of population growth will place significant pressure on amenity and the delivery of population related goods and services in the region. Residents currently face some of the highest levels of disadvantage in the State with lower than average education levels and high unemployment rates. The City centre of Mandurah will not be able to maintain its role in meeting the needs of the

region's population without urgent action to ensure the City centre develops the required capacity for suitable employment and provision of population related goods and services.

**Figure 2. Mandurah and Murray Estimated Population Growth to 2050**



Sources: DPLH 2018, Forecast.id 2019, ABS Census 2006 - 2016



## 2.3 Challenges

Traditionally regional capitals form around industry growth and employment opportunities. Most of WA's regional capitals have developed and grown around an existing traded industry that requires a port or other agricultural / mining services infrastructure, often attracting clusters of complementary industries.

Mandurah and the Peel are different. Historical growth has not been dependent on industry opportunity but rather a housing and development push from the mid 90's. This presents a problem as outside of simple local employment opportunities such as retail and local services, there is almost no high-quality employment to support the local labour force.

### Population Growth

Due to the focus on population growth over appropriate employment opportunities, the City of Mandurah faces a number of challenges that have been well documented in regional and local strategic documentation. State population projections for Mandurah and Murray project that the local population to triple from 101,000 to 312,000 residents by 2050. At current participation rates, this will generate a labourforce of 127,000 people and require a total of 100,400 jobs to meet the State Employment Self Sufficiency target of 79%. That is an estimated increase of 74,000 jobs from 2016 employment. Without significant investment from the public and private sectors, this will not be possible.

### Education Standards

The City has a deficit in tertiary education and working age population. This deficit reflects the fact that those who choose to pursue higher education or wish to work within a reasonable commute of major

employment centres, are likely to move out of the City, reducing the income attracted to the region and stifling economic activity. The City's residents are less likely to have undertaken higher education. Low levels of higher education attainment reflect the lack of opportunity in highly skilled knowledge intensive local employment. In 2016, an estimated 9% of the population had a bachelor's degree or higher, compared to 19% for the Greater Perth area.

### Employment

The City's lack of skilled employment opportunities is reflected in the unemployment rate. Mandurah has experienced a long-term period of high unemployment rates, with overall unemployment in 2016 estimated to be 10.7% versus 8.1% for Greater Perth.

Population has been growing faster than employment within the region, decreasing the ability of the region to meet its own labourforce requirements. This is evidenced by an employment self-sufficiency rate that has fallen from 72% in 2006 to just 64% in 2016.

While growing with population, there is a significant overall shortfall in population-driven employment in the region. This is reflective of an underperforming retail sector and a lack of major regional-scale health and education facilities, State Government bodies and general industrial areas.

There is a lack of high-quality employment in Mandurah and Murray. The ratio of strategic employment (export industries, professional services, etc) to labourforce is 9% compared to the Greater Perth average of 24%. This indicates that the City and the Shire provide almost a third less local strategic employment opportunities than the Greater Perth average, even when taking into account the size of the local labourforce.



## Systemic Disadvantage

The Socio-Economic Indexes for Areas (SEIFA) is used to track overall levels of advantage and disadvantage in communities across Australia. Lower scores indicate higher levels of disadvantage relative to the national average (1,000). Under this measure, the City of Mandurah and neighbouring Shire of Murray are the most disadvantaged areas in Greater Perth with scores of 971 and 962 respectively, compared to the current Greater Perth average of 1,041.

## City Centre

The City Centre currently faces a number of challenges that are making it difficult to provide the level of amenity expected of a City that is home to 85,000 people. Some of the main challenges include:

- Insufficient activation on street frontages
- Large parking lots across the City centre
- Poor public form in the City centre away from the foreshore

- Poor connectivity between the City centre and the river foreshore
- Poor public transport access to the City centre for locals and residents
- Highly dispersed and low-quality office floorspace
- A lack of anchor tenants to drive traffic to key areas

State population projections for Mandurah and Murray project the local population to triple from 101,000 to 312,000 residents by 2050. At current participation rates this will generate a this will generate labourforce of 127,000 people and require a total of 100,400 jobs to meet the state ESS target of 79% - an estimated increase of 74,000 jobs. This will not happen without significant public and private sources investment in employment infrastructure.



Image Source:  
City of Mandurah

## 2.4 Planning Context

### Perth and Peel @ 3.5 million Planning Framework

The Perth and Peel @ 3.5 million framework states that Mandurah City centre should be the focal point for commercial and retail activity in the Peel region with a need for greater access for both tourists and residents of the wider region. The project will contribute directly to supporting each of these by creating a public transport hub in the City centre and concentrating education and commercial activity through appropriate research and office facilities.

### Diversify WA

Diversify WA is Western Australia's Economic Development Framework. It states the objective to support innovation hubs, which bring expertise and facilities together to harness talent and technology. The project's delivery of a water research complex will generate knowledge and innovative technology by bringing top expertise into the Mandurah city centre. This will further Mandurah's aspiration to develop as a leader in innovative environmental management, establishing the city centre as an innovation hub. The Framework also identifies the need for higher-density residential development, particularly around activity centres, station precincts and along high-frequency public transport routes. The project's integrated development will support urbanisation goals by delivering a public transportation hub around which the city can consolidate high-quality residential and commercial growth.

### Peel Blueprint

The Peel region Blueprint describes Peel's vision and provides a roadmap for its achievement. It focuses on a number of transformational strategies and initiatives of which the following are highly aligned with the project:

- Broadening and diversifying the region's business and commercial sectors
- Revitalisation and expansion of our regional city, towns and communities

The project will contribute to diversifying the local economy through high-quality and skill industries and concentrate commercial activity in the City centre.

### Mandurah Central Revitalisation Strategy

The Mandurah Central Revitalisation Strategy covers many public works in the form of upgrades to streets and public land, emphasising the concept of a mix of land uses to improve activity throughout the day and draw more people to the City centre. The strategy aspires to produce a more pedestrian friendly City centre that is more accessible to the community. The project's

provision of a public transportation hub will assist in enhancing the pedestrianisation of Mandurah's city centre whilst also drawing more people into the city. The commercialisation of the City centre will concentrate employment activity and improve workday activation of the centre.



## **20 Year City of Mandurah Strategic Community Plan**

The City of Mandurah Strategic Community Plan stipulates the City's objective to develop as a leader in proactive and innovative environmental management. The project's delivery of a world-class

water research and innovation centre signals the City's aspiration to proactively manage environmental resources. The Strategic Community Plan's economic aspiration is to develop a prosperous community with a skilled workforce that has accessible education and employment opportunities. The project's creation of high-quality employment at the site will contribute to up- skilling the Mandurah workforce, simultaneously delivering high-skill employment, research and education opportunities.

## **Waterwise Perth Action Plan**

The Waterwise Perth Action Plan will transform Perth into a leading waterwise city by working with local government, industry, traditional owners and broader community. The project will establish a world-class water innovation and research facility at Mandurah, serving to develop Perth's role as a leading waterwise city by developing the State's water use technology and practices.

## **Mandurah and Murray: A Shared Economic Future – Regional Economic Development Strategy**

The regional EDS identifies the key focus areas of The Water Economy, The Daytrip Capital and the City Centre. Through these focus areas the EDS intends to support projects that establish a permanent base for local research and commercialisation efforts, increased visitation to the region, and develop the City centre into an iconic centre with a range of businesses, attractions and employment opportunities. The project will create a home for water innovation in WA, centralise activity in the City centre with major attractions, and support high-quality employment and new business development in the City centre.

# 3.0

## Transform Mandurah

The City of Mandurah has developed the Transform Mandurah strategy to refactor its economy around three core programs:

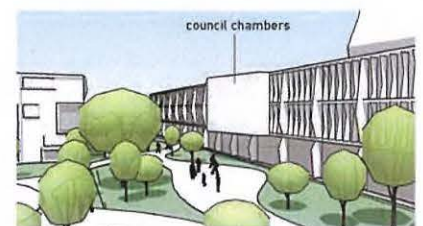
1. The Water Economy
2. City Centre Redevelopment
3. Conference Centre and Tourism Precinct

The goals of Transform Mandurah are to:

- Foster centralised high-quality export-oriented employment with a focus on building the Water Economy and associated cluster industry clusters
- Increase the level of pedestrian activation on the town centre and active a new civic heart
- Diversify the daytime and evening user populations to comprise a sustainable mix of residents, works, visitors and students
- Improve the standard of commercial and retail buildings to enhance the visitor and workforce experience, encourage and activate overdue development and capture its tourism potential and improved liveability.

To achieve these goals, the redevelopments will:

- Create two nodes at the eastern and western ends of a revitalised Smart Street activation axis
- Relocate the City of Mandurah and its staff and chambers, along with a new State Government department into the town centre to create a new Civic Heart at the eastern end of the activation axis
- Develop a new commercial precinct based around a new Australian Waterways Centre of Excellence in the Civic Heart; complemented by a new rapid public transit node connected to the Mandurah Train Station
- Facilitate the renewal of the retail offering in the Smart Street Mall in partnership with private landowners and retailers
- Redevelop the Eastern Foreshore South Precinct as a new Conference Centre and Tourist precinct (the current location of the City of Mandurah and Council Chambers)



VIEW LOOKING SOUTH EAST INTO TOWN CENTRE

VIEW OF TOWN CENTRE





### 3.1 Program 1: The Water Economy

The sustained and long-term health of the Estuary and its waterways are a vital element of the regional economy and the industries and jobs that surround and interact with it. The direct benefits of the Estuary have been valued at between \$400 million and \$1.4 billion (Economics Consulting 2008). Tourism, fishing and aquaculture are prominent industries that have a direct reliance on the Estuary. The City will be driving a significant diversification strategy around it. Some of the key components are described below

#### Research & Development Capacity

The Peel region has an informal industry cluster focused on water technologies. It has many existing elements including research and development around environmental issues, agriculture, aquaculture, water sustainability. It has active defined education and intellectual property pathways with visits from over 140 identified PhDs working around the waterways annually.

The Estuary is also a significant educational resource for the City as well as for Perth. In particular, the ecosystem and its biota, is a living laboratory for school and university students and researchers in the environmental sciences. For example, Murdoch University students and researchers have an active presence on the Estuary. The University's Cetacean research group has been intensively researching the ecology and behaviour of the Estuary's resident dolphins over the past decade (Murdoch University Cetacean Research Unit).

#### Project Portfolio

The Peel Region has a range of industry projects such as aquifer recharge, phosphorus runoff management, mosquito control and farm water management. Industry groups working in Agritech Technologies and Mining, the Peel Harvey Catchment Council, Government agencies such as CSIRO and the Dept of Water all currently exist in a loose or informal industry cluster that has evolved around the very unique and internationally recognised Peel Harvey Estuary and its waterways.

The Transform Peel initiative will create new industries and jobs in agriculture, manufacturing, renewable energies and other industrial land uses. It will encourage new enterprises to develop and provide sustainable sources of food and water as the population grows south of Perth. The program has an estimated economic output of \$16 billion per annum as well as capacity to create 33,000 jobs. The Transform Peel initiative will also be the impetus for employment growth in research and professional service industries. There is an opportunity to attract these industries to the City centre through commercialisation of the centre.

#### Environmental Monitoring Network

The City of Mandurah in partnership with the Shire of Murray will build what is called a Long- Range Wide Area Network (LoRaWAN) across its RAMSA listed wetlands, estuary catchment and its agricultural hinterland. It will utilise existing and developing IOT systems and technologies to create a big dataset that lies across the region bringing alive the waterways by measuring, monitoring and making public its big data stream. This presents a significant opportunity for the City of Mandurah to establish itself as the water capital, to unite and connect an informal cluster of projects and programs and create a formal industry

around water science, technology and environment that relates directly to mining, agriculture and tourism and future state strategies such as climate mitigation and hydrogen.

### Visitor Economy

The region's pristine environment has made it a popular location for eco- and adventure- based tourism. A number of significant tourism projects have been funded in the wider region, centred around nature tracks and trails. The City of Mandurah is progressing a foreshore revitalisation program to improve the amenity on the foreshore for residents and visitors alike. There is an opportunity to develop the City centre of Mandurah as a base for regional tourism, providing attractions, improved access to the foreshore, and other amenities that increase the duration of visitor stays.

The Ramsar-listed Peel-Harvey estuary is the largest and most diverse estuarine complex in south-western Australia. It is a key destination for tourism and recreation, particularly popular for boating, fishing and crabbing and it fringes one of the states increasingly important Agricultural and Industrial precincts.

A range of recreational and tourism activity exists on and around the Estuary including boating, fishing, water sports and passive leisure activities such as bird watching, hiking, Canoe trails and sightseeing. These opportunities are a drawcard for tourists as well as current and potential residents of the City and adjacent regional towns.

### Civic Value

In addition to the recreational opportunities it provides, the presence of the Estuary as an expansive natural feature contributes to a quality of life aesthetic that makes Mandurah attractive as a place to reside. Arguably, the maintenance of healthy

waterway is also linked to the well-being of the City's and the region's residents. Increasingly, research is demonstrating evidence of a connection between healthy natural environments and human physical and mental health (Capaldi et al. 2015).

The presence and maintenance of a healthy waterway contributes to residential property values, particularly those in proximity and especially so for those along canal estates. Any sustained degradation in water quality can therefore have an impact on property values. Further, the cost of managing and remediating water quality problems must ultimately be addressed through council budgets which may flow through as increased charges to ratepayers or reductions in services to residents.

There are plentiful opportunities to interpret the historic and cultural significance to the Noongar people in the region. The waterway has high cultural value and a number of significant sites exist around the Estuary and within the catchment (Hale and Butcher 2007).

### Fishery

The Peel-Harvey Estuary is the largest professional and amateur estuarine fishery in Western Australia. As a commercial fishery it supports a number of fish species, Blue Swimmer Crabs and Western King Prawns, and is estimated to be worth \$1 million (Hale and Butcher 2007). The commercial crab fishery is the largest in the south west with a current level of harvest at 50 tonnes per annum (Department of Primary Industries and Regional Development 2018b). This is down on the 2012 to 2016 period when the harvest was approximately 100 tonnes per annum (Department of Primary Industries and Regional Development 2018b).



## Focus Project:

# AUSTRALIAN WATERWAYS CENTRE OF EXCELLENCE (AWCE)

The Australian Waterways Centre of Excellence is the foundation project for the Water Economy program. Recognising the enormous importance that the health and condition of the Peel Harvey Estuary has on the long-term sustainability of the region's economy and environment, the AWCE becomes the vital epicentre for partnership, collaboration, research and development. The AWCE will create a home for the cross sectorial linkages, networking and industry needs balanced by the principle requirements of the Estuary's long-term sustainability and economic value.

The AWCE focus is to develop [ solutions for the ongoing maintenance, economic growth and sustainability of the Peel Harvey Estuary, its environment and its economy. It is well accepted the Estuary has a greater economic impact the closer it is to perfect health. Extending beyond the achievements of science and research the centre will link industry sustainability and economic prosperity to the health of the Waterways and develop world leading solutions through leveraging and coordination of funding and grants, thought leadership, and joint programs. The AWCE becomes the bridge between environment and economy as we move towards a more climate effected future it creates a centralised and critical mass which will lead to greater exposure, improved funding and better outcomes for the Estuary and its future challenges.

The AWCE will have an open public first floor that encourages tourism and citizen science. State of the Art displays and interactive platforms will inform and educate the public on the waterways, its history and the role it plays within the local environment. This will be a place for school tours and citizen science while being a core tourism attraction for the city and region.

Floors two and three will be a mixture of private office space and open shared common facilities such as meeting rooms, presentation areas and modern shared workspaces reflecting the changing work habits of people and the requirement of networking and cross sector linkages. Included in this would be a University usage around a lecture theatre of classrooms.

The facility will have a common laboratory area and 'wet and dirty' zone that encourages work and research activity to stay and locate within the Region. This underpins the practical utilisation of the centre for research, development and program management activities.

## Australian Waterways Centre of Excellence



Source: Peter Hobbs Architects 2019



## Focus Project:

# THE WATERWAYS DATA ARRAY (WDA)

The Waterways Data Array is a combination of technology and monitoring tools that will be spread across the estuary and its hinterland and collect and gather large data sets that will assist with the ongoing monitoring and management of the Estuary and encourage innovative solutions to ongoing issues of health and sustainability.

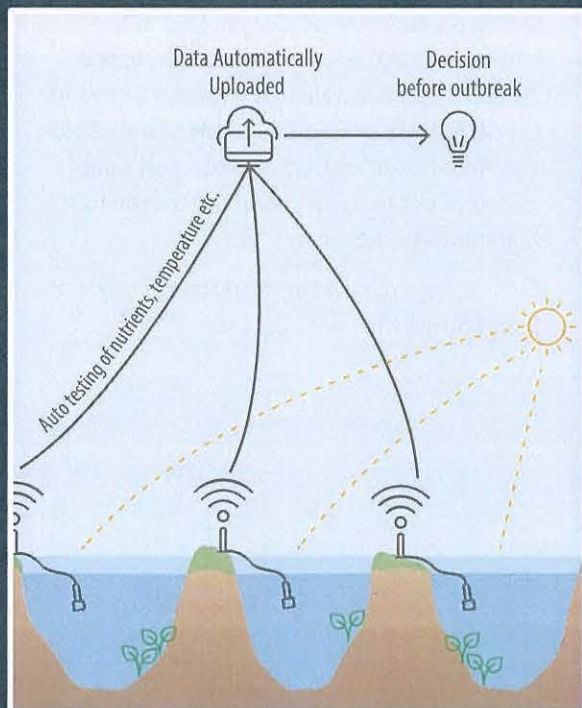
This big data will be on public display at the entry of the Australian Waterways Centre of Excellence building. A large digital screen will interactively display the key waterways data sets such as temperature, salinity, phosphorous levels, tidal heights, boat activity etc in real time. With interactive elements, the live display will provide a constant connection to the living health of the estuary and a unique visitor attraction to the region.

The raw data will also be made available to the public and the private sector for general and academic study, thereby fostering collaboration on projects, sharing of data, new research and education enhancement opportunities.

It is recognised that data forms the foundation for most research and development and the WWCE will make a baseline of collective big data pools available to be used for any potential activity.

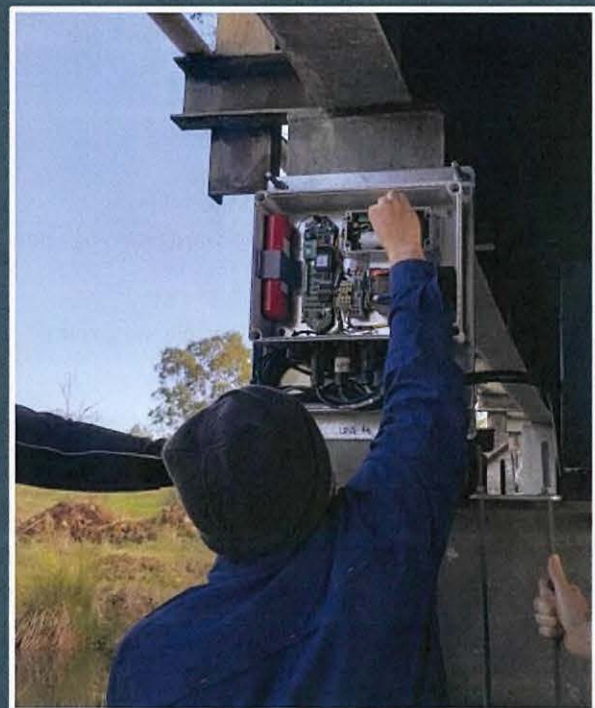
The cooperative work environment of the WWCE and the access to ongoing large data sets of will create a thought leadership platform for researchers seeking to enhance future adaptation strategies and management around long term sustainability, conservation and the interaction of industry, growth and the waterways economy.

## Technology-based monitoring



Source: Pracsys 2019

## Installation of WDA monitoring units



Source: City of Mandurah 2019

## 3.2 Program 2: City Centre Revitalisation

### Improvement Works

The City of Mandurah has spent the last twenty years working to enhance the City centre precinct for the benefit of residents, workers and visitors. Some of the works completed include the new eastern foreshore wall; streetscape upgrades on Tuckey Street, Mandurah Terrace, Gibson Street, Sutton Street and Sholl Street; stormwater drainage upgrades, land purchases for car parking (Pinjarra Road, Hackett Street); east-west traffic link; the new traffic bridge; upgrades to Mandjar Square; and improvements to pedestrian linkages from City Centre to Mandurah Ocean Marina.

### Forward Planning

The COM have also implemented the following recommendations to assist with forward planning and works.

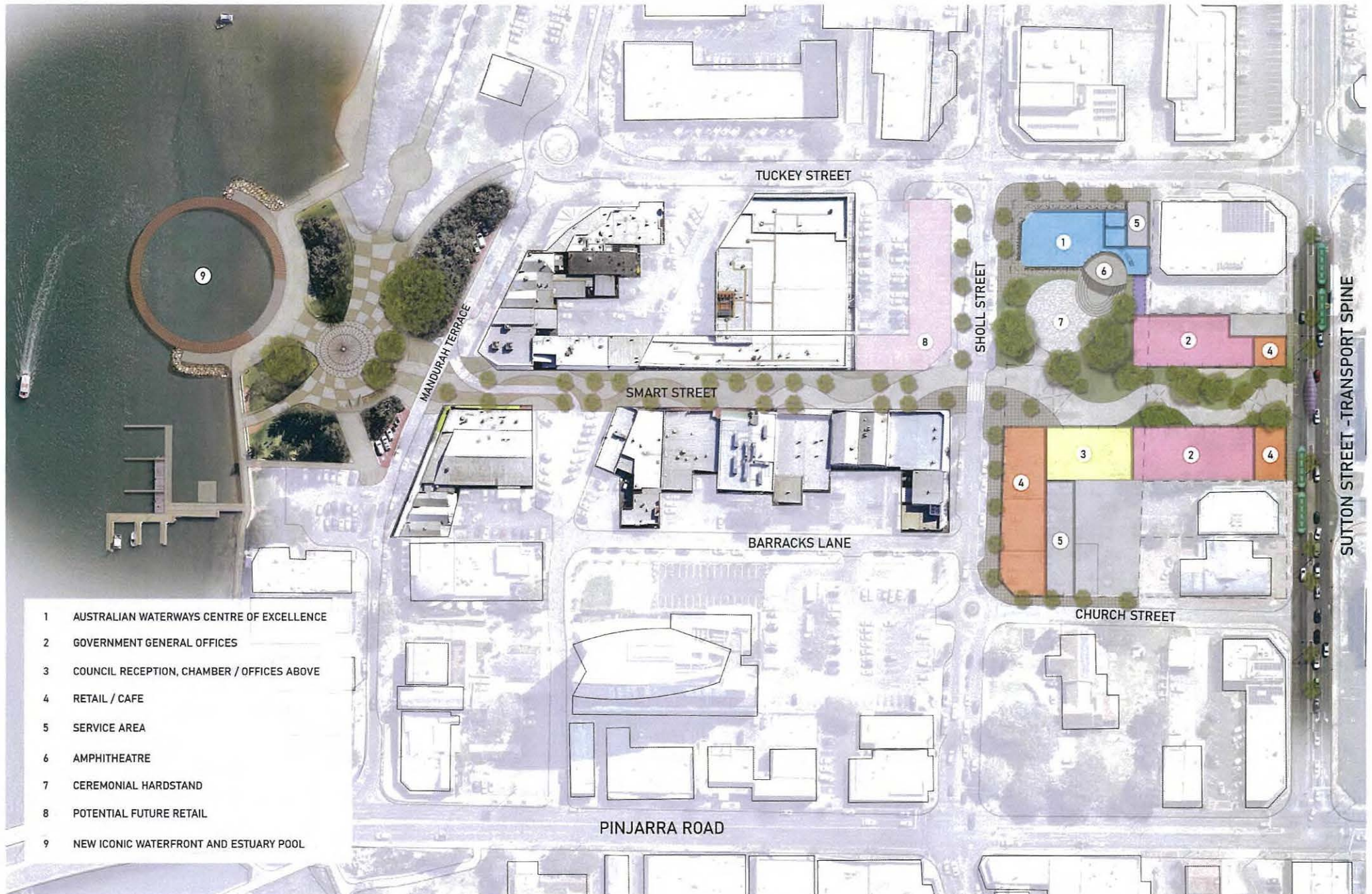
- City Centre Precinct Plan (ie the planning rules for new development)
- A more refined and upgraded plan for the Civic and Cultural Precinct area
- Car Parking Strategy including more efficient smart parking technologies
- Town Centre Management - initially a City Centre Manager role, transitioned into a single staff role and now a full team dedicated to the City Centres activation

### City Centre Revitalisation

The next phases of this ongoing work are the revitalisation of the City Centre. The City Centre redevelopment has a number of strategic elements.

- Create two development nodes at both the eastern and western ends of a revitalised Smart Street Mall axis. The Western End captures the new foreshore swimming zone.
- Move the City of Mandurah from its existing position along with its staff and chambers, along with a new State Government department into the town centre to create a new Civic Centre heart.
- Develop a new commercial precinct at the eastern end of the Smart Street Axis, based around a new Australian Waterways Centre of Excellence a relocated City of Mandurah Civic and Administration Centre; and a new rapid transit public transport node connection to Mandurah Train Station
- Facilitate the renewal of the retail offering in the Smart Street Mall







## Focus Project:

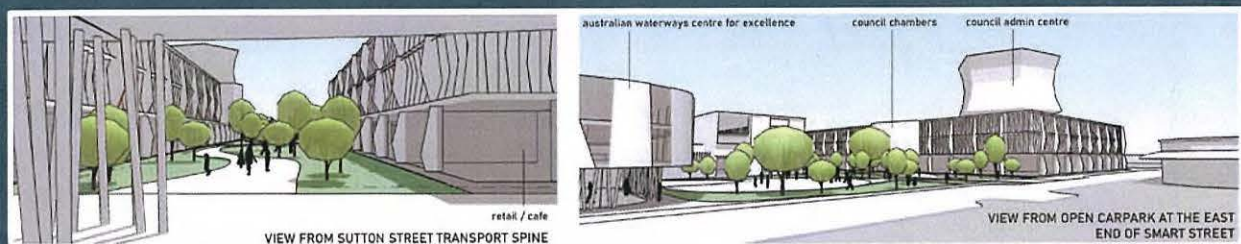
# CITY CENTRE EASTERN NODE

Mandurah has a strong north-south orientation along the eastern foreshore that is the focus of commercial, retail and visitor activity. To the east, however, the City Centre has dispersed and low-quality retail and office floorspace, insufficient activation on street frontages, generally poor public domain, with low connectivity between the City centre and the river foreshore and poor public transport links for residents, worker and visitors.

To address these issues, the City Centre Eastern Node Project will extend the Smart Street Mall east of Sholl Street to Sutton Street, flanked on either side by the relocated City of Mandurah Civic and Administration Centre and other new commercial and retail spaces.

A new rapid transit node will be created on Sutton Street to connect to Mandurah train Station, which also serves as an activation anchor at the new eastern end of the mall. This will provide a constant stream of workers and visitors into the eastern end of the mall with a strong visual and physical connection to the waterfront, where the City of Mandurah is about to undertake major work on its eastern and western foreshore linking the existing Smart Street Mall to the water and upgrading the existing skate and youth parks at the eastern end of the new Traffic Bridge.

### City Centre Views



Source: Peter Hobbs Architects 2019



### 3.3 Program 3: Conference Centre and Tourism Precinct

The City has implemented an events attraction strategy to fulfil the goal of being WA's regional events capital. The campaign has been successful, but to continue growing the events market, the City requires a dedicated conference and events space with associated accommodation and attractions to:

- host more and larger events
- lengthen visitor stays
- encourage return visits

As a result of the redeveloped City Centre precinct, there will also be opportunities to host larger research and professional conferences associated with

environmental issues, agriculture, aquaculture and water sustainability, consistent with the burgeoning water economy.

There is the potential to relocate the local government staff and council chambers and a State Government department into City Centre, which creates a development opportunity at the current City of Mandurah site.

The redevelopment of the existing City of Mandurah three-hectare site into a new Conference Centre and Tourism precinct becomes a viable prospect; and can generate significant capital to invest in the City Centre redevelopment program.









## 4.0

## Investment Rationale

The investment rationale for the project has been developed based on the challenges facing the City of Mandurah and broader Peel region. It also reflects the opportunities that have been created through the transformative projects that are beginning to take place in the region.

### Consequences of inaction

Without action the gap in infrastructure investment in the region will worsen. There is a need for over 100,000 jobs by 2050 in order to support the regional population. This level of job growth will not be achieved without a City centre that can provide suitable employment opportunities, amenity and access. Inaction will lead to the perpetuation of entrenched social disadvantage that comes at a significant cost to individuals and State and Federal Governments alike. Without public sector investment to establish the foundations for economic growth in the region a positive socio-economic outcome cannot be achieved.

### The need for government intervention

Government intervention is required due to market failures in the region. The region has experienced significant expansion in residential infrastructure without an equivalent growth in employment and transport infrastructure. The lack of economic related infrastructure investment in the region, in particular the City of Mandurah where the majority of the population is located, needs to be corrected. This correction will not occur without government

intervention. The process of correcting the market failure has begun with significant investment in the broader Peel region to support the development of industrial land, agri-food and innovation related industries, tourism infrastructure and research facilities. This project is an extension of the broader program and is critical as it will be the catalyst for ensuring the Mandurah City centre can fulfill its role as the primary centre for the Peel region.

### The need for State investment

The City of Mandurah has partnered with a number of stakeholders, including the State government, to progress the current set of projects that are being advanced in the Peel region. This project will require a similar approach in order to succeed. The project provides a platform for all three tiers of government to co-operate and opportunities to create a public-private partnership. The City of Mandurah will contribute significantly to the project through equity divestment, cash contributions and the development of business cases to attract Federal and Private funding. The State will play a crucial role by providing the funding to support the innovation centre which will be a State significant piece of infrastructure that generates groundbreaking research and provides innovation opportunities in the water sector. The AWCE will play a critical role in enabling Perth to realise the State's Waterwise Perth Action Plan and becoming a leading waterwise City by 2030.

### **How the proposal will deliver goods and services that are not provided by existing markets**

The City centre of Mandurah currently has no capacity to attract high-knowledge professional or scientific industries. The proposed development will include capacity for researchers and provide suitable office space for professional services that creates co-location benefits through public, tertiary and private sector co-location. The Peel is currently under serviced in retail and other population driven industries, particularly in the Mandurah City centre, which is the regions primary centre. The development will concentrate activity in the City centre, supporting the local retail and food offerings and attracting more population-driven employment to the City centre.

### **How the Proposal delivers comprehensive direct and indirect benefits for Government, industry and communities**

The proposal will deliver direct benefits through new employment opportunities in the local area in scientific research and office-based jobs. It will concentrate a significant level of employment in the City centre, leading to improved viability for local retail and food offerings. It will also support additional visitation/tourism and encourage people to extend the duration of their visit to the City centre. Indirect benefits will include the attraction of new businesses and private investment through co-location of the public and private sector

Identifies mechanisms to resolve any relevant barriers to development, such as land tenure, water rights)

### **How the Proposal identifies mechanisms to resolve and relevant barriers to development**

The City centre is made up of many smaller privately-owned lots with few areas that are large enough for the significant levels of development that will be required to support the employment needs of the growing population. The opportunity to develop the facility exists through City owned land that is currently a parking lot; the land parcel is ideally located in the City centre with good road access and links to the foreshore.

# 5.0

## Commercial Case

### 5.1 Sources and applications of funds

The following costing provide a breakdown of the sources of funding that will be required to complete the CBD Revitalisation Project. The funding required from the State Government for the development of the AWCE is \$18 million.

#### Sources and applications of funds

INITIATIVE	STATUS	FEDERAL (\$)	STATE (\$)	LOCAL (\$)	PRIVATE (\$)
Eastern and Western Foreshore South Redevelopment	Phase 1 Funded	7,000,000	10,000,000	2,500,000	
Smart Street Redevelopment (west)				2,500,000	
Water Data Array			1,000,000	200,000	
AWCE	Phase 2 – Current funding Request		18,000,000		
Smart Street (eastern extension)				5,000,000	
Commercial Centre			20,000,000*	10,000,000*	
Transport hub		15,000,000			
Retail redevelopment	Phase 3 – Future funding				50,000,000

\*Funded through land-swaps based on detailed business case in consultation with DevelopmentWA



## 5.2 Benefits

### Commercial benefits and/or return on investment to the State

The commercial benefits to the Federal and State will materialise in the form of:

- Reduced liability for unemployment benefits and other social welfare payments from increased employment
- Dividends to DevelopmentWA
- Increased tourism spend into the State

The project will provide a significant number of additional direct employment opportunities in the City of Mandurah. The concentration of commercial activity in the City centre will increase the level of spend available to local businesses, providing further employment opportunities. The direct employment will be high-skilled in nature while the employment in surrounding business will likely be appropriate for lower skilled individuals, providing a wide range of new employment opportunities for locals. This employment will contribute to reducing the unemployment rate in Mandurah which is 2% higher than the State average. The reduction in unemployment will result in less reliance on New Start payments and a benefit to the Federal government.

Development WA will be required to assist in developing the funds for the AWCE. This could be through land swaps or other forms of equity transfers with the City of Mandurah. DevelopmentWA's contribution will provide opportunities for a dividend on its investment through land development, and other forms of financial returns. These dividends will be further investigated and quantified in the Business Case development stage.

The project is designed to contribute to concentrating activity in the City centre and attracting further development through the co-location of public, tertiary and private sectors. It is expected that the synergies created through the co-location of these sectors will contribute to innovation in the Peel region through facilities that will support business from outside the region and new start-ups from the region. Research facilities and the potential for shared-office space will be key in supporting industry development through innovation.

The project has multiple components that will contribute to additional tourism, both at a local and State level. The AWCE will showcase the advancements made in water research and technology through and interactive visitor experience that will be open to the public. The Transport Hub will connect visitors from Perth with the City centre and the foreshore, making visiting the City a more tourist friendly experience. Additional activation of the City centre will also support a wider variety of local businesses, providing more choice for visitors and increasing their potential dwell time. The project, in conjunction with other foreshore redevelopment projects will make Mandurah a base for travel in the Peel region, creating the opportunity to extend the stay of interstate and international tourists through multi-day visits to the region as opposed to day trips. Extending the duration of visits to the region will create new spend in the State and develop the Peel region's ability to attract tourism as an export industry.



### **Transformative industry and local capacity**

The proposed development will contribute to the development of transformative water research and innovation industries. There is currently a significant initiative underway to grow and collate the substantial research being undertaken in the Peel – Harvey catchment. The Water Data Array will create a system of sensors to capture water and soil data for the region, creating a dataset to support conservation, research, industry sustainability and improved agricultural practices. There are currently more than 100 PhDs being undertaken in the broader region alone, demonstrating the significance of the region as a source for data and research. The Agri-innovation Precinct and CY O'Connor Centre for Innovation are intended to drive further innovation in the region for agri-produce. The effectiveness of the data array initiative is reliant on the development of the AWCE. The AWCE will provide state-of-the-art facilities to enable local innovation capacity in water research.

### **Economic diversification and local supply**

The Transform Peel initiative will be the impetus for employment growth in research and professional service industries. These industries will not necessarily locate in the region if there is not suitable infrastructure to support their employees. The City centre redevelopment initiative will provide the required infrastructure and amenities to these industries to the region. The research and professional industries that locate in the Water and Innovation Centre and the Commercial centre will be important in creating economic diversity and supporting regional resilience and sustainability.

### **Economic development**

The proposed development will support the transfer of employment from less ideal locations in the City to the City centre. It will also create new employment opportunities in Professional Services and Research that will not compete with the current industry mix. The concentration of activity in the City centre will have a positive impact for the current industries in the centre which are primarily population and tourist orientated.

The potential transfer of the local government offices will unlock land in the northern foreshore area for more suitable uses that can take advantage of the cultural hub and provide further support to current industries.

### **Employment**

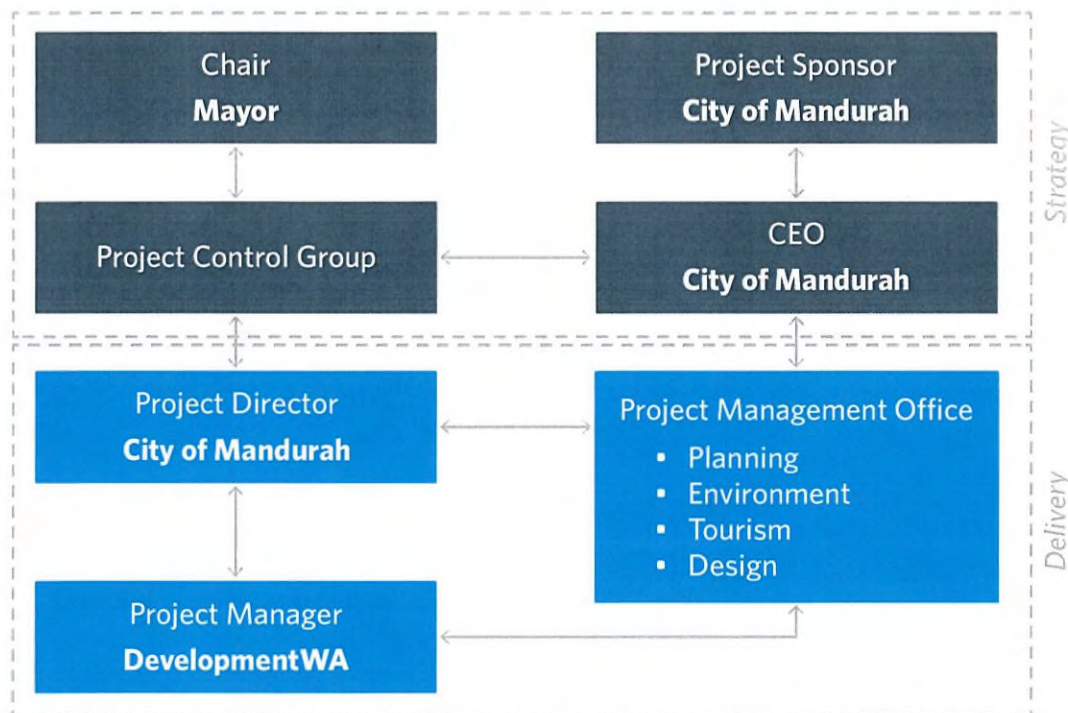
The AWCE and commercial centre developments will support approximately 330 direct additional employment opportunities (not including any transferred employment). Indirect employment created through the additional professional services will be approximately 310 in the broader region. The additional office and research worker population in the City centre will also create employment opportunities for the centre's current industries. An estimated 25 Full Time Equivalent employment opportunities will be supported through additional office worker spend in the City centre during workdays. Significant tourism visitation will support additional employment in the City centre and the broader region.

# 6.0

## Project Delivery

### 6.1 Governance Structures

The following governance structure is proposed for the project. The governance structure will be further refined through the development of the project Business Cases with roles assigned to specific personnel and stakeholders.



## 6.2 Progress to Date

DATE	ENGAGEMENT STRATEGY	KEY STAKEHOLDER(S)
July 2018	Curtin University - Workshop "Establishment of a Real-Time Wetland and Estuarine Environmental Monitoring System"	City of Mandurah, Shire of Murray, Alcoa, Aralia Systems, Peel Harvey Catchment, MAPTO, PDC, Pracsys, Curtin University, Peel Bright Minds, Astron Environmental Consultants, RDA, Dept. of Water and Sustainable Consulting
June 2018	Mandurah – Catalytic Projects Artist Impression/Architectural Scope	City of Mandurah and Pracsys
October 2018	Mandurah and Murray: A Shared Economic Future Adopted Mandurah new economic development strategy	City of Mandurah and Shire of Murray
	Mandurah and Murray: A Shared Economic Future – Implementation Plan Adopted Implementation Plan and MOU for the delivery of MMASEF	City of Mandurah and Shire of Murray
	Mandurah and Murray: A Shared Economic Future- Catch Up	City of Mandurah and Shire Murray - ED Teams
November 2018	Data Array Stage 1 - Curtin University - Intern Program Pilot Project assess various test station and sensor opportunities (Partnership)	City of Mandurah and Curtin University
	Carlo Ratti Masterclass – discuss how new technologies are changing the way we understand, design and, ultimately, live in our City	City of Mandurah and Shire of Murray,
	Elected Members Workshop – Update Mandurah and Murray: A Shared Economic Future	City of Mandurah Elected Members and Executive Leaders Team
February 2019	Astron – white paper on the potential for establishing a market for water quality outcomes in the Peel Harvey catchment	City of Mandurah and Astron Environmental Consultants
	Data Network and Centre for water science - Brainstorming and identification Workshop	City of Mandurah and Shire of Murray
March 2019	Mandurah and Murray A Shared Economic Future signing of Memorandum of Understanding	City of Mandurah and Shire of Murray
	Data Array Stage 2 - Scaled pilot project - Installation 3 sensors	City of Mandurah and Unidata
May 2019	Mandurah and Murray: A Shared Economic Future- CatchUp	City of Mandurah and Shire Murray - ED Teams



DATE	ENGAGEMENT STRATEGY	KEY STAKEHOLDER(S)
June 2019	DPIRD priority State Budget Initiative and Priority Initiative Concept Plan	City of Mandurah and Peel Development Commission
	Mandurah and Murray: A Shared Economic Future- Catch Up	City of Mandurah and Shire Murray - ED Teams
July 2019	Peel Economic Development Network Meeting	CoM, PDC, PHCC, Peel CCI, SoM, RDA, SJ Shire, PRLF, Waroona Shire, Boddington Shire. AusIndustry
	Placeholder - City Centre Master Planning Workshop	City of Mandurah
August 2019	Meeting with WA State Government	Premier of Western Australia, Member for Mandurah
	Meeting with WA State Government	Chief of Staff - Minister Regional Development
October 2019	WA State Government - Draft Budget submissions	Peel Development Commission
	Peel Economic Development Network Meeting	CoM, PDC, PHCC, Peel CCI, SoM, RDA, SJ Shire, PRLF, Waroona Shire, Boddington Shire and AusIndustries
	DPIRD Business Case 2020/2021 Submission	City of Mandurah and Peel Development Commission
	Mandurah CBD Revitalisation Plan (1st Draft)	City of Mandurah and Pracsys
	Council Briefing on Project	City of Mandurah Council
December 2019	City of Mandurah Briefing on Project	City of Mandurah Executive & Management Teams
	Meeting with WA State Government	Leader of the Opposition, Member for Dawesville
	Meeting with Federal Government	Member for Canning, Regional Development Australia
March 2020	Confirmation of key Project Partners	City Centre Land Owners & Potential Investors, Water Science & Agri Business Industry Partners
	Detailed Business Cases completed	
April 2020	Council Endorsement of Business Cases	City of Mandurah Council
June 2020	Launch of Public Advocacy Campaign	Mandurah Community, City Centre Businesses

## 6.3 Future Timeline

The following five-year timeline is proposed for the project. The elements that occur in 2020 are already funded. The Retail development component will begin in 2024 and run into the following years.

INITIATIVE	2020	2021	2022	2023	2024
Eastern Foreshore South Redevelopment					
Smart Street Redevelopment (west)					
Water Data Array					
AWCE					
Smart Street (eastern extension)					
Commercial Centre					
Transport hub					
Retail redevelopment					



Image Source:  
City of Mandurah



## 6.4 Risk Management

An initial risk assessment has identified three primary risks that need to be considered in the early stages of the project.

RISK	IMPACT	MITIGATION
Failure to raise sufficient funds to complete all critical elements of the CBD revitalisation strategy	Only parts of the redevelopment are actually delivered; and the parts that are delivered are insufficient to generate the activity levels necessary to revitalise the CBD	Create several detailed business cases to ensure that funders understand and accept the benefits associated with their investments and therefore commit to the long-term success of the project
Required partners do not commit to the development and operation of the new commercial and redeveloped retail precinct	Business networks are not properly formed to attract high quality businesses and jobs to the CBD.  If retail redevelopment is not properly facilitated and incentivised, the quality of retail offering remains mediocre – affecting the shopping experience and the CBD activation levels	Analyse the network linkages that need to be formed to deliver and operate the redeveloped CBD components and design communication processes and layered agreements to ensure the commitment of targeted partners
The required governance structure and management skill is not applied to the project	Parties critical to the success of the project are left on the periphery and project execution skill within the City of Mandurah is insufficient to deliver the full plan	Form commercial partnerships in the governance of the project that ensure buy-in; and long term commitment

# 7.0

## Recommendations

The CBD revitalisation project is a high priority initiative driven by the need to establish the city centre as the focal point of burgeoning export-oriented industry development in the Peel region. It reinforces the close relationship between food and water initiatives and the tourism industry; and repositions the City of Mandurah Civic and Administration Centre in the midst of the Australia Waterways Centre of Excellence and a new public transport hub. It catalyses the redevelopment of the Smart Street Mall by creating two new activity hubs and will contribute to a discernible increase in the quality of built form in the city centre.

The three-phase works program outlined in this document is consistent with the economic and social development objectives in the Peel Region Blueprint and complimentary to agricultural food and innovation; tourism; and export development goals of the region.

It is therefore recommended that:

- The City of Mandurah and relevant State agencies endorse this Plan
- That Federal and State agencies commit to fund Phase 2 components (extending the waterways data array, the Australian Waterways Centre of Excellence and associated works) subject to appropriate justification through well compiled business cases
- Development WA and the City of Mandurah negotiate an agreement for the construction of new Civic and Administration Centre in the CBD and subsequent redevelopment of the current administration complex
- A project delivery governance and management structure be established to expedite the necessary partnership agreements to realise the project scope and ensure its long-term prosperity

**4 SUBJECT:** Financial Report December 2019  
**CONTACT OFFICER/S:** Jarred King/ Paul Bates  
**AUTHOR:** Paul Bates

## Summary

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

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- SP.6/7/19 30/07/2019 2019/20 Budget Adoption

## Comment

## Financial Summary

The financial report for December 2019 shows a surplus for this period of \$60.5 million compared to a budget position of \$39.9 million. This is considered a satisfactory result for the City as it is maintaining a healthy budget position.

A summary of the financial position for December 2019 is detailed in the table below.

	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. (b)-(a)	Var.% (b)-(a)/(a)
	\$ 000s	\$ 000s	\$ 000s	\$ 000s	%
<b>Opening Funding Surplus / (Deficit)</b>	<b>5,444</b>	<b>5,444</b>	<b>7,840</b>	<b>2,396</b>	<b>44%</b>
<b><u>Revenue</u></b>					
Revenue from operating activities	114,205	102,668	103,665	997	1%
Capital revenue, grants and Contribution	13,366	7,289	6,603	(685)	-9%
	<b>127,571</b>	<b>109,957</b>	<b>110,269</b>	<b>312</b>	
<b><u>Expenditure</u></b>					
Operating Expenditure	(130,953)	(64,714)	(60,028)	4,686	-7%
Capital Expenditure	(39,461)	(22,969)	(10,353)	12,616	-55%
	<b>(170,414)</b>	<b>(87,683)</b>	<b>(70,381)</b>	<b>17,302</b>	
Non-cash amounts excluded from operating activities	30,387	15,025	16,234	1,209	8%
Other Capital Movements	6,571	(2,815)	(3,424)	(609)	22%
<b>Closing Funding Surplus / (Deficit)</b>	<b>(440)</b>	<b>39,928</b>	<b>60,538</b>	<b>20,610</b>	<b>52%</b>

## Key Capital Projects

The following table highlights the status of the City's key capital projects for the 2019/2020 financial year:

Project	2019/20 Actuals Incl. CMT \$'000s	2019/20 Annual Budget \$'000s	Comment
Western Foreshore Recreation Precinct	0	4,030	<i>Project status:</i> Skate Park - Tender awarded at December Ordinary Council meeting. Detail design commencing January with construction to commence in May 2020. Community consultation for the play space has been finalised and procurement to commence in February 2020. Design to be completed in mid-2020.
Lakelands District Open Space and Club Room Facility	3,081	4,907	<i>Project status:</i> Contractor commenced onsite at the end of December. Run-in for plumbing and electrical complete. Proposed completion of the club room construction is estimated to be early July 2020.
Eastern Foreshore South Precinct	0	2,255	<i>Project status:</i> Local Elder consultation has been completed for the Estuary Pool and was well received. Section 18 notice has been lodged with DPLH and will be determined on 12 February 2020. Procurement to commence early 2020.
Smart Street Mall Upgrade	29	1,504	<i>Project status:</i> Detail design progressing. Construction to commence in mid-2020. Proposed completion in June 2021.
Dower Street Project	1,827	2,307	<i>Project status:</i> Complete. Minor adjustments and handover remaining.
Peel Street Road Construction	0	818	<i>Project status:</i> Conceptual design options completed and detail design commenced.

## Statutory Environment

*Local Government Act 1995* Section 6.4 Financial Report

*Local Government (Financial Management) Regulations 1996* Part 4 Financial Reports

## Policy Implications

Nil

## Economic Implications

Any material variances that may have an impact on the outcome of the budgeted surplus position are explained in the Monthly Financial Report, as detailed in Attachment 1.

## 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.

**Unbudgeted Expenditure**

The following projects have not been identified in the 2019/2020 Adopted Budget and require a Council resolution to approve a budget variation in order for the works to commence:

Dudley Park Primary School Carpark

The Department of Education (DoE) has requested the City of Mandurah to construct 15 carpark bays at Dudley Park Primary School at a value of \$86,466.80. The carparks will be constructed on the Gillark Street verge at the front of the school. DoE contribution will cover all costs associated with the works including grounds services issues, design, project management and all other costs. These works are expected to be completing over the January school holidays.

Falcon Reserve Changeroom Facility

The South Mandurah Football Club (SMFC) was successful in receiving a grant of \$60,000 from the Community Sports and Recreation Facility Fund (CSRFF) to upgrade Falcon Pavilion toilet and changeroom. As part of this funding SMFC and the City are required to provide matching funds. Works are in the final stages and SMFC have informed the City that they have insufficient funds to fully meet their commitments. This will impact on the completion of the concrete apron/ pathway around the building. SMFC has stated that they have experienced volunteers who can undertake the works however they require concrete and reinforcing mesh to complete the project. The costs of the materials are \$4,850 and this can be funded out of the 2019/20 CSRFF (\$3,000) project funds and Falcon Pavilion roofing project underspend (\$1,850). Approval is requested to reallocate funds from the underspent projects outlined above to the Falcon Reserve Changeroom (CSRFF) project.

OSH Upgrades

The City of Mandurah Administration building was assessed by an independent consultant and recommendations were made to enable staff with a disability to work effectively. The cost to implement these recommendations is \$33,000 and these funds will be provided by the Federal government through the job access program. These minor changes which include upgrades to automated doors and wheelchair upgrades, will allow the City to further comply with its disability access and inclusion plan.

Write off

The City currently has two outstanding court-imposed fines relating to building works contrary to specification and failure to comply with a penalty. These fines date back to 2011 and 2012 and have been with Fines Enforcement Registry (FER) since they were imposed. FER has finalised these debts through a warrant of commitment and subsequent jail time. The fines are therefore no longer collectable and the City is required to write off the debt of \$8,284.80.

Records Storage

The review of the Mandurah Visitor Centre operational changes have raised issues around the storage of records and equipment within the Visitor Centre building. The removal process involves removing corporate records from the Visitor Centre and Civic centre and removing events equipment from the visitor centre. The additional costs of this is \$37,000 and will be funded through savings in the operating budget.

MARC Generator

The 2019/20 Budget has provision for the purchase of a 500kva generator to provide for emergency power and potentially provide cost savings during peak usage periods. The initial funding proposal for the generator was to lease this over four years. As part of the purchasing process an analysis of the



funding proposal has identified that an outright purchase would be more beneficial over five years. An outright purchase would provide an estimating saving over five years of \$32,000. This however requires the initial outlay of \$120,000 for the purchase of the generator to be funded in the 2019/20 financial year. There are several plant disposals that were expected to be completed in 2018/19 but have not been finalised until the current financial year. Therefore, it is requested that these additional funds be utilised for the purchase of the generator so that the whole of life costing can be realised in future years.

#### Lord Hobart Drive

The roundabout at the intersection of Lord Hobart Drive, Addingham Boulevard and Victor Drive was originally budgeted for \$67,477 to undertake resealing works. Pavement testing data has since indicated that the pavement has failed and rehabilitation of the roundabout and approach roads is required. Additional rehabilitation works are also required for drainage works adjacent to the roundabout on Lord Hobart Drive. These works will be scheduled to be undertaken at the same time to reduce overall costs of traffic management and reinstatement works. The total cost of these additional works is estimated at \$230,000 with funding to be allocated from road rehabilitation works on Beacham St (\$90,000), Fernwood/Old Coast Rd (\$90,000) and Merrivale St (\$50,000). The works on these three rehabilitation projects is less than originally proposed, however this has not impacted on the original scope of the project.

#### NOTE:

- Refer *Attachment 1*      *Monthly Financial Report*  
                  *Attachment 2*      *Schedule of Accounts (electronic only)*

#### RECOMMENDATION

##### That Council:

1. **Receives the Financial Report for December 2019 as detailed in Attachment 1 of the report.**
2. **Receives the Schedule of Accounts for the following amounts as detailed in Attachment 2 of the report:**

Total Municipal Fund	\$ 10,483,604.86
Total Trust Fund	<u>\$ 17,906.10</u>
	<u>\$ 10,501,510.96</u>
3. **Approves the write off of \$8,284.80\* in outstanding fines owed by Mr Dos Santos.**
4. **Approves the following budget variations:**
  - 4.1. **Increase in expenditure of \$86,466.80\* for Dudley Park Primary School Carpark.**
    - **To be funded from Department of Education contribution of \$86,466.80.**
  - 4.2. **Increase in capital expenditure of \$4,850\* for Falcon Reserve Changeroom (CSRFF) project**
    - **To be funded from**

- CSRFF project funds	\$3,000*
- South Mandurah Football Club Pavilion	\$1,850*
  - 4.3. **Increase in Operating expenditure of \$37,000\* for Corporate Archiving costs**
    - **To be funded from**

- Election expenses	\$27,000
- Casual labour – records	\$10,000
  - 4.4. **Increase in Operating expenditure of \$6,000\* for Events - other operating costs**
    - **To be funded from**

- Swim School – general advertising	\$1,500
- Health & Fitness - general advertising	\$3,000
- Café - general advertising	\$ 500
- OSHC – general advertising	\$1,000

**4.5. Increase in Capital expenditure of \$120,000\* for Plant & Machinery – Miscellaneous Equipment (500 kVA Generator)**

- To be funded from
 

- MARC maintenance – lease expense	\$40,000
- Proceeds from disposal	\$80,000

**4.6. Increase in Capital expenditure of \$230,000\* for Lord Hobart Drive / Addingham Drive**

- To be funded from
 

- RR Beacham St	\$90,000
- RR Fernwood Rd/ Old Coast Rd	\$90,000
- RR Merrivale St	\$50,000

**\*ABSOLUTE MAJORITY**

# Monthly Financial Report

## December 2019



**CITY OF MANDURAH**

**MONTHLY FINANCIAL REPORT**

**For the Period Ended 31 December 2019**

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**STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**STATUTORY REPORTING PROGRAMS**

	Ref Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
<b>Opening Funding Surplus / (Deficit)</b>	1(c)	5,445,226	5,445,226	<b>7,839,978</b>			
<b>Revenue from operating activities</b>							
Governance		2,000	276	<b>7,885</b>	7,609	2756.88%	▲
General Purpose Funding - Rates		81,095,588	80,815,588	<b>80,396,138</b>	(419,450)	(0.52%)	
General Purpose Funding - Other		4,160,070	1,753,486	<b>1,660,357</b>	(93,129)	(5.31%)	
Law, Order and Public Safety		1,081,790	426,924	<b>709,547</b>	282,623	66.20%	▲
Health		324,000	113,292	<b>245,176</b>	131,884	116.41%	▲
Education and Welfare		551,300	318,522	<b>339,259</b>	20,737	6.51%	
Community Amenities		14,519,313	12,815,468	<b>13,207,217</b>	391,749	3.06%	
Recreation and Culture		7,461,792	3,281,955	<b>3,799,863</b>	517,908	15.78%	▲
Transport		2,888,350	2,150,222	<b>2,140,710</b>	(9,512)	(0.44%)	
Economic Services		1,779,000	864,706	<b>888,346</b>	23,640	2.73%	
Other Property and Services		341,620	127,908	<b>270,959</b>	143,051	111.84%	▲
		<b>114,204,823</b>	<b>102,668,347</b>	<b>103,665,457</b>	997,110	0.97%	
<b>Expenditure from operating activities</b>							
Governance		(7,189,628)	(3,627,331)	<b>(3,443,300)</b>	184,031	5.07%	
General Purpose Funding		(2,288,125)	(1,143,539)	<b>(1,053,557)</b>	89,982	7.87%	
Law, Order and Public Safety		(4,540,342)	(2,268,327)	<b>(2,144,292)</b>	124,035	5.47%	
Health		(2,136,794)	(1,067,332)	<b>(1,067,939)</b>	(607)	(0.06%)	
Education and Welfare		(4,596,236)	(2,262,542)	<b>(2,241,895)</b>	20,647	0.91%	
Community Amenities		(18,808,814)	(9,174,378)	<b>(8,511,192)</b>	663,186	7.23%	
Recreation and Culture		(46,777,778)	(23,360,246)	<b>(21,408,716)</b>	1,951,530	8.35%	
Transport		(26,476,568)	(12,803,751)	<b>(11,434,241)</b>	1,369,510	10.70%	▲
Economic Services		(6,821,058)	(3,445,084)	<b>(2,928,944)</b>	516,140	14.98%	▲
Other Property and Services		(11,317,252)	(5,561,520)	<b>(5,793,802)</b>	(232,282)	(4.18%)	
		<b>(130,952,595)</b>	<b>(64,714,050)</b>	<b>(60,027,878)</b>	4,686,172	7.24%	
Non-cash amounts excluded from operating activities	1(a)	30,386,886	15,025,428	<b>16,234,068</b>	1,208,640	8.04%	
<b>Amount attributable to operating activities</b>		<b>13,639,114</b>	<b>52,979,725</b>	<b>59,871,647</b>	6,891,922	-13.01%	
<b>Investing Activities</b>							
Non-operating grants, subsidies and contributions	7	11,758,232	6,716,389	<b>6,031,136</b>	(685,253)	(10.20%)	▼
Proceeds from disposal of assets	4	1,607,925	572,338	<b>572,338</b>	0	0.00%	
Purchase of property, plant and equipment	5	(39,460,924)	(22,968,807)	<b>(10,352,871)</b>	12,615,936	54.93%	▲
<b>Amount attributable to investing activities</b>		<b>(26,094,767)</b>	<b>(15,680,080)</b>	<b>(3,749,397)</b>	11,930,683	76.09%	
<b>Financing Activities</b>							
Proceeds from New Debentures	6	5,550,000	0	<b>0</b>	0	0.00%	
Proceeds from self supporting loans	6	100,000	0	<b>0</b>	0	0.00%	
Transfer from Reserves		9,239,489	0	<b>0</b>	0	0.00%	
Repayment of Debentures	6	(5,630,871)	(2,815,436)	<b>(3,424,477)</b>	(609,042)	-21.63%	▼
Transfer to Reserves		(2,687,904)	0	<b>0</b>	0	0.00%	
<b>Amount attributable to financing activities</b>		<b>6,570,714</b>	<b>(2,815,436)</b>	<b>(3,424,477)</b>	(609,042)	-21.63%	
<b>Closing Funding Surplus / (Deficit)</b>	1(c)	<b>(439,713)</b>	<b>39,929,435</b>	<b>60,537,750</b>	20,608,315	51.61%	

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Budget data as per the adopted materiality threshold.

Refer to Note 11 for an explanation of the reasons for the variance.

The material variance adopted by Council for the 2019-20 year is 10.00%

This statement is to be read in conjunction with the accompanying Financial Statements and notes.



**STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**BY NATURE OR TYPE**

	Ref Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
<b>Opening Funding Surplus / (Deficit)</b>	1(c)	5,445,226	5,445,226	<b>7,839,978</b>			
<b>Revenue from operating activities</b>							
Rates		81,095,588	80,815,588	<b>80,396,138</b>	(419,450)	(0.52%)	
Specified area rates	6	0	0	<b>0</b>	0	0.00%	
Operating grants, subsidies and contributions		2,390,758	1,045,349	<b>1,161,563</b>	116,214	11.12%	▲
Fees and charges		26,746,571	19,262,182	<b>19,886,203</b>	624,021	3.24%	
Service charges		0	0	<b>0</b>	0	0.00%	
Interest earnings		2,245,000	1,122,054	<b>944,053</b>	(178,001)	(15.86%)	▼
Other revenue		1,723,906	423,174	<b>1,257,300</b>	834,126	197.11%	▲
Profit on disposal of assets		3,000	0	<b>20,201</b>	20,201	0.00%	
		<b>114,204,823</b>	<b>102,668,347</b>	<b>103,665,458</b>	997,111	0.97%	
<b>Expenditure from operating activities</b>							
Employee costs		(47,298,598)	(23,538,710)	<b>(22,833,262)</b>	705,448	3.00%	
Materials and contracts		(47,133,428)	(23,263,424)	<b>(18,764,521)</b>	4,498,903	19.34%	▲
Utility charges		(3,887,962)	(1,756,130)	<b>(1,699,255)</b>	56,875	3.24%	
Depreciation on non-current assets		(30,062,886)	(15,025,428)	<b>(15,678,988)</b>	(653,560)	(4.35%)	
Interest expenses		(1,030,728)	(524,592)	<b>(293,675)</b>	230,917	44.02%	▲
Insurance expenses		(1,011,993)	(505,806)	<b>(418,898)</b>	86,908	17.18%	▲
Other expenditure		(200,000)	(99,960)	<b>(158,371)</b>	(58,411)	(58.43%)	▼
Loss on disposal of assets		(327,000)	0	<b>(180,910)</b>	(180,910)	0.00%	
		<b>(130,952,595)</b>	<b>(64,714,050)</b>	<b>(60,027,880)</b>	4,686,170	7.24%	
Non-cash amounts excluded from operating activities	1(a)	30,386,886	15,025,428	<b>16,234,068</b>	1,208,640	8.04%	
<b>Amount attributable to operating activities</b>		<b>13,639,114</b>	<b>52,979,725</b>	<b>59,871,646</b>	6,891,921	-13.01%	
<b>Investing activities</b>							
Non-operating grants, subsidies and contributions	7	11,758,232	6,716,389	<b>6,031,136</b>	(685,253)	(10.20%)	▼
Proceeds from disposal of assets	4	1,607,925	572,338	<b>572,338</b>	0	0.00%	
Payments for property, plant and equipment	5	(39,460,924)	(22,968,807)	<b>(10,352,871)</b>	12,615,936	54.93%	▲
<b>Amount attributable to investing activities</b>		<b>(26,094,767)</b>	<b>(15,680,080)</b>	<b>(3,749,397)</b>	11,930,683	76.09%	
<b>Financing Activities</b>							
Proceeds from new debentures	6	5,550,000	0	<b>0</b>	0	0.00%	
Proceeds from self-supporting loans	6	100,000	0	<b>0</b>	0	0.00%	
Transfer from reserves		9,239,489	0	<b>0 #</b>	0	0.00%	
Repayment of debentures	6	(5,630,871)	(2,815,436)	<b>(3,424,477)</b>	(609,042)	(21.63%)	▼
Transfer to reserves		(2,687,904)	0	<b>0 #</b>	0	0.00%	
<b>Amount attributable to financing activities</b>		<b>6,570,714</b>	<b>(2,815,436)</b>	<b>(3,424,477)</b>	(609,042)	-21.63%	
<b>Closing Funding Surplus / (Deficit)</b>	1(c)	<b>(439,713)</b>	<b>39,929,435</b>	<b>60,537,749</b>	20,608,314	51.61%	

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Budget data as per the adopted materiality threshold.

Refer to Note 11 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**NOTE 1  
STATEMENT OF FINANCIAL ACTIVITY INFORMATION**

**(a) Non-cash items excluded from operating activities**

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Local Government (Financial Management) Regulation 1996.

	Notes	Annual Budget	YTD Budget (a)	YTD Actual (b)
<b>Non-cash items excluded from operating activities</b>		\$	\$	\$
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals		(3,000)	0	(20,201)
Movement in pensioner deferred rates (non-current)		0	0	70,095
Movement in employee benefit provisions (non-current)		0	0	324,276
Add: Loss on asset disposals		327,000	0	180,910
Add: Depreciation on assets		30,062,886	15,025,428	15,678,988
<b>Total non-cash items excluded from operating activities</b>		<b>30,386,886</b>	<b>15,025,428</b>	<b>16,234,068</b>

**(b) Adjustments to net current assets in the Statement of Financial Activity**

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with regulation 32 of the Local Government (Financial Management) Regulations 1996 to agree to the surplus/(deficit) after imposition of general rates.

		Budget Closing 30 Jun 2019	Budget Closing 30 Jun 2020	Year to Date 31 Dec 2019
<b>Adjustments to net current assets</b>				
Less: Reserves - restricted cash		(31,592,143)	(25,040,558)	(31,592,143)
Less: ESL debtors		0	0	(3,187,980)
Less: Clearing accounts		0	23	1,366,931
Add: Borrowings	6	4,960,705	4,960,705	1,536,228
Add: Provisions - employee		4,886,154	4,452,000	4,886,154
Add: Loan Facility offset		(983,000)	0	10,017,000
<b>Total adjustments to net current assets</b>		<b>(22,728,284)</b>	<b>(15,627,808)</b>	<b>(16,973,810)</b>

**(c) Net current assets used in the Statement of Financial Activity**

<b>Current assets</b>				
Cash and cash equivalents	2	45,647,941	30,638,800	51,975,726
Rates receivables	3	3,295,078	3,000,000	28,329,427
Receivables	3	2,978,169	3,670,000	7,179,144
Other current assets		1,349,951	450,000	409,558
<b>Less: Current liabilities</b>				
Payables		(8,843,628)	(9,158,000)	(1,004,715)
Borrowings	6	(4,960,705)	(4,960,705)	(1,536,228)
Contract liabilities		(183,071)	0	(5)
Lease liabilities		0	0	732,023
Provisions		(8,715,473)	(8,452,000)	(8,573,370)
<b>Less: Total adjustments to net current assets</b>	1(b)	<b>(22,728,284)</b>	<b>(15,627,808)</b>	<b>(16,973,810)</b>
<b>Closing Funding Surplus / (Deficit)</b>		<b>7,839,978</b>	<b>(439,713)</b>	<b>60,537,750</b>

**CURRENT AND NON-CURRENT CLASSIFICATION**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019

OPERATING ACTIVITIES  
NOTE 2  
CASH AND INVESTMENTS

	Total Amount	Interest rate	Total calculated interest Earnings	Institution	S&P rating	Deposit Date	Maturity Date	Term days
	\$	\$	\$	\$				
<b>Cash on hand</b>								
Westpac Municipal Bank Account	1,551,448	Variable	10,299	Westpac	AA-	NA	NA	
Visitors Centre	22,677	Variable	NA	Westpac	AA-	NA	NA	
Marina Bank Account	205,638	Variable	NA	Westpac	AA-	NA	NA	
	1,779,763							
<b>Municipal Investments</b>								
Muni 10 - 9652-46197	29,695	1.05%	309	ANZ	AA-	1/10/2019	1/10/2020	366
Muni 35 - 42-674-4859	3,011,836	1.60%	11,836	NAB	AA-	15/10/2019	13/01/2020	90
Muni 36 - 29-157-8194	3,011,318	1.53%	11,318	NAB	AA-	29/11/2019	27/02/2020	90
MNS 31 - 582058	9,047,544	1.75%	13,860	Westpac	AA-	29/11/2019	31/12/2019	32
MNS 60 - 582007	3,327,613	1.80%	5,243	Westpac	AA-	29/11/2019	31/12/2019	32
	18,428,006							
<b>Reserve Investments</b>								
Reserve 1 - 849461	1,057,269	1.45%	3,850	Bendigo	A-	31/10/2019	31/01/2020	92
Reserve 17 - 4749164	3,236,517	1.35%	10,976	Bankwest	AA-	28/10/2019	28/01/2020	92
Reserve 26 - 80-802-2069	2,457,051	1.55%	9,562	NAB	AA-	28/11/2019	28/02/2020	92
Reserve 27 - 74-521-0432	3,024,593	1.60%	12,017	NAB	AA-	23/12/2019	23/03/2020	91
Reserve 28 - 74-528-7456	3,016,471	1.67%	16,471	NAB	AA-	24/09/2019	22/01/2020	120
Reserve 29 - 4875654	3,012,156	1.45%	12,156	Bankwest	AA-	26/09/2019	6/01/2020	102
Reserve 30 - 78-911-3263	3,014,532	1.70%	14,532	NAB	AA-	26/09/2019	8/01/2020	104
Reserve 31 - 78-920-6945	3,016,471	1.67%	16,471	NAB	AA-	26/09/2019	24/01/2020	120
RNS 31 - 581565	6,758,544	1.75%	10,353	Westpac	AA-	29/11/2019	31/12/2019	32
RNS 60 - 581573	3,174,353	1.80%	5,001	Westpac	AA-	29/11/2019	31/12/2019	32
	31,767,956	0						
	0							
<b>Total</b>	<b>51,975,726</b>		<b>170,548</b>					

**Interest revenue**

Investment Interest Accrued	170,548
Investment Interest Matured	207,996
Rates Interest	565,509
	<b>944,053</b>

**Interest Earned**

**\$944,053**

**Reserves Bal**

**\$31.76 M**

22

	Amount	Interest rate on loans	Interest Saved Nov	YTD Interest Saved
<b>Loan Offset Facility</b>				
Westpac	11,000,000	3.80%	28,217	172,199

**KEY INFORMATION**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of twelve months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Total Cash	Unrestricted
<b>\$62.98 M</b>	<b>\$31.21 M</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

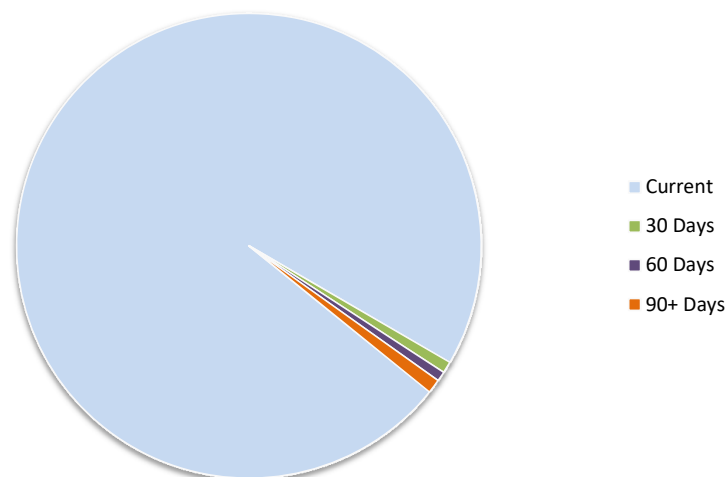
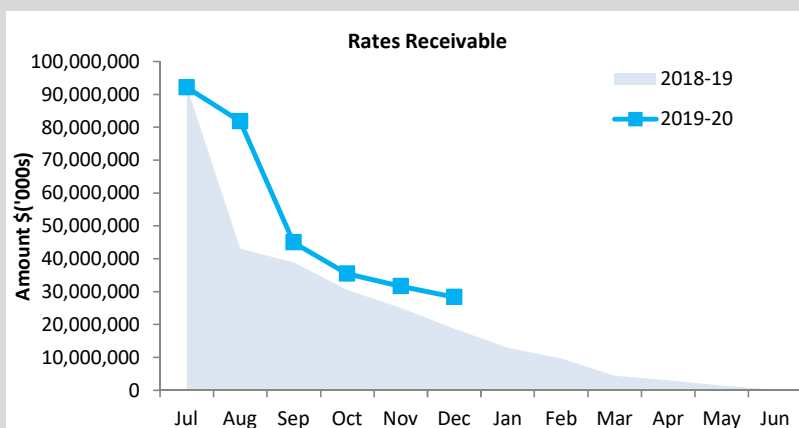
**OPERATING ACTIVITIES  
NOTE 3  
RECEIVABLES**

Rates Receivable	30 Jun 2019	31-Dec-18	31 Dec 19
	\$		\$
Opening Arrears Previous Years	2,943,000	2,943,000	3,295,078
Rates levied	78,487,059	78,487,059	80,212,522
Less - Collections to date	(78,134,981)	(62,659,059)	(55,178,173)
Equals Current Outstanding	<b>3,295,078</b>	<b>18,771,000</b>	<b>28,329,427</b>
<b>Net Rates Collectable</b>	<b>3,295,078</b>	<b>18,771,000</b>	<b>28,329,427</b>
% Collected	96%	76.9%	66.1%

Receivables - General	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
<b>Balance per Trial Balance</b>						
Sundry receivable		1,764,623	19,551	47,035	68,168	1,899,235
Recreation Centres		141,750				141,750
Mandurah Ocean Marina		171,133	36,810			207,943
GST receivable		257,953				257,953
Infringements		1,020,422				1,020,622
Pensioners rates and ESL deferred		3,372,559				3,372,559
Other Receivables		45,790				279,082
<b>Total Receivables General Outstanding</b>		<b>6,774,230</b>	<b>56,360</b>	<b>47,035</b>	<b>68,168</b>	<b>7,179,145</b>
Percentage		94.4%	0.8%	0.7%	0.9%	

**KEY INFORMATION**

Rates and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of rates and other receivables is reviewed on an ongoing basis. Other receivables that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



**Debtors Due**

**\$7,179,145**

**Over 30 Days**

**2%**

**Over 90 Days**

**1%**

**Collected**

**66.1%**

**Rates Due**

**\$28,329,427**

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**OPERATING ACTIVITIES  
NOTE 4  
DISPOSAL OF ASSETS**

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
		\$	\$
<b>Land</b>	Sale of Land in Port Mandurah	600,000	221,113
<b>Light Passenger Vehicles - Replacement</b>			
HYUNDAI EXCEL AUTO ACTIVE 5 DR HATCH	Marina - Works and Services (C00116)	8,831	0
TOYOTA RAV4 AUTO GX 2WD 5DR WGN	OHS - Sustainable Development (C00216)	13,385	0
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Community Festivals and Events (C004)	12,222	13,327
TOYOTA RAV4 AUTO GX 2WD 5DR WGN	Planning Services - Sustainable Development (C01216)	13,410	0
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Asset Management - Works and Services (C02316)	12,384	0
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Planning Services - Sustainable Development (C02616)	12,425	0
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Projects Coordinator - Works and Services (C044)	12,212	14,145
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Sustainable Development - Building Services (C056)	12,216	0
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Engineering Design and Development - Works and Services (C06116)	13,160	0
MITSUBISHI OUTLANDER AUTO LS 5DR WGN	Senior Citizens Centre Coordinator - People and Communities (C063)	12,214	12,782
FORD MONDEO AUTO AMBIENTE WAGON	Principal Environmental Officer - Sustainable Development (C071)	11,122	0
<b>Light Commercial Vehicles - Replacement</b>			
FORD RANGER DUAL CAB 4X4 TRAYBACK UTE	Health Services - Sustainable Development (U00316)	20,756	0
TOYOTA HILUX DUAL CAB 4X4 TRAYBACK UTE	Parks North - Works and Services (U007)	18,493	0
FORD RANGER DUAL CAB 4X4 PICKUP	Works Construction - Works and Services (U01616)	19,948	0
FORD RANGER DUAL CAB 4X4 PICKUP	Environmental Health Services - Sustainable Development (U02117)	19,555	0
FORD RANGER DUAL CAB 4X4 PICKUP	Surveying Services - Works and Services (U02216)	20,355	0
TOYOTA HILUX DUAL CAB 4X4 TRAYBACK UTE	Parks Natural Areas - Works and Services (U029)	18,493	23,236
HOLDEN COLORADO SPACE CAB 4X4 CAB/CHASSIS	Rangers - Sustainable Development (U03216)	17,689	
MITSUBISHI TRITON 2X4 CAB/CHASSIS	Citybuild Works and Services (U039)	11,374	18,691
ISUZU D'MAX DUAL CAB 2X4 PICKUP	Facilities Management - Works and Services (U051)	17,272	0
FORD RANGER DUAL CAB 4X4 TRAYBACK UTE WITH CANOPY	Parks Assets - Works and Services (U05216)	19,699	0
FORD RANGER SINGLE CAB 4x4 TRAYBACK	Traffic Management - Works and Services (U05316)	21,371	0
FORD RANGER DUAL CAB 4X4 TRAYBACK UTE WITH CANOPY	Parks Central - Works and Services (U05416)	17,908	0
FORD RANGER DUAL CAB 2X4 PICKUP	Parks Central - Works and Services (U05816)	18,573	0
FORD RANGER DUAL CAB 2X4 TRAYBACK UTE WITH CANOPY	Parks Assets - Works and Services (U05916)	20,400	0
HOLDEN COLORADO SPACE CAB 4X4 CAB/CHASSIS	Rangers - Sustainable Development (U069)	15,094	0
HOLDEN COLORADO DUAL CAB 2X4 PICKUP	Sustainable Development Management - Sustainable Development (U07017)	16,407	0
FORD RANGER DUAL CAB 4X4 PICKUP	Landscaping Services - Works and Services (U07317)	17,442	22,555
<b>Trucks &amp; Buses Replacements</b>			
NISSAN-UD 280 SINGLE CAB TWO WAY TIPPER	Works Construction - Works and Services (T002)	42,871	0
HINO 300 SINGLE CAB TRAY WITH KEVREK 1000S	Civil Maintenance - Works and Services (T005)	30,799	0
HINO 500 SINGLE CAB THREE WAY TIPPER	Civil Maintenance - Works and Services (T006)	42,500	0
HINO 300 SINGLE CAB TRAY WITH KEVREK 1500	Civil Maintenance - Works and Services (T007)	30,799	0
HINO 500 SINGLE CAB TWO WAY TIPPER	Civil Construction Drainage - Works and Services (T026)	52,000	0
HINO -MACDONALD JOHNSTON VS650 ROADSWEeper	Civil Maintenance - Works and Services (T051)	74,326	0
<b>Trailers</b>			
2.0-4.5T FLAT TOP 5x2.5M WITH RAMP SOUTHWEST	Parks Southern - Works and Services (V001)	3,040	0
2.0-4.5T SIGN TRAILER	Works Construction - Works and Services (P011)	2,700	0
0.9T 2.1x1.2M BOX WITH RAMP	Environmental Services - Sustainable Development (P044)	530	0
2.0-4.5T TANDEM MOWER TRAILER WITH RAMP	(P140)	2,440	0

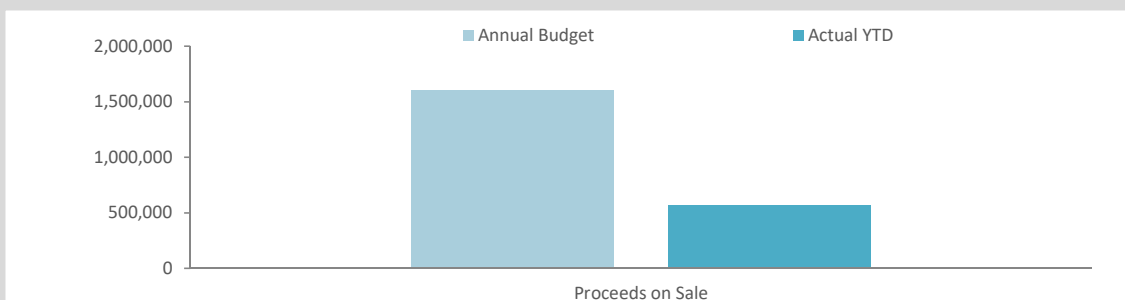


**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**OPERATING ACTIVITIES  
NOTE 4  
DISPOSAL OF ASSETS**

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
2.0-4.5T TANDEM BOX TRAILER WITH RAMP	(P143)	700	989
<b><u>Parks &amp; Mowers</u></b>			
KUBOTA 72" OUTFRONT DECK MOWER	Parks Northern - Works and Services (M00216)	7,500	0
ISEKI 72" OUTFRONT DECK MOWER	Parks Southern - Works and Services (M00316)	7,250	0
ISEKI 60" OUTFRONT DECK MOWER	Parks Northern - Works and Services (M01616)	7,250	0
TORO REELMASTER SIDEWINDER 3100D	Parks Central - Works and Services (M023)	5,821	0
TORO 72" ZERO TURN MOWER	Parks Southern - Works and Services (M02616)	7,000	0
DEUTSCHER H660-II SELF POWERED ROTARY MOWER	Parks Assets - Works and Services (M100)	900	0
TORO 60" TURBO ZERO TURN MOWER	Parks Central - Works and Services (M032)	7,643	0
RED EXIM VERTI DRAIN AERATOR	Parks Northern - Works and Services (N021)	10,600	0
HOWARD HD150CR MOWER ROTASLASHER	Parks Assets - Works and Services (N023)	1,160	0
NEW HOLLAND BOOMER 3050 TRACTOR	Parks Northern - Works and Services (P602)	9,000	0
<b><u>Miscellaneous Equipment &gt;\$1500</u></b>			
NISSAN MODEL 25 FORKLIFT	Parks Southern - Works and Services (L003)	4,181	0
KOMLETE SCREEN PLANT	Manager Operations Services Manager - Works and Services (P013)	15,240	9,744
SPRAY UNIT MOTOR AND PUMP	Environmental Health Services - Sustainable Development (P045)	500	0
ROADLINES SCRABBING MACHINE	Works Construction - Works and Services (P049)	100	0
PILOT K50SI SILENT COMPRESSOR AND INSTALL	Cityfleet - Works and Services (P054)	1,100	0
TOPCON TP-4LGV PIPE LASER	Civil Construction - Works and Services (P094)	790	0
ERS TURBO WASH PARTS WASHER	Cityfleet - Works and Services (P095)		0
JASMAN ELECTRIC STEAM CLEANER	Cityfleet - Works and Services (P098)	100	0
BENDPAK HOIST	Cityfleet - Works and Services (P114)	1,480	0
<b><u>Plant Disposed from 2018/19 budget</u></b>			
HINO 700 FS2844 SINGLE CAB TIPPER TRUCK DSL MAN18SP			
PBB BODY TARP	Works Construction - Works and Services (T029)	0	52,505
ISUZU SINGLE CAB TRAY WITH KEVRECK 1500	Projects (T010)	0	21,492
KUBOTA F3690 60INCH OUTFRONT MOWER DSL	Plant (M014)	0	5,981
KUBOTA F3690 72' OUTFRONT MOWER DSL SIDE DISCHARGE	Plant (M004)	0	9,357
Trailer Single Axle Tipping Mower	Plant (P1425)	0	1,723
TRAILER LOW LOADER FLOAT .	Works Construction - (P182)	0	12,593
Kubota RTV 900 XTW 4WD Utility	Parks South Plant (1290) U106	0	10,913
TOYOTA RAV4 CV 2WD WAGON ULP AUTO	C075	0	17,041
HINO 700 SERIES FS1ELKD TIPER TRUCK	T027	0	51,679
Kubota RTV 900 XTW 4WD Utility	Parks Plant (1289) U105	0	7,226
ISUZU FTS800 4WD SINGLE CAB WATER TRUCK DSL MAN			
NUFAB 7000L TANK	T014	50,057	0
MITSUBISHI CANTER CREW CAB THREE WAY TIPPER TRUCK			
DSL FEB71 AUTOMATED	T013	22,647	0
MITSUBISHI CANTER CREW CAB THREE WAY TIPPER TRUCK			
DSL FEB71 AUTOMATED	T015	22,647	20,646
SCARAB MERLIN ROADSWEEPER ON NISSAN UD MK240 DSL			
MAN/HYDROSTAT	T050	70,867	0
		27,332	0
<b><u>Plant Disposed - other</u></b>			
Hyundai Sante FE Elite Wagon Auto DSL	Recreation Services -P1411 C03616	0	24,600
		<b>1,607,925</b>	<b>572,338</b>

**KEY INFORMATION**



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

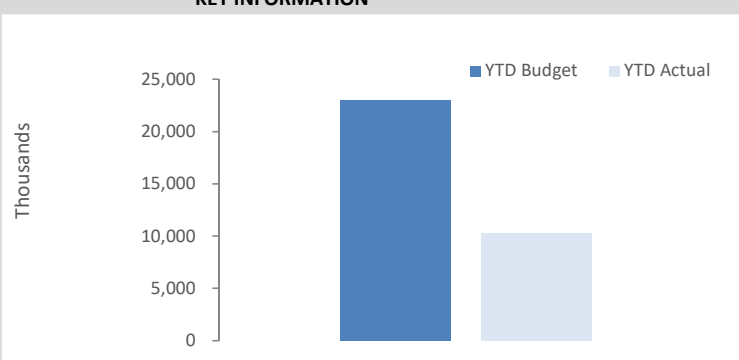
**INVESTING ACTIVITIES  
NOTE 5  
CAPITAL ACQUISITIONS**

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	3,523,900	3,841,830	2,841,528	998,554	(1,842,974)
Equipment	435,532	415,532	388,024	321,106	(66,918)
Machinery	4,064,766	4,053,588	2,020,386	950,179	(1,070,207)
Infrastructure - Roads	11,986,132	12,156,218	6,995,882	4,740,125	(2,255,757)
Bridges	744,980	749,024	496,022	290,861	(205,162)
Parks	4,221,862	4,193,970	2,433,344	1,618,020	(815,324)
Drainage	1,116,564	1,011,967	764,453	236,437	(528,016)
Coastal & Estuary	1,610,873	1,010,873	530,085	388,307	(141,778)
Other Infrastructure	12,012,043	12,027,922	6,499,083	809,283	(5,689,801)
<b>Capital Expenditure Totals</b>	<b>39,716,652</b>	<b>39,460,924</b>	<b>22,968,807</b>	<b>10,352,871</b>	<b>(12,615,936)</b>
<b>Capital Acquisitions Funded By:</b>					
	\$		\$	\$	\$
City of Mandurah Contribution	10,653,044	11,695,229	15,680,035	3,749,397	(11,930,638)
Capital grants and contributions	10,758,324	11,758,232	6,716,389	6,031,136	(685,253)
Borrowings	7,808,702	7,364,776	0	0	0
Other (Disposals & C/Fwd)	1,609,590	1,607,925	572,338	572,338	0
Cash Backed Reserves					
Building Reserve	719,448	731,159	0	0	0
Asset Management Reserve	550,000	595,000	0	0	0
Property Acquisition Reserve	379,270	379,270	0	0	0
Sustainability Reserve	141,000	141,000	22	0	(22)
Sanitation Reserve	618,451	558,111	0	0	0
Community Improvements Reserve	53,751	63,698	23	0	(23)
Traffic Bridge Reserve	495,220	495,220	0	0	0
Mandurah Ocean Marina Reserve	92,128	92,128	0	0	0
Unspent Grants & Contributions Reserve	5,501,829	3,693,281	0	0	0
Carbon Offset Reserve	40,000	40,000	0	0	0
Digital Futures Reserve	50,000	0	0	0	0
Specified Area Rates - Port Mandurah Canals	245,895	245,895	0	0	0
<b>Capital Funding Total</b>	<b>39,716,652</b>	<b>39,460,924</b>	<b>22,968,807</b>	<b>10,352,871</b>	<b>(12,615,936)</b>

**SIGNIFICANT ACCOUNTING POLICIES**

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

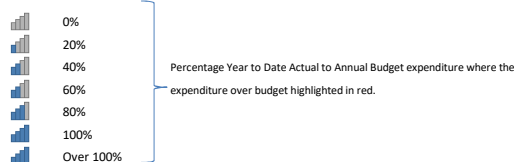
**KEY INFORMATION**



Acquisitions	Annual Budget	YTD Actual	% Spent
	<b>\$39.46 M</b>	<b>\$10.35 M</b>	<b>26%</b>
Capital Grant	Annual Budget	YTD Actual	% Received
	<b>\$11.76 M</b>	<b>\$6.03 M</b>	<b>56%</b>

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019


























































Capital Expenditure Total  
Level of Completion Indicators





























































Level of completion indicator, please see table at the end of this note for further detail.

	Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
<b>Buildings</b>							
	1632.750578. CSRFF	150,000	65,000	32,484	0	65,000	Falcon Pavilion toilet/changeroom upgrade (\$86,232), Mandurah Tennis Club court resurfacing (\$13,002) and Dudley Park BC greens and lighting works (\$48,613).
	1632.750579. Mh Mustangs FC - Facility Development	174,410	174,410	174,412	0	174,410	Upgrade of changerooms completed. Construction of the social space awaiting building permit, aiming to commence by the end of 2019.
	1632.750580. Peelwood Res - Changeroom Upgrade	21,140	21,140	10,566	0	21,140	Project to commence later in the year. Currently gathering quotes.
	1632.750581. BDYC Security Upgrade	32,768	32,768	16,374	0	32,768	Works to commence Q4.
	1632.750582. Mandurah Library Ablutions Refurbishment	21,140	21,140	10,566	0	21,140	Works to commence Q3.
	1632.750583. Museum Garage Area Flooring	11,627	11,627	5,808	627	11,000	Works to commence Q3.
	1632.750584. Tuart Av Community Kitchen Retrofit	264,258	264,258	36,150	17,058	247,200	Works to commence Q4. Still in design phase.
	1632.750510. CASM Ablution Upgrade	31,711	31,711	15,852	4,691	27,020	Works to commence Q3.
	1632.750585. CASM Sliding Door	21,140	21,140	10,566	1,140	20,000	Works complete. Finances to be finalised.
	1632.750586. MARC LED & Lighting Control	52,851	52,851	26,412	0	52,851	Works to commence Q4.
	1632.750587. Owen Avenue Ablution	158,554	73,993	36,984	3,993	70,000	Design finalised. Works to commence Q3.
	1632.750588. Coodanup Community Centre Ablution	73,993	158,554	158,554	11,664	146,890	Works to commence Q4.
	1632.750589. Admin Building First Floor Carpet	52,851	52,851	26,412	0	52,851	Works to commence Q4.
	1632.750591. Civic Chamber Meeting Rooms	84,563	84,563	0	9,563	75,000	Design progressing. Works to commence Q4.
	1632.750590. Civic Building HVAC Replacement	10,570	10,570	5,280	12,370	(1,800)	Completed.
	1632.750592. MARC Aquatic Window Control Gear	40,168	40,168	20,076	0	40,168	Works to commence Q3.
	1632.750593. MARC Roof Access Walkways	63,422	63,422	31,698	3,422	60,000	Works to commence Q3.
	1632.750594. Museum House Asbestos Removal	79,278	79,278	79,276	6,163	73,115	Works to commence Q3.
	1632.750595. Museum Rear Roller Door Replacement	15,855	15,855	7,926	855	15,000	Works to commence Q3.
	1632.750596. Museum Window Frames Replacement	26,426	26,426	13,212	1,426	25,000	Works to commence Q3.
	1632.750600. Facility Glazing Compliance Upgrade	60,251	60,251	30,114	0	60,251	Works to commence Q4.
	1632.750601. East Mandurah Playgroup Roller Door	10,584	10,584	5,292	5,632	4,952	Completed.
	1632.750602. Mechanical Workshop Shade Project	13,741	13,741	6,870	8,014	5,727	Works 50% complete. To be adjusted at Budget Review.
	1632.750603. Southern Ops Transportable Meeting Room	84,563	84,563	0	0	84,563	Works to commence Q4.
	1632.750604. Falcon Pavilion Roof	26,426	26,426	22	1,426	25,000	Works to commence Q3.
	1632.750605. Port Bouvard SLSC Gear Shed Re-Roof	95,133	95,133	95,133	0	95,133	Works to commence Q3.
	1632.750606. South Mh Football Club Pavilion	79,278	79,278	79,276	52,520	26,758	Works to commence Q3.
	1632.750609. Site Main Switchboards	95,133	95,133	23	0	95,133	Works to commence Q3.
	1632.750610. Dolphin Drive MATV Compound	10,468	10,468	5,232	2,004	8,464	Construction 20% complete. Awaiting building permit.
	1632.750611. Marina Ablution Facility Shed	10,468	10,468	5,232	636	9,832	Construction 20% complete. Awaiting building permit.
	1632.750516. Change Rooms Upgrade Program	75,000	220,000	220,000	0	220,000	Waiting on the outcome of a grant application as part of the 19/20 CSRFF project. Report 2 August 13.8.19.
	1632.750520. Northport Reserve, Baloo Crescent Facility	80,000	97,449	97,448	90,790	6,659	Completed.
	1632.750567. South Mandurah FC Changerooms (CSRFF)	30,000	29,982	14,988	30,000	(18)	Completed.
	1632.750572. MMFC Upgrade Rushton North Pav (CSRFF)	65,000	38,177	19,086	38,177	(0)	Completed.
	1632.750433. Port Bouvard Surf Life Saving Club	34,818	42,615	42,615	50,476	(7,861)	Works complete. Finances to be finalised. Overspend due to unavoidable variations occurring during construction, to be funded from savings in Estuary Rd Boardwalk project.
	1632.750416. SL Peelwood Parade Reserve	23,050	47,800	47,800	47,800	(0)	Completed.
	1632.750523. Bush Fire Brigade	440,625	531,449	459,172	213,704	317,745	Construction 80% complete.
	1632.750577. New 60 Peel St Demolition	30,000	30,000	30,000	23,831	6,169	Completed.
	1632.750524. SCC & SIPs Buildings energy upgrades	55,000	49,762	24,876	47,690	2,072	Completed.
	1632.750454. MARC/Waste Transfer Station - Solar Plan Phase 5	300,993	300,994	260,061	1,586	299,408	Works to commence Q3.
	1632.750501. MARC Systems Integration	110,000	91,995	91,995	5,025	86,970	Some electrical consultant reports have been received. Anomalies have been detected and are being addressed.

Level of completion indicator, please see table at the end of this note for further detail.


























































Account Description				Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	1632.750532.	Civic Building - Tuckey Room		231,698	294,936	294,936	138,613	156,323	Stage 2 - Extension of Civic Building to create a meeting room adopted by Council Nov 2019. Works being scheduled.
	1632.750289.	RS - MARC Redevelopment Stage 2		7,458	7,458	7,458	7,663	(205)	Completed.
	1632.750573.	MARC squash court roof drainage		20,000	4,732	4,732	3,043	1,689	Completed.
	1632.750575.	Central Boardwalk		80,000	100,000	100,000	88,426	11,574	Works complete. Finances to be finalised.
	1632.750451.	Bortolo Reserve Sports Lighting		67,488	81,711	40,842	57,095	24,616	Completed.
	1632.750498.	Museum Courtroom Interpretation Project			13,000	13,000	11,561	1,439	Completed.
	1632.750550.	Indoor Sports Facility			12,000	6,000	0	12,000	Committed is retention due to be paid January.
	1632.750612.	WMC Tipping Shed Security Doors			60,000	60,000	0	60,000	Collating quotes with aim to commence before Christmas.
	1632.750512.	Mandurah Library Staff Workroom			0	0	(129)	129	Credit received for works on 2018/19 capital project.
Bridges									
	1634.880011.	Mandurah Traffic Bridge Feature Lighting		10,570	10,570	5,280	10,072	499	Completed.
	1634.880001.	Old Mandurah Bridge		495,220	495,220	247,512	100,000	395,220	Design in progress in line with the plans for the western foreshore redevelopment and reviewing site requirements.
	1634.880010.	New Bridge boardwalk extension stairway		239,190	243,234	243,230	180,789	62,445	Stairs complete. Revetment works still to be delivered.
Parks								0	
	1635.700395.	Falcon Reserve Activation Plan		250,639	250,639	0	0	250,639	Works to commence Q4. Awaiting completion of skatepark.
	1635.700396.	Falcon Skate Park Upgrade		400,000	400,000	0	1,873	398,127	Construction to commence Q3.
	1635.700397.	Fowler Reserve - Cricket Nets		18,000	18,000	8,994	0	18,000	Construction to commence Q3.
	1635.700398.	Rushton Park Development Works		40,000	40,000	19,992	40,000	0	Completed.
	1635.700399.	Lakelands Community Garden		30,000	30,000	14,994	0	30,000	Works to commence Q3.
	1635.700436.	Upgrade Billy Dowers Outdoor Space		32,000	32,000	15,996	0	32,000	Construction to commence Q3.
	1635.700400.	Westbury Way Offset Fencing		16,000	16,000	16,000	13,745	2,255	Completed.
	1635.700430.	Kerosene Tank Bunding		15,000	15,000	15,000	0	15,000	Construction to commence Q3.
	1635.700401.	Birchley Reserve Upgrade Stage 2		136,712	136,712	136,712	114,532	22,180	Construction complete. Finances to be finalised.
	1635.700402.	Falcon Bay Foreshore Stage 3 of 4		341,780	341,780	341,781	246,196	95,584	Construction 95% complete.
	1635.700403.	Grahame Heal Reserve		96,838	96,839	96,840	0	96,839	Construction to commence Q3.
	1635.700404.	Halls Head Recycled Water		227,854	227,854	0	28,754	199,100	Design progressing. Works to commence Q4.
	1635.700405.	Mandjar Square Final Stage		341,780	341,780	170,826	220,165	121,615	Works 85% complete.
	1635.700406.	Pebble Beach Boulevard Res 46649		182,282	182,282	1,823	0	182,282	Construction to commence Q3.
	1635.700407.	Pinjarra Road East Stage 2		284,817	284,817	284,817	199,886	84,931	Construction 75% complete.
	1635.700408.	Riverview Foreshore Stage 2		22,785	22,785	22,786	0	22,785	Construction to commence Q3.
	1635.700409.	San Marco Quays Playground Final Stage		22,785	22,785	22,785	24,053	(1,268)	Completed.
	1635.700410.	Westbury Way North side POS Stage 3		227,854	227,854	202,791	28,149	199,705	Construction to commence Q3.
	1635.700411.	Convert Sporting Ovals to SDS		50,000	50,000	50,000	4,885	45,115	Construction 50% complete.
	1635.700412.	Dawesville Reserve Firebreaks		14,810	14,810	14,810	0	14,810	Construction to commence Q3.
	1635.700413.	Duverney Park Picnic Facilities		22,785	22,785	22,786	7,310	15,475	Construction 50% complete.
	1635.700415.	Melaleuca Reserve Shade Sail		30,760	30,760	27,377	0	30,760	Construction 50% complete.
	1635.700416.	Moorhen Green Upgrade		34,178	34,178	34,178	11,300	22,878	Construction to commence Q3.
	1635.700417.	Old Yacht Club Superficial Bore		41,074	41,074	41,074	10,203	30,871	Construction 50% complete.
	1635.700414.	Jerramungup Gdn/Wittenoom Turn		28,481	28,481	28,482	7,313	21,168	Construction 5% complete.
	1635.700418.	Shade Sales Various Sites		113,927	113,927	101,395	17,336	96,591	Construction 25% complete.
	1635.700420.	Basketball Hoops Renewal		20,000	20,000	20,000	13,950	6,050	Construction 75% complete.
	1635.700421.	Eastern Foreshore Softfall Renewal		12,134	12,134	12,134	0	12,134	Construction to commence Q3.
	1635.700422.	Louis Dawe Park Renewal		68,356	68,356	60,837	0	68,356	Construction to commence Q3.
	1635.700423.	Mogum Reserve Softfall Renewal		30,000	30,000	30,000	0	30,000	Construction to commence Q3.
	1635.700424.	Olive Road Foreshore Renewal		28,481	28,481	25,348	0	28,481	Construction to commence Q3.
	1635.700425.	Quandong Reserve Renewal		60,000	60,000	53,401	14,152	45,848	Construction to commence Q3.
	1635.700426.	Rushton Park Fencing Renewal		20,000	20,000	20,000	0	20,000	Construction complete. Finances to be finalised.
	1635.700427.	Signage		56,963	56,963	570	13,321	43,642	2019-2020 Ongoing Program.
	1635.700431.	Electric BBQ Replacement		68,708	68,708	34,344	57,144	11,564	2019-2020 Ongoing Program.
	1635.700432.	Goegrup Lake Boardwalk		63,470	3,470	1,734	0	3,470	Project cancelled due to location.
	1635.700433.	Estuary Road Boardwalk		21,237	21,237	10,614	13,281	7,956	Works 90% complete.
	1635.700434.	Bethyl Corner Renewal		158,554	158,554	158,554	8,554	150,000	Works to commence Q3. Awaiting quotations.
	1635.700435.	Power Meter Enclosures		95,133	95,133	47,550	37,161	57,972	2019-2020 Ongoing Program.
	1635.700429.	Town Beach Shower		20,937	20,937	10,464	19,032	1,905	Completed.
	1635.700364.	Mandjar Square Water Feature		199,325	196,802	98,364	204,136	(7,334)	Works complete. Finances to be finalised.
	1635.700346.	Coote Reserve BMX Track		60,000	60,000	29,988	61,512	(1,512)	Construction 75% complete.
	1635.700361.	Mandjar Square Stage 3 & 4		90,000	62,287	31,134	62,150	137	Completed.
	1635.700365.	Novara Foreshore Stage 3		50,000	106,354	53,154	73,435	32,919	Construction 95% complete.
	1635.700377.	MARC improvement to car park area		5,000	5,000	2,502	3,750	1,250	Construction complete. Finances to be finalised.

Level of completion indicator, please see table at the end of this note for further detail.































Account Description				Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	1635.700385.	Lakes Lawn Cemetery - Signage		9,998	8,316	4,158	4,948	3,368	Construction 80% completed.
	1635.700387.	Parks and Reserves Signage		12,925	0	0	0	0	Carryover budget not required. Completed in 2018/19. Committed PO has been expedited.
	1635.700389.	Lakes Lawn Cemetery Gates/signage		7,500	0	0	0	0	Carryover budget not required. Completed in 2018/19.
	1635.700376.	Mandurah Rd median - Gordon to Meadow Sp		40,000	45,873	22,932	48,491	(2,618)	Construction complete. Financially over budget variance less than 10%.
	1635.700363.	Falcon Bay Foreshore Stage 2			17,798	8,898	7,304	10,494	Construction complete. Finances to be finalised.
	1635.700390.	Parks & Reserves Power Meter Replacement			4,425	4,425	0	4,425	Budget not required. To be adjusted at Budget Review.
<b>Roads</b>									
	1636.500946.	Flagpole Lighting ADC Buildings		15,855	15,855	7,926	5,711	10,144	Completed.
	1636.500947.	Reserve Lighting Device Upgrade		7,000	7,000	3,498	0	7,000	Works to commence Q4.
	1636.500948.	Sthn Districts Fire Brigade (Carpark)		54,516	54,516	27,246	0	54,516	Construction to commence Q4.
	1636.500949.	City Centre Parking and Signage		160,385	160,385	80,160	0	160,385	Project to be carried out in conjunction with the Eastern and Western Foreshore redevelopment works.
	1636.500950.	Smart Street Mall Upgrade		1,503,613	1,503,613	751,506	29,154	1,474,459	Design in progress. Construction expected to commence May 2020.
	1636.500951.	RC Dower Street		817,747	817,747	817,747	788,826	28,921	Construction complete. Finances to be finalised.
	1636.500952.	RC Mississippi Drive		436,132	436,132	436,132	127,543	308,589	Construction 50% complete.
	1636.500953.	RC Peel Street		817,747	817,747	24,532	0	817,747	Construction to commence Q4.
	1636.500954.	RC Pinjarra Road		760,839	760,839	760,839	662,740	98,099	Construction complete. Finances to be finalised.
	1636.500955.	RR Bailey Boulevard		281,154	281,154	250,228	0	281,154	Construction to commence Q4.
	1636.500956.	RR Beacham Street		365,501	365,501	325,297	208,033	157,468	Construction 75% complete.
	1636.500957.	RR Clarice Street		275,531	275,531	8,266	31,213	244,318	Construction to commence Q3.
	1636.500958.	RR Creery Street		84,347	84,347	75,068	80,056	4,291	Construction 100% complete. Finances to be finalised.
	1636.500959.	RR Fernwood Rd/Old Coast Rd		208,054	208,054	2,081	62,163	145,891	Construction 95% complete.
	1636.500960.	RR Gordon Road		281,154	281,154	250,227	31,812	249,342	Construction to commence Q3.
	1636.500961.	RR Merrivale Street		404,862	404,862	404,862	268,515	136,347	Construction 75% complete.
	1636.500962.	RR Thera Street		337,385	337,385	10,121	0	337,385	Construction to commence Q4.
	1636.500963.	TM Discretionary Traffic Mgmt		109,033	109,033	3,271	42,854	66,179	2019-2020 Ongoing Program.
	1636.500964.	TM Old Coast Rd/Rutland Dr Roundabout		109,033	109,033	109,032	11,742	97,291	Construction to commence Q3.
	1636.500965.	TM Wilderness Dr/Old Coast Rd		109,033	109,033	109,033	12,536	96,497	Construction to commence Q3.
	1636.500966.	CP Aldgate St Realignment Stage 2		81,775	81,775	61,335	7,161	74,614	Construction to commence Q3.
	1636.500967.	CP Pinjarra Rd/Sutton St		32,710	32,710	32,710	2,710	30,000	Construction to commence Q3.
	1636.500968.	RS Aberdeen Close		15,183	39,361	35,030	43,245	(3,884)	Completed. Overspend to be offset at Budget Review.
	1636.500969.	RS Aberdeen Cl/Balmoral Pde Intersection		10,122	0	0	0	0	Budget reallocated to RS Aberdeen Close.
	1636.500970.	RS Achilles Place		67,477	50,608	45,039	40,510	10,098	Completed.
	1636.500971.	RS Aldgate St/Parkview St Intersection		16,026	19,120	17,017	0	19,120	Construction to commence Q3.
	1636.500972.	RS Beam Road		56,230	44,984	40,036	44,683	301	Completed.
	1636.500973.	RS Esprit Parkway		140,577	56,230	50,045	56,430	(200)	Completed.
	1636.500974.	RS Ferguson St/Ivanhoe Crs		56,230	56,230	50,044	43,422	12,808	Completed.
	1636.500975.	RS Fernwood Rd/Timbers Edge Intersection		56,230	56,230	50,044	41,505	14,725	Construction 95% complete.
	1636.500976.	RS Frankland Place		41,050	56,230	50,045	0	56,230	Construction to commence Q3.
	1636.500977.	RS Hillway Street		38,517	38,518	34,281	30,492	8,026	Construction complete. Finances to be finalised.
	1636.500978.	RS Leighton Rd/Halls Head Pde		33,176	84,347	75,069	9,831	74,516	Construction to commence Q3.
	1636.500979.	RS Lord Hobart Dve/Addingham Blvd		16,869	67,477	60,057	11,077	56,400	Construction to commence Q3.
	1636.500980.	RS Mississippi Drive		134,954	112,462	100,091	0	112,462	Construction to commence Q3.
	1636.500981.	RS Peel St/Ormsby Tce Roundabout		39,361	84,347	75,070	11,987	72,360	Construction to commence Q3.
	1636.500982.	RS Peelwood Parade		35,706	50,609	45,040	0	50,609	Construction delayed to commence Q4. Awaiting completion and inspection of project RS Peelwood Pde/Mahogany Dr.
	1636.500983.	RS Peelwood Pde/Mahogany Dr		25,303	28,115	25,022	27,904	211	Construction complete. Finances to be finalised and any overspend to be adjusted at Budget Review.
	1636.500984.	RS Watersun Drive		84,347	61,854	55,051	51,809	10,045	Completed.
	1636.500985.	RS Yalgor Heights		67,477	28,116	25,022	23,288	4,828	Completed.
	1636.500986.	RS Yarri Way		24,180	24,180	21,520	17,187	6,993	Completed.
	1636.500987.	SP Albermarle Close		28,349	14,442	433	0	14,442	Project not going ahead. Funds to be reallocated at Budget Review.
	1636.500988.	SP Blakeley Street		57,242	46,885	1,406	0	46,885	Construction to commence Q3.
	1636.500989.	SP Boileau Place		19,626	22,897	686	19,664	3,233	Completed.
	1636.500990.	SP Cox Bay		21,807	21,807	654	0	21,807	Construction to commence Q3.
	1636.500991.	SP Dichondra Pass		58,333	49,064	1,471	0	49,064	Construction to commence Q3.
	1636.500992.	SP Duverney Park PAW		70,872	70,872	2,127	17,131	53,741	Construction to commence Q3.
	1636.500993.	SP Gillark Street		32,165	41,165	1,234	42,680	(1,515)	Completed.
	1636.500994.	SP Janice Avenue		119,936	109,033	3,272	98,066	10,967	Construction complete. Finances to be finalised.
	1636.500995.	SP Jubata Gardens		39,252	61,059	1,832	5,459	55,600	Construction to commence Q3.
	1636.500996.	SP Lefroy Street		52,881	43,612	1,308	0	43,612	Construction to commence Q3.
	1636.500997.	SP Mandurah Road, Erskine		21,807	44,159	1,324	0	44,159	Working with PTA for a shared contribution towards the path. City currently producing design.



Level of completion indicator, please see table at the end of this note for further detail.

Account Description				Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	1636.500998.	SP Missing Links		87,227	87,227	2,617	18,591	68,636	2019-2020 Ongoing Program.
	1636.500999.	SP Oakwood Gate		41,433	32,710	982	39,007	(6,297)	Construction complete. Finances to be finalised and any overspend to be adjusted at Budget Review.
	1636.501000.	SP Old Coast Road, Halls Head		43,612	54,516	1,636	20,354	34,162	Construction 75% complete.
	1636.501001.	SP Orelia Street		28,349	28,349	851	26,901	1,448	Construction complete. Finances to be finalised.
	1636.501002.	SP Pedestrian Crossing Upgrades		54,516	54,516	1,636	0	54,516	2019-2020 Ongoing Program.
	1636.501003.	SP Perida Way		26,168	26,168	785	22,738	3,430	Construction complete. Finances to be finalised.
	1636.501004.	SP Sandeland Avenue		25,077	25,077	752	24,091	986	Construction complete. Finances to be finalised.
	1636.501005.	SP Sunview Rise PAW		27,803	25,077	753	9,593	15,484	Construction complete. Finances to be finalised.
	1636.501006.	SP Swinton Place		25,077	22,897	686	0	22,897	Construction to commence Q3.
	1636.501007.	Bus shelters		63,612	63,612	31,794	21,432	42,180	2019-2020 Ongoing Program.
	1636.501008.	SL Gibson Street		109,033	109,033	3,271	36,385	72,648	Design for lighting nearly complete. Construction to commence Q3.
	1636.501009.	SL Lakes Road		76,324	76,324	76,324	75,934	390	Installation of poles complete. Western Power to energise (timing unconfirmed).
	1636.501010.	SL Minor Improvements		54,516	54,516	1,635	10,588	43,928	2019-2020 Ongoing Program.
	1636.501011.	SL Train Station Access Path		54,516	54,516	0	0	54,516	Works to commence Q4.
	1636.501012.	Depot Stockpile Upgrades		25,000	25,000	25,000	0	25,000	Construction to commence Q3.
	1636.501015.	Light Pole Replacement Program		105,703	105,703	91,327	0	105,703	2019-2020 Ongoing Program.
	1636.501016.	MOM Canal Light Poles		98,304	98,304	98,306	5,304	93,000	2019-2020 Ongoing Program.
	1636.501022.	Parks and Reserves LED Program		63,422	63,422	31,698	12,610	50,812	2019-2020 Ongoing Program.
	1636.501017.	Port Mandurah SL Rectification Project		52,851	52,851	26,412	2,851	50,000	2019-2020 Ongoing Program.
	1636.501018.	WMC Out Weighbridge Road Repairs		50,120	50,120	25,050	0	50,120	To commence later in the year.
	1636.501019.	WMC Recovery Facility Hardstand		250,602	190,602	95,262	0	190,602	To commence later in the year.
	1636.501021.	South Harbour Paving Replacement		78,515	78,515	39,246	45,209	33,306	Construction 90% complete.
	1636.500798.	Dower St - Pinjarra Rd Intersection		381,206	379,369	189,606	6,278	373,091	Construction complete. Finances to be finalised.
	1636.500887.	Dower Street		261,047	349,055	174,456	348,861	194	Completed.
	1636.500889.	Lakes Rd		27,312	52,221	26,100	30,850	21,371	Construction 100% complete. Finances to be finalised and any overspend to be offset at Budget Review.
	1636.500892.	Smokebush Retreat		132,000	131,033	65,490	10,596	120,437	Construction to commence Q3.
	1636.500894.	Coodanup Drive		90,000	206,290	103,104	92,210	114,080	Construction to commence Q3.
	1636.500904.	Yeedong Road		5,000	24,288	12,144	27,974	(3,686)	Completed. Minor variance less than 10% of overall project budget.
	1636.500909.	Pinjarra Road Carpark		200,000	183,109	91,518	183,097	12	Completed.
	1636.500914.	Coolibah Avenue Resurfacing		205,000	207,006	103,458	200,222	6,784	Completed.
	1636.500932.	Pedestrian Lighting to PAW		37,472	37,472	18,726	0	37,472	Works to commence Q4.
	1636.500942.	PTA Bus Embayment - 27636		248,122	245,616	122,760	235,399	10,217	Completed.
	1636.500943.	PTA Bus Embayment - 27635		192,502	194,285	97,110	189,746	4,539	Completed.
	1636.500944.	WMC Top Shed Roadworks		30,000	30,000	15,000	34,165	(4,165)	Construction complete. Financially over budget due to Cleanaway induction training for confined works causing unplanned labour costs.
<b>Drainage</b>									
	1637.600155.	DR Discretionary Improvements		112,462	112,462	1,125	15,928	96,534	2019-2020 Ongoing Program.
	1637.600156.	DR Donnelly Gardens		11,246	11,246	10,008	658	10,588	Construction to commence Q3.
	1637.600157.	DR Estuary Heights Place		44,984	44,984	40,036	7,902	37,082	Construction to commence Q3.
	1637.600158.	DR Estuary View Road		22,493	22,493	20,018	5,881	16,612	Construction to commence Q3.
	1637.600159.	DR Harvey View Drive		16,869	16,869	15,014	9,662	7,207	Construction complete. Finances to be finalised.
	1637.600160.	DR Henson St/Mandurah Tce		33,739	33,739	30,028	4,861	28,878	Construction to commence Q3.
	1637.600161.	DR Leura Street		84,347	84,347	75,068	9,422	74,925	Construction to commence Q3.
	1637.600162.	DR Lord Hobart Drive		67,477	67,477	60,054	0	67,477	Construction to commence Q3.
	1637.600163.	DR Mulberry Close		22,493	22,493	20,018	2,493	20,000	Construction to commence Q3.
	1637.600164.	DR Orion Rd Park Stage 2		112,462	112,462	100,092	62,654	49,808	Drainage works complete but landscaping to be completed to finalise project.
	1637.600165.	DR Rialto & Bermuda Plcs Accessway		22,493	22,493	20,018	7,393	15,100	Completed.
	1637.600166.	DR Riverina Avenue		16,869	16,869	15,014	9,342	7,527	Completed.
	1637.600167.	DR Spinaway Parade		56,230	56,230	50,044	0	56,230	Construction to commence Q4.
	1637.600168.	DR Sunview Rise		56,230	56,230	50,044	7,588	48,642	Construction to commence Q3.
	1637.600169.	DR Water Sensitive Urban Design		224,924	224,924	200,182	0	224,924	Construction to commence Q4.
	1637.600170.	DR Yalgorup Drive		11,246	11,246	10,008	0	11,246	Construction to commence Q3.
	1637.600152.	William/Bertram Road		150,000	50,000	24,990	37,360	12,640	Construction 95% complete.
	1637.600148.	City Centre Drainage Upgrade Stage 2		50,000	45,403	22,692	55,292	(9,889)	Construction complete. Financially over budget due to being combined with Pinjarra Road Carpark.
<b>Coastal &amp; Estuary</b>									
	1639.910095.	Avalon Foreshore (Westview Parade)		56,963	56,963	570	0	56,963	Construction to commence Q3.
	1639.910096.	San Remo Beach Universal Access		17,089	17,089	15,209	0	17,089	Construction to commence Q4.
	1639.910097.	Breakwater Parade Fishing Platform		73,280	73,280	36,624	6,037	67,243	Construction 50% complete.
	1639.910098.	Jetties - ABCDEFGH Main Marina		12,562	12,562	6,282	7,312	5,250	Completed.
	1639.910099.	Jetties - J and K		52,342	52,342	26,160	36,121	16,221	Completed.

Level of completion indicator, please see table at the end of this note for further detail.

Account Description		Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	1639.910100. Marina Commercial Jetty	52,342	52,342	26,160	2,342	50,000	Construction 50% complete. Expected completion January 2020.
	1639.910101. Marina Sth Harbour MATV Pits	10,468	10,468	5,232	0	10,468	Construction to commence Qtr. 4. Planning and consultation still in progress.
	1639.910102. South Harbour Upgrade	240,777	240,777	120,342	164,263	76,514	Construction 40-50% complete.
	1639.910103. Dawesville Channel Fishing Platform	52,342	52,342	26,160	0	52,342	Currently in design phase. Project to be reviewed at Budget Review.
	1639.910104. Mariners Cove Café	31,405	31,405	15,696	0	31,405	Project currently on hold due to further consultation with café owner.
	1639.910105. Parkridge Boat Ramp	73,280	73,280	36,624	0	73,280	Construction to commence Q3. Subject to funding.
	1639.910084. Cambria Island Abutment wall repairs	92,128	92,128	92,128	20,807	71,321	Quotation received for design of final stage. To be reviewed by Management
	1639.910094. Dredging Port Mandurah Entrance	245,895	245,895	122,898	151,425	94,471	Completed.
	1639.910089. Shark Mitigation Project	600,000	0	0	0	0	Carryover project not going ahead.
Equipment							
	1640.820171. MARC Basketball Backboards	55,000	55,000	27,492	0	55,000	Works to commence Q3.
	1640.820172. Christmas Decorations 2019	190,266	190,266	190,266	178,916	11,350	95% complete. Decorations to be returned to storage.
	1640.820173. Council Chambers Furniture	190,266	170,266	170,266	142,190	28,076	Works 90% complete. Waiting for further direction regarding honour boards.
Plant & Machinery							
	1641.770001. Light Passenger Vehicles - Replacement	321,510	321,510	160,692	192,824	128,686	
	1641.770002. Light Commercial Vehicles - Replacement	642,161	642,161	320,952	144,916	497,245	
	1641.770005. Light Passenger Vehicles - New	22,000	22,000	10,998	0	22,000	
	1641.770018. Light Commercial Vehicles - New	78,500	78,500	39,234	40,283	38,217	
	1641.770006. Trucks & Buses Replacements	2,020,384	2,020,384	1,009,788	508,077	1,512,307	
	1641.770007. Trailers	135,035	135,035	67,488	19,990	115,045	
	1641.770009. Parks & Mowers	363,150	363,150	181,500	0	363,150	
	1641.770011. Miscellaneous Equipment >\$1500	345,526	334,348	161,514	44,090	290,258	
	1641.770008. Construction Vehicles	136,500	136,500	68,220	0	136,500	Delivery expected 23 Dec 2019.
Other Infrastructure							
	1643.930032. Road Sweeper Spoil	35,000	35,000	31,150	0	35,000	Construction to commence Q3.
	1643.930030. Waterfront Design Project	260,000	379,270	189,558	217,165	162,105	Project progressing. 70% complete.
	1643.930027. Tims Thicket Septage Ponds Upgrade	368,451	368,111	183,984	0	368,111	Project on hold due to pending department approval. Funds in reserve until ready to commence.
	1644.000000. Eastern Foreshore	55,129	53,529	53,529	9,788	43,741	Project near completion. Lighting has been installed. Additional lights have been ordered and will be held until future works programmed.
	1646.750496. Lakelands DOS Clubroom Facility	2,325,470	2,325,470	318,126	240,615	2,084,855	Works to restart on 13/1/20.
	1646.000000. Lakelands DOS	2,682,890	2,581,439	2,581,436	341,714	2,239,725	Works to restart 6/1/20 - retic and grassing around cricket practice nets.
	1647.920027. Eastern Foreshore South Precinct	2,255,420	2,255,420	1,127,262	0	2,255,420	Consultants engaged for design development of Estuary Pool. Procurement to commence early 2020.
	1647.920028. Western Foreshore Recreation Precinct	4,029,683	4,029,683	2,014,038	0	4,029,683	Tender awarded. Construction of skatepark to commence May 2020. Playspace design continuing with procurement to commence February 2020.
	<b>Grand Total</b>	<b>39,716,652</b>	<b>39,460,924</b>	<b>22,908,090</b>	<b>10,352,871</b>	<b>29,108,053</b>	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**FINANCING ACTIVITIES**

**NOTE 6**

**BORROWINGS**

**Repayments - Borrowings**

Information on Borrowings		New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	1 July 2019	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Law, order, public safety</b>									
Port Bouvard Surf Life Saving Club [316(v)]	15,279			8,273	13,999	7,006	1,280	185	257
<b>Community amenities</b>									
Compactor Waste Trailers and Dolly	295,119			26,535	52,571	268,584	242,548	4,821	10,141
Waste Water Reuse	190,214			31,646	40,548	158,568	149,666	3,076	6,332
Halls Head Ablution Block	126,809			21,098	27,032	105,712	99,777	2,051	4,221
Halls Head Recycled Water		0	200,000	0	1,372	0	198,628	0	635
Ablutions 19/20		0	150,000	0	1,030	0	148,970	0	476
<b>Recreation and culture</b>									
Allnutt Reserve Bowling Facility [316(iii)]	71,504			35,159	65,515	36,345	5,989	786	1,200
Town Beach Ablutions [316(vii)]	30,557			14,477	27,999	16,080	2,558	324	513
Rushton Park Redevelopment [318(ii)]	528,987			137,862	168,523	391,125	360,464	3,313	16,142
Meadow Springs Pavillion [318(iii)]	396,741			103,558	126,393	293,183	270,348	2,488	12,107
Mandurah Rugby Club	82,842			19,939	40,025	62,903	42,817	1,217	2,287
Mandurah Cricket Club	27,611			6,651	13,350	20,960	14,261	405	762
Mandurah Football & Sporting	242,296			37,976	75,925	204,320	166,371	3,814	7,655
Mandurah Rugby Club	18,637			2,923	5,843	15,714	12,794	293	589
Allnutt Reserve Bowling Facility	1,641,209			269,825	517,401	1,371,384	1,123,808	14,959	52,167
Ablutions - Netball Centre [329(ii)]	130,469			20,537	40,882	109,932	89,587	1,650	4,122
Parks Construction [329(v)]	128,976			20,537	40,415	108,439	88,561	1,650	4,075
Halls Head Bowling Club Upgrade	344,004			15,979	31,024	328,025	312,980	5,753	12,440
Parks - Falcon Bay Reserve	97,095			12,337	22,253	84,758	74,842	202	3,240
Aquatic & recreation Centre	922,603			78,077	138,889	844,526	783,714	7,573	32,411
Aquatic & recreation Centre Stage 1	582,882			37,832	70,073	545,050	512,809	7,564	20,719
Aquatic & recreation Centre Stage 2	1,494,078			107,528	180,818	1,386,550	1,313,260	9,616	53,470
Eastern Foreshore Wall	973,173			67,418	117,082	905,755	856,091	8,434	34,622
MARC Stage 2	1,648,544			292,084	351,420	1,356,460	1,297,124	8,810	54,878
Falcon Bay Seawall	317,481			52,186	67,677	265,295	249,804	5,138	10,568
MARC Solar Plan	191,804			8,810	17,096	182,994	174,708	3,208	6,940
Novara Foreshore Stage 2	383,609			17,619	34,192	365,990	349,417	6,417	13,880
Falcon Bay Foreshore Development	383,609			17,619	34,192	365,990	349,417	6,417	13,880
Mandjar Square Development	479,513			22,122	42,734	457,391	436,779	7,920	17,350
Lakelands DOS	2,665,001			151,173	239,294	2,513,828	2,425,707	17,055	97,162
Falcon Seawall	500,167			19,986	42,021	480,181	458,146	7,434	18,195
Manjar Square Stage 3 and 4	1,000,332			43,740	84,029	956,592	916,303	11,100	36,391
Novara Foreshore Stage 3	200,067			7,956	16,806	192,111	183,261	3,012	7,278
Western Foreshore Recreation Precinct		0	1,270,000	0	8,712	0	1,261,288	0	4,033
Smart Street Mall Upgrade		0	1,500,000	0	10,288	0	1,489,712	0	4,764
Westbury Way North side POS Stage 3		0	200,000	0	1,372	0	198,628	0	635
Falcon Bay Foreshore Stage 3 of 4		0	300,000	0	2,058	0	297,942	0	953
Mandjar Square Final Stage		0	300,000	0	2,058	0	297,942	0	953
Falcon Skate Park Upgrade		0	200,000	0	1,372	0	198,628	0	635
<b>Transport</b>									
Road Construction [316(ii)]	228,874			111,680	209,707	117,194	19,167	2,498	3,843
Car Parking [316(iv)]	16,807			8,273	15,400	8,534	1,407	185	282
Road Construction [318(v)]	1,322,469			344,331	421,309	978,138	901,160	8,273	40,356
Drainage [318(iv)]	132,248			34,304	42,131	97,944	90,117	824	4,036
Road Construction [329(ii)]	279,574			44,699	87,605	234,875	191,969	3,591	8,833
Drainage Construction [329(iii)]	93,191			14,497	29,201	78,694	63,990	1,165	2,944
Peelwood Oval - Parking [329(iv)]	37,277			6,040	11,681	31,237	25,596	485	1,178
Path Construction [329(vi)]	21,247			3,624	6,658	17,623	14,589	291	671
Street Lighting [329(viii)]	27,958			4,832	8,760	23,126	19,198	388	883
Road Construction	433,530			56,202	99,358	377,328	334,172	919	14,469
New Pedestrian Bridge Construction	596,197			55,715	106,210	540,482	489,987	7,633	20,486
New Road Construction	661,855			57,723	99,077	604,132	562,778	3,285	23,155
New Road Construction	752,108			48,301	90,409	703,807	661,699	10,271	26,735
WMC Tims Thicket	112,813			6,918	13,570	105,895	99,243	1,872	4,010
Road Construction	500,902			83,429	106,777	417,473	394,125	7,999	16,674
MARC Carpark	380,432			63,286	81,097	317,146	299,335	6,152	12,664
MPAC Forecourt	158,514			26,369	33,790	132,145	124,724	2,563	5,277
Mandurah Marina	191,804			8,810	17,096	182,994	174,708	3,208	6,940
MARC Carpark	287,709			13,211	25,638	274,498	262,071	4,813	10,410
Mandurah Foreshore Boardwalk Renewal	431,563			19,918	38,457	411,645	393,106	7,118	15,615
Smoke Bush Retreat Footpath	95,900			4,408	8,554	91,492	87,346	1,604	3,470
New Road Construction	1,346,886			77,710	120,927	1,269,176	1,225,959	7,304	49,101
New Boardwalks 18/19	500,167			19,986	42,021	480,181	458,146	7,434	18,195
Coodanup Drive - Road Rehabilitation	100,034			3,979	8,409	96,055	91,625	1,505	3,639
Pinjarra Road Carpark	200,067			7,956	16,806	192,111	183,261	3,012	7,278
New Road Construction 18/19	1,650,547			73,454	138,675	1,577,093	1,511,872	17,026	60,044
Shark Mitigation Project						0	0		
South Harbour Upgrade	0	0	230,000	0	1,578	0	228,422	0	730
New Road Construction 19/20	0	0	1,200,000	0	8,231	0	1,191,769	0	3,811
<b>Other property and services</b>									
Office Building	460,823			121,473	243,983	339,350	216,840	6,615	12,193
Information Systems [316(i)]	15,278			8,273	13,999	7,005	1,279	185	257
IT Server Room Upgrade [316(vi)]	41,252			20,681	37,797	20,571	3,455	463	693
IT Communications Equipment [318(i)]	105,796			27,184	33,704	78,612	72,092	653	3,228
IT Equipment [329(vii)]	38,021			6,040	11,914	31,981	26,107	485	1,201
Land Purchase	1,848,929			311,722	584,038	1,537,207	1,264,891	9,740	58,886
Civic Building - Tuckey Room Extension	500,167			19,986	42,021	480,181	458,146	7,434	18,195
	29,682,151	0	5,550,000	3,424,477	5,630,871	26,257,674	29,601,280	293,675	1,029,460
<b>Total</b>	29,682,151	0	5,550,000	3,424,477	5,630,871	26,257,674	29,601,280	293,675	1,029,460

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**FINANCING ACTIVITIES**

**NOTE 6**

**BORROWINGS**

**Repayments - Borrowings**

Information on Borrowings Particulars	1 July 2019	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Current borrowings	5,630,871		5,550,000	3,424,477	5,630,871	1,536,228	5,630,871	293,675	1,029,460
Non-current borrowings	24,051,280					24,721,446	23,970,409		
	29,682,151					26,257,674	29,601,280		

All debenture repayments were financed by general purpose revenue.

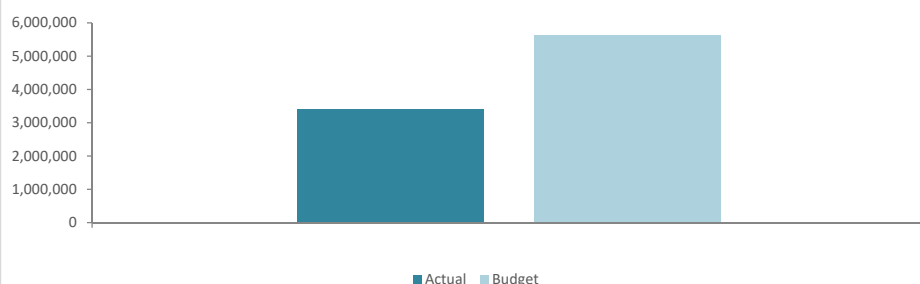
Self Supporting Loans are financed by repayments from third parties.

The City has no unspent debenture funds as at 30th June 2019, nor is it expected to have unspent funds as at 30th June 2020.

**KEY INFORMATION**

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

**2019/20 Principal Repayments**



**Principal Repayments**

**\$3,424,477**

**Interest Expense**

**\$293,675**

**Loans Due**

**\$26.26 M**

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**NOTE 7**

**OPERATING GRANTS AND CONTRIBUTIONS**

**Operating Grants, Subsidies and Contributions Revenue**

Provider	Adopted Budget	Budget Variations	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$
<b>Operating Grants and Subsidies</b>				
<b>General purpose funding</b>				
Financial Assistance Grant - General Purpose	845,000		845,000	446,222
Financial Assistance Grant - Local Roads	670,000		670,000	306,870
<b>Law, order, public safety</b>				
ADF Grant - Alcohol and Drug Foundation	40,000		40,000	28,040
Healthways Grant	0		0	9,750
Operating Grant SES	38,816		38,816	12,939
Operating Grant Southern Districts Fire Brigade	24,624		24,624	8,376
DFES Bushfire Mitigation Funding	0	292,850	292,850	146,425
Lifeguard Service Funding	100,000		100,000	0
<b>Education and welfare</b>				
Waterwise Verge Grant	10,000		10,000	10,000
NAIDOC	3,000		3,000	0
International Disability Day Grant	1,000		1,000	0
Lighthouse Project (Local Governments Professionals)	0		0	10,000
Mental Health Initiatives (WA Primary Health Alliance)	0	75,000	75,000	52,500
Digital Springboard Grant	0		0	2,941
BeConnected Grant - Mandurah Library	0		0	2,000
Get Online Week - Mandurah Library	0		0	1,500
BeConnected Grant - Falcon Library	0		0	2,000
Get Online Week - Falcon Library	0		0	1,500
BeConnected Grant - Lakelands Library	0		0	2,000
Get Online Week - Lakelands Library	0		0	1,500
<b>Recreation and culture</b>				
Stretch Festival Grant WA Health Promotion Grant	15,000		15,000	0
Wearable Art Grant WA Healthy Promotions	58,226		58,226	0
Gnoonie Youth Football Cup 2019	1,000		1,000	2,000
CHRMAP	37,500		37,500	0
Lotterywest (Childrens Festival Grant)	8,750		8,750	10,000
Lotterywest (Christmas Pageant)	10,000		10,000	10,000
Tourism WA (Crabfest Sponsorship)	139,992		139,992	75,000
Every Club Funding	20,000		20,000	20,000
	<b>2,022,908</b>	<b>367,850</b>	<b>2,390,758</b>	<b>1,161,563</b>
<b>TOTALS</b>	<b>2,022,908</b>	<b>367,850</b>	<b>2,390,758</b>	<b>1,161,563</b>



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019

## NOTE 8

## NON-OPERATING GRANTS AND CONTRIBUTIONS

## Non Operating Grants, Subsidies and Contributions Revenue

Provider	Adopted Budget Revenue	Budget Variations	Annual Budget	YTD Revenue Actual (b)
	\$	\$	\$	\$
<b>Non-Operating Grants and Subsidies</b>				
<b>Law, order, public safety</b>				
Shark Mitigation Project	200,000	(200,000)	0	0
<b>Recreation and culture</b>				
Eastern Foreshore South Precinct	2,250,000	0	2,250,000	1,000,000
Western Foreshore Recreation Precinct	2,750,000	0	2,750,000	0
Tuart Av Community Kitchen Retrofit	99,000	0	99,000	0
Marina Floating Public Jetty	128,339	0	128,339	128,340
Parkridge Boat Ramp	56,000	0	56,000	0
Falcon Skate Park Upgrade	200,000	0	200,000	0
Lakelands DOS Clubroom Facility	150,000	0	150,000	100,000
Lakelands DOS Clubroom Facility	60,000	0	60,000	0
Lakelands DOS	975,000	0	975,000	650,000
Change Rooms Upgrade Program	0	50,000	50,000	0
<b>Transport</b>				
RC Dower Street	500,000	0	500,000	400,000
RC Peel Street	500,000	0	500,000	200,000
RC Pinjarra Road	500,000	0	500,000	400,000
RR Merrivale Street	360,000	0	360,000	360,000
RR Beacham Street	325,000	0	325,000	325,000
RR Thera Street	155,708	0	155,708	0
TM Wilderness Dr/Old Coast Rd	65,500	0	65,500	26,600
RS Esprit Parkway	125,000	0	125,000	125,000
RS Mississippi Drive	120,000	0	120,000	120,000
RS Watersun Drive	74,935	0	74,935	74,935
Dower Street	200,000	0	200,000	200,000
Lakes Rd	20,000	0	20,000	20,000
<b>Economic services</b>				
<b>Other property and services</b>				
Bush Fire Brigade	381,177	84,000	465,177	232,589
	<b>10,195,659</b>	<b>(66,000)</b>	<b>10,129,659</b>	<b>4,362,464</b>
<b>Non-Operating Contributions</b>				
<b>Recreation and culture</b>				
Port Bouvard Surf Life Saving Club	300,000	0	300,000	300,000
Fowler Reserve - Cricket Nets	1,000	0	1,000	0
Fowler Reserve - Cricket Nets	900	0	900	0
MARC Backboards	0	0	0	40,000
Mandurah Bridge Club	0	0	0	2,000
<b>Transport</b>				
PTA Bus Embayment - 27636	151,394	0	151,394	151,394
PTA Bus Embayment - 27635	109,370	0	109,370	109,370
<b>Other property and services</b>				
Lakelands Community Infrastructure Contribution	0	1,065,909	1,065,909	1,065,909
	<b>562,664</b>	<b>1,065,909</b>	<b>1,628,573</b>	<b>1,668,673</b>
<b>Total Non-operating grants, subsidies and contributions</b>	<b>10,758,323</b>	<b>999,909</b>	<b>11,758,232</b>	<b>6,031,137</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**NOTE 9  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)

A positive number in the amended budget running balance represents an estimated closing surplus.

A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
<b>Budget Adoption</b>			Opening Surplus				(350,000)
Bush Fire Brigade	Adopted		Capital Expenses			(84,000)	(434,000)
Fire prevention Capital Grant	Adopted		Capital Revenue		84,000		(350,000)
Carryover Capital Expenditure Adjustment September	Adopted		Capital Expenses		388,552		38,552
Financial Report							
Carryover Capital Grant Funding Adjustment September	Adopted		Capital Revenue			(200,000)	(161,448)
Financial Report							
Carryover Capital Reserve Funding Adjustment September	Adopted		Capital Revenue		441,767		280,319
Financial Report							
Carryover Capital Loan Funding Adjustment September	Adopted		Capital Revenue			(685,695)	(405,376)
Financial Report							
Carryover CoM General Revenue Funding Adjustment	Adopted		Capital Revenue		55,376		(350,000)
September Financial Report							
WMC Tipping Shed Security Doors	Adopted		Capital Expenses			(60,000)	(410,000)
WMC Recovery Facility Hardstand: decreased	Adopted		Capital Expenses		60,000		(350,000)
Bushfire Mitigation Operating Grant	Adopted		Operating Revenue		292,850		(57,150)
Bushfire Mitigation Activity	Adopted		Operating Expenses			(292,850)	(350,000)
RS Aberdeen Close	Adopted		Capital Expenses		24,178		(325,822)
RS Aberdeen Cl/Balmoral Pde Intersection	Adopted		Capital Expenses			(10,122)	(335,944)
RS Achilles Place	Adopted		Capital Expenses			(16,869)	(352,813)
RS Aldgate St/Parkview St Intersection	Adopted		Capital Expenses		3,093		(349,720)
RS Beam Road	Adopted		Capital Expenses			(11,246)	(360,966)
RS Esprit Parkway	Adopted		Capital Expenses			(84,347)	(445,313)
RS Frankland Place	Adopted		Capital Expenses		15,180		(430,133)
RS Leighton Rd/Halls Head Pde	Adopted		Capital Expenses		51,171		(378,962)
RS Lord Hobart Dve/Addingham Blvd	Adopted		Capital Expenses		50,608		(328,354)
RS Mississippi Drive	Adopted		Capital Expenses			(22,492)	(350,846)
RS Peel St/Ormsby Tce Roundabout	Adopted		Capital Expenses		44,986		(305,860)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**NOTE 9  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)

A positive number in the amended budget running balance represents an estimated closing surplus.

A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
	RS Peelwood Parade	Adopted	Capital Expenses		14,902		(290,958)
	RS Peelwood Pde/Mahogany Dr	Adopted	Capital Expenses		2,812		(288,146)
	RS Watersun Drive	Adopted	Capital Expenses			(22,493)	(310,639)
	RS Yalgor Heights	Adopted	Capital Expenses			(39,361)	(350,000)
	SP Albermarle Close	Adopted	Capital Expenses			(13,907)	(363,907)
	SP Blakeley Street	Adopted	Capital Expenses			(10,357)	(374,264)
	SP Boileau Place	Adopted	Capital Expenses		3,271		(370,993)
	SP Dichondra Pass	Adopted	Capital Expenses			(9,269)	(380,262)
	SP Gillark Street	Adopted	Capital Expenses		9,000		(371,262)
	SP Janice Avenue	Adopted	Capital Expenses			(10,903)	(382,165)
	SP Jubata Gardens	Adopted	Capital Expenses		21,807		(360,358)
	SP Lefroy Street	Adopted	Capital Expenses			(9,269)	(369,627)
	SP Mandurah Road, Erskine	Adopted	Capital Expenses		22,352		(347,275)
	SP Oakwood Gate	Adopted	Capital Expenses			(8,723)	(355,998)
	SP Old Coast Road, Halls Head	Adopted	Capital Expenses		10,904		(345,094)
	SP Sunview Rise PAW	Adopted	Capital Expenses			(2,726)	(347,820)
	SP Swinton Place	Adopted	Capital Expenses			(2,180)	(350,000)
	Loan repayments - refinance	R0002540689	Capital Expenses			(670,166)	(1,020,166)
	Interest repayments - refinance	R0002540689	Operating Revenue		18,904		(1,001,262)
	Loan refinance opening surplus	R0002540689	Opening Surplus(Deficit)		654,006		(347,256)
0555.101024.3	Community Development Operating Grants		Operating Revenue		75,000		(272,256)
new project	Suicide Prevention Project		Operating Expenses			(75,000)	(347,256)
347810.9083.1	Contribution to MPAC		Operating Expenses			(80,000)	(427,256)
427810.9052.1	Financial Services subscriptions		Operating Expenses		20,000		(407,256)
428800.9000.0	Financial Accounting Salaries		Operating Expenses		60,000		(347,256)
	Mandurah Performing Arts Centre RVIF works Stage 3		Operating Expenses			(250,000)	(597,256)
	Transfer from Cultural Reserve		Capital Revenue		225,000		(372,256)
	Transfer from Building Reserve		Capital Revenue		25,000		(347,256)
1632.750573.	MARC squash court roof drainage		Capital Expenses		15,268		(331,988)
1632.750416.	SL Peelwood Parade Reserve		Capital Expenses			(15,268)	(347,256)
1641.770011.	Replacement crane on T022 Patching Truck		Capital Expenses			(9,680)	(356,936)
1641.770011.	ERS Turbo Wash Parts Washer will not be replaced this financial year life of asset to b		Capital Expenses		20,858		(336,078)
455965.0756.9	Cityfleet Proceeds of Sale		Capital Revenue			(1,710)	(337,788)
1641.770011.	Civic Building – Tuckey Room		Capital Expenses			(120,000)	(457,788)
1641.770011.	Geogrup Boardwalk		Capital Expenses		60,000		(397,788)

## NOTE 9

## BUDGET AMENDMENTS APPROVED

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

Amendments to original budget since budget adoption. Surplus/(Deficit)

A positive number in the amended budget running balance represents an estimated closing surplus.

A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
1641.770011.	Council Chamber Furniture		Capital Expenses		20,000		(377,788)
1641.770011.	MARC Systems Integration		Capital Expenses		40,000		(337,788)
1632.750578.	CSRFF program		Capital Expenses		85,000		(252,788)
359915.0070.6	CSRFF Funding - Non Operating Grant		Capital Revenue		50,000		(202,788)
9645.140512.1	Community facility Planning - Design		Operating Expenses		10,000		(192,788)
1632.750516.	Change Rooms Upgrade Program		Capital Expenses			(145,000)	(337,788)
	Non-Operating Revenue		Capital Revenue		1,065,909		728,121
	Lakelands Community Infrastructure reserve		Capital Revenue			(1,065,909)	(337,788)
	Georup Boardwalk unspent loans		Operating Revenue			(43,926)	(381,714)
	Transfer from Suistanability reserve					(57,999)	(439,713)
				0	4,041,754	(4,131,467)	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**NOTE 10  
PROPOSED BUDGET VARIATIONS FOR COUNCIL APPROVAL**

The following are for consideration for Council to approve as budget variations

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	<b>Budget Adoption</b>		Opening Surplus				(439,713)
							(439,713)
	Dudley Park Primary School		Capital Expenses			(86,467)	(526,180)
	Dudley Park Primary School - contribution DOE		Capital Revenue		86,467		(439,713)
1632.750567.00000.00	South Mandurah FC Changerooms		Capital Expenses			(4,850)	(444,563)
	CSRFF		Capital Expenses		3,000		(441,563)
1632.750606.00000.00	South Mandurah Football Club Pavilion		Capital Expenses		1,850		(439,713)
435800.9001.05	Casual Labour - Records		Operating Expenses		10,000		(429,713)
435810.9917.10	Archive Operating - Records		Operating Expenses			(10,000)	(439,713)
435810.9917.10	Archive Operating - Records		Operating Expenses			(27,000)	(466,713)
305810.9051.10	Election expenses		Operating Expenses		27,000		(439,713)
355810.9058.10	Swim School - General Advertising		Operating Expenses		1,500		(438,213)
362810.9058.10	Health and Fitness – General Advertising		Operating Expenses		3,000		(435,213)
363810.9058.10	Café – General Advertising		Operating Expenses		500		(434,713)
467810.9058.10	OSHC – General Advertising		Operating Expenses		1,000		(433,713)
379810.9059.10	Festival & Events - other operating costs		Operating Expenses			(6,000)	(439,713)
	Generator MARC		Capital Expenses			(120,000)	(559,713)
	MARC Maintenance - Lease Costs		Operating Expenses		40,000		(519,713)
	Proceeds from Disposal of assets		Capital Revenue		80,000		(439,713)
1636.500979.00000.00	RS Lord Hobart Drive/ Addingham Blvd		Capital Expenses			(230,000)	(669,713)
1636.500956.00000.00	RR Beacham Street		Capital Expenses		90,000		(579,713)
1636.500959.00000.00	RR Fernwood Rd/ Old Coast Road		Capital Expenses		90,000		(489,713)
1636.500961.00000.00	RR Merrivale Street		Capital Expenses		50,000		(439,713)
				<b>0</b>	<b>484,317</b>	<b>(484,317)</b>	



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2019**

**NOTE 11  
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2019-20 year is 10.00%

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
<b>Revenue from operating activities</b>				
Rates	(419,450)	(0.52%)		
Operating grants, subsidies and contributions	116,214	11.12%	▲ Timing	Emergency Management Grant received earlier
Fees and charges	624,021	3.24%		
Interest earnings	(178,001)	(15.86%)	▼ Permanent	Due to lower interest rates on TD, later budget adoption and allocation of surplus funds to loans offset.
Other revenue	834,126	197.11%	▲ Permanent	Reimbursement of MV claim, lease costs & timing for sports ground contributions
Profit on disposal of assets	20,201	0.00%		
<b>Expenditure from operating activities</b>				
Employee costs	705,448	3.00%		
Materials and contracts	4,498,903	19.34%	▲ Timing	Seasonal expenditure for cityparks and cityworks. Delay in budget adoption has resulted in projects not starting when expected
Utility charges	56,875	3.24%		
Depreciation on non-current assets	(653,560)	(4.35%)		
Interest expenses	230,917	44.02%	▲ Permanent	Savings due to allocation of excess funds to loan offset.
Insurance expenses	86,908	17.18%	▲ Timing	timing of insurance payments
Other expenditure	(58,411)	(58.43%)	▼ Timing	timing of loss on sale of assets
Loss on disposal of assets	(180,910)	0.00%		
<b>Investing Activities</b>				
Non-operating Grants, Subsidies and Contributions	(685,253)	(10.20%)	▼ Timing	Projects not progressed to point where funds can yet be claimed.
Capital Acquisitions	12,615,936	54.93%	▲ Timing	refer to note 4
<b>Financing Activities</b>				
Proceeds from new debentures	0	0.00%		
Proceeds from self-supporting loans	0	0.00%		
Transfer from reserves	0	0.00%		
Payments for self supporting loans	0	0.00%		
Repayment of debentures	(609,042)	(21.63%)	▼ Timing	Timing due to increase in repayments through offset facility. Delay in refinance of loans
Transfer to reserves	0	0.00%		

<b>5</b>	<b>SUBJECT:</b>	Structure, Membership, Powers and Duties of Council Committee and Meeting Schedule for 2020
	<b>CONTACT OFFICER:</b>	Casey Mihovilovich
	<b>AUTHOR:</b>	Tahlia Jones

## Summary

In accordance with section 5.8 of the *Local Government Act 1995* (the Act) and *City of Mandurah Standing Orders Local Law 2016*, the Council has the ability to form committees to assist with the delivery of local government functions, decision-making functions and responsibilities.

At the Special Council Meeting held on 29 October 2019, Council adopted the terms of reference for the Audit and Risk Committee and the Executive Committee. At the Ordinary Council Meeting held on 17 December 2019, Council adopted the Ordinary Council Meeting Schedule for 2020 and deferred the establishment of additional committees to the January Ordinary Council Meeting.

Following extensive consultation with Elected Members on the most appropriate committee structure to support good governance and decision making, Council is requested to consider and adopt the powers and duties of the committee meeting structure and appoint members for a term expiring on 15 October 2021. Three options are provided to Elected Members for consideration set out below:

1. Committee of Council, held once per month, generally two weeks prior to Ordinary Council Meetings, with a membership of up to nine Elected Members.
2. Strategy and Planning Committee, seven times per year, with the ability to increase the frequency as required, with a membership comprising of up to nine Elected Members.
3. Committee of Council, held once per month, generally two weeks prior to Ordinary Council Meetings and Strategy Committee, held four times per year, both committees comprising of a membership of up to nine Elected Members.

In accordance with Section 5.25(1)(g) of the Act and Regulation 12(1) of the *Local Government (Administration) Regulations 1996*, Council is required to resolve to advertise each year the days and times when Ordinary Council and Committee meetings will be held.

At its meeting on 17 December 2019 Council adopted Ordinary Council Meeting dates for 2020 only. Council is now requested to endorse the committee meeting dates for 2020 and advertise via local public notice and the City's noticeboards and website.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

- G.16/12/19 17 December 2019 Membership, Powers and Duties of Council's Strategy and Planning Committee and Council Meeting Schedule 2020
- SP.2/10/19 29 October 2019 Membership, Powers and Duties of Council's Committees and Council Meeting Schedule 2019
- G.24/7/19 23 July 2019 Membership of Council's Committee of Council and Strategy Committee
- G.24/5/18 22 May 2018 Strategy Committee – Amendment to Terms of Reference
- G.34/12/17 19 December 2017 Membership, Powers and Duties of Council's Strategy Committee and Audit and Risk Committee 2017-2019

- SP.3/10/17      31 October 2017      Membership, Powers and Duties of Council's Committees 2017-2019

## **Background**

An overview of Council's previous committee meeting structure adopted on 19 December 2017 is set out below:

- Committee of Council held 12 times per year, comprising of all Elected Members. On 23 July 2019 Council subsequently adopted a reduction in the membership of the Committee of Council comprising nine Elected Members only.
- Strategy Committee, held four times per year, comprising of all Elected Members. Council subsequently adopted a revised meeting cycle at its meeting of 22 May 2018, recommending a change to the Terms of Reference to allow up to 12 meetings each year. Further to this, at its meeting of 23 July 2019, Council approved a reduction in the membership of the Strategy Committee comprising nine Elected Members only.

To ensure there was a quorum to hold the above meetings, the membership was reduced. Elected Members were presented with the feedback from Elected Members who participated in a survey prior to the October 2019 Local Government Election. City officers presented the survey results as well as a range of options for consideration at a Council workshop in November 2019.

## **Comment**

Traditionally the membership, powers and duties of Council's committees have been set for a two-year period, expiring on the next Local Government Election date. At the Special Council Meeting on 29 October 2019, Council resolved to establish the Audit and Risk Committee and the Executive Committee for a period of two-years, expiring on 15 October 2021. These Committees were established to enable the Council to progress key operational items.

Following the Special Council Meeting, a Council workshop was held to discuss the Council's committee meeting structure preference. This approach enabled existing and newly Elected Members the opportunity to discuss options and review the committee structure, membership and powers and duties to ensure that the proposed meeting structure met the needs of the Council. The proposed committee meeting structure was presented to Council at the December Ordinary Council Meeting for adoption, however Council resolved to defer the decision to its January 2020 Ordinary Council Meeting.

An overview of the Council and Committee meeting structure that Council has resolved is below:

- Ordinary Council, held 12 times per year
- Audit and Risk Committee, four times per year
- Executive Committee, four times per year

Council has the ability to form committees to assist with the delivery of local government functions, decision-making functions and responsibilities. Three options are provided below for Council consideration:

### Option One

Option One recommends the establishment of a Committee of Council, once per month, generally to be held two weeks prior to Ordinary Council Meeting, with a membership comprising of up to nine Elected Members. The powers and duties of the Committee of Council Terms of Reference are set out in **Attachment 1**. Powers and duties of the Committee of Council are to recommend appropriate action to Council on all matters pertaining to Council including planning, policy, strategy and public art, except those matters considered by the Audit and Risk and Executive Committees.

Elected Members will be presented with concepts, policy development and strategic matters at the Elected Member and Executive Leadership Team meetings before it is presented to the Committee of Council for consideration and debate. These meetings are held once a month to formulate and develop policy and strategy.

#### Disbanding Council and Committee Structure

The existing committees of Council that are not recommended to be continued must be disbanded, for which an absolute majority is required. Council is requested to disband the following committees:

- Strategy Committee
- Public Art Committee

Note: All matters that would be discussed in the above meetings would be presented at the Committee of Council meeting.

#### Option Two

This option recommends holding a Strategy and Planning Committee seven times per year, with the ability to increase the frequency as required, with a membership comprising of up to nine Elected Members.

The powers and duties of the Strategy and Planning Committee Terms of Reference are set out in **Attachment 2**. The purpose of this Committee is to recommend appropriate action to Council on all matters dealing with:

- The development and implementation of the Strategic Community Plan, Corporate Business Plan, Long-term Financial Plan and associated financial strategies such as a rating policy.
- Strategic review of service levels including, assessing of the current and future levels of service required to be delivered by Council.
- Monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
- Determine the future services and investment to be provided, how they are provided, and the service level standards associated with them.
- Investigating and recommending opportunities for cost sharing or shared services arrangements with other organisations.
- Setting strategic advocacy direction for other levels of government.
- Reviewing strategic town planning matters.
- Reviewing major public art proposals.
- Providing advice to Council on other strategic issues.

As noted in Option One the Elected Member and Executive Leadership Team meetings are also held once a month to formulate and develop policy and strategy. It is not recommended that the Strategy and Planning Committee meet more times than seven times per year due to the limited number of items presented to the Committee.

#### Disbanding Council and Committee Structure

The existing committees of Council that are not recommended to be continued must be disbanded, for which an absolute majority is required. Council is requested to disband the following committees:

- Committee of Council
- Strategy Committee
- Public Art Committee

### Option Three

Option Three recommends the establishment of the following committees:

- Committee of Council, once per month, generally to be held two weeks prior to Ordinary Council Meeting, with a membership comprising of up to nine Elected Members. The powers and duties of the Committee of Council Terms of Reference are set out in **Attachment 1**.
- Strategy Committee, four times per year, with a membership comprising of up to nine Elected Members. The powers and duties of the Strategy Committee Terms of Reference are set out in **Attachment 3**.

The purpose of Strategy Committee is to recommend appropriate action to Council on all matters dealing with:

- The development and implementation of the Strategic Community Plan, Corporate Business Plan, Long-term Financial Plan and associated financial strategies such as a rating policy.
- Strategic review of service levels including, assessing of the current and future levels of service required to be delivered by Council.
- Monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
- Determine the future services and investment to be provided, how they are provided, and the service level standards associated with them.
- Investigating and recommending opportunities for cost sharing or shared services arrangements with other organisations.
- Setting strategic advocacy direction for other levels of government.
- Providing advice to Council on other strategic issues.

Officers do not recommend Option Three as an effective and efficient committee meeting structure, as it may be challenging to coordinate the timing of a Strategy Committee to ensure projects continue to progress in a timely manner. There appears to be duplication between the powers and duties of the above two committees in that the Committee of Council can serve the same purpose as a Strategy Committee. The role of Committee of Council is to recommend appropriate action to Council on all matters pertaining to Council except those matters considered by the Audit and Risk and Executive Committees. Matters of a strategic nature would also be dealt with by the Committee of Council on a monthly basis as it is unlikely that significant strategic items would be postponed for consideration at a Strategy Committee which is proposed to be held four times per year.

Elected Members will be presented with concepts, policy development and strategic matters at the Elected Member and Executive Leadership Team meetings. The outcomes of this meeting will then be presented to the Committee of Council for discussion. Any changes will be made and presented to Council for consideration and decision. Elected Members are entitled to observe any committee meeting even if they are not a member.

The Elected Member and Executive Leadership Team meetings will continue to formulate and develop policy and strategy, ensuring that Elected Members provide direction prior to items being presented to the Committee of Council for debate and consideration.

### Disbanding Council and Committee Structure

The existing committees of Council that are not recommended to be continued must be disbanded, for which an absolute majority is required. Council is requested to disband the Public Art Committee. Any items that previously went to the Public Art Committee will go to the Committee of Council.

In accordance with section 5.8 of the Act, the minimum number of members required to establish a committee is three or more persons. Council may resolve, by absolute majority, to reduce or increase the number of members to the above Committees at any time.



If there are less than nine Elected Members who nominate to be a member of the Committee's outlined within the above options, then it will be recommended to amend the applicable Terms of Reference reflect the number of members that Council has approved.

## **Consultation**

A Council workshop was held in November 2019 to consider options for Committee meeting structures. At the Council Meeting of 17 December 2019 Elected Members proposed alternative options and requested that a report be prepared for January 2020 with Committee Meeting structure options for consideration.

## **Statutory Environment**

Section 5.23 of the *Local Government Act 1995* states:

*(1) Subject to subsection (2), the following are to be open to members of the public —*

- (a) all council meetings; and*
- (b) all meetings of any committee to which a local government power or duty has been delegated.*

*(2) If a meeting is being held by a council or by a committee referred to in subsection (1)(b), the council or committee may close to members of the public the meeting, or part of the meeting, if the meeting or the part of the meeting deals with any of the following —*

- (a) a matter affecting an employee or employees; and*
- (b) the personal affairs of any person; and*
- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting; and*
- (d) legal advice obtained, or which may be obtained, by the local government and which relates to a matter to be discussed at the meeting; and*
- (e) a matter that if disclosed, would reveal —*
  - (i) a trade secret; or*
  - (ii) information that has a commercial value to a person; or*
  - (iii) information about the business, professional, commercial or financial affairs of a person, where the trade secret or information is held by, or is about, a person other than the local government; and*
- (f) a matter that if disclosed, could be reasonably expected to —*
  - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or*
  - (ii) endanger the security of the local government's property; or*
  - (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety; and*
- (g) information which is the subject of a direction given under section 23(1a) of the Parliamentary Commissioner Act 1971; and*
- (h) such other matters as may be prescribed.*

*(3) A decision to close a meeting or part of a meeting and the reason for the decision are to be recorded in the minutes of the meeting.*

Section 5.8 of the *Local Government Act 1995* states:

*A local government may establish\* committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.*

*\* Absolute majority required.*

Section 5.9 of the *Local Government Act 1995* states:

*(1) In this section —*

*other person means a person who is not a council member or an employee.*

- (2) *A committee is to comprise —*
- (a) *council members only; or*
  - (b) *council members and employees; or*
  - (c) *council members, employees and other persons; or*
  - (d) *council members and other persons; or*
  - (e) *employees and other persons; or*
  - (f) *other persons only.*

Section 5.10 of the **Local Government Act 1995** states:

- (1) *A committee is to have as its members —*
- (a) *persons appointed\* by the local government to be members of the committee (other than those referred to in paragraph (b)); and*
  - (b) *persons who are appointed to be members of the committee under subsection (4) or (5).*
- \* Absolute majority required.*
- (2) *At any given time each council member is entitled to be a member of at least one committee referred to in section 5.9(2)(a) or (b) and if a council member nominates himself or herself to be a member of such a committee or committees, the local government is to include that council member in the persons appointed under subsection (1)(a) to at least one of those committees as the local government decides.*
- ...
- (4) *If at a meeting of the council a local government is to make an appointment to a committee that has or could have a council member as a member and the mayor or president informs the local government of his or her wish to be a member of the committee, the local government is to appoint the mayor or president to be a member of the committee.*

Section 5.11A of the **Local Government Act 1995** states:

- (1) *The local government may appoint\* a person to be a deputy of a member of a committee and may terminate such an appointment\* at any time.*
- \* Absolute majority required.*
- (2) *A person who is appointed as a deputy of a member of a committee is to be —*
- (a) *if the member of the committee is a council member — a council member; or*
  - (b) *if the member of the committee is an employee — an employee; or*
  - (c) *if the member of the committee is not a council member or an employee — a person who is not a council member or an employee; or*
  - (d) *if the member of the committee is a person appointed under section 5.10(5) — a person nominated by the CEO.*
- (3) *A deputy of a member of a committee may perform the functions of the member when the member is unable to do so by reason of illness, absence or other cause.*
- (4) *A deputy of a member of a committee, while acting as a member, has all the functions of and all the protection given to a member.*

Section 5.11 of the **Local Government Act 1995** states:

- (1) *Where a person is appointed as a member of a committee under section 5.10(4) or (5), the person's membership of the committee continues until —*
- (a) *the person no longer holds the office by virtue of which the person became a member, or is no longer the CEO, or the CEO's representative, as the case may be; or*
  - (b) *the person resigns from membership of the committee; or*
  - (c) *the committee is disbanded; or*
  - (d) *the next ordinary elections day,*

*whichever happens first.*

Clause 16.1 of the *City of Mandurah Standing Orders Local Law 2016* states:

*A Committee is to be established on a motion setting out the proposed purpose and functions of the Committee and either—*

- (a) the names of the Elected Members, officers and other persons to be appointed to the Committee; or*
- (b) the number of Elected Members, officers and other persons to be appointed to the Committee and a provision that they be appointed by a separate motion.*

Clause 16.2 of the *City of Mandurah Standing Orders Local Law 2016* states:

- (1) The Council may appoint one or more persons to be the deputy or deputies, as the case may be, to act on behalf of a committee member whenever that committee member is unable to be present at a meeting thereof and where two or more deputies are so appointed they are to have seniority in the order determined by the Council.*
- (2) Where a committee member does not attend a meeting thereof a deputy of that committee member, selected according to seniority, is entitled to attend that meeting in place of the committee member and act for the committee member, and while so acting has all the powers of that committee member.*
- (3) If a deputy has commenced to act in place of a committee member at a Committee meeting and the committee member attends the meeting, the committee member will not assume the seat and the deputy will continue to act as the committee member for the duration of that meeting.*
- (4) Once a committee meeting has commenced a deputy member cannot assume the seat of a committee member who leaves the meeting.*
- (5) A deputy who is one of two or more deputies of a committee member is not entitled to attend a meeting of the Committee in place of that committee member if the meeting is attended by another deputy of that committee member who has precedence over that deputy in the order of seniority determined under subclause (1).*
- (6) A person who is a committee member is not eligible to be appointed a deputy for another committee member.*

## **Policy Implications**

N/A

## **Economic Implications**

N/A

## **Risk Analysis**

The establishment of committees assists Council in performing some of its legislative responsibilities and functions.

## **Strategic Implications**

### Organisational Excellence:

- Deliver excellent governance and financial management.

## Conclusion

Council is requested to consider the most appropriate Committee Meeting structure and appoint members to this committee for a term, expiring 15 October 2021 and set the meeting dates for the 2020 calendar year.

Note

Refer

- Attachment 1: Terms of Reference Committee of Council***
- Attachment 2: Terms of Reference Strategy and Planning Committee***
- Attachment 3: Terms of Reference Strategy Committee***
- Attachment 4: Public Art Committee Minutes 18 February 2019***
- Attachment 5: Committee of Council Minutes 10 September 2019***
- Attachment 6: Strategy Committee Minutes 16 September 2019***

## RECOMMENDATION

1. Approve the following Audit and Risk Committee Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting	Date
Audit and Risk Committee	17 March 2020
Audit and Risk Committee	16 June 2020
Audit and Risk Committee	15 September 2020
Audit and Risk Committee	7 December 2020 (Monday)

2. Approve the following Executive Committee Meeting dates commencing at 4:00pm, to be held in the Council Chambers:

Meeting	Date
Executive Committee	10 March 2020
Executive Committee	12 May 2020
Executive Committee	11 August 2020
Executive Committee	13 October 2020

That Council:

### Option One

3. Approve the establishment of, powers and duties of Committee of Council as detailed in Attachment 1, and appoint the following Elected Members until 15 October 2021:

Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_

Deputy Councillor \_\_\_\_\_  
Deputy Councillor \_\_\_\_\_

4. **Resolve:**
- 4.1 To disband the Public Art and Strategy Committee.
- 4.2 That the Minutes of the Public Art Committee held on Monday 18 February 2019 be confirmed.
- 4.3 That the Minutes of the Strategy Committee held on Monday 16 September 2019 be confirmed.
5. Approve the following Committee of Council Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting Type	Date
Committee of Council	11 February 2020
Committee of Council	10 March 2020
Committee of Council	14 April 2020
Committee of Council	12 May 2020
Committee of Council	9 June 2020
Committee of Council	14 July 2020
Committee of Council	11 August 2020
Committee of Council	8 September 2020
Committee of Council	13 October 2020
Committee of Council	10 November 2020
Committee of Council	1 December 2020

**\*\*ABSOLUTE MAJORITY REQUIRED\*\***

### Option Two

3. Approve the establishment of, powers and duties of Council's Strategy and Planning Committee as detailed in *Attachment 2*, and appoint the following Elected Members until 15 October 2021:

Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_  
Councillor \_\_\_\_\_

Deputy Councillor \_\_\_\_\_  
Deputy Councillor \_\_\_\_\_



4. **Resolve:**
  - 4.1 To disband the Committee of Council, Public Art Committee and Strategy Committee.
  - 4.2 That the Minutes of the Committee of Council Meeting held on Tuesday 10 September 2019 be confirmed.
  - 4.3 That the Minutes of the Strategy Committee held on Monday 16 September 2019 be confirmed.
  - 4.4 That the Minutes of the Public Art Committee held on Monday 18 February 2019 be confirmed.
5. Approve the following Strategy and Planning Committee Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting Type	Date
Strategy and Planning Committee	11 February 2020
Strategy and Planning Committee	10 March 2020
Strategy and Planning Committee	14 April 2020
Strategy and Planning Committee	9 June 2020
Strategy and Planning Committee	11 August 2020
Strategy and Planning Committee	13 October 2020
Strategy and Planning Committee	8 December 2020

**\*\*ABSOLUTE MAJORITY REQUIRED\*\***

### Option Three

3. Approve the establishment of, powers and duties of Committee of Council as detailed in *Attachment 1*, and appoint the following Elected Members until 15 October 2021:

Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_

Deputy Councillor \_\_\_\_\_  
 Deputy Councillor \_\_\_\_\_

4. **Resolve:**
  - 4.1 To disband the Public Art.
  - 4.2 That the Minutes of the Public Art Committee held on Monday 18 February 2019 be confirmed.
5. Approve the following Committee of Council Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting Type	Date
Committee of Council	11 February 2020
Committee of Council	10 March 2020
Committee of Council	14 April 2020
Committee of Council	12 May 2020
Committee of Council	9 June 2020
Committee of Council	14 July 2020
Committee of Council	11 August 2020
Committee of Council	8 September 2020
Committee of Council	13 October 2020
Committee of Council	10 November 2020
Committee of Council	1 December 2020

6. Approve the establishment of, powers and duties of Council's Strategy Committee as detailed in Attachment 3, and appoint the following Elected Members until 15 October 2021:

Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_  
 Councillor \_\_\_\_\_

Deputy Councillor \_\_\_\_\_  
 Deputy Councillor \_\_\_\_\_

7. Approve the following Strategy Committee Meeting dates commencing at 5:30pm, to be held in the Council Chambers, and advertise via local public notice:

Meeting Type	Date
Strategy Committee	9 March 2020 (Monday)
Strategy Committee	8 June 2020 (Monday)
Strategy Committee	14 September 2020 (Monday)
Strategy Committee	8 December 2020

**\*\*ABSOLUTE MAJORITY REQUIRED\*\***



# Committee of Council

## Terms of Reference

### Document Control

Effective date	Next review due	Amendment Details	Prepared by	Endorsed by	Approved by
January 2020	October 2021	Description of Committee function, purpose, membership and role of City staff	Manager Governance Services	Chief Executive Officer	Council

# 1. Committee's Authority and Purpose

## Authority

In accordance with section 5.8 of the *Local Government Act 1995* (the Act), the Council of the City of Mandurah has the ability to establish a Committee of Council (the Committee) to assist with the delivery of local government functions.

The Committee is to provide guidance and assistance to Council on matters relevant to its terms of reference. This role is designed to facilitate informed decision-making by Council in relation to its legislative functions and duties that have not been delegated to the Chief Executive Officer (CEO).

The Committee is a formally appointed committee of the Council and is responsible to the Council. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

## Purpose

The purpose of the Committee is to recommend appropriate action to Council on all matters pertaining to Council except those matters considered by the Audit and Risk and Executive Committees.

# 2. Committee Membership

## Composition

The Committee shall comprise of up to nine members Elected Members.

The Council can appoint one or more deputies to the Committee at any time.

The Council shall appoint one of the nine elected members as Committee Chairperson.

The tenure of members' appointment to the Committee must be compliant with Section 5.11 of the Act, being up to two years terminating on the day of the ordinary local government elections, at which time all Elected Members will be eligible for reappointment.

Committee members who are Elected Members must declare any conflict of interests or financial interests in accordance with section 11 of the *Local Government (Rules of Conduct) Regulations 2007*, in a written notice to the Chief Executive Officer before the meeting or at the meeting immediately before the matter is discussed.

## Termination of Appointment

Council may terminate the appointment of any member prior to the expiry of their term, if:

- The Committee Chairperson considers that the member is not making a positive contribution to the Committee.
- The member is found to be in breach of the Council's Code of Conduct or a serious contravention of the Act.

- A member's conduct, action or comments bring the City of Mandurah into disrepute.

### 3. Role of City Staff

The following City officers will be issued with a standing invitation to attend Committee meetings, in order to provide advice and guidance to the Committee:

- Chief Executive Officer;
- Deputy Chief Executive Officer;
- Director Corporate Services;
- Director of Works and Services;
- Director Sustainable Communities; and
- Other staff may be invited to attend meetings to discuss specific issues or reviews as and when required.

Such attendees may take part in the discussions and business of the meetings, but have no voting rights.

The Chief Executive Officer will appoint a staff member to assist the Committee as follows:

- (a) Arranging meetings, preparing agendas, preparing minutes;
- (b) Taking action to implement Committee decisions as guided by the City's Governance section in relation to:
  - Obtaining information for the next or future meeting;
  - Preparing a paper for the next or future meeting;
  - Coordinating relevant staff of the City to provide advice at the next or a future meeting;
  - Preparing correspondence dealing with issues addressed in discussion; or
  - Circulating decisions e.g. reporting, providing or seeking advice on significant correspondence of all kinds.
- (c) Preparing background notes;
- (d) Providing advice to the Chairperson, committee members and committee users on Committee policy and process matters; and
- (e) Maintaining appropriate committee records in an accessible form.

### 4. Committee Meetings

#### **Quorum**

As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).



In the Chairperson's absence, Committee members who are present will select a Chairperson for that particular meeting.

## **Frequency**

The meeting will be held once per month, generally scheduled two weeks prior to the Ordinary Council Meeting.

## **Agenda**

An agenda will be distributed at least 72 hours prior to the meeting, along with the minutes of the previous meeting, reports and other attachments or information to be addressed.

## **Public Attendance at Meetings**

In accordance with Section 5.23 of the Act, the Council or Committee may close to members of the public the meeting or part of the meeting, if the meeting or the part of the meeting deals with a number of aspects as defined by Section 5.23 of the Act.

## **Voting**

Voting occurs in accordance with Section 5.21 of the Act.

## **Minutes and matters arising**

All meetings shall be minuted and minutes shall be approved by the Committee at the next committee meeting.

## **Reporting**

Recommendations of each Committee decision shall be presented to the next ordinary meeting of the Council for consideration.

## **Confidentiality**

All Committee members will be required to adhere to the City's confidentiality requirements. In particular, no confidential information received or generated by the Committee will be disclosed to unauthorised persons.



# Strategy and Planning Committee Terms of Reference

## Document Control

Effective date	Next review due	Amendment Details	Prepared by	Endorsed by	Approved by
January 2020	October 2021	Description of Committee function, purpose, membership and role of City staff	Manager Governance Services	Chief Executive Officer	Council

# 1. Committee's Authority and Purpose

## Authority

In accordance with section 5.8 of the *Local Government Act 1995* (the Act), the Council of the City of Mandurah has the ability to establish a Strategy and Planning Committee (the Committee) to assist with the delivery of local government functions.

The Committee is to provide guidance and assistance to Council on matters relevant to its terms of reference. This role is designed to facilitate informed decision-making by Council in relation to its legislative functions and duties that have not been delegated to the Chief Executive Officer (CEO).

The Committee is a formally appointed committee of the Council and is responsible to the Council. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

## Purpose

The purpose of the Committee is to recommend appropriate action to Council on all matters dealing with:

1. Development and implementation of the Strategic Community Plan, Corporate Business Plan, Long-term Financial Plan and associated financial strategies such as a rating policy.
2. Strategic review of service levels including, assessing of the current and future levels of service required to be delivered by Council.
3. Monitoring, development and implementation of Council's Strategic Asset Management Plans in accordance with Council's Asset Management Policy.
4. Determine the future services and investment to be provided, how they are provided, and the service level standards associated with them.
5. Investigating and recommending opportunities for cost sharing or shared services arrangements with other organisations.
6. Setting strategic advocacy direction for other levels of government.
7. Reviewing strategic town planning matters.
8. Reviewing major public art proposals.
9. Providing advice to Council on other strategic issues.
10. Other matters referred by Council.

# 2. Committee Membership

## Composition

The Committee shall comprise of up to nine members Elected Members.

The Council can appoint one or more deputies to the Committee at any time.

The Council shall appoint one of the nine elected members as Committee Chairperson.

The tenure of members' appointment to the Committee must be compliant with Section 5.11 of the Act, being up to two years terminating on the day of the ordinary local government elections, at which time all Elected Members will be eligible for reappointment.

Committee members who are Elected Members must declare any conflict of interests or financial interests in accordance with section 11 of the *Local Government (Rules of Conduct) Regulations 2007*, in a written notice to the Chief Executive Officer before the meeting or at the meeting immediately before the matter is discussed.

## **Termination of Appointment**

Council may terminate the appointment of any member prior to the expiry of their term, if:

- The Committee Chairperson considers that the member is not making a positive contribution to the Committee.
- The member is found to be in breach of the Council's Code of Conduct or a serious contravention of the Act.
- A member's conduct, action or comments bring the City of Mandurah into disrepute.

## **3. Role of City Staff**

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## 4. Committee Meetings

### **Quorum**

As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).

In the Chairperson's absence, Committee members who are present will select a Chairperson for that particular meeting.

### **Frequency**

Generally, seven meetings per year will be scheduled and where necessary additional meetings may be scheduled as required, to allow the Committee to discharge its functions.

### **Agenda**

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### **Voting**

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### **Minutes and matters arising**

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### **Reporting**

Recommendations of each Committee decision shall be presented to the next ordinary meeting of the Council for consideration.

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# Strategy Committee Terms of Reference

## Document Control

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## 4. Committee Meetings

### **Quorum**

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### **Frequency**

Generally, four meetings per year will be scheduled and where necessary additional meetings may be scheduled as required, to allow the Committee to discharge its functions.

### **Agenda**

An agenda will be distributed at least 72 hours prior to the meeting, along with the minutes of the previous meeting, reports and other attachments or information to be addressed.

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**MINUTES OF**

**PUBLIC ART COMMITTEE**

**HELD ON**

**MONDAY 18 FEBRUARY 2019**

**AT 5.30 PM**

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

***PRESENT:***

DEPUTY MAYOR	C KNIGHT (CHAIR)	NORTH WARD
MAYOR	R WILLIAMS	
COUNCILLOR	M ROGERS	TOWN WARD
COUNCILLOR	L RODGERS	EAST WARD

***ELECTED MEMBER OBSERVING:***

Nil.

***OFFICERS IN ATTENDANCE:***

MR	T FREE	DIRECTOR SUSTAINABLE DEVELOPMENT
MR	D PRATTENT	ACTING EXECUTIVE MANAGER FINANCE & GOVERNANCE
MS	E ARNOLD	ARTS STRATEGY OFFICER
MS	V LAWRENCE	TENDERS AND CONTRACTS OFFICER
MRS	L SLAYFORD	MINUTE OFFICER

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

The Chair declared the meeting opened at 5.30pm.

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

Apologies were received from Councillor Lee, committee member, and Councillors Shane Jones and Jackson, non-committee members.

***ANSWERS TO QUESTIONS TAKEN ON NOTICE [AGENDA ITEM 4]***

Nil.

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

Nil.

***PRESENTATIONS AND ANNOUNCEMENTS BY CHAIR [AGENDA ITEM 6]***

Nil

***DEPUTATIONS [AGENDA ITEM 7]***

Nil.

***CONFIRMATION OF MINUTES [AGENDA ITEM 8]***

**PA.1/2/19      CONFIRMATION OF MINUTES: TUESDAY 17 SEPTEMBER 2018**

RESOLVED:      Matt Rogers / Lynn Rodgers

**That the Minutes of the Public Art Committee held on Tuesday 17 September 2018 be confirmed.**

CARRIED UNANIMOUSLY: 4/0

***DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS [AGENDA ITEM 9]***

Nil.



**QUESTIONS FROM ELECTED MEMBERS WITHOUT DISCUSSION [AGENDA ITEM 10]**

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

Nil.

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

Nil.

**BUSINESS LEFT OVER FROM PREVIOUS MEETING [AGENDA ITEM 11]**

Nil

**REPORTS [AGENDA ITEM 12]**

RESOLVED: Matt Rogers / Lynn Rodgers

**The meeting proceeded behind closed doors at 5.34pm in accordance with Section 5.23(2)(c) of the Local Government Act 1995, to allow for a confidential presentation and discussion of an item relating to contract negotiations.**

CARRIED UNANIMOUSLY: 4/0

*The Art Strategy Officer, Tenders and Contracts Officer and Minute Officer remained in the Chamber with Senior Officers.*

THE MEETING PROCEEDED WITH CLOSED DOORS AT 5.34PM

**PA.2/2/19**

RESOLVED: R Williams / M Rogers

**That the meeting proceeds with open doors.**

CARRIED UNANIMOUSLY: 4/0

THE MEETING PROCEEDED WITH OPEN DOORS AT 6.02PM

**PA.3/2/19            TENDER T17-2018 MANDURAH BRIDGE PUBLIC ARTWORK (EAVL) (REPORT 1)**

Stage three evaluation of the three stage procurement process for the Mandurah Bridge Public Artwork is now complete.

As a result of the evaluation of tendered submissions, Council is requested to accept Chris Nixon as the preferred tenderer.

RESOLVED TO RECOMMEND:            R Williams / Lynn Rodgers

**That Council accepts Chris Nixon as the preferred tenderer for Tender T17-2018 for the Mandurah Bridge Public Artwork.**

CARRIED UNANIMOUSLY: 4/0

***LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 13]***

Nil.

***CONFIDENTIAL REPORTS (AGENDA ITEM 14)***

Nil.

***CLOSE OF MEETING [AGENDA ITEM 15]***

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

CONFIRMED: .....[CHAIRPERSON]



**MINUTES OF**

**COMMITTEE OF COUNCIL MEETING**

**HELD ON**

**Tuesday 10 September 2019**

**AT 5.30 PM**

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

**PRESENT:**

COUNCILLOR	D LEE [CHAIRMAN]	EAST WARD
COUNCILLOR	C KNIGHT	NORTH WARD
COUNCILLOR	R WORTLEY	NORTH WARD
COUNCILLOR	P JACKSON	NORTH WARD
COUNCILLOR	S JONES	EAST WARD
COUNCILLOR	M DARCY	COASTAL WARD
COUNCILLOR	P ROGERS	TOWN WARD

MR	M NEWMAN	CHIEF EXECUTIVE OFFICER
MR	A CLAYDON	DIRECTOR WORKS AND SERVICES
MR	T FREE	DIRECTOR SUSTAINABLE COMMUNITIES
MRS	C MIHOVILOVICH	DIRECTOR CORPORATE SERVICES
MR	C JOHNSON	ACTING DEPUTY CHIEF EXECUTIVE OFFICER
MS	J LUDBROOK	COASTAL ADAPTATION COORDINATOR
MR	S SEVERN	SENIOR MOSQUITO OPERATIONS OFFICER
MRS	L SLAYFORD	MINUTE OFFICER

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

The Chairman declared the meeting open at 5.34pm acknowledging the attendance of MEAG representative Amanda Willmott.

**APOLOGIES [AGENDA ITEM 2]**

Committee Member Mayor Williams is an apology. Non-committee members Councillors Lynn Rodgers and Schumacher are on leave of absence, Hon Councillor Riebeling is an apology.

**DISCLAIMER [AGENDA ITEM 3]**

The purpose of this Committee Meeting is to discuss and make recommendations to Council about items appearing on the agenda and other matters for which the Committee is responsible. The Committee has no power to make any decisions which are binding on the Council or the City of Mandurah unless specific delegation of authority has been granted by Council.

No person should rely on or act on the basis of any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting. The City of Mandurah expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Committee meeting.

**RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE [AGENDA ITEM 4]**

Nil.

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

Nil.

**PRESENTATIONS AND ANNOUNCEMENTS BY CHAIRMAN [AGENDA ITEM 6]****CC.1/9/19 PEEL HARVEY CATCHMENT COUNCIL: LAKE CLIFTON STEWARDSHIP PROGRAM**

Jordon Garbellini Adams from Peel Harvey Catchment Council delivered a visual presentation on the Lake Clifton Stewardship program. The five year project which assists and encourages the local community to participate in the management and protection of native vegetation and wildlife commenced in 2017/18. Distribution of newsletters, attendance and hosting of events and information sessions form parts of the program to enable education and understanding of environmental issues in the region. Properties in the location are encouraged and assisted via the program to achieve the Australia-wide 'Land for Wildlife' property registration which offers a maintained and protected wildlife site.

**CC.2/9/19 PERON NATURALISTE PARTNERSHIP: PROJECT UPDATE**

The City's Peron Naturaliste Climate Change Adaptation Coordinator, Joanne Ludbrook, gave a visual presentation on the group's vision and strategic direction for the coastline area from Rockingham to Busselton. Advice on advocacy programs undertaken with State and Federal governments along with communication and research activities were delivered.

**DEPUTATIONS [AGENDA ITEM 7]**

Nil.

**CONFIRMATION OF MINUTES [AGENDA ITEM 8]****CC.3/9/19 CONFIRMATION OF MINUTES**

RESOLVED: Peter Rogers / C Knight

**That the Minutes of the Committee of Council meeting of Tuesday 13 August 2019 be confirmed.**

CARRIED UNANIMOUSLY: 7/0

**DECLARATION OF INTERESTS [AGENDA ITEM 9]**

Nil.

**QUESTIONS FROM ELECTED MEMBERS WITHOUT DISCUSSION [AGENDA ITEM 10]**

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

Nil.

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

Nil.

**BUSINESS LEFT OVER FROM PREVIOUS MEETING [AGENDA ITEM 11]**

Nil.

**REPORTS [AGENDA ITEM 12]****CC.4/9/19            MANDURAH BUSINESS DEVELOPMENT CENTRE EXPRESSIONS OF INTEREST (LP/LC) (REPORT 1)**

In December 2016, Council took over the management of the Mandurah Business Development Centre located at Lot 201 Reserve Drive, Mandurah, following the Mandurah Enterprise Centre Management Committee relinquishing their lease.

The City currently manages the centre and the commercial tenancies who occupy approximately 50 per cent of the centre.

Although the centre currently returns approximately \$65,000 per annum in rental revenue, the facility is still underutilised, therefore officers propose implementing an advertising process, requesting Expressions of Interest for office accommodation.

The focus of this campaign is being directed at community groups and cultural/ creative arts start-up businesses who can co-locate with the existing commercial tenancies at least in the short term.

The current commercial tenancies have licenses to remain in the Centre until March 2020. It is recommended that these tenants are offered a further licence of 18 months, which will give the commercial tenancies time to source other accommodation.

Council is requested to approve the advertising for Expressions of Interest from interested community groups, and cultural/creative arts businesses, for a licence term ranging from six months to a maximum three year term. A further report will be presented to Council following the Expression of Interest and assessment process; requesting support to approve new licence agreements.

Councillor Peter Rogers moved the report recommendation which was seconded by Councillor Jackson. Discussion ensued as to the mix of tenants possible within the facility and the possible impact on current tenants.

**RESOLVED TO RECOMMEND:** Peter Rogers / P Jackson

**That Council:**

- 1. Approves the advertising for Expressions of Interest for rental accommodation at Lot 201 Reserve Drive (No 10 Lively Place), Mandurah with the following criteria:**
  - 1.1 Not for Profit Community focus groups or**
  - 1.2 Cultural & Creative artists for start-up businesses**
  - 1.3 Tenure ranging between six months to maximum three years**
- 2. Acknowledges that the current tenancies will remain in place until 31 March 2020, with an option to enter into new license agreements on 1 April 2020 for a maximum of 18 months;**
- 3. Acknowledges a further report will be presented to Council following the advertising for expressions of interest and assessment of applicants by officers, with final approval for tenure to be determined by Council.**



CARRIED: 6/1  
 FOR: Councillors Lee, Jackson, Jones, Knight, Darcy and Peter Rogers  
 AGAINST: Councillor Wortley

*Councillor Jones left the Chamber at 6.09pm, returning at 6.13pm.*

**CC.5/9/19            2018/19 MOSQUITO MANAGEMENT ANNUAL REPORT (SS/BI)  
 (REPORT 2)**

This annual report provides an overview of mosquito management activities, with a specific focus on the City of Mandurah during the 2018/19 season and seeks Council endorsement of the recommendations of the report.

Mosquito management undertaken by the City and in conjunction with the Peel Mosquito Management Group (PMMG) and Department of Health during the 2018/19 season was far less intense than recent seasons in relation to number of aerial treatments required and the overall number of hectares treated.

The combination of environmental conditions that presented throughout the season limited inundation and hatching events and in general made managing mosquito populations for the City and program much easier than recent years.

Thirteen aerial larviciding treatments were undertaken between July 2018 and June 2019. These treatments covered a total of 1438.4 hectares.

Currently the outlook for the remainder of 2019 is ENSO – neutral. The continuation of a positive Indian Ocean Dipole is likely to bring below average winter–spring rainfall to southern and central Australia. Based on this outlook, an average season is expected although the need for intervention by the program is likely to be more frequent and broader than season 2018/19. The program will continue to closely monitor environmental conditions and respond accordingly to manage mosquito populations appropriately.

The City's Senior Mosquito Operations Officer, Scott Severn, delivered a visual presentation outlining climate influences, water levels and tidal movements. The impact of weather conditions on aerial spraying operations and mosquito control were detailed. An overview of mosquito monitoring successes along with advice pertaining to the reduced number of virus cases reported were explained. Advice of a combined project with adjacent Local Governments purchasing and installing remote water sensors was also outlined.

RESOLVED TO RECOMMEND: C Knight / R Wortley

**That Council:**

1. **Receives the City of Mandurah Mosquito Management Program: 2018/19 Annual Report.**
2. **Approves the release of these reports to the following key stakeholders:**
  - **Residents of the City of Mandurah via access at Administration Centre and Library, website and media releases**
  - **Department of Health**
  - **The Minister for Health and local Parliamentary Representatives**

- Peel Mosquito Management Group member local governments
  - Peel Development Commission
  - Department of Water Environment and Regulation
  - Residents and Progress Associations
  - Mandurah Environmental Advisory Group
3. Notes the City's support for the Department of Health Fight the Bite Campaign.
  4. Acknowledges the support provided by the Department of Health in the implementation of improvements in the Peel Mosquito Management Program.
  5. Supports ongoing efforts to improve the aerial larviciding capacity of the mosquito management program including the ongoing provision of winter treatments.
  6. Acknowledges the importance of the State Government's ongoing commitment to the annual programs, and in accordance with the Dawesville Channel Environmental Review and Management Program.

CARRIED UNANIMOUSLY: 7/0

**CC.6/9/19 BUILDING ACT AMENDMENTS: AUTHORISATION AND DELEGATION REQUIREMENTS (GW/SG) (REPORT 3)**

Amendments to the *Building Regulations 2012* (gazetted 26 April 2019) created new offences for which local government permit authorities may issue infringement notices.

Regulation 70 of the *Building Regulations 2012* was amended correcting its reference to, and alignment with, sections 9.19 and 9.20 of the *Local Government Act 1995* relating to the extension of time to pay a modified penalty and the withdrawal of an infringement notice.

Council is requested to approve amendments to the delegation of authority DA-LWE 07 Authorised Officers to provide the Chief Executive Officer the ability to appoint authorised officers to undertake the issuing of infringement notices for certain offences under the *Building Act 2011* and *Building Regulations 2012*.

RESOLVED TO RECOMMEND: Peter Rogers / S Jones

**That Council adopts amended Delegation of Authority DA-LWE 07 Authorised Officers.**

CARRIED ABSOLUTELY: 7/0

**CC.7/9/19            TENDER 08-2019 EVENTS TRAFFIC MANAGEMENT (AH/EJ) (REPORT 4)**

The City of Mandurah invited tenders for Traffic Management Services for major public events. The City stages large events near main roads and these events need to be managed in a way that ensures safety for all involved, and minimises disruptions to the normal daily usage and function of our road network.

As a result of the evaluation of tendered submissions, Council is now requested to accept Peak Traffic Management as the preferred tenderer.

RESOLVED TO RECOMMEND: S Jones / C Knight

**That Council accepts Peak Traffic Management as the preferred tenderer for Tender T08-2019 for the Events Traffic Management.**

CARRIED UNANIMOUSLY:            7/0

**CC.8/9/19            2021 ULYSSES MOTORCYCLE CLUB NATIONAL AGM (MJ) (REPORT 5)**

In 2016 the City put in a joint bid with the Perth Convention Bureau for Mandurah to host the Ulysses Motorcycle Club Annual General Meeting in 2020. Council supported this application and acknowledged the cost of \$40,000 for the bid would be allocated in a future budget prior to the AGM.

In 2017, the City was informed that the bid was unsuccessful in securing the 2020 AGM, however Mandurah was selected as host destination for the 2021 event. The AGM will be held on 22 – 28 March 2021 and expects to attract between 1700 and 2000 people to Mandurah for seven days. The resulting economic impact has been estimated at approximately \$3.8million.

Council is requested to note the City's in-kind support and that \$40,000 will be listed for consideration in the 2020/21 Operating Budget to assist the delivery of the event.

RESOLVED TO RECOMMEND: S Jones / Peter Rogers

**That Council:**

- 1. Notes that \$40,000 will be listed for consideration in the City's 2020/21 Operating Budget to support the delivery of the 2021 Ulysses National AGM.**
- 2. Notes that \$30,000 will be provided as in-kind support to assist the event organisers with covering the extra costs applicable to hosting the event on an outdoor reserve.**

CARRIED UNANIMOUSLY:            7/0

**LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 14]**

Nil.

**CONFIDENTIAL ITEMS [AGENDA ITEM 15]**

Nil.

**CLOSE OF MEETING [AGENDA ITEM 16]**

There being no further business, the Chairman declared the meeting closed at 6.45pm.

CONFIRMED: .....[CHAIRMAN]



**MINUTES OF**

**STRATEGY COMMITTEE**

**HELD ON**

**MONDAY 16 SEPTEMBER 2019**

**AT 5.30 PM**

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

**PRESENT:**

COUNCILLOR	P ROGERS [CHAIRPERSON]	TOWN WARD
COUNCILLOR	C KNIGHT	NORTH WARD
COUNCILLOR	P JACKSON	NORTH WARD
COUNCILLOR	R WORTLEY	NORTH WARD
COUNCILLOR	M DARCY	COASTAL WARD

MR	M NEWMAN	CHIEF EXECUTIVE OFFICER
MR	T FREE	DIRECTOR SUSTAINABLE COMMUNITIES
MRS	C MIHOVILOVICH	DIRECTOR CORPORATE SERVICES
MR	C JOHNSON	ACTING DEPUTY CHIEF EXECUTIVE OFFICER
MS	M NORTON	CITY CENTRE PLACE MANAGER
MR	D CHRISTY	CITY CENTRE PLACE MANAGER
MRS	L SLAYFORD	MINUTE OFFICER

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

The Chairman declared the meeting open at 5.33pm.

**APOLOGIES [AGENDA ITEM 2]**

Leave of Absence:	Councillor D Schumacher	(Non-Committee Member)
	Councillor L Rodgers	(Non-Committee Member)
Apology:	Hon Councillor Riebeling	(Non-Committee Member)
	Councillor D Lee	(Committee Member)
	Mayor R Williams	(Committee Member)

**DISCLAIMER**

The purpose of this Committee Meeting is to discuss and make recommendations to Council about items appearing on the agenda and other matters for which the Committee is responsible. The Committee has no power to make any decisions which are binding on the Council or the City of Mandurah unless specific delegation of authority has been granted by Council.

No person should rely on or act on the basis of any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting. The City of Mandurah expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a Member or Officer, or the content of any discussion occurring, during the course of the Committee meeting.

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

Nil.

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

The Chairperson, Councillor Peter Rogers, acknowledged that this is the final Strategy Committee meeting prior to the Local Government Election and thanked the Committee Members for their time and effort over the past two years.

**CONFIRMATION OF MINUTES [AGENDA ITEM 5]****S.1/9/19 CONFIRMATION OF MINUTES**

RESOLVED: P Jackson / R Wortley

**That the Minutes of the Strategy Committee held on Tuesday 20 August 2019 be confirmed.**

CARRIED UNANIMOUSLY: 5/0

**DECLARATION OF INTERESTS [AGENDA ITEM 6]**

Nil.



**QUESTIONS FROM ELECTED MEMBERS WITHOUT DISCUSSION [AGENDA ITEM 7]****Questions of which due notice has been given**

Nil.

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

Nil.

**REPORTS [AGENDA ITEM 8]**

**S.2/9/19                      2018 / 2019 CITY CENTRE ACHIEVEMENTS AND YEAR TWO  
FRAMEWORK (MN) (REPORT 1)**

Report Summary

The City Centre's place vision is to reinvigorate the City Centre as a sociable, lovable place that showcases the best of Mandurah places, people and businesses.

Over the last 12 months the City Centre team has delivered a range of projects and made solid progress across all four focus areas within the endorsed Framework.

The project delivery involved:

1. Business Partnership
  - Events and activities (within venues and public spaces)
  - Marketing and promotion
2. City Centre Infrastructure Development
  - Waterfront projects: Eastern and Western Foreshores
  - Smart Street Mall

This report provides an update on the business partnership successes, shared marketing lessons, land owner engagement and outlines the new City Centre Year Two Framework for 2019/20 and associated projects for Council's consideration.

The City's two City Centre Place Managers delivered a visual presentation on this item outlining processes undertaken and projects commenced within the city centre over the past 12 months. The City Centre team focus on building partnerships with businesses and land owners in the city centre to create a vibrant, interesting and exciting place to be. The team further assists in directing persons to other teams within the City to ensure infrastructure items are handled efficiently and effectively.

Business interest and participation in events staged during the winter season has seen many events sold out with positive social media views and interaction. Moving into summer will see events modified to suite the season plus street parties and markets.

**RESOLVED TO RECOMMEND: C Knight / M Darcy**

**That Council:**

- 1. Acknowledges the successes of the 2018/19 City Centre projects and activities**
- 2. Endorses the City Centre Framework Year Two 2019-2021**

### **3. Acknowledges the 2019/20 projects and activities**

CARRIED UNANIMOUSLY: 5/0

#### **S.3/9/19 RECREATION CENTRES BUSINESS IMPROVEMENT PLAN (PM/CJ) (REPORT 2)**

##### Report Summary

Following the completion of the Mandurah Aquatic and Recreation Centre Redevelopment in May 2017, City officers identified a number of new initiatives aimed at improving the financial and operational performance of the Mandurah and Halls Head Recreation Centre facilities. These projects were consolidated into the City of Mandurah Recreation Centres Two Year Business Improvement Plan (2017/18 – 2018/19).

At the conclusion of this period, City officers have reviewed outcomes against the plan and developed a new Two Year Business Improvement Plan to guide the evolution of the business through to 30 June 2021.

Council is requested to note the Recreation Centre's 2018/19 end of financial year performance, note the achievements against the initial Two Year Business Improvement Plan and endorse the next Recreation Centres Two Year Business Improvement Plan 2019 - 2021.

RESOLVED TO RECOMMEND: R Wortley / M Darcy

##### **That Council:**

- 1. Notes the performance of the Recreation Centres business during the 2018/19 financial year;**
- 2. Notes the City's progress against the City of Mandurah Recreation Centres Two Year Business Improvement Plan (2017/18 – 2018/19);**
- 3. Endorses the City of Mandurah Recreation Centres Two Year Business Improvement Plan (2019/20- 2020/21);**
- 4. Notes that City officers will report annually to Council on the achievements of the City's Recreation Centres against key performance indicators and the outcomes of the business improvement initiatives through the Corporate Business Planning process.**

CARRIED UNANIMOUSLY: 5/0

#### **LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 9]**

#### **CONFIDENTIAL ITEMS [AGENDA ITEM 10]**

Nil.

**CLOSE OF MEETING [AGENDA ITEM 11]**

There being no further business, the Chairman declared the meeting closed at 6.08pm.

CONFIRMED: .....[CHAIRMAN]

<b>6</b>	<b>SUBJECT:</b>	Elected Member and CEO Training, Professional Development, Travel and Events Policy
	<b>CONTACT OFFICER:</b>	Casey Mihovilovich
	<b>AUTHOR:</b>	Tahlia Jones

### Summary

Recent amendments to the *Local Government Act 1995* (the Act) has initiated a review of existing Council Policies relating to Elected Members entitlements and professional development. Following extensive consultation with Elected Members, a new Policy is now proposed titled Elected Member and Chief Executive Officer (CEO) Training, Professional Development, Travel and Events.

The proposed Policy incorporates new amendments under the Act relating to mandatory training and reporting, continuous professional development and attendance at events. The proposed Policy provides a framework for Elected Members and CEO for the following:

- Elected Member mandatory training and reporting and continuous professional development;
- Elected Member and CEO training and professional development including approved criteria, approval process, funding allocation;
- Travel, accommodation and insurance; and
- Elected Members and/or CEO Attendance at Events including criteria for attendance, approval process and payment.

Elected Members are now requested to adopt the Elected Member and CEO Training, Professional Development, Travel and Events (refer **Attachment 1**).

### Disclosure of Interest

N/A.

### Previous Relevant Documentation

G.22/12/19	17 December 19	Elected Member Entitlements Policy GVN 07
G.12/7/19	23 July 2019	Acknowledge further review of GVN 04 Elected Member Support Policy
G.19/6/19	25 June 2019	Review of Council Policy Manual
G.35/2/15	24 February 2015	Review of Council Policy Manual

### Background

At the Council meeting of the 17 December 2019 Council noted that the components of the Elected Member Support and Development Policy relating to training, development and travel would be subject to a further review and report back to Council.

### Comment

The Policy incorporates new amendments under the Act, as summarised below:

- Under section 5.126 of the Act, each Elected Member must complete training in accordance with the Regulations;
- Under section 5.127 of the Act, the CEO must publish a report on the local government's website within one month of the end of the financial year detailing the mandatory training completed by Elected Members;
- Under section 5.128 of the Act, a local government must prepare and adopt a policy in relation to the continuing professional development of Elected Members; and

- Under section 5.90A of the Act, a local government must prepare and adopt a policy in relation to attendance at events addressing the provision of tickets, payments for attendance and approval for attendance and criteria for approval.

#### Mandatory training

The *Local Government (Administration) Regulations 1996* (Regulations) requires Elected Members to complete a *Council Member Essentials* course consisting of five modules. Training exemptions as specified in the Regulations, apply. Training must be completed by all Elected Members following their election within 12 months of taking office and is valid for five years. The Regulations require that the course is completed through North Metropolitan TAFE, South Metropolitan TAFE, or West Australian Local Government Association.

Following each Ordinary Election, Elected Members will be provided with information on training options from the approved training providers. Elected Members will be able to select a training option to meet their learning style and availability, this may include online, in person or a combination of both.

Unless otherwise resolved by Council, the mandatory training that Elected Members are required to complete under section 5.126 of the Act will be paid for separately by the City and will not be allocated to the Elected Member's individual training and professional development allocation.

The City is required to report annually on who has completed mandatory training and publish this on the City's website. The report will list the applicable Elected Member and the training completed by each Elected Member in that financial year.

#### Professional Development

The City supports Elected Members to participate in continuing professional development opportunities in accordance with section 5.128 of the Act. The Policy ensures alignment of professional development activities with the strategic direction of the City, considers skills gaps in fulfilling duties required to be performed by Council and the needs of individual Elected Members. The Policy also addresses the CEO professional development needs.

#### Attendance at Events

Under section 5.90A of the Act, a local government must prepare and adopt a policy in relation to attendance at events addressing the provision of tickets, payments for attendance and approval for attendance and criteria for approval.

The events component within the proposed Policy is designed as a decision making tool for Council to actively consider the purpose of and benefits to the community from Elected Members and/or CEO attending events. In order to meet the policy requirements tickets and invitations to events should be received by the City.

To support practicality, the Policy entitles Elected Members and/or CEO to attend pre-approved events without the need for Council approval. Events that are not captured under the pre-approved events are required to be considered by Council and assessed against the Policy events criteria and other considerations for approval.

The Department of Local Government, Sport and Cultural Industries (DLGSC) have released Local Government Operational Guidelines for Attendance at Events Policy to assist Local Governments and Councils consider and develop the policy as required by the Act.

DLGSC Operational Guidelines advise that the intent of the policy is to enable Elected Members to attend events as a representative of Council without restricting their ability to participate in Council meetings. It is not intended to be used as a mechanism to avoid conflict of interest provisions where significant matters are likely to come before Council from the provider of the invitation.

An interest created from receipt of a gift recognises that a relationship is formed between the donor and a recipient of a gift which could be perceived to affect decision-making. This applies to any gift received, not just a gift that must to be disclosed under sections 5.87A and 5.87B of the Act.

Any gift, or multiple gifts, received over \$300 during the course of a year is specifically excluded from the conflict of interest provisions if:

- the gift relates to attendance at an event where attendance has been approved by the council in accordance with the council endorsed attendance at events policy, or
- the gift is from specified entities as per section 5.62(1B)(b) of the Act and Regulation 20B of the *Local Government (Administration) Regulations 1996* prescribes the specified entities as Western Australian Local Government Association, Australian Local Government Association, Local Government Professionals, a State public service department, a Commonwealth, State or Territory government department or another local government or regional local government.

Elected Members and the CEO should note that excluded gifts are still a gift that must be disclosed and published on the City's gifts register if over the value of \$300 and received in the capacity of an Elected Member or CEO.

### **Consultation**

Two Council workshops were held in November and December 2019 to seek input from Elected Members on the development of the proposed Policy. The Policy was also circulated for Elected Member review and input.

### **Statutory Environment**

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

Part 5, Division 10 of the *Local Government Act 1995*

Part 10 of the *Local Government (Administration) Regulations 1996*

Under section 5.128 of the *Local Government Act 1995* adoption and modification of this Policy requires an absolute majority decision by Council.

### **Policy Implications**

This Policy forms part of the Council Policy suite and will be published on the City's website. In order to ensure that the Policy is fit for purpose it is recommended that the review date for the proposed Policy be set for January 2021.

### **Economic Implications**

The allocations set out in the Policy have been included in the 2019/2020 Budget.

### **Risk Analysis**

Nil

### **Strategic Implications**

Organisational Excellence:

- Deliver excellent governance and financial management.



## **Conclusion**

Council is requested to adopt the Elected Member and Chief Executive Officer (CEO) Training, Professional Development, Travel and Events as per *Attachment 1*.

Note

*Refer Attachment 1: Elected Member and Chief Executive Officer, Training, Professional Development, Travel and Events*

## **RECOMMENDATION**

That Council adopt the Elected Member and Chief Executive Officer (CEO) Training, Professional Development, Travel and Events as per *Attachment 1*.

**\*\*ABSOLUTE MAJORITY REQUIRED\*\***

# ELECTED MEMBER AND CEO TRAINING, PROFESSIONAL DEVELOPMENT, TRAVEL AND EVENTS

## ATTACHMENT 1

### COUNCIL POLICY

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#### Objective:

The policy provides a framework for Elected Members and the Chief Executive Officer (CEO) in relation to training, professional development, travel and attendance at events.

This policy is developed in accordance with the *Local Government Act 1995* Sections 5.126(1), 5.127, 5.128 and 5.90A and the *Local Government (Administration) Regulations 1996*.

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#### Statement:

##### 1. APPLICABILITY

- a. This policy applies to Elected Members or the Chief Executive Officer (CEO) where stated.

##### 2. ELECTED MEMBER MANDATORY TRAINING

- a. An Elected Member, must complete the course titled *Council Member Essentials*, in accordance with section 5.126(1) of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, within a period of twelve months beginning on the day on which the Elected Member commences their term of office.
- b. The mandatory training is valid for five years.
- c. The *Council Member Essentials*, consists of the following modules:
  - Understanding Local Government;
  - Serving on Council;
  - Meeting Procedures;
  - Conflicts of Interest; and
  - Understanding Financial Reports and Budgets.

The course is provided by the following bodies –

- North Metropolitan TAFE;
  - South Metropolitan TAFE;
  - West Australian Local Government Association (WALGA).
- d. An Elected Member is exempt from the requirements outlined in section 5.126(1) of the *Local Government Act 1995* if the Elected Member passed either of the following courses within the period of five years ending immediately before the day on which the Elected Member commences their term of office:
    - Council Member Essentials;
    - 52756WA Diploma of Local Government (Council Member);

- The Elected Member passed the course titled LGASS00002 Council Member Skill Set before 1 July 2019 and within a period of five years ending immediately before the day on which the Elected Member commences their term of office.
- e. In accordance with section 5.127 of the *Local Government Act 1995* and regulation 35 of the *Local Government (Administration) Regulations 1996*, the City must prepare a report for each financial year on the mandatory training completed by Elected Members during the financial year. The report must be published on the City's website within one month after the end of the financial year to which the report relates.

### **3. ELECTED MEMBER AND CEO TRAINING AND PROFESSIONAL DEVELOPMENT**

#### **3.1 Approved Training and Professional Development Allocation**

- a. Training and professional development activities which this policy applies shall generally be limited to the following:
- WA Local Government Association Council (WALGA) and Australian Local Government Association (ALGA) conferences.
  - Special 'one off' conferences called for or sponsored by the WALGA and/or ALGA on important issues.
  - Annual conferences of the major professions in local government and other institutions of relevance to local government activities.
  - Accredited organisations offering training relevant to the role and responsibilities of Elected Members and the CEO.
  - WALGA Council Member Training and Development.
  - Other local government-specific training courses, workshops and forums, relating to such things as understanding the roles/responsibilities of Elected Members, meeting procedures, etc.
  - Subscriptions for professional memberships that assist an Elected Member in fulfilling their role on Council. Note, the CEO professional membership allocation is in accordance with their contract conditions and is not included in the allocation.
  - Conferences or study tours that address the initiatives and projects that have been outlined in the City of Mandurah's Strategic Community Plan, advocacy statements or Council resolutions.

#### **3.2 Continuous Professional Development**

- a. In accordance with section 5.128 of the *Local Government Act 1995*, Elected Members are encouraged to identify their individual continuing professional development needs to enhance their effectiveness and address skill gaps as required.
- b. As the needs of individual Elected Members may vary, each Elected Member is encouraged to seek the assistance of the CEO and Mayor in analysing their particular requirements and in identifying appropriate courses, seminars and training to meet those needs.
- c. In determining the professional development activities for individuals, Elected Members should consider the current or future strategic direction and activities of the City and its priorities and the skills that will be needed to give effect to the direction.

### 3.3 Advocacy and Lobbying

- a. The City's Strategic Community Plan and Corporate Business Plan supports and encourages the creation of a vibrant and connected City that supports and improves the community for everyone. Council supports this purpose through ongoing advocacy and lobbying to higher levels of government and other stakeholders to increase the City's funding eligibility and opportunities and to highlight priority projects.
- b. The Mayor and CEO will represent the City in advocacy and lobbying activities. The Mayor may delegate another Elected Member to attend where appropriate. The CEO may delegate another City officer to attend where appropriate.

## 4. FUNDING ALLOCATION

- a. Elected Members are entitled to a Training and Professional Development allocation, as determined under Clause 3.1.
- b. An allowance over two-years of \$8,000 per Councillor, will cover costs associated with attendance at training and development activities. This includes any actual costs (including registration, accommodation, meals and travel) which has been incurred.
- c. An allowance over two-years of \$16,000 for the Mayor and CEO, will cover costs associated with attendance at training and development activities.
- d. Elected Members will only be registered for professional development activities if the Elected Member has sufficient funds in their two-year expense allocation to meet the costs, unless Council resolves that attendance by that Elected Member would be of specific benefit to the City and resolves to allocate additional funding for any shortfall.
- e. The costs associated with the mandatory training including the *Council Member Essentials* and the 52756WA Diploma of Local Government (Council Member) will be funded outside of the Elected Members Training and Professional Development allocation. This includes any actual costs (including registration, accommodation, meals and travel) which has been incurred.
- f. Elected Members may elect to utilise a portion of their allocation for Professional Membership. Professional Membership must relate to their role as an Elected Member in local government and be approved by the CEO.
- g. Elected Members who request professional membership to be paid in a year that their term of office is not a full financial year will only have the proportion paid for the days of the membership period they hold office.
- h. Any activities for Advocacy and Lobbying, in accordance with clause 3.3, will not be included in the Elected Member or CEO Training and Professional Development allocation and will be determined as part of the annual budget. The amount is outside of the allocation mentioned within this policy and will cover all costs associated with the activity.
- i. Unexpended funds at the end of the two-years will not be carried over to the next financial year, unless approved by Council.

- j. Elected Members are required to prepare a written report on their attendance and benefits to them and the City, to be circulated to all Elected Members within one month of attending a training or professional development activity. Elected Members are not required to prepare a written report for mandatory training (clause 1).
- k. Internal workshops, strategic planning days, whole of Council training and development and internal training programs are not included in an Elected Member or CEO's training and professional development allocation.

## **5. APPROVAL FOR TRAINING OR PROFESSIONAL DEVELOPMENT**

- a. The CEO may approve Elected Members training and professional development applications and the Mayor may approve the CEO's where the:
  - i. Application complies with this policy;
  - ii. Training and development activity is to be held within Australia or New Zealand; and
  - iii. Elected Member has sufficient funds available in their allocation for training and development activity to meet the costs of attendance.
- b. A resolution of Council is required to approve Elected Members or CEO request to attend training and professional development where:
  - i. Application does not comply with this policy;
  - ii. Estimated event expenses exceed the available balance of the Elected Member's two-year expense allocation; or
  - iii. Event is to be held outside of Australia or New Zealand.
- c. Generally, two but no more than three Elected Members may attend a particular training or development activity outside Western Australia at the same time, unless Council has resolved for additional Elected Members to attend. Note: approval of attendance at a training or professional development activity should not impede a quorum at any scheduled Council or Committee meetings.
- d. Elected Members or the CEO who wish to participate in training or professional development activities must complete an application form. All applications are to be forwarded to the CEO in reasonable time to meet the registration deadline. Where practicable the City will utilise the 'early bird' registration option. Approvals in respect to the CEO must be forwarded to the Mayor for approval.

## **6. TRAVEL, ACCOMMODATION, MEALS AND INCIDENTALS**

- a. Where practicable, travel requests should be provided at least one month prior to the travel date to allow adequate time for bookings to be made, this will allow the City to take advantage of any available discounts for early purchase.
- b. The cost of air travel to and from destinations is to be by the shortest most practical route unless additional travel is contemplated before or after a conference.
- c. All air travel is to be by Economy Class (unless otherwise provided for by Council resolution) at a time that is convenient to the Elected Member or the CEO. The cost of any upgrade to business class shall be paid for by the Elected Member or CEOs. Any costs incurred to allocate a seat in Economy Class will be at the expense of the City. Note: The travel period will be the day before the commencement of the activity and the day after the conclusion of the activity.

- d. Elected Members, who use their private vehicle for conference travel, will be reimbursed for vehicle costs in accordance with the *Public Service Award 1992* to a maximum amount equivalent to what it would have cost to travel by air.
- e. Accommodation will be booked, where practicable, at the associated venue or, if unavailable, at premises in close proximity to the venue. Bookings will include accommodation the night before and the night of the closing of the event. If there are no flights available either the day before or the day after the event, the Elected Member may be required to use their allocation to cover the additional accommodation, meals and incidentals related to the additional length of time as a result of flights not being available the day before and/or the day after the event.
- f. Elected Members and the CEO must not receive any personal frequent flyer or accommodation loyalty points for air travel or accommodation booked and paid for by the City.
- g. The City will pay Elected Members and the CEO, a daily allowance that is considered reasonable costs for meals and incidentals in accordance with the rates contained in Schedule I of the Travelling, Transfer and Relieving Allowance of the *Public Service Award 1992* for these expense amounts. Where an allowance has been paid, however the Elected Member or CEO has been provided with a meal that an allowance was paid for, the Elected Member or CEO must notify the City and reimburse the allowance amount paid upon returning from the professional development.
- h. Where an Elected Member or CEO chooses to arrive earlier or extend their stay at the location of a conference or deviates from the travel arrangements, then the Elected Member and CEO will be responsible for the full cost associated with that extended stay and/or variation to travel arrangements for private purposes. The exception would be if the flight schedules determine an extended stay is required.
- i. Hire cars will only be paid for by the City if the CEO or in the case of the CEO, the Mayor, consider it the most effective means of travel when attending the conference or professional development. Standard taxi fares (or similar services) or public transport for reasonable travel requirements will be reimbursed upon return, on the production of receipts to verify the expense.
- j. Where an Elected Member or CEO is accompanied by another person for Training and Development or Advocacy and Lobbying activities, costs for or incurred by the accompanying person including but not limited to travel, meals, registration and/or participation in any event program, are to be borne by the Elected Member, CEO or the accompanying person and will not be paid for by the City. The only exclusion is for the payment of accompanying persons to attend the conference dinner, with such costs will be met by the City.

## 6.1 Claiming Expenses

- a. Elected Members are advised that care needs to be taken in making application for claims for reimbursement of expenses and to differentiate between expenditure incurred in their private capacity and expenditure necessary to fulfil their role as an Elected Member.
- b. Reimbursement of expenses is conditional upon adequate evidence of such expenditure in the form of invoices or receipts.



- c. All claims for reimbursement must be submitted to the Office of the Mayor and Councillors on the provided claim form, within two weeks of the Elected Member returning to the City. Final claims relating to the financial year must be submitted by 31 July of that year (31 days after the end of the financial year). No back payment of claims relating to prior financial years will be permitted.
- d. The City will not reimburse any meal or incidental expenses of any type as the allowance provided is considered a reasonable amount for attendance of the activity. The allowance will only be provided where the Training and Development and Advocacy and Lobbying activity does not include a meal as part of the costs of the activity.
- e. No acquittal of expenses is required where the reasonable allowance and applicable rates are paid to an Elected Member or the CEO in accordance with the *Public Service Award 1992*.

## **6.2 Travel Insurance**

- a. Travel insurance for City related business trips, including cover for expenses for overseas medical treatment, emergency medical evacuation, flight cancellations, lost baggage and personal effects will be paid for by the City.
- b. Elected Members and the CEO must determine whether the benefits and endorsements of the above insurance cover is adequate. Elected Members and the CEO may wish to obtain their own insurance cover, at their own cost, to ensure the benefits and endorsements are adequate for their individual needs.

## **7. ATTENDANCE AT EVENTS**

- a. In the course of their duties, Elected Members and/or the CEO will receive tickets or invitations to attend events to represent the City.
- b. In order to meet the policy requirements tickets and invitations to events should be received by the City.

### **7.1 Criteria for attendance at events**

- a. In accordance with Section 5.90A of the *Local Government Act 1995* Council must actively consider the purpose of and benefits to the community, from Elected Members or the CEO attending events.
- b. Attendance at events by Elected Members and/or CEO are required to meet the following criteria:
  - i. All invitations and tickets to events should be received by the City;
  - ii. Be of benefit and relevance to the City and the community; and
  - iii. Demonstrate alignment to the City's Strategic Community Plan, Long Term Financial Plan and Corporate Business Plans.

## **7.2 Pre-approved events**

- a. The following events are in accordance with the criteria established in clause 7.1(b) and are considered pre-approved events:
  - i. City hosted ceremonies and functions
  - ii. City owned and/or sponsored functions or events
  - iii. Community art exhibitions or cultural events
  - iv. Any free event held within the City
  - v. Events hosted by Clubs or Not for Profit Organisations
  - vi. Events run by schools and educational facilities within the City
  - vii. Events run by a Local, State or Federal Government within Australia or New Zealand
  - viii. Events or conferences outside Australia where there is no cost to the City
  - ix. Advocacy lobbying or Ministerial briefings/events
  - x. ALGA or WALGA events
  - xi. Major professional bodies associated with local government at a local, State and Federal level
  - xii. Announcement of funding, donations and awards events, including where the City is receiving an award or providing an award
  - xiii. Business invited events within Western Australia, where the business has a presence in the Peel Region
  - xiv. Opening or launch of an event or facility within the City
  - xv. CEO or Mayor representation has been formally requested.
- b. Elected Members and/or the CEO are entitled to attend a pre-approved event where there is no cost to the City. Where a set number of tickets or invitations are received by the City, the Mayor and CEO shall allocate the invitations or tickets. A register of an allocation of events will be maintained to ensure equity and opportunity for Elected Members to represent Council. The Office of the Mayor and Councillors will coordinate this process and distribute the invitations or tickets in accordance with this policy.
- c. Where there is a cost to the City for the pre-approved event, two Council/City representatives may attend. In the first instance the Mayor and CEO will represent the City. The Mayor may delegate another Elected Member to attend where appropriate. The CEO may delegate another City officer to attend where appropriate. For significant State and National award events where the Mayor and CEO (or delegates) attend, payment of accompanying persons to attend the conference dinner will be met by the City.
- d. Any appropriate expenses for attendance at events, such as travel and accommodation, will be paid for by the City out of the City's budget, unless the event is a conference which is dealt with under clause 3.1.

## **7.3 Approval process**

- a. Where an invitation is received to an event that is not pre-approved under clause 7.2a, it may be submitted for approval to Council in the provided form.

- b. The event should align to the criteria for attendance at events under clause 7.1 and additional considerations for approval of the event include:
  - i. The cost involved for attendance (including travel or accommodation);
  - ii. The role of the Elected Member or CEO when attending the event (participant, observer, presenter);
  - iii. The numbers of Elected Members invited to attend; and
  - iv. Any justification provided by the applicant when the event is submitted for approval.

#### **7.4 Non-approved Events**

- a. Any event that is not approved under clause 7.2 and 7.3 or is received personally is considered a non-approved event.
- b. If the event is a free event to the public then no action is required.
- c. If the event is ticketed and the Elected Member or CEO pays the full ticketed price and does not seek reimbursement then no action is required.
- d. If the event is ticketed and the Elected Member or CEO pays a discounted rate or is provided with a free ticket then the Elected Member or CEO must disclose receipt of the tickets as a gift within the City's gift register.

#### **7.5 Gifts excluded from interest provisions**

- a. Any gift, or multiple gifts, received over \$300 during the course of a year, received by a person is specifically excluded from being considered a closely associated person (conflict of interest disclosure) if the gift relates to attendance at an event when attendance has been approved in accordance with clauses 7.2 and 7.3 or made by specified entities under section 5.62(1B)(b) of the *Local Government Act 1995 and Regulation 20B of the Local Government (Administration) Regulations 1996*.
- b. Elected Members or the CEO should note that excluded gifts under clause 7.5(a) are still considered a gift and, when received in the capacity of Elected Member or CEO must be disclosed and published on the City's gifts register. Note, conflict of interest provisions do not apply in relation to excluded gifts.
- c. Elected Members or the CEO should note that any invitation not provided to the City is not captured by this policy and must be disclosed in accordance with the gift and conflict of interest provisions in the *Local Government Act 1995*.
- d. Elected Members must disclose any events that are paid by a third party or provided to the Elected Member as a discount that is not available to the public, in the City's gift register.

#### **DEFINITIONS**

**Events:** in accordance with Section 5.90A of the *Local Government Act 1995* events includes the following: concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government or a ticket/invitation.

**Incidentals:** Includes snacks/food that is consumed outside of breakfast, lunch and dinner, drinks, laundry and dry cleaning, stationery, official telephone calls and internet.

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<b>Responsible Directorate:</b>	Corporate Services
<b>Reviewer:</b>	Manager Governance Services
<b>Creation date:</b>	Minute G.45/8/07, 21 August 2007
<b>Amendments:</b>	Minute G.39/6/08, 17 June 2008 Minute G.26/5/10, 25 May 2010 Minute G.57/2/12, 28 February 2012 Minute SP.5/7/13, 15 July 2013 Minute G.35/2/15, 24 February 2015 Minute SP.2/8/16, 2 August 2016 Minute G.12/7/19, 23 July 2019
<b>Related Documentation and/or Legislation:</b>	<i>Local Government Act 1995</i> Sections 5.126(1), 5.127, 5.128 and 5.90A and the <i>Local Government (Administration) Regulations 1996</i> .

<b>7</b>	<b>SUBJECT:</b>	Place Based Community Capacity Building Model Implementation
	<b>CONTACT OFFICER:</b>	Tim Hartland
	<b>AUTHORS:</b>	Vikki Barlow/ Tim Hartland
	<b>FILE NO:</b>	R0002557503

## Summary

This report provides an overview of the City of Mandurah's new approach to Community Development, following Council's endorsement of the completed review into the City's Community Development function.

The place and community sector support approach aims to enable and empower communities, neighbourhoods and individuals to arrive at their own solutions. It is informed by state and national policy relating to key social trends and emerging issues such as mental health, loneliness, homelessness, child development, family breakdown and local data around community needs. The place approach uses an asset mapping framework and aims to facilitate community connections, build capacity and leadership and mobilise people to work together in addressing social challenges.

Council is requested to acknowledge the implementation of the place-based Community Capacity Building model.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- G.21/7/19      23 July 2019      Community Development Review, approved a community led, place based model for Community Development.

## Background

A review of the City's Community Development function was undertaken which sought to scrutinise and then clarify the City's focus with respect to improving the social outcomes for Mandurah. In July 2019 Council endorsed the review findings and supported a transition to a more community led, place based approach.

During the community development review consideration was given to the best framework to use in the delivery of community capacity building. A social planning approach has been adopted, driven by the identification of social needs and trends and designing strategies to meet the need. In 2017 a place based community development officer was established as part of the Lakelands Library staffing structure. A number of benefits were realised with this approach including increased community connections, identification of gaps and new options to support community services and programs as a result of using an asset mapping framework.

It is evident from the review that while a social planning approach is important to inform the City's position in relation to advocacy around needs, it is equally important to focus on strengths and mobilising the community to tackle social challenges, which will be a focus of the place approach.

Previously under the social planning framework the City has produced and led a number of strategies and plans in response to imperative social issues of the time, for example the Early Years Strategy 2012-2016 and policy, which was created in response to poor results in language and cognitive domains according to the Australian Early Childhood Development (AECD) index 2009.

Under the new capacity building approach, the City seeks to collaborate with the community sector and other key stakeholder groups to facilitate locally driven responses captured via local action plans. The critical difference in the approach is that the sector groups lead the action planning with facilitation and support from the City.

Notwithstanding the shift towards locally driven collaborative action plans, the City remains committed to the delivery the following plans;

- Reconciliation Action Plan (RAP) – Council recently endorsed the City's 3<sup>rd</sup> RAP which is a 3 year plan 2019 – 2022
- Access and Inclusion Plan (AIP) – The City is required under the Disability Discrimination Act (DDA) to have an AIP. The City is in the process of developing a new AIP 2020 – 2025
- Community Safety and Crime Prevention Strategy 2017-2022
- Social Infrastructure Plan 2013-2043 (revised 2017)
- Homelessness and Street Present Strategy (2019).

## **Comment**

### Community Capacity Building

A key recommendation of the review is a significant change to the delivery of the City's Community Development function, to a community capacity building approach which seeks to;

- Strengthen the coordination role of the community services sector in order to increase collaboration, identify gaps and reduce duplication and,
- Enable and empower communities, neighbourhoods and individuals to identify their own solutions through a place based community capacity building model.

The implementation of the Community Development review recommendations has involved:

- Merging of the Community Capacity Building and Community Safety teams to create one team and the creation of a 'Community Sector Support' focus area
- Implementation of 3 place based Community Development Officers covering Mandurah North, Central/Eastern and South.

The new Capacity Building team structure was implemented 1 August 2019 with the view to implement changes incrementally, and the final structure in place by June 2020.

Under the new structure Community Capacity Building (within the Community Development business unit) covers four focus areas for community development which are;

- Access and Inclusion,
- Community Safety,
- Reconciliation and Aboriginal Culture,
- Community Sector Support;

Under the model, there are also now three (3) place based Senior Community Development Officer positions covering Mandurah North, Central/East and South. Currently place officers are located at Lakelands Library and Falcon Library, with a third to be placed in the Mandurah community services precinct (Lotteries House/Library precinct), with the exact location to be confirmed.

The approach of the team is underpinned by the principles of Asset Based Community Development (ABCD) which aims to reduce community dependency on external organisations, recognising that although social problems exist, all communities have social, cultural and material assets. The City's role, as an external organisation, is one of facilitation and support.

### Place Approach

The place approach involves undertaking asset mapping and building a knowledge base of community assets. Essentially the place roles act as a node in a widening network of connections in community,



leveraging the skills and abilities that already exist. Individuals and communities have opportunities to be engaged in solutions, build knowledge and social contacts. As a result community wellbeing is improved, resilience increases and dependency is reduced as people gain more control over their lives.

Table 1. Place Approach Geographical Areas

Place	Location	Suburbs
North	Lakelands Library	Meadow Springs, Madora Bay, San Remo and Lakelands
Central and East	Within Mandurah Library Precinct	Greenfields, Coodanup, Dudley Park and Mandurah
South	Falcon Library	Falcon, Bouvard Halls Head, Erskine, Herron, Lake Clifton and Dawesville

Table 2. Place Approach Implementation

PHASED APPROACH TO IMPLEMENTATION						
Phase	Lead In	Connect		Support		Ongoing Support
Outcome	Set up supports	Build Relationships	Build Capacity	Build leadership	Build Succession	Empowered Community
Core Activity	Streamline processes	Asset mapping	Connect assets	Support projects	Evaluate	Sustain
Tasks	Physical work locations  Safety planning  New equipment i.e. phones, lap tops, vehicles.  Grants + funding review	Community profiles  Secure resources	Upskilling of community builders + leaders, groups + residents  Broker partnerships funding + grants	Prioritising projects with biggest impact  Developing community partnerships and action plans	Structures embedded to drive multiple projects  Scaling up of projects  Increasing sustainability	Able to sustain projects generated by residents

Currently the place approach is in its formative stages and is in the 'Lead in phase' (refer to above table) with some relationship building and asset mapping underway in the 'Connect phase'.

As part of the lead in phase the Community Association Fund (CAF) and Community Partnership Fund program will be reviewed with the view to streamline the processes and align with the place based approach.

## Consultation

NA

## **Statutory Environment**

Nil

## **Policy Implications**

Nil

## **Economic Implications**

The financial impact of the community capacity building structure implementation in 2019/20 is negligible. All structural changes have occurred within existing resources.

Future impacts include the requirement for the place Community Development Officers to have access to a vehicle. The roles require substantial travel over relatively large distances, compared to centrally based staff. This request will be further considered as part of the 2020/21 budget.

Within the current structure all positions are supported by permanent FTE and one 0.5 temporary position supporting the Access and Inclusion area. It is proposed that the 0.5 FTE for Access and Inclusion is established as a permanent position, subject to a budget allocation in 2020/21.

As reported to Council in July 2019, the Community Capacity Building total budget is \$1.3million, which allows for the following key functions to be delivered;

- Three place-based Community Development Officers cover all of Mandurah.
- Access and Inclusion requirements are delivered.
- The Reconciliation Action Plan is facilitated with officer support.
- 1FTE is allocated to Community Safety (Liquor Accord and CCTV functions being key).
- Linking with the Community Services Sector to assist with co-ordination and collaborate to ensure our community benefits to the maximum.

## **Risk Analysis**

The Mandurah community continue to face complex social challenges relating to generational poverty and social disadvantage which have persisted and possibly worsened overtime according to the ABS SEIFA index of relative disadvantage. Certainly, community capacity building has a key role to play strengthening community so that it is better equipped to deal with these challenges. However, the resources needed to sustain a long term impact are substantial.

A risk is that the resourcing will be inadequate to impact at the level required to make meaningful change. In order to mitigate this risk, an incremental approach is recommended, with care taken not to raise expectations unrealistically, and gradually building on the program each year, ensuring the highest level of integration of resources both internally and externally.

Further, there is the risk of not reaching those members of the community who are most disadvantaged. Mandurah has a wonderful asset base to build from. The real challenge is affecting change in the lives of those most vulnerable. The challenge is about mobilising the efforts of those who are passionate and keen to be involved in community towards those are marginalised and vulnerable.

## **Strategic Implications**

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

### Social:

- Help build our community's confidence in Mandurah as a safe and secure city.
- Provide opportunities, services and activities that engage our young people.

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.

Organisational Excellence:

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

**Conclusion**

The traditional social planning approach to community development has achieved positive results for Mandurah. However, contemporary approaches to Community Development emphasises a greater focus on empowerment and mobilising community assets to work together in addressing persistent and complex social problems. Although systemic social change is the hardest to achieve, asset-based approaches have shown that communities can reduce their dependency on external organisations and gain more control over their lives impacting positively on health and wellbeing outcomes.

**RECOMMENDATION**

**That Council acknowledges the phased approach to the implementation of the Place Based Community Capacity building model.**

<b>8</b>	<b>SUBJECT:</b>	District Cooling Feasibility Study: Request to Proceed to Stage 2
	<b>CONTACT OFFICER:</b>	Brett Brenchley
	<b>AUTHOR:</b>	Karin Wittwer
	<b>FILE NO:</b>	R0002654188

## Summary

The City is faced with the need to replace the Heating, Ventilation and Air-Conditioning (HVAC) systems in several large buildings (Administration, Cinema & MPAC) due to their age and condition. Under the Montreal Protocol the national phasing out of the R22 refrigerant that is used in the existing systems begins in 2020. The City has been aware of this situation for a number of years, and investigations into the most suitable like-for-like replacement have previously been made.

Due to the large loads and close proximity of these buildings to one another it has been identified that a centralised “district” or “precinct” HVAC system may be feasible. Several other buildings within the same precinct (Senior’s Centre, Works & Services and the Civic Building) may also present opportunities for future integration.

A district HVAC system consists of a central cooling/heating plant which distributes tempered water or air to any number of buildings. The result is energy/cost savings and GHG emissions reductions when compared to a like-for-like individual building replacement. However multiple chiller plant, energy source and heat discharge configurations exist.

District HVAC systems are scalable with buildings being able to be added and removed to the system as required. Thereby future capital and overall operating expenditure can be reduced by connecting additional buildings to the central system as their HVAC systems also reach end of life.

The City engaged Wood and Grieve Engineers to conduct a two stage feasibility study to:

- assess the financial merits of a district HVAC system; (stage one)
- determine the most appropriate types of energy, plant and heat discharge configurations; and
- undertake the concept design of the preferred solution (stage two)

Stage one of the study assessed a “base case” like for like replacement against seven different district options. The most favourable option was a Central Water Sourced (with cooling towers) cooling system coupled with distributed (non-central) gas heating systems. This option provided the following key benefits compared to the base case scenario:

### Financial

- \$3.1m lower life-cycle costs over 30 years
- Equipment replacement costs of \$2.23m over 25 years compared to a \$4m replacement every 15 years
- Potential to attract grant funding via the newly announced ARENA programme
- Ability to attract green finance via the Clean Energy Finance Corp

### Environmental

- Abatement of 78 t CO<sub>2</sub>-e annually compared to the base case replacement
- Abatement of 380 t CO<sub>2</sub>-e annually compared to the currently installed system

### Social / Governance

- A more flexible asset in terms of future infrastructure in the precinct
- An innovative solution likely to attract positive attention and interest

## Disclosure of Interest

Nil

## Location

Various buildings in the Mandjar Bay Civic & Cultural Precinct



## Previous Relevant Documentation

- S.6/4/18      17 April 2018      Council endorsed the inclusion of \$125,000 in the 18/19 draft budget for the purpose of conducting a feasibility study and associated business case for a centralised heating and cooling system to service buildings in the Civic and Cultural Precinct

## Background

After a rigorous two stage procurement process Wood and Grieve Engineers were selected to deliver a feasibility study to review multiple options for the creation of a district cooling solution and identify a preferred solution based on a multi-criteria analysis including economic, environmental, social and governance parameters. The study was separated into two stages to provide the City ample opportunity to contribute to, and shape the study, to ensure the scenarios explored were in line the City's objectives and within the City's ability to accommodate. The process also provides the City with the flexibility not to proceed with stage two, should stage one not deliver favourable results.

Stage one of the study included conducting thermal modelling of all the buildings. The modelling data was used to assess seven plant configuration options compared to a base case "like-for-like" replacement using high level equipment costings. Net Present Cost (NPC) and Quadruple Bottom Line (QBL) methodologies were used for the assessments. This process was highly collaborative and officers were actively involved and briefed at various key stages.

### Feasibility Study - Stage One

Stage one commenced in May 2019 and the following work has been carried out:

- Thermal modelling for each building, to produce a 12 month thermal load profile at hourly intervals for each building carried out;
- Dynamic annual thermal and energy calculations for HVAC to determine the annual operating characteristics for each building conducted;

- Static peak load calculations to determine the peak heating and cooling loads required for plant sizing for each building conducted;
- For each of the scenarios agreed with the City, a high-level equipment selection based on the peak load and annual load calculations was completed;
- Equipment selections to include specific plant selections including budget (CAPEX and OPEX) and spatial requirements;
- Workshop with key City Stakeholders to discuss weighting and scoring to be applied for NPC analysis and QBL analysis facilitated; and
- Net Present Cost (NPC) Analysis and Quadruple Bottom Line (QBL) Analysis completed.

Stage two of the study will involve producing a concept (pre detailed) design, detailed financial, environmental and social evaluation and a roadmap for project delivery.

## Comment

### Options Assessed

In collaboration with officers the following technical scenarios were determined the most suitable for the evaluation.

Option	Description
Base Case	Like for Like direct exchange (DX) replacement
<b>District HVAC Options</b>	
Option 1	Cooling: Central Air source (Air-cooled chillers) Heating: Central Gas Boilers
Option 2	Cooling: Central Air source (Air-cooled chillers) Heating: Distributed Gas Boilers
Option 3	Cooling: Central Water Sourced (With cooling towers) Heating: Central Gas Boilers
Option 4	Cooling: Central Water Sourced (With cooling towers) Heating: Distributed Gas Boilers
Option 5	Cooling: Central Air source (Reverse cycle chillers) Heating: Central Air source (Reverse cycle chillers)
Option 6	Cooling: Central Gas Chillers Heating: Central Gas Boilers
Option 7	Cooling: Central Water Sourced (With seawater heat) Heating: Distributed Gas Boilers

A description of the key components and their configuration can be found in a hard-copy version of the report available in the Councillors Lounge.

### Net Present Cost Assessment

The Net Presents Cost analysis demonstrates the varying capital costs, annual maintenance costs as well as the replacement costs at the end of the systems expected life. NPC parameters were set in conjunction with officers. A 4% discount rate, energy escalation rates of 2% and a 30 year life cycle were determined to be appropriate. A 5% plus/minus sensitivity was applied to each scenario NPC calculation.

The NPC assessment found the benefit of the seven district systems over a like for like replacement to be in the order of \$2,016,700 – \$3,107,200. The best financial outcome over 30 years was Option 4.

In summary, the assessment to date suggests the following when comparing a replacement on a like-for-like basis versus Option 4;

- Upfront Capital – Option 4 is \$1m more expensive
- Ongoing maintenance & utility costs – Both options the same



- Equipment replacement costs – Like-for like will require an additional \$3.8m investment at the 15 year mark
- The NPC of Option 4 is \$17.3m compared to \$20.1m

Option 4 is the most attractive from a financial perspective over the 30 year lifespan. Financially the most significant challenge is the additional upfront capital cost. If at least \$1million can be sourced, option 4 would appear at this stage to be very attractive.

An alternative option to Council is to pursue the like-for-like replacement and reassess in 15 years' time. This approach has financial merit, however other benefits such as the annual greenhouse gas emissions potentially saved by Option 4 would not be realised.

#### Quadruple Bottom Line (QBL) Assessment

The impacts and scoring descriptors for the QBL assessment were workshopped and agreed upon with various officers. Wood and Grieve subsequently scored each of the impacts.

<b>Expected Impacts</b>	
<b>Economic</b>	Economic Benefit Compared to Base Case i.e. <ul style="list-style-type: none"> <li>- CAPEX, OPEX, NPC</li> </ul> Budget Implications i.e. <ul style="list-style-type: none"> <li>- ability to stage capital expenditure over multiple years</li> <li>- ability to attract external sources of funding</li> </ul>
<b>Environmental</b>	Greenhouse Gas Emissions Water Consumption
<b>Social</b>	Amenity i.e. <ul style="list-style-type: none"> <li>- change in local amenity due to the built environment</li> <li>- impact on current land use</li> </ul> Noise Emissions i.e. <ul style="list-style-type: none"> <li>- change in noise emissions (dB)</li> </ul>
<b>Governance (Organisational Excellence)</b>	Flexibility & Future Proofing i.e. <ul style="list-style-type: none"> <li>- degree of integration, flexibility and adaptability of the system in relation to the City's masterplan and future needs to allow for the integration of future innovations</li> </ul> Innovation i.e. <ul style="list-style-type: none"> <li>- embraces ideas and opportunities to shape an inspiring, diverse and dynamic community</li> <li>- change in reputation due to community perception of the CoM's environmental leadership and credibility resulting in community pride &amp; identity</li> </ul> Asset Resilience i.e. <ul style="list-style-type: none"> <li>- ability to deliver and maintain sustainable asset management</li> <li>- degree of risk associated with maintaining the asset over its life</li> </ul>

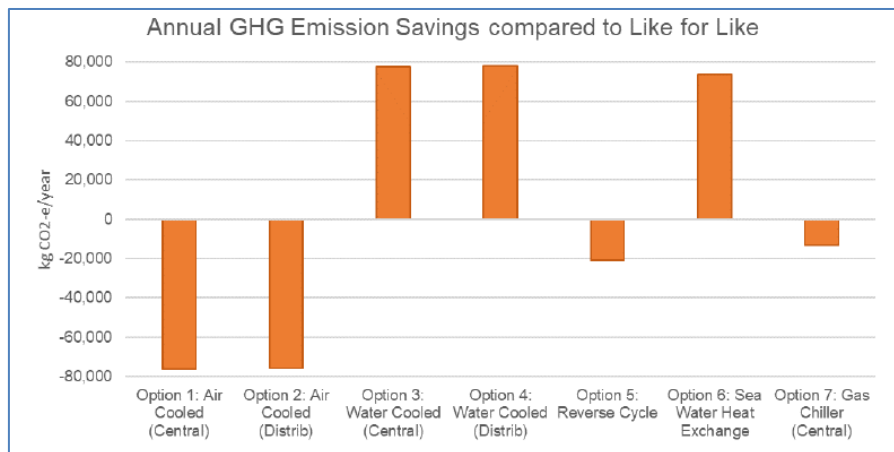
The weightings assigned to the impacts were tested through a sensitivity analysis using five separate weighting combinations. Every scenario delivered the same top ranked solution; (option 4) a centralised water cooled cooling system coupled with distributed gas boiler heating systems. (i.e. central cooling, non-central heating).

**Report from Director Sustainable Communities  
to Council Meeting of 28 January 2020**

Option	Base Case	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
	Like for Like Replacement	Central Air Cooled Chillers & Central Gas Boiler	Central Air Cooled Chillers & Distributed Gas Boiler	Central Water Cooled Chiller with Cooling Towers & Central Gas Boiler	Central Water Cooled with Cooling Towers & Distributed Gas Boiler	Central Air Reverse Cycle Chillers	Central Water Cooled with Seawater Heat Exchange & Distributed Gas Boiler	Central Gas Chillers & Central Gas Boiler
Capital Cost	\$3,875,500	\$4,800,123	\$4,514,201	\$5,178,473	\$4,892,551	\$4,470,648	\$5,122,896	\$5,013,460
Annual Maintenance Costs	\$60,600	\$98,418	\$95,690	\$136,166	\$133,439	\$95,005	\$153,385	\$115,144
Replacement Cost & Year	Year 15: \$3,875,500 Year 30: \$3,875,500	Year 15: \$315,000 Year 20: \$160,000 Year 25: \$2,034,000	Year 15: \$315,000 Year 20: \$77,625 Year 25: \$2,034,000	Year 5: \$2,500 Year 15: \$25,000 Year 20: \$160,000 Year 25: \$2,154,000	Year 5: \$2,500 Year 15: \$25,000 Year 20: \$77,625 Year 25: \$2,154,000	Year 15: \$415,000 Year 25: \$2,089,000	Year 15: \$25,000 Year 20: \$177,625 Year 25: \$1,970,000	Year 15: \$708,750 Year 25: \$2,802,500
Annual Utility Cost	\$386,554	\$397,779	\$397,745	\$314,917	\$314,879	\$385,670	\$309,176	\$366,000
Net Present Cost (NPC)	\$20,106,900	\$18,090,200	\$17,693,200	\$17,348,000	\$16,999,700	\$17,294,000	\$17,388,100	\$18,040,700
GHG Emissions Reduction *	0 kg CO <sub>2</sub> -e	-76,259 kg CO <sub>2</sub> -e	-75,901 kg CO <sub>2</sub> -e	77,551 kg CO <sub>2</sub> -e	77,909 kg CO <sub>2</sub> -e	-20,709 kg CO <sub>2</sub> -e	73,776 kg CO <sub>2</sub> -e	-13,178 kg CO <sub>2</sub> -e
QBL Ranking Scenario 1	8	7	5	2	1	3	4	6
QBL Ranking Scenario 2	8	7	5	2	1	3	4	6
QBL Ranking Scenario 3	8	7	5	3	1	2	4	6
QBL Ranking Scenario 4	8	7	5	3	1	2	4	6
QBL Ranking Scenario 5	8	7	5	3	1	2	4	6

\* Negative value means more emissions compared to the Base case. A positive value means a reduction on emission compared to the Base Case.

*Figure 1: Quadruple Bottom Line Results*



*Figure 2: Annual GHG emission reduction compared to Base Case (Like for Like)*

**“Option 4” – Central Water Cooled Cooling via Cooling Towers with Distributed Heating.**

A district cooling system with centralised water-cooled chilled water generators would consist of a central plant building containing externally located cooling towers and internally located chillers, associated pumps, interconnecting pipework, water treatment, switchboard, electrics and controls. Chilled water is proposed to be reticulated from the central plant to each building in the field by flow and return pipework, with main pipework run between buildings likely buried underground. Chilled water would be reticulated through each building to the building’s air conditioning systems such as air handling or fan coil units.

Water-cooled chillers are electrically driven and utilise evaporatively cooled water from cooling towers to reject the heat from the chiller. Water-cooled plant is generally more efficient than air-cooled plant. Water cooled chillers and pumps are housed within a plant room as opposed to externally housed air-cooled chillers. In a coastal environment the equipment will last significantly longer than an air cooled alternative.

Cooling tower location and water treatment will be carefully considered during the design phases to optimise efficiency and future maintenance requirements.

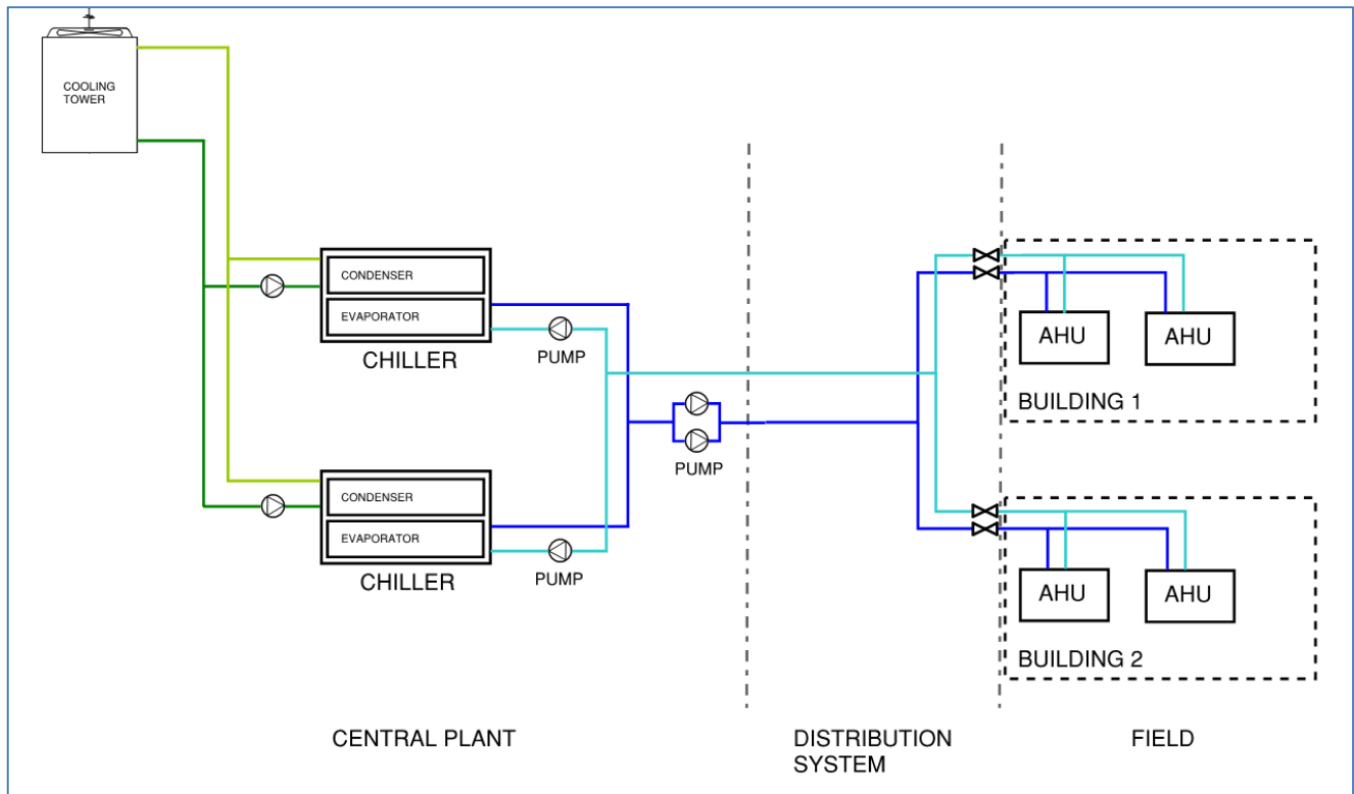


Figure 3: Water cooled chilled water plant with cooling towers schematic.

A dedicated gas fired boiler plant consisting of boilers, pumps and heaters is proposed to be installed in each building. Heating hot water pipework is only reticulated from the boiler plant within the building served. Heating hot water pipework does not run between buildings.

The overall number of boilers tends to be greater than a centralised system which can add complexity and cost to maintenance. However due to the low heating demand in this case the increased capital cost of a centralised system is not warranted.

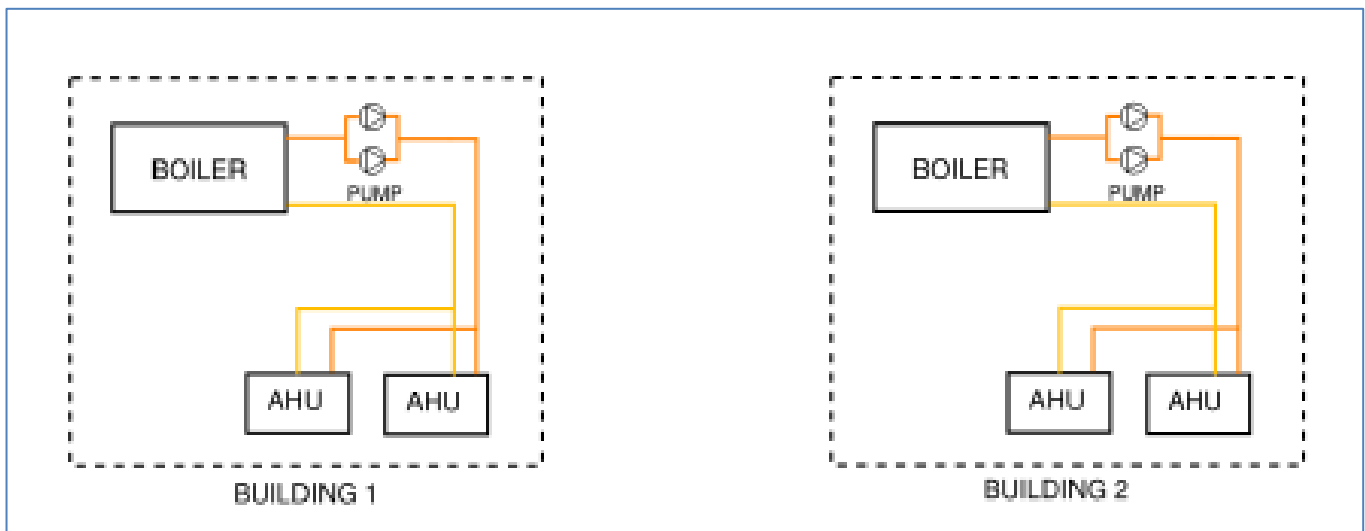


Figure 4: Distributed heating plant schematic

### Condition Report

The condition of the HVAC plant of the buildings in question were assessed as part of the study and the results are below. The HVAC system at the Cinema is in urgent need of replacement and could fail at any

time. Current maintenance cost to keep the Cinema's system operational are in the order of \$50,000 / year.

Building	Condition Status	Action Required
Cinema	Requires immediate replacement	<ul style="list-style-type: none"> <li>Replace immediately.</li> <li>Units are beyond economic service life</li> </ul>
MPAC	May require replacement and requires significant replacement	<ul style="list-style-type: none"> <li>Replace existing air-conditioning units as soon as possible.</li> <li>Rectify safety issues immediately</li> </ul>
Administration	May require replacement and requires significant replacement	<ul style="list-style-type: none"> <li>Existing units rely on R22 refrigerant.</li> <li>Any failure will require replacing units</li> </ul>
Civic Centre	May require replacement and requires significant replacement	<ul style="list-style-type: none"> <li>Existing units rely on R22 refrigerant.</li> <li>Any failure will require replacing units</li> </ul>

### Capital Expenditure

The capital cost for the recommended district solution is \$4,892,551 compared with \$3,875,500 for the like for like replacement. It is possible to stage the rollout as follows.

Year	20/21 or 21/22	21/22 or 22/23	24/25 or 25/26
Stage 1 – District Infrastructure & Connect Cinema	\$2.25 m		
Stage 2 – Connect MPAC		\$1.65m	
Stage 3 – Connect Administration			\$1m

The above costs also include

- Building Management System (BMS) upgrades for the Cinema and MPAC
- Allowance of 5% escalation per year
- Allowance for re-mobilisation at each stage

Not included are any major diffusion/ ductwork upgrades, which are not anticipated at this stage.

### Funding

In November the Australian Institute of Refrigeration, Air Conditioning and Heating (AIRAH) supported by the Australian Renewable Energy Agency (ARENA) announced the launch of a new Innovation Hub (i-Hub) for Affordable Heating and Cooling initiatives. i-Hub is open to applications from industry participants who have suitable demonstration projects that require co-funding.

The City is currently in discussions with i-Hub about the district cooling project and how it could be tailored to meet the funding criteria.

Green finance for a project of this nature is also available through the Clean Energy Finance Corporation.

### Stage Two

Based on the outcomes of stage one of the study, City officers request approval to proceed to stage two of the study which will deliver a final detailed report on the chosen district HVAC solution and will include

- Design concepts of the recommended technical solutions
- Descriptions of any civil works and associated building modifications
- Detailed financial & environmental analysis and assessment of any relevant social impacts
- Detailed roadmap for delivering the project
- Details of any interim solutions required to manage existing plant.

The outcomes will provide the City with all the information required to develop a business case and a procurement specification for the detailed design and construction of the preferred solution.

Scenario 4 is recommended as the currently preferred solution and will be the focus of the study. In addition the like-for-like replacement scenario will also be explored in parallel as the “back-up” solution in the event that barriers prevent Option 4 from being deployed.

### **Statutory Environment**

The second stage of the feasibility study includes the requirement to identify any required permits for the proposed technology choice.

### **Policy Implications**

Nil

### **Risk Implications**

The second stage of the feasibility study will identify all the risks associated with the preferred centralised HVAC solution.

### **Economic Implications**

The estimated cost of like-for-like HVAC replacements for these buildings have been accounted for in the City's Draft Long Term Financial Plan.

### **Strategic Implications**

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

#### Environment:

- Factor climate change predictions into land-use planning, building design and future council decisions.

#### Infrastructure:

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

#### Organisational Excellence:

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

### **Conclusion**

Council is faced with the impending need to replace ageing HVAC infrastructure in a number of centrally located buildings.

A district HVAC system, at a high level, has been found to be technically feasible, economically beneficial and preferable in terms of multiple QBL assessments via stage one of a feasibility study.

Further work is still required to refine the financial calculations, assess all the project risks and impacts in detail, and prepare a detailed plan for delivery i.e. stage two of the feasibility study.

Therefore, Council is requested to endorse the results of stage one of the feasibility study and approve City officers to proceed with stage two.

## **RECOMMENDATION**

### **That Council:**

- 1. Endorse the outcomes of stage one of the feasibility study.**
- 2. Approve officers to progress to stage two of the feasibility study including the concept design of the preferred solution and the concept design of the like-for-like replacement as a back-up solution.**
- 3. Support officers pursuing external funding through the recently announced i-Hub funding program.**
- 4. Acknowledge that officers will pursue funding sources for the capital costs associated with this project.**



<b>9</b>	<b>SUBJECT:</b>	Request to Advertise Disposal (Lease): Portion of Lot 31 Reserve Drive and Portion of Lot 25 Park Road Mandurah, Littlede Pty Ltd t/a Mandurah Motor Marine
	<b>CONTACT OFFICER:</b>	Ben Dreckow
	<b>AUTHOR:</b>	Lesley Petchell/Rachelle Love
	<b>FILE NO:</b>	R0002617947

## Summary

The current lease with Littlede Pty Ltd, trading as Mandurah Motor Marine (MMM), is due to expire on the 31 January 2020, with the renewal term being fully exercised upon this date. The lessee has formally requested support to enter into a new lease agreement with the City upon expiry for a further three years + two year renewal option.

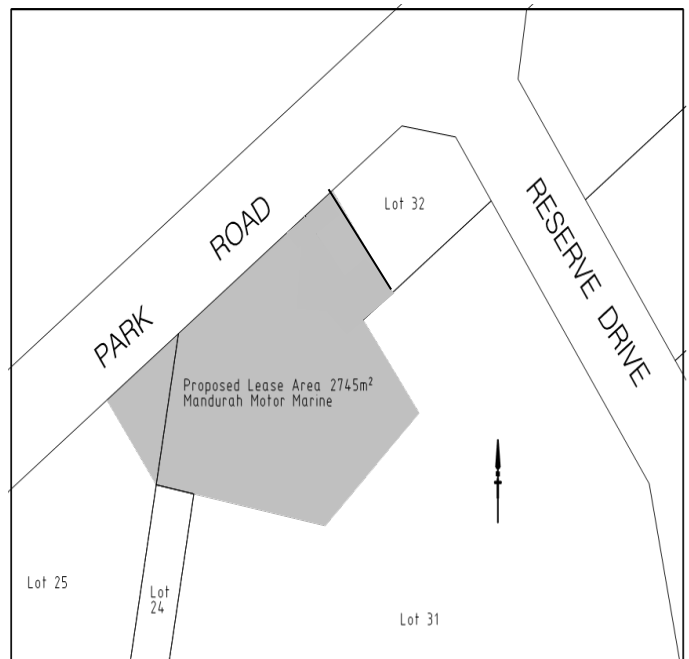
MMM occupy a portion of Lot 31 Reserve Drive and a portion of Lot 25 Park Road Mandurah, being City freehold owned land, with a total lease area of 2,745 square metres.

In accordance with *S3.58 (3) and (4) of the Local Government Act 1995 (LGA)* the City is required to advertise any land disposal by means of public notification. Council is requested to approve the advertising of, and if no submissions received, the disposal of a lease to Littlede Pty Ltd over a portion of Lot 31 (No. 34) Reserve Drive and portion of Lot 25 (95A) Park Road, Mandurah for a term of three years with a two year renewal option (3+2 years) for an annual rent of \$38,430 (exc GST).

## Disclosure of Interest

Nil

## Location



Portion of Lot 31 (No. 34) Reserve Drive and Portion of Lot 25 (No. 95A) Park Road, Mandurah

## Previous Relevant Documentation

- G.20/4/18 24 April 2018 Council supported a holding over of the current lease and a delay in the renewal of the further two year term until a breach of lease was rectified.

- G.32/1/15    27 January 2015    Council supports disposal of new lease to Littlede Pty Ltd trading as Mandurah Motor Marine, for a term of three years and a two year renewal option (3+2 years);
- G.54/11/09    24 November 2009    Council supports a (3+2 years) lease to Burmac Holdings trading as Mandurah Motor Marine Brokers;
- G.46/4/04    29 April 2004    Lease approval to Burmac Holdings.

## **Background**

MMM have held a ground only lease over City freehold land being portion of Lot 34 Reserve Drive and Lot 25 Park Road Mandurah since 1998. The current lessee Littlede Pty Ltd, managed the family business for 10 years prior to taking over the business and having the lease assigned to them in 2015.

Due to the uncertainty over the future of the City's Operations Centre site, the City has only entered into five year lease agreements, with the current lease commencing in January 2015 and due for expiry 31 January 2020.

## **Comment**

Mandurah Motor Marine are a local commercial retail trader specialising in marine acquisitions, primarily new and used boat sales and accessories.

With the upcoming expiry of the final term of their current lease MMM request support for a new agreement with the City for a term aligning with their current agreement, being three years with a two year renewal term option (3+2 years).

The current valuation determined that commercial rents have dropped over the last few years and that is reflected in a reduction of approximately \$6,000 per annum in the annual rent to \$38,430 (exc GST).

MMM confirm that the maximum five year term suits their current business model, and are satisfied with the recent proposed rental valuation as determined by an appointed independent valuer as fair market rent.

As the advertising period will not be completed until the end of February 2020, the lessee will remain in a holding over at expiry on 31 January, with all conditions of the current lease remaining in place until a new agreement can be executed.

Council is requested to approve the advertising of, and if no submissions received, the disposal of a lease to Littlede Pty Ltd trading as Mandurah Motor Marine over a portion of Lot 31 (No. 34) Reserve Drive and portion of Lot 25 (95A) Park Road, Mandurah for a term of three years with a two year renewal option (3+2 years). With the rent commencing at \$38,430 (exc GST) with a rental review at the end of the first term and annual CPIs to be applied.

## **Consultation**

LMW Mandurah conducted a valuation at the request of the City to determine the new rental rate for the 2,745 sq. metre vacant land site.

It was concluded based on the assessment of the current Market Rent for the demised premises exclusive of GST, as at 8 November 2019, to be \$38,430 per annum.

Lessee – Littlede Pty Ltd – comments from the lessee are detailed in the ***Confidential attachment***

## **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.

In accordance with LGA Section 3.58 (3) and (4) a Local Government can dispose of property if it gives local public notice (14 days) of the proposed disposition, describing the property and giving details of the disposition, which includes the names of the parties, the consideration to be received by the local authority and the market value as determined by a valuation carried out not more than 6 months before the proposed disposition. Submissions will be invited to the Local Government before a date to be specified in the notice, and any submissions received will be reported to Council.

Should no submissions be received Council is requested to approve the disposal of the land described herein via a lease agreement.

## **Policy Implications**

Nil

## **Economic Implications**

The City will receive \$38,430 per annum (excluding GST) for rental of the site, which is a reduction of approximately \$6,000 per annum of the current rental fee.

A rent review will be applied at the end of the first term and Consumer Price Index (CPI) rate applied annually. The valuation cost associated with determining fair market rent by the appointed independent valuer of \$1650, is to be on-charged to the lessee.

As detailed in the City's Fees and Charges Schedule 2019/20 the following fees are also to be borne by the Lessee;

- Lease Preparation Administration Fee \$890.00
- Advertising Fee \$800.00
- Council Report Fee \$580.00

Subject to the support of Council, a 50% reimbursement of set up costs may be available to the lessee subject to the full 5 year term being expended.

## **Risk Analysis**

There is risk that the five year agreement will not run its full term as the tenant may be required to exercise their 90 day vacate option, however there are no ongoing costs associated with the City maintaining the site, and should the tenancy fall away the City has the option to consider a new tenancy over the land. Or relinquish the land to the City's Operations Centre site.

## **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, recreational, entertainment and learning experiences for our residents and visitors.

### Economic:

- Increase the level of regional employment.

## **Conclusion**

Littlede Pty Ltd has held tenure over City freehold land, being portion of Lot 31 Reserve Drive and portion of Lot 25 Park Road Mandurah, since purchasing Mandurah Motor Marine in 2015. Their current lease agreement with the City is due to expire on the 31 January 2020, with all renewal options being fully exercised upon this date.

The lessee has made a formal request to enter into a new lease agreement upon the expiry of the current term for a further five years comprising of an initial three year term with a two year renewal option (3+2 years).

NOTE:

- Refer **Attachment 1**      **Confidential Attachment**

## **RECOMMENDATION**

**That Council:**

- 1. Approves the advertisement of the disposal of portion of Lot 31 Reserve Drive and portion of Lot 25 Park Road, Mandurah, and if no submissions received dispose of the 2745 sq. metre site to Littlede Pty Ltd trading as Mandurah Motor Marine via a lease agreement with the following terms and conditions;**
  - 1.1 Term of three years commencing after the advertising period is completed, with a two year option of renewal (3+2 years);**
  - 1.2 Annual rental rate commencing at \$38,430 (excl. GST) with a rent review at the end of the first term and Consumer Price Index (CPI) rate applied annually;**
  - 1.3 The valuation costs of \$1650 (inclusive of GST) as determined by the appointed valuer to be on-charged to the lessee;**
  - 1.4 90 day notice to vacate clause will apply only in the event that one or both of the lessee's commercial tenancies located on 51 Reserve Drive give formal notice to vacate to the Director of Littlede Pty Ltd t/a Mandurah Motor Marine;**
  - 1.5 All costs associated with the preparation of the lease, advertising and Council report fee totalling \$2270 will be payable by the lessee;**
  - 1.6 Should the new lease run its full term including the renewal option exercised, the City will refund 50% of the set up costs and 50% of the valuation cost, with the total refund being \$1960;**
- 2. Authorises the Chief Executive Officer to finalise the conditions of the lease agreement.**

**10**      **SUBJECT:**                      2022 Canoe Ocean Racing World Championship  
          **CONTACT OFFICER:**        Claire Taylor  
          **AUTHOR:**                     Melissa James

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### **Summary**

Through the City of Mandurah's partnership with Sports Marketing Australia, the opportunity has been presented to bid to host the 2022 Canoe Ocean Racing World Championships. Ocean racing often features athletes from canoe sprint and canoe marathon racing, with international competitors travelling from countries including USA, Europe, South Africa and New Zealand.

The 2022 Canoe Ocean Racing World Championships would run for three days (Wednesday – Friday) with an Opening Ceremony on Tuesday, and Closing Ceremony on the Friday/Saturday evening of the same week. Competitors would arrive in Mandurah the weekend prior to practice and familiarise themselves with the course.

The proposed date for the 2022 event will fall in late October/November, (this will be outside school holidays, and sea breeze is more predictable for downwind conditions). The total bid amount requested to successfully host this event in Mandurah is \$50,000, and would need to be allocated in the City's 2022/23 operating budget.

Should the bid for 2022 be unsuccessful, the City would have the follow up option of putting Mandurah forward as the host destination for 2023 with the budget then being allocated in the 2023/24 financial year.

Council is requested to support the City's bid to host the 2022 Canoe Ocean Racing World Championship event in Mandurah.

### **Disclosure of Interest**

Nil

### **Location**

The suggested course for this event would begin at Dawesville Cut, with competitors travelling out into the ocean and heading north. The course would end at Mandurah Surf Life Saving Club, San Remo resulting in a total racing distance of 18-20km.

### **Previous Relevant Documentation**

Nil

### **Background**

This event has previously been held in Portugal (2013), Tahiti (2015), and most recently in France (2019). The event is scheduled for Portugal again in 2020, Canary Islands in 2021 and 2022 is currently unallocated.

Canoe Ocean racing often features athletes from canoe sprint and canoe marathon racing, with a number of different categories including men's and women's senior, under 23's and juniors.

The approximate attendance based on previous years is 440 competitors plus 50 officials, travelling from the following locations:

- 10 from Mandurah
- 80 from intrastate
- 170 from interstate
- 180 internationals (including USA, Europe, South Africa and New Zealand)
- 10 International Canoe Federation delegates

- 40 Australian officials, coaches etc.

The event attracts strong international media attention, with the most dominant players being South Africa and Australia. Current media channels include website, Youtube, Facebook and Twitter with a marketing reach of 5.3 million recorded for 2019. It is also worth noting that the International Canoe Federation have recently signed a partnership with a Chinese media partner, who will promote their events to an extensive Chinese market. For context, in 2019 5.8 million Chinese residents watched the canoe sprint world championships, and 1 million watched the Super Cup.

### Comment

In terms of eligibility criteria set out in the City of Mandurah Events Strategy 2019 – 2023, this event will assist in strengthening the City's positioning to be recognised locally, nationally and internationally as Western Australia's regional events capital. It will expand the events portfolio and, as a water based event, the 2022 Canoe Ocean Racing World Championships will showcase the natural coastline environment and assist in strengthening Mandurah's tourism brand.

In addition, media coverage generated from the event has the potential to increase destination awareness to over 5 million potential future tourists and generate an estimated \$2,140,320 direct spend into the local economy.

### Consultation

Whilst the event agent will be responsible for the delivery of the event, the City will play an important role in ensuring that the benefits of the event being held in Mandurah can be maximised. A list of key stakeholders will be developed and provided to the event organisers. Key stakeholders would include but not limited to;

- City of Mandurah
- Visit Mandurah
- Department of Transport & Marine Safety
- WA Water Police
- Local Surf Lifesaving Clubs & Paddling Clubs

Note: Local surf lifesaving and paddling clubs will be engaged as part of the event and where possible, opportunities for them to be involved in the event will be actively encouraged.

### Statutory Environment

Health approvals associated with the event, and Application for an Aquatic Event to be submitted with the Department of Transport and Marine Safety.

### Policy Implications

Nil

### Risk Implications

The event organiser will be responsible for this event, and in order to mitigate risk the event organiser will be required to submit a Risk Management Plan that covers the event in its entirety, including all aquatic risks.

### Economic Implications

Operational Costs:

- |                            |               |                           |
|----------------------------|---------------|---------------------------|
| • Event Planning & Liaison | In-kind Costs | 2020/21, 2021/22, 2022/23 |
| • Event Hosting Fee        | \$50,000      | 2022/23                   |



A full economic impact assessment would require an additional \$25,000 budget and therefore it is not recommended that this is conducted.

Based on the proposal from Sports Marketing Australia, the accompanying partner ratio for this event is 1.6:1. This would equate to approximately 1092 people staying in the region for an average of seven nights, equating to approximately 7,644 bed nights.

Based on the Tourism Research Australia's average spend of a 'sports tourist' being \$280 per person per day, this will translate into an estimated economic impact of \$2,140,320 direct spend, which equates to a ROI of \$42:1.

Whilst the total hosting fee for the event is \$50,000, the City has commenced negotiations with Visit Mandurah to make a contribution (\$15,000) in partnership with the City. This has not yet been confirmed and may not be finalised until the bid has been secured. Hence at this stage, the full costs of the hosting fee of \$50,000 has been listed as the cost to the City. It should also be noted however that the City is virtually the sole funder of Visit Mandurah anyway.

### **Strategic Implications**

The following objectives 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 the City's residents and visitors.

#### Economic:

- Develop a strong and sustainable tourism industry.

#### Identity:

- Encourage active community participation and engagement.
- 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.

The following objectives from the Events Strategy 2019 - 2023 are relevant to this report:

- Major event attraction
- Increase local supply opportunities
- Promotion of destination

### **Conclusion**

In line with the Events Strategy 2019 – 2023, the attraction of this event has the potential to result in significant destination promotion opportunities for Mandurah to a national and international market. The investment of \$50,000 from the City is forecasted to have a return of investment of \$42:1.

### **RECOMMENDATION**

#### **That Council:**

1. **Supports the City of Mandurah's bid to host the 2022 Canoe Ocean Racing World Championship event in Mandurah.**
2. **Notes that if the event bid is successful, an amount of \$50,000 will be listed in the City's 2022/23 Operating Budget to support the delivery of the 2022 Canoe Ocean Racing World Championships in Mandurah.**

3. **Authorises the Chief Executive Officer to sign the relevant agreement.**

**CITY OF MANDURAH**

**NOTICE OF MOTION**

**COUNCIL MEETING OF 28 JANUARY 2020**

**MAYOR RHYS WILLIAMS**

**DONATION TO THE FOUNDATION FOR RURAL & REGIONAL RENEWAL DISASTER  
RESILIENCE AND RECOVERY FUND**

I hereby give notice that I intend to move the following Motion at the Council meeting of 28 January 2020:

**That Council:**

- 1. Extends its sympathies and best wishes to those in the communities who have suffered loss and damage in the catastrophic fires in the eastern states of Australia.**
- 2. Approves an unbudgeted donation of \$25,000 to the Foundation for Rural and Regional Renewal Disaster Resilience and Recovery Fund.**

Reason for the Motion:

The recent fires across the east states of Australia have truly been devastating. They have caused a great deal of psychological trauma in the affected communities, have tragically resulted in the loss of lives, as well as massive property damage, loss and injury to livestock and fauna, and has had a significant impact on the environment. There is no doubt this will become one of Australia's worst natural disasters in recent years.

The City of Mandurah has a proud history of supporting fundraising in such circumstances and the proposed amount reflects the severity of this disaster.

In response to the devastating consequences of these fires for local communities, Council is requested to approve this donation to the Foundation for Rural and Regional Renewal Disaster Resilience and Recovery Fund.



**Mayor Rhys Williams**  
21 January 2020