



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 24 March 2020
at 5.30pm**

MARK R NEWMAN
Chief Executive Officer
18 March 2020

AGENDA

1. OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS

2. ACKNOWLEDGEMENT OF COUNTRY

3. APOLOGIES

Leave of Absence
Councillor Schumacher

Apologies
Councillor Lee

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.

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.

8. LEAVE OF ABSENCE REQUESTS

Councillor Lee: 25 March 2020 to 31 May 2020, inclusive

9. PETITIONS

Councillor Matt Rogers: Objection Grahame Heal Reserve Modifications

10. PRESENTATIONS**11. DEPUTATIONS**

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

12. CONFIRMATION OF MINUTES

12.1 Ordinary Council Meeting: 25 February 2020 (attached)

12.2 Special Council Meeting: 4 March 2020 (attached)

12.3 Special Council Meeting: 10 March 2020 (attached)

13. ANNOUNCEMENTS BY THE PRESIDING MEMBER (WITHOUT DISCUSSION)

14. DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS**15. QUESTIONS FROM ELECTED MEMBERS (WITHOUT DISCUSSION)**

15.1 Questions of which due notice has been given

15.2 Questions of which notice has not been given

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

17.1 Adoption of Recommendations of Executive Committee Meeting: 10 March 2020

<i>Item</i>	<i>Page No</i>	<i>Interests Declared / Additional Information</i>
EX.3/3/20 Quarter Two Chief Executive Officer Accountabilities	2	

17.2 Adoption of Recommendations of Audit and Risk Committee Meeting: 17 March 2020

<i>Item</i>	<i>Page No</i>	<i>Interests Declared / Additional Information</i>
AR.3/3/20 Compliance Audit Return	5 - 6	
AR.4/3/20 Occupational Safety and Health 2019-2020 YTD Review	7	
AR.5/3/20 Confidential: Operational Review	8	

18. REPORTS

<i>Item</i>	<i>Page No</i>	
1 Financial Report February 2020	1 – 33	Absolute Majority Required
2 Long Term Financial Plan	34 – 77	
3 Local Government House Trust Deed Variation	78 – 79	
4 Animals, Environment and Nuisance Amendment Local Law	80 – 86	Absolute Majority Required
5 2020-2021 CSRFF Small Grants Round	87 – 95	
6 Commercial Sponsorship Merlin Street Pavilion	96 – 100	
7 Strategic Community Plan 2020 - 2040	101 - 134	



MINUTES OF COUNCIL MEETING

HELD ON

**TUESDAY 25 FEBRUARY 2020
AT 5.30PM**

**IN COUNCIL CHAMBERS
83 MANDURAH TERRACE MANDURAH**

PRESENT:

MAYOR	R WILLIAMS	
COUNCILLOR	C KNIGHT	NORTH WARD
COUNCILLOR	P JACKSON (5.35pm)	NORTH WARD
COUNCILLOR	L RODGERS	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
MRS	C MIHOVILOVICH	DIRECTOR CORPORATE SERVICES
MRS	L SLAYFORD	MINUTE OFFICER

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

The Mayor declared the meeting open at 5.30pm acknowledging the attendance of Peel Chamber of Commerce and Industry and Mandurah Environmental Advisory Group representatives.

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

Councillor Lee

Councillor Zilani

Apologies**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.1/2/20

**ALAN PUMFREY: NEW SHARED PARKING AND TRAINING FACILITY
BORTOLO RESERVE**

Mr Pumfrey asked why the training track had to be placed at Bortolo Reserve as it could change and ruin the oval.

Mr Pumfrey asked why the track could not be incorporated into the Bushfire Centre of Excellence in Nambeelup.

Response:

Site selection

Bortolo Reserve has been identified, following an extensive process, as a suitable site for the relocation of the volunteer fire track training facilities currently located on the Western Foreshore.

The Bortolo Reserve site is a recreation reserve, offers adequate space, minimal environmental impact, co-location opportunities with other facilities and services and will provide additional parking to the northern reserve during significant sporting events.

Additionally, the site is in close proximity to Panton Road where the Mandurah Volunteer Fire and Rescue Service (MVFRS) is based.

Bushfire Centre of Excellence

The proposed Bushfire Centre of Excellence is a State government project delivered by the Department of Fire and Emergency Services. The purpose of the Centre is to provide knowledge, technical expertise, science and research along with training for bush firefighters and emergency services personnel.

It will be considered a learning hub to promote best practices at a State level and will not replace local firefighting provisions. MVFRS will require local facilities to continue operating as a brigade with a competition running team.

G.2/2/20 ANTHONY JEFFERS: NEW SHARED PARKING AND TRAINING FACILITY BORTOLO RESERVE

Mr Jeffers questioned the requirement for the track and facility to be placed at Bortolo Reserve suggesting the Bushfire Centre of Excellence as an alternative.

Response:

Toilet Block Facility

It is acknowledged that the current conceptual plan for the proposed Shared Use Parking and Training Facility references a new toilet facility on the north east corner of the reserve. Originally included as a future consideration, should a future demand require it, the toilet facility is not considered part of the current development of the project.

In light of community feedback, the officer recommendation notes that the toilet block shown is beyond the scope of the current project. Should a need arise into the future to reconsider additional toilet facilities for all users of the reserve an appropriate location and design will be considered at the time.

Bushfire Centre of Excellence

The proposed Bushfire Centre of Excellence is a State government project delivered by the Department of Fire and Emergency Services. The purpose of the Centre is to provide knowledge, technical expertise, science and research along with training for bush firefighters and emergency service personnel.

It will be considered a learning hub to promote best practices at a State level and will not replace local firefighting provisions. The Mandurah Volunteer Fire and Rescue Service will require local facilities to continue operating as a brigade with a competition running team.

**G.3/2/20 ALAN PUMFREY: NEW SHARED PARKING AND TRAINING FACILITY
BORTOLO RESERVE**

Mr Pumfrey questioned how the site would be protected from anti-social behaviour such as vandalism to the sea containers.

Response:

Carparks by design are a form of deterrent for anti-social behaviour due to the variable nature of traffic movements into and out of carparks. The City will further manage the site by design of lighting in the area with a lockable entrance restricting traffic during night time hours. The City will be liaising with the Mandurah Volunteer Fire and Rescue Service in regard to public art for the sea containers. This approach, it is hoped, will have a two way benefit in limiting vandalism and also enticing new members to the volunteer service.

PUBLIC STATEMENT TIME [AGENDA ITEM 7]

Nil.

LEAVE OF ABSENCE REQUESTS [AGENDA ITEM 8]**G.4/2/20 LEAVE OF ABSENCE: MAYOR WILLIAMS – 19 MARCH 2020 TO 26 APRIL
2020 INCLUSIVE****MOTION**

Moved: Councillor D Pember

Seconded: Councillor C Knight

That leave of absence be granted to Mayor Williams from 19 March 2020 to 26 April 2020 inclusive.

CARRIED: 10/0

**G.5/2/20 LEAVE OF ABSENCE: COUNCILLOR SCHUMACHER – 1 APRIL 2020 TO 30
JUNE 2020 INCLUSIVE****MOTION**

Moved: Councillor M Darcy

Seconded: Councillor Peter Rogers

That Council:

- 1. Acknowledge the Minister for Local Government's delegated authority approval to grant a further leave of absence to Cr D Schumacher from 1 April 2020 to 30 June 2020, inclusive.**
- 2. Grant a leave of absence to Councillor D Schumacher from 1 April 2020 to 30 June 2020 inclusive, and**

3. **Forward a copy of the Council minutes to the Department of Local Government, Sport and Cultural Industries.**

CARRIED: 10/0

PETITIONS [AGENDA ITEM 9]

G.6/2/20 COUNCILLOR PEMBER: COODANUP FORESHORE MAINTENANCE

Councillor Pember presented a petition, containing 78 signatures, in regards to a request for vegetation and general maintenance at Coodanup Foreshore.

MOTION

Moved: Councillor D Pember

Seconded: Councillor P Jackson

That the petition be received by Council and referred to the Works and Services directorate for follow-up.

CARRIED: 10/0

PRESENTATIONS [AGENDA ITEM 10]

Nil.

DEPUTATIONS [AGENDA ITEM 11]

G.7/2/20 TONY DODD: NEW SHARED PARKING AND TRAINING FACILITY BORTOLO RESERVE

Mr Dodd, representing the Mandurah Volunteer Fire and Rescue service, spoke in support of the officer recommendation.

CONFIRMATION OF MINUTES [AGENDA ITEM 12]

G.8/2/20 CONFIRMATION OF COUNCIL MINUTES: TUESDAY 28 JANUARY 2020

MOTION

Moved: Councillor Matt Rogers

Seconded: Councillor Lynn Rodgers

That the Minutes of Council Meeting held on Tuesday 28 January 2020 be confirmed.

CARRIED: 10/0

G.9/2/20 CONFIRMATION OF ANNUAL ELECTORS MINUTES: MONDAY 3 FEBRUARY 2020**MOTION****Moved: Councillor J Green****Seconded: Councillor M Darcy**

That the Minutes of Council Meeting held on Monday 3 February 2020 be confirmed.

CARRIED: 10/0

G.10/2/20 ANNOUNCEMENTS BY THE PRESIDING MEMBER [AGENDA ITEM 13]

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

- Mayor Williams awarded the February Local Legend award to Donna Cocking for her volunteer work with the Peel Chamber of Commerce and Industry and her overall work in developing Mandurah as a business and tourist destination.
- On 6 February, 2020 Mayor Williams attended the Crab Fest media launch in Perth for the upcoming March event.
- On 6 February 2020, Mayor Williams also attended the WA Police Force Medals and Award ceremony in Mandurah acknowledging the outstanding service by members of the Mandurah Police district.
- On 21 February, Councillor Knight, along with several Councillors, congratulated the Graduating Class of 2019 ATAR students at the Sebel Mandurah. The annual event recognises students who have received an ATAR score of 90 plus.
- Councillor Knight updated the meeting on her role as sole judge at the Madora Bay Community Association sandcastle competition held on 23 February. A very active, fun and family friendly day was enjoyed by approximately 200 people.
- Councillor Jackson congratulated all involved in the 20 February Citizenship Ceremony conducted at the Mandurah Performing Arts Centre acknowledging the long, sometimes taxing, journey recipients undertake to become Australian citizens.
- Councillor Di Prinzio and her family enjoyed Beats by the Beach on 16 February at Dolphin Quay in the Mandurah Ocean Marina. Beats by the Beach is conducted each Sunday in February and provides family friendly entertainment in a relaxed location.

DECLARATION OF INTERESTS [AGENDA ITEM 14]

Nil.

QUESTIONS FROM ELECTED MEMBERS [AGENDA ITEM 15]**Questions of which due notice has been given**

Nil.

Questions of which notice has not been given**G.11/2/20 COUNCILLOR PEMBER: SEA RESCUE SERVICES**

Councillor Pember sought clarification in regard to a recent Department of Transport directive to cease the provision of services at City events given to the Mandurah Sea Rescue Service and any impact this may have on City expenditure.

Response:

The Manager Marina and Waterways confirmed a directive by the Department of Transport had been given to the group to cease providing services to the City. The City would be looking at avenues for providing extra services as required for various events conducted in the waterways. Department of Transport confirmed funding to the group was for sea rescue only and not support services further, insurance for volunteers was restricted to rescue services only and not assistance at events. The City will arrange for a meeting with the Department of Transport to understand the reasons for the decision and the impact on City events and a briefing will be provided to Council in relation to any financial impact.

BUSINESS LEFT OVER FROM PREVIOUS MEETING [AGENDA ITEM 16]

Nil.

REPORTS [AGENDA ITEM 17]**G.12/2/20 FINANCIAL REPORT JANUARY 2020 (BH) (REPORT 1)**Summary

The Financial Report for January 2020 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 January 2020 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	\$ 8,775,328.21
Total Trust Fund	\$ 62,630.30
	<u>\$ 8,837,958.51</u>

3. Approves the following budget variations:
 Increase in capital expenditure of \$19,000* for Mandurah Terrace Partial Modifications Upgrade Funded from the following:
 - Murphy's Irish Pub contribution \$10,000
 - City Centre Activation operating project Linger Longer Day \$9,000*

Council Resolution

MOTION

Moved: Councillor Lynn Rodgers

Seconded: Councillor C Knight

That Council:

1. **Receives the Financial Report for January 2020 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	\$ 8,775,328.21
Total Trust Fund	\$ 62,630.30
	<u>\$ 8,837,958.51</u>
3. **Approves the following budget variations:**
 - **Increase in capital expenditure of \$19,000* for Mandurah Terrace Partial Modifications Upgrade Funded from the following:**
 - **Murphy's Irish Pub contribution \$10,000**
 - **City Centre Activation operating project Linger Longer Day \$9,000***

CARRIED WITH ABSOLUTE MAJORITY: 10/0

G.13/2/20 BUDGET REVIEW 2019-2020 (BH) (REPORT 2)

Summary

In accordance with the *Local Government (Financial Management) Regulations 1996*, local governments must carry out a review of its annual budget for that financial year. An annual budget review is an opportunity to evaluate the first six months of the financial year and make any changes to the annual budget that are required.

The City of Mandurah 2019/20 Annual Budget estimated that at 30 June 2020 it was expecting a closing deficit of \$350,000. Council has resolved budget variations through the Monthly Financial Statements resolutions and the current closing deficit is estimated to be \$440,000. After carrying out the annual budget review, it is estimated that there will be a closing surplus at 30 June 2020 of \$182,857.

The annual budget review has resulted in a savings in business unit operating expenditure and capital works which has improved the end of year financial position. The major decrease in cashflow and impacting on the end of year financial position negatively has been operating

revenue. The report details the areas that require adjustments as the operating revenue that was originally forecast is expected to be lower than the adopted budget, this however is not reflected in the overall total variance for operating revenue as total operating revenue includes an adjustment for the Working Smarter lease reimbursement.

It is recommended that Council adopt the Budget Review for 2019/20 and adopt the Workers Compensation Reserve and Plant and Equipment Reserve.

Officer Recommendation

That Council:

1. Adopts the 2019/20 Budget review as outlined in Attachments 1, 2 and 3* of the report.
2. Adopts the Workers Compensation Reserve for the purpose of funding previous years workers compensation claims that are open and still have costs required to be paid by the City of Mandurah.
3. Adopts the Plant and Equipment Reserve for the purpose of funding the future plant and equipment identified in the plant and equipment replacement plan.

Council Resolution

MOTION

Moved: Councillor C Knight

Seconded: Councillor P Jackson

That Council:

1. **Adopts the 2019/20 Budget review as outlined in Attachments 1, 2 and 3* of the report.**
2. **Adopts the Workers Compensation Reserve for the purpose of funding previous years workers compensation claims that are open and still have costs required to be paid by the City of Mandurah.**
3. **Adopts the Plant and Equipment Reserve for the purpose of funding the future plant and equipment identified in the plant and equipment replacement plan.**

CARRIED WITH ABSOLUTE MAJORITY: 10/0

G.14/2/20 COLLECTION OF OVERDUE DEBTS POLICY (JK) (REPORT 3)

Summary

Council is requested to adopt a Collection of Overdue Debts Council Policy (Policy) that provides a consistent and transparent approach to recovery and collection of debts including outstanding rates whilst recognising the need to ensure that all payments due are collected in order to deliver essential City of Mandurah services.

Officer Recommendation

That Council adopts:

1. The Collection of Overdue Debts Council Policy as detailed in Attachment 1 of the report.
2. The amended Prosecutions / Legal Proceedings Delegation of Authority as detailed in Attachment 2 of the report.*
3. The amended Defer, Grant, Concessions, Waive or Write Off Debts Delegation of Authority as detailed in Attachment 3 of the report.*
4. The Payment Arrangements for Unpaid Rates and Service Charges Delegation of Authority as detailed in Attachment 4 of the report.*

Council Resolution**MOTION**

Moved: Councillor C Di Prinzio

Seconded: Councillor Lynn Rodgers

That Council adopts:

1. **The Collection of Overdue Debts Council Policy as detailed in Attachment 1 of the report.**
2. **The amended Prosecutions / Legal Proceedings Delegation of Authority as detailed in Attachment 2 of the report.***
3. **The amended Defer, Grant, Concessions, Waive or Write Off Debts Delegation of Authority as detailed in Attachment 3 of the report.***
4. **The Payment Arrangements for Unpaid Rates and Service Charges Delegation of Authority as detailed in Attachment 4 of the report.***

CARRIED WITH ABSOLUTE MAJORITY: 10/0

G.15/2/20 NEW SHARED PARKING AND TRAINING FACILITY BORTOLO RESERVE (JD/BD) (REPORT 4)

Summary

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

In December 2019, Council noted 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.

The community engagement is now complete with community feedback received both in support and against the proposed facility development. As an outcome of the engagement, it is recommended that Council approve Bortolo Reserve as a suitable location for a new shared use parking and training facility.

Officer Recommendation

That Council:

1. Note the outcomes of the community engagement process undertaken.
2. Approve Bortolo Reserve as a suitable location for the proposed Shared Use Parking and Training Facility with detailed design to progress which will include a review of the onsite storage solutions and noting that the toilet block shown on the concept plan is beyond the scope of the current costs of the project.

Council Resolution

MOTION

Moved: Councillor M Darcy

Seconded: Councillor J Green

That Council:

1. **Note the outcomes of the community engagement process undertaken.**
2. **Approve Bortolo Reserve as a suitable location for the proposed Shared Use Parking and Training Facility with detailed design to progress which will include a review of the onsite storage solutions and noting that the toilet block shown on the concept plan is beyond the scope of the current costs of the project.**

CARRIED: 10/0

G.16/2/20 USE OF GLYPHOSATE: WEED MANAGEMENT (MH) (REPORT 5)

Summary

Council, at its meeting on 25 June 2019, requested City officers to submit a report on minimising or reducing the use of glyphosate in highly trafficked and popular public spaces.

Accordingly, a review of the use of glyphosate chemical herbicide and other potential alternative treatments that could be used to eradicate weeds in popular public spaces, has been completed.

Based on information presently available, the review found that appropriate glyphosate chemical herbicide products are considered to be the most suitable broad spectrum weed treatment for the City's purposes, and are safe to use in accordance with the registered label instructions for use.

There are, however, a number of operational changes and alternative treatment options that are presented within this report in order to minimise the use of glyphosate in popular public spaces. These operational changes include further restriction on the times and the methods of applying chemical herbicide, including glyphosate, and also more extensive trials and ongoing monitoring of alternative options as these develop or become available to the market.

Council is requested to consider the report and endorse the City's current practice of integrated weed management and proposed operational changes.

Officer Recommendation

That Council endorses the City's current practice of integrated weed management and the proposed operational changes, as outlined within the report.

Council Resolution

MOTION

Moved: Councillor D Pember

Seconded: Councillor C Knight

That Council defer consideration of the item to the April 2020 Council meeting to allow a briefing for Elected Members to consider the decisions by the Cities of Nedlands and Subiaco to ban glyphosate, but not limited to other professional advice available, research undertaken and litigation against Bayer in Australia claiming exposure to its Roundup weed killer causes cancer.

CARRIED: 10/0

Reason:

- 1 That the decision to ban the use of glyphosate in both the Cities of Nedlands and Subiaco, and the reasons for it, be provided to Elected Members.
- 2 Australian Pesticides and Veterinary Medicines Authority (APVMA) is an advisor to Government and is responsible for a pesticide product up to the point of sale. Once purchased, the control becomes the State Government that regulates them under WA Pesticide Regulations 2011 which is currently under review with an option to transfer regulatory authority to local Government
- 3 Exposure to pesticides may affect human health and may include acute exposure symptoms and chronic exposure symptoms and in addition may be legal and environmental implications
- 4 That the World Health Organisation – Internal Agency for Research on cancer has classified Glyphosate as a class 2A carcinogen.

G.17/2/20 PROCUREMENT POLICY AMENDMENTS (TJ) (REPORT 6)

Summary

The City of Mandurah (the City) strives to achieve best value for money in its procurement of goods and services, ensures that its purchasing activities align with the principles of transparency, probity and good governance and are consistent with all regulatory requirements.

As part of the City's Procurement Improvement Program, Governance Services has recently undertaken a review of procurement related Council Policies. This included a review of the POL-CPM 02 Procurement of Goods and Services and the POL-CPM 01 Buy 'Local' Policy to ensure consistency with the *Local Government Act 1995* (the Act) and *Local Government (Functions and General) Regulations 1996* (Regulations).

Following extensive consultation, Elected Members are now requested to adopt the amendments to the POL-CPM 02 Procurement Policy and the POL-CPM 01 Regional Price Preference.

In an effort to create efficiencies within the process of accepting tenders and reduce the time taken to award lower value and lower risk tenders, Elected Members are also requested to consider a new delegation to the Chief Executive Officer to accept or decline to accept tenders under the value of \$500,000 exclusive of GST. This delegation will be underpinned by strong governance processes and will assist to streamline decision making, leading to greater efficiencies in the City's procurement activities.

Elected Members are requested to consider the amendments to Tender Delegation to be titled Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02.

Officer Recommendation

That Council:

1. Adopt the proposed amendments to POL-CPM 02 Procurement Policy as per Attachment 1.
2. Adopt the proposed amendments to the POL-CPM 01 Regional Price Preference Policy as per Attachment 2 for public advertising
3. Adopt the amended Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02 as per Attachment 5.
4. Rescind the Approval of Purchases Delegation DA-CPM 04 as per Attachment 7.
5. Rescind the Expression of Interest DA-CPM 01 as per Attachment 8.

Council Resolution

MOTION

Moved: Councillor P Jackson

Seconded: Councillor Lynn Rodgers

That Council:

1. **Adopt the proposed amendments to POL-CPM 02 Procurement Policy as per Attachment 1 of the report.**
2. **Adopt the proposed amendments to the POL-CPM 01 Regional Price Preference Policy as per Attachment 2 of the report for public advertising.**
3. **Adopt the amended Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02 as per Attachment 5 of the report.**
4. **Rescind the Approval of Purchases Delegation DA-CPM 04 as per Attachment 7 of the report.**
5. **Rescind the Expression of Interest DA-CPM 01 as per Attachment 8 of the report.**

CARRIED WITH ABSOLUTE MAJORITY: 10/0

MOTIONS OF WHICH NOTICE HAS BEEN GIVEN [AGENDA ITEM 18]

Nil.

NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING [AGENDA ITEM 19]

Nil.

LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 20]

Nil.

CONFIDENTIAL ITEMS [AGENDA ITEM 21]

G.18/2/20

MOTION

Moved: Mayor R Williams
Seconded: Councillor D Pember

That the meeting proceeds with closed doors at 6:32pm in accordance with Section 5.23(2)(a) of the *Local Government Act 1995* to allow for the confidential discussion of an item.

CARRIED: 10/0

Members of the media, employees and persons in the gallery left the meeting at this point. The Chief Executive Officer and legal counsel from McLeods Barristers and Solicitors remained in the Chamber.

THE MEETING PROCEEDED WITH CLOSED DOORS AT 6.32PM

G.19/2/20 SUSPENSION OF STANDING ORDERS**MOTION**

Moved: Mayor R Williams
Seconded: Councillor Peter Rogers

That parts three, eight and nine of the City of Mandurah Standing Orders Local Law 2016 be suspended to allow for discussion.

CARRIED: 10/0

G.20/2/20 RESUMPTION OF STANDING ORDERS**MOTION**

Moved: Councillor D Pember
Seconded: Councillor Peter Rogers

That the City of Mandurah Standing Orders Local Law 2016 be resumed.

CARRIED: 10/0

G.21/2/20 CONFIDENTIAL ITEM: EMPLOYMENT CONTRACT

Confidential discussion ensued regarding this issue.

Officer Recommendation

That Council support the Chief Executive Officer's preferred option as detailed in the confidential report.

Council Resolution

MOTION

Moved: Councillor D Pember
Seconded: Councillor Peter Rogers

That Council defer the item for a Special Council Meeting and allow the Chief Executive Officer to develop an operational implementation plan.

Amendment

MOTION

Moved: Mayor R Williams
Seconded: Councillor Matt Rogers

Inclusion that the Special Council Meeting to be held within two weeks and that a further workshop be held.

CARRIED: 10/0

Substantive Motion**That Council:**

- 1. Defer the item for a Special Council Meeting to be held within two weeks;**
- 2. Chief Executive Officer to develop an operational implementation plan; and**
- 3. Workshop to be undertaken prior to the Special Council Meeting.**

CARRIED: 10/0

Reason: Council wished to defer the item and consider the information that has been provided to Elected Members.

G.22/2/20

MOTION

Moved: Councillor C Knight
Seconded: Councillor D Pember

That the meeting proceeds with open doors.

CARRIED: 10/0

THE MEETING PROCEEDED WITH OPEN DOORS AT 7:36PM

G.23/2/20

MOTION

Moved: Councillor C Knight
Seconded: Councillor D Pember

That Council endorses the resolutions taken with closed doors.

CARRIED: 10/0

CLOSE OF MEETING [AGENDA ITEM 22]

There being no further business, the Mayor declared the meeting closed at 7:37pm.

CONFIRMED (MAYOR)



MINUTES OF SPECIAL COUNCIL MEETING

HELD ON

WEDNESDAY 4 MARCH 2020

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	L RODGERS	EAST WARD
COUNCILLOR	D PEMBER	EAST WARD
COUNCILLOR	M DARCY	COASTAL WARD
COUNCILLOR	J GREEN	COASTAL WARD
COUNCILLOR	P ROGERS	TOWN WARD
COUNCILLOR	M ROGERS	TOWN WARD

MR M NEWMAN CHIEF EXECUTIVE OFFICER

OPENING OF MEETING [AGENDA ITEM 1]

The Mayor declared the meeting open at 5.50pm.

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
Councillor Zilani

Apologies

Councillor Di Prinzio
Councillor Lee

DISCLAIMER [AGENDA ITEM 4]

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

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

PUBLIC QUESTION TIME [AGENDA ITEM 5]

Nil.

DEPUTATIONS [AGENDA ITEM 6]

Nil.

DECLARATION OF INTERESTS [AGENDA ITEM 7]

Nil.

QUESTIONS FROM ELECTED MEMBERS [AGENDA ITEM 8]

Questions of which due notice has been given

Nil.

Questions of which notice has not been given

Nil.

REPORTS [AGENDA ITEM 9]

Nil.

CONFIDENTIAL BUSINESS [AGENDA ITEM 10]

MOTION

Moved: Mayor Williams
Seconded: Councillor L Rodgers

That the meeting proceeds with closed doors at 5:51pm in accordance with Section 5.23(2) (a) of the Local Government Act 1995, to allow for the discussion of confidential items concerning a matter affecting an employee.

CARRIED: 9/0

The Chief Executive Officer remained with Elected Members.

THE MEETING PROCEEDED WITH CLOSED DOORS AT 5:51PM

SP.1/3/20 CONFIDENTIAL ITEM: EMPLOYMENT CONTRACT

Confidential discussion ensued regarding this issue.

MOTION

Moved: Mayor Williams
Seconded: Councillor Pember

That Council defer the matter to a further Special Council Meeting.

CARRIED: 9/0

SP.2/3/20

MOTION

Moved: Mayor Williams
Seconded: Councillor Pember

That the meeting proceeds with open doors.

CARRIED UNANIMOUSLY: 9/0

THE MEETING PROCEEDED WITH OPEN DOORS AT 6:04pm

SP.3/3/20

MOTION

Moved: Mayor Williams

Seconded: Councillor Jackson

That Council endorses the resolutions taken with closed doors.

CARRIED UNANIMOUSLY: 9/0

CLOSE OF MEETING [AGENDA ITEM 11]

There being no further business the Mayor declared the meeting closed at 6:05pm.

CONFIRMED (MAYOR)



MINUTES OF SPECIAL COUNCIL MEETING

HELD ON

TUESDAY 10 MARCH 2020

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	L RODGERS	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
MS	C MIHOVILOVICH	DIRECTOR CORPORATE SERVICES, RECORDING OF MINUTES
MR	D McLEOD	LEGAL REPRESENTATIVE AND ADVISOR FOR THE CITY OF MANDURAH
MS	M SARACENI	COUNSEL ADVISING THE CITY ON BEHALF OF MCLEODS BARRISTERS AND SOLICITORS

OPENING OF MEETING [AGENDA ITEM 1]

The Mayor declared the meeting open at 5:36pm.

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

Apologies

Councillor Lee

Councillor Zilani

DISCLAIMER [AGENDA ITEM 4]

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

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

PUBLIC QUESTION TIME [AGENDA ITEM 5]

Nil.

DEPUTATIONS [AGENDA ITEM 6]

Nil.

DECLARATION OF INTERESTS [AGENDA ITEM 7]

Nil.

CONFIDENTIAL QUESTIONS FROM ELECTED MEMBERS [AGENDA ITEM 8]

MOTION

Moved: Mayor Williams
Seconded: Councillor P Jackson

That the meeting proceeds with closed doors at 5:51pm in accordance with Section 5.23(2) (a) of the Local Government Act 1995, to allow for the discussion of confidential items concerning a matter affecting an employee and approve the City's legal advisors to remain in the Council Chamber.

CARRIED: 10/0

The Chief Executive Officer, Director Corporate Services and the City's external legal representation remained with Elected Members.

THE MEETING PROCEEDED WITH CLOSED DOORS AT 5:38PM

8.1 QUESTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

SP.4/3/20 COUNCILLOR CAROLINE KNIGHT

Councillor Knight submitted confidential questions which were responded to by the Chief Executive Officer via email to all Elected Members prior to the meeting.

SP.5/3/20 COUNCILLOR LYNN RODGERS

Councillor Lynn Rodgers asked confidential questions which were responded to by the Chief Executive Officer via email to all Elected Members prior to the meeting.

8.2 QUESTIONS OF WHICH NOTICE HAS NOT BEEN GIVEN

SP.6/3/20 COUNCILLOR CAROLINE KNIGHT

Councillor Knight asked confidential questions which the Chief Executive Officer responded to via email to all Elected Members.

SP.7/3/20 COUNCILLOR PETER ROGERS

Councillor Peter Rogers asked confidential questions which the Chief Executive Officer responded to via email to all Elected Members.

REPORTS [AGENDA ITEM 9]

Nil.

CONFIDENTIAL BUSINESS [AGENDA ITEM 10]

SP.8/3/20 SUSPENSION OF STANDING ORDERS

MOTION

Moved: Mayor Williams
Seconded: Councillor P Jackson

That the City of Mandurah Standing Orders 8.5 and 8.6, placing limitations on the number and duration of speeches, be suspended at 5:42pm to facilitate discussion on the following item.

CARRIED: 10/0

SP.9/3/20 REINSTATE STANDING ORDERS

MOTION

Moved: Mayor Williams
Seconded: Councillor M Rogers

That the City of Mandurah Standing Orders be reinstated at 6:32pm.

CARRIED: 10/0

SP.10/3/20 CONFIDENTIAL ITEM: ORGANISATIONAL STRUCTURE

Confidential discussion ensued regarding this issue.

MOTION

Moved: Mayor Williams
Seconded: Councillor P Jackson

That Council support the Chief Executive Officer's preferred option as detailed in the confidential report.

CARRIED: 7/3
FOR: Mayor Williams, Councillors M Darcy, Lynn Rodgers, P Jackson, C Di Prinzio, J Green, D Pember
AGAINST: Councillors C Knight, Peter Rogers, Matt Rogers

SP.11/3/20 CONFIDENTIAL ITEM: EMPLOYMENT CONTRACT

Confidential discussion ensued regarding this issue.

MOTION

Moved: Mayor Williams
Seconded: Councillor L Rodgers

That Council support the Chief Executive Officer's preferred option as detailed in the confidential report.

CARRIED: 6/4
FOR: Mayor Williams, Councillors M Darcy, Lynn Rodgers, P Jackson, C Di Prinzio, D Pember
AGAINST: Councillors C Knight, Peter Rogers, Matt Rogers, J Green

SP.12/3/20

MOTION

Moved: Mayor Williams
Seconded: Councillor M Rogers

That the meeting proceeds with open doors.

CARRIED UNANIMOUSLY: 10/0

THE MEETING PROCEEDED WITH OPEN DOORS AT 7:34pm

SP.13/3/20

MOTION

Moved: Mayor Williams
Seconded: Councillor Di Prinzio

That Council endorses the resolutions taken with closed doors.

CARRIED UNANIMOUSLY: 10/0

CLOSE OF MEETING [AGENDA ITEM 11]

There being no further business the Mayor declared the meeting closed at 7:34pm.

CONFIRMED (MAYOR)



MINUTES OF AUDIT AND RISK COMMITTEE MEETING

HELD ON

**TUESDAY 17 MARCH 2020
5.30 pm**

**IN COUNCIL CHAMBERS
83 MANDURAH TERRACE MANDURAH**

PRESENT:

COUNCILLOR	P JACKSON [CHAIRMAN]	NORTH WARD
MAYOR	R WILLIAMS	
COUNCILLOR	J GREEN	COASTAL WARD
COUNCILLOR	A ZILANI	NORTH WARD
COUNCILLOR	P ROGERS [5.38PM]	TOWN WARD
COUNCILLOR	D PEMBER [DEPUTISING]	EAST WARD

ELECTED MEMBERS OBSERVING:

COUNCILLOR	C KNIGHT	NORTH WARD
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OFFICERS

MR	M NEWMAN	CHIEF EXECUTIVE OFFICER
MRS	C MIHOVILOVICH	DIRECTOR CORPORATE SERVICES
MR	A CLAYDON	DIRECTOR WORKS AND SERVICES
MRS	L SLAYFORD	MINUTE OFFICER

OPENING OF MEETING [AGENDA ITEM 1]

The Chairman declared the meeting open at 5.31pm.

APOLOGIES [AGENDA ITEM 2]

Leave of Absence

Councillor D Schumacher (Non-Committee)

Apologies

Mr W Ticehurst (Committee Member)

Councillor D Lee (Deputy Member)

Councillor D Pember deputising for Mr Ticehurst.

IMPORTANT NOTE [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 [AGENDA ITEM 6]

AR.1/3/20 R KING / P LADLOW: 2019-2020 OSH YEAR TO DATE OVERVIEW

The presentation provided a summary of 2019-2020 year to date OSH data.

DEPUTATIONS [AGENDA ITEM 7]

Nil.

CONFIRMATION OF MINUTES [AGENDA ITEM 8]

AR.2/3/20 CONFIRMATION OF MINUTES MONDAY 9 DECEMBER 2019

MOTION

Moved: Councillor J Green

Seconded: Mayor R Williams

That the Minutes of the Audit and Risk Committee meeting of Monday 9 December 2019 be confirmed with the following amendment:

Minute AR.4/12/19, Page 4 the name “Greene” be corrected to “Green”.

CARRIED: 6/0

DECLARATIONS OF INTERESTS [AGENDA ITEM 9]

Nil.

QUESTIONS FROM COMMITTEE MEMBERS [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]

AR.3/3/20 COMPLIANCE AUDIT RETURN (TJ) (REPORT 1)

Summary

The Department of Local Government, Sport and Cultural Industries (DLGSC) has circulated to all Western Australian Local Governments the annual 2019 Compliance Audit Return for completion. The return covers the period 1 January 2019 to 31 December 2019. The return is a requirement of the *Local Government Act 1995* and its Regulations and is prepared for the Minister Local Government in an approved form.

There is a statutory requirement to have the compliance audit reviewed by the Audit and Risk Committee and then adopted by Council. Once adopted, it will be certified by the Mayor and Chief Executive Officer and forwarded to the DLGSC prior to the 31 March 2020 deadline.

The compliance audit has been conducted for 2019 which resulted in the City achieving 100% (104/104) compliance.

Officer Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 Adopts the *2019 Local Government Compliance Audit Return* for the period 1 January 2019 to 31 December 2019 as per Attachment 1 of the report.
- 2 Submit, in accordance with Regulation 15 of the *Local Government (Audit) Regulations 1996*, the completed 2019 Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries.

Alternate Officer Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 Adopts an amendment to response to Section 6, Question 2, Integrated Planning and Reporting and Section 2, Question 1, Delegation of Power/Duty of the *2019 Local Government Compliance Audit Return* as per Attachment 1 of the report with the following changes:

Section 6, Question 2, Integrated Planning and Reporting:

No	Reference	Question	Response	Comment	Respondent
2	s5.56 Admin Reg 19DA (4)	Has the local government reviewed the Corporate Business Plan in the 2018-2019 Financial Year? If Yes, please provide date of Council meeting the review was adopted at?	No	A review of the Corporate Business Plan was undertaken in the 2018-2019 Financial Year. The review was completed as part of the adoption of the annual budget, however a separate resolution point for Council to adopt the review of Corporate Business Plan was not included in the resolution.	Casey Mihovilovich

Section 2, Question 1, Delegation of Power/Duty:

No	Reference	Question	Response	Comment	Respondent
1	s5.16, 5.17, 5.18	Were all delegations to committees resolved by absolute majority?	N/A		Casey Mihovilovich

- 2 Adopts the *2019 Local Government Compliance Audit Return* for the period 1 January 2019 to 31 December 2019 as per Attachment 2 of the additional information.

- 3 Submit, in accordance with Regulation 15 of the *Local Government (Audit) Regulations 1996*, the completed 2019 Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries as per Attachment 2 of the additional information.

Comment: The City of Mandurah has obtained clarification from the Department of Local Government, Sport and Cultural Industries regarding question two, section 6 Integrated Planning and Reporting of the 2019 Compliance Audit Return.

In accordance with Regulation 19DA(4) of the Local Government (Administration) Regulations 1996 (the Regulations) the Local Government is required to review the current Corporate Business Plan for its district every year.

Whilst Council reviewed the Corporate Business Plan and subsequent operational plans as part of the annual budget adoption process, there was no separate resolution point by Council to adopt the annual review of the Corporate Businesses Plan in the 2018-2019 Financial Year.

The second amendment relating to Question 1, Section 2 Delegation of Power/Duty was an administrative error and the return should state N/A as there are no delegations to committees.

City Officers will undertake a review of the Integrated Planning and Reporting Framework process to ensure all compliance requirement under the Regulations are met in the future.

Committee Recommendation

That the Audit and Risk Committee recommend that Council:

- 1 **Adopts an amendment to response to Section 6, Question 2, Integrated Planning and Reporting and Section 2, Question 1, Delegation of Power/Duty of the 2019 Local Government Compliance Audit Return as per Attachment 1 of the report with the following changes:**

Section 6, Question 2, Integrated Planning and Reporting:

No	Reference	Question	Response	Comment	Respondent
2	s5.56 Admin Reg 19DA (4)	Has the local government reviewed the Corporate Business Plan in the 2018-2019 Financial Year? If Yes, please provide date of Council meeting the review was adopted at?	No	A review of the Corporate Business Plan was undertaken in the 2018-2019 Financial Year. The review was completed as part of the adoption of the annual budget, however a separate resolution point for Council to adopt the review of Corporate Business Plan was not included in the resolution.	Casey Mihovilovich

Section 2, Question 1, Delegation of Power/Duty:

No	Reference	Question	Response	Comment	Respondent
1	s5.16, 5.17, 5.18	Were all delegations to committees resolved by absolute majority?	N/A		Casey Mihovilovich

- 2 **Adopts the 2019 Local Government Compliance Audit Return for the period 1 January 2019 to 31 December 2019 as per Attachment 2 of the additional information.**
- 3 **Submit, in accordance with Regulation 15 of the Local Government (Audit) Regulations 1996, the completed 2019 Compliance Audit Return to the Department of Local Government, Sport and Cultural Industries as per Attachment 2 of the additional information.**

MOTION

Moved: Councillor D Pember

Seconded: Councillor J Green

CARRIED: 5/1

FOR: Councillors Jackson, Green, Zilani, Pember, Mayor Williams

AGAINST: Councillor Peter Rogers

Comment: The City of Mandurah has obtained clarification from the Department of Local Government, Sport and Cultural Industries regarding question two, section 6 Integrated Planning and Reporting of the 2019 Compliance Audit Return.

In accordance with Regulation 19DA(4) of the Local Government (Administration) Regulations 1996 (the Regulations) the Local Government is required to review the current Corporate Business Plan for its district every year.

Whilst Council reviewed the Corporate Business Plan and subsequent operational plans as part of the annual budget adoption process, there was no separate resolution point by Council to adopt the annual review of the Corporate Businesses Plan in the 2018-2019 Financial Year.

The second amendment relating to Question 1, Section 2 Delegation of Power/Duty was an administrative error and the return should state N/A as there are no delegations to committees.

City Officers will undertake a review of the Integrated Planning and Reporting Framework process to ensure all compliance requirement under the Regulations are met in the future.

AR.4/3/20 OSH SIX MONTHLY REVIEW (RK/PL) (REPORT 2)

Summary

The City is now operating under our second Three Year Strategic OSH Plan which has been developed alongside the 2018 LGIS Worksafe Plan Audit outcomes and known legislative requirements. The first six months of 2019-2020 show strong indicators that both the reported injuries and workers' compensation costs and severity are decreasing. All directorates within the City continue to improve their OSH engagement which is reflective in the OSH Performance Overview (attachment 1). Council is requested to note the progress being made in continuing the Three Year OSH Plan and the imperatives made to address the management of workplace injury. Council is also requested to note the City's current OSH performance

Officer Recommendation

That Council:

1. Notes the progress of the implementation of the Three Year Strategic OSH Plan.
2. Notes the City's current OSH performance for the YTD 2019/20 financial year.

Committee Recommendation

MOTION

Moved: Mayor Williams
Seconded: Councillor J Green

That Council:

1. Notes the progress of the implementation of the Three Year Strategic OSH Plan.
2. Notes the City's current OSH performance for the YTD 2019/20 financial year.

CARRIED: 6/0

AUDITOR REPORTS [AGENDA ITEM 13]

Nil.

LATE AND URGENT BUSINESS ITEMS [AGENDA ITEM 14]

Nil.

CONFIDENTIAL ITEMS [AGENDA ITEM 15]

MOTION

Moved: Councillor D Pember
Seconded: Councillor Peter Rogers

That the meeting proceeds with closed doors at 6.14pm in accordance with Section 5.23(2)(a) of the *Local Government Act 1995*, to allow for the confidential discussion of an item.

CARRIED: 6/0

Members of the media, employees and persons in the gallery left the meeting at this point. The Minute Officer and Manager Governance Services remained in the Chamber with senior employees.

THE MEETING PROCEEDED WITH CLOSED DOORS AT 6.14PM

**AR.5/3/20 CONFIDENTIAL ITEM: OPERATIONAL REVIEW (GD) (CONFIDENTIAL
REPORT 1)**

Confidential discussion ensued regarding this issue.

MOTION

Moved: Mayor Williams
Seconded: Councillor Peter Rogers

That Council:

- 1 Endorses the review of In-house Construction Review Findings and
Recommendations for Implementation;**
- 2 Agrees to a further review to be undertaken in two years' time to measure
progress.**

CARRIED: 6/0

AR.6/3/20

MOTION

Moved: Councillor D Pember
Seconded: Councillor J Green

That the meeting proceeds with open doors.

CARRIED: 6/0

THE MEETING PROCEEDED WITH OPEN DOORS AT 6.29PM

AR.7/3/20

MOTION

Moved: Councillor Peter Rogers
Seconded: Councillor A Zilani

That Council endorses the resolutions taken with closed doors.

CARRIED: 6/0

CLOSE OF MEETING [AGENDA ITEM 16]

There being no further business, the Chairman declared the meeting closed at 6.30pm.

CONFIRMED:[CHAIRMAN]

1 SUBJECT: Financial Report February 2020
CONTACT OFFICER/S: Jarred King/ Brooke Halleen
AUTHOR: Brooke Halleen

Summary

The Financial Report for February 2020 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
- G.13/2/20 25/2/2020 2019/20 Budget Review

Background

Nil

Financial Summary

The financial report for February 2020 shows a surplus for this period of \$45.4 million compared to a budget position of \$25.7 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 February 2020 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	%
Opening Funding Surplus / (Deficit)	7,744	7,744	7,744	-	0%
<u>Revenue</u>					
Revenue from operating activities	114,641	108,347	107,532	(814)	-1%
Capital revenue, grants and Contribution	13,404	9,022	10,759	1,737	19%
	128,045	117,369	118,291	922	
<u>Expenditure</u>					
Operating Expenditure	(133,679)	(87,710)	(82,224)	5,487	-6%
Capital Expenditure	(37,964)	(29,020)	(14,442)	14,578	-50%
	(171,643)	(116,731)	(96,666)	20,065	
Non-cash amounts excluded from operating activities	34,031	22,463	23,068	605	3%
Other Capital Movements	2,005	(4,857)	(2,777)	2,081	-43%
Closing Funding Surplus / (Deficit)	183	25,988	49,661	23,673	91%

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	2,158	4,030	<i>Project status:</i> Tender was awarded and detailed design has commenced. Construction is programmed for early May with proposed completion December 2020. Detail design for play towers is out for quotation, closing 17 March.
Lakelands District Open Space and Clubroom Facility	3,114	4,907	<i>Project status:</i> Clubroom facility construction 10% complete. Structural steel close to completion. Awaiting estimate from quantity surveyor. Procurement for installation of sportsground lighting will then commence.
Eastern Foreshore South Precinct	0	2,255	<i>Project status:</i> Last stage of design of the Estuary Pool is being finalised including jetty upgrades built to commercial standards. Stage 1 of jetty infrastructure design and construction tender to be advertised early March with works to commence in May.
Smart Street Mall Upgrade	32	1,504	<i>Project status:</i> Civil design progressing and will include the central area of the mall being trafficable. Structural advice and detail design for shade structures to be completed over the coming weeks.
Dower Street Project	2,249	2,307	<i>Project status:</i> Complete. Minor works pending.
Peel Street Road Construction	0	818	<i>Project status:</i> 3D design of Masterplan complete. Scope of works now confirmed for this round of funding. Detailed design to now commence.

Statutory Environment

Section 6.4 of the *Local Government Act 1995*

Part 4 of the *Local Government (Financial Management) Regulations 1996*

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.

Risk Analysis

Nil

Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2020 – 2040* is relevant to this report:

Organisational Excellence:

- Deliver excellent governance and financial management.

Proposed Budget Variations

MARC Generator

The Financial Report December 2019 approved an increase in capital expenditure of \$120,000 for the purchase of a 500kva generator to provide emergency power and potentially provide cost savings during peak usage periods. It has since been identified that an additional \$90,000 is required for further works to be undertaken in order for the generator to be installed including auto switches, a concrete pad and fencing. The costs for the auto switches will be funded from the Site Main Switchboards 2019/20 capital project however approval is requested for the cost of the concrete pad and fencing (\$40,000) and the funds to be reallocated from savings in the carryover project from the MARC Systems Integration.

Bushfire Mitigation Activity

In August 2019 the City was successful in obtaining funding of \$292,850 for bushfire mitigation activities. At the August 2019 Ordinary Council Meeting it was resolved that Council approved unbudgeted expenditure of \$292,850 for the bushfire mitigation activities to be funded through an additional operating grant of \$292,850 from the Department of Fire and Emergency Services (DFES). It has since been identified that there is a further grant to be received from DFES of \$30,000 for the Aware Grant. The Aware Grant is to fund the labour component of bushfire mitigation works including assisting in bushfire risk management planning, coordinate the implementation of bushfire mitigation works, liaise with DFES Bushfire Risk Management Officers and key land owners, facilitate site assessments, consultation and obtain necessary approvals for mitigation works and provide progress reports to relevant internal and external stakeholders

The external funding will fund all activities and no additional funding is required by the City of Mandurah. It is recommended that the revenue and expenditure of \$30,000 is approved by Council to leverage the grant opportunity to undertake bushfire mitigation activities.

Parkridge Boat Ramp

Included in the 2019/20 capital budget was the Parkridge Boat Ramp Project to install pre-cast panels at the ramp. The \$70,000 project was pending the outcome of a grant application for \$56,000 through the Recreation Boating Facilities Scheme (RBFS) with the City to fund the remaining balance. The City has recently received funding confirmation from RBFS for \$16,410 for the Parkridge Boat ramp project. This is \$39,590 less than what was included in the budget. Although methodology to deliver the project and scope of works has been revised as a result of the reduced grant funding the estimated cost of completing the works is \$57,400 leaving the City to fund \$40,990 of the project.

The shortfall of \$26,990 is proposed to be funded by savings identified in the following waterways projects. A lower than expected quote was received for the Breakwater Parade Fishing Platform project resulting in savings of \$21,810. Marina Commercial Jetty project finished with savings of \$17,990 due to white ant activity not as destructive to the wood chafers as originally suspected. It is requested these funds are reallocated to fund the remaining \$5,180 for the Parkridge Boat Ramp project and the balance of \$12,810 be reallocated to South Harbour Upgrade project. The South Harbour Upgrade project is a staged project and therefore any additional works undertaken now will reduce the funds required for works in the later stages.

Sports Clubs Maintenance Levy Reserve – Peel Thunder

The bar fridge at Bendigo Stadium needs replacing. Previously Peel Thunder Football Club paid the City a Maintenance Levy of \$500 per month which was placed into the Sports Clubs Maintenance Levy Reserve. This agreement ceased in February however there is a balance remaining of \$4,492. It is proposed that the cost of the bar fridge of \$850 be funded from the Sports Clubs Maintenance Levy Reserve.

Civic Chamber Meeting Rooms

The Civic Chamber Meeting Rooms was a project included in the 2019/20 capital works budget to create three meeting rooms with moveable walls to allow for one large room as required. The cost of relocating lighting and air conditioning was not factored into the original budget. The additional works are estimated to cost \$20,000 and is proposed to be funded from a reduction in capital budget for the Mandurah Ocean Marina Canal Light Poles project.

Cox Bay Shared Path Project

An increase in the budget is requested to improve the project scope by including concrete edge beams on either side of the section of asphalt footpath being replaced. This will provide better durability and consistent appearance. The increase in scope of works are estimated to cost an additional \$5,000 which can be funded from under expenditure from Old Coast Road Shared Path capital project.

Lakelands District Open Space

The Lakelands District Open Space \$7.8m project involved the construction of an open space and construction of clubroom facilities. With the open space nearing completion savings have been identified that are proposed to be reallocated to the clubroom facility allowing for the contingency that was not previously allocated.

To allow for the full building tender, civil works, design and contingency, the total overall increase requested for the Lakelands DOS Clubroom Facility is \$431,600.

Bethyl Corner Wall Renewal

Upon removal of the existing wall at Bethyl Corner Seascapes it was found that the new wall will require additional foundation works, which were not included in the original scope for the project. The additional expenditure is proposed to be funded from savings in the completed project for the Falcon Pavilion Roof. The roof project has been completed well under budget. Although the original scope was to supply/fix new roof sheet fixings, gutters and downpipes only emergency works have been undertaken. It was decided upon investigation that the whole pavilion roof needs to be replaced and this would have to be included in a future budget.

Blakeley Street

An increase in the budget is requested due to this project requiring additional supervisor attendance during construction. The additional supervisor attendance is estimated to cost an additional \$5,000 which can be funded from under expenditure from Jubata Gardens Shared Path capital project.

Aldgate Street/Parkview Street Intersection

An increase in the budget is requested to improve the project scope to include additional kerb renewal and additional traffic management requirements. The increase in scope of works are estimated to cost an additional \$5,000 which can be funded from Leighton Road Shared Path capital project.

Thera Street

Increase in budget is requested to improve the project scope to include additional road renewal works. The increase in scope of works are estimated to cost an additional \$60,000 which can be funded by under expenditure from Gordon Road. These savings occurred due to approval from Main Roads to reduce traffic management requirements for the works.

SL Minor Improvements

SL Train Station Access Path capital project will be delivered well under budget due to the scope of works able to be reduced whilst still reaching the same project outcome. It is proposed to reallocate \$35,000 from SL Train Station Access to SL Minor Improvements to enable additional identified minor street lighting works to be carried out.

Light Vehicle Replacement

The light vehicle for Marina and Waterways was budgeted for replacement in 2019/20 however as a result of operational requirements it has been requested to be replaced with a utility. The price difference of \$17,070 can be funded from the proceeds of an unbudgeted disposal for a manager level vehicle that is no longer required as a result of a novated lease option taken up. Expected proceeds is estimated to be \$30,000.

Cancellation of Crab Fest

The cancellation of Crab Fest as a result of the Chief Health Officer's recommendation, has resulted in the City incurring additional costs as well as the City unlikely to realise the \$380K revenue that was expected. As a result of COVID-19, the City's events such Winter Wonderland, Economic Programs and Wearable Arts will be cancelled for 2020. It is recommended that the funds allocated to these accounts are transferred to the Crab Fest expenditure and revenue account to ensure there are sufficient funds available for the additional costs incurred and the reduction of income.

Rate Interest Freeze

As a result of the current economic climate, it is recommended that Council approve a freeze on penalty interest rates from 1 April to 30 June 2020.

Licence, Licence and Outgoings Fees

It is recommended that Council resolve where the lessees and licensees, who have ceased operating all of their income earning services, are not charged for the period that they have ceased operating these income earning areas. Note: All income earning services must have ceased, which includes selling of alcohol, functions, food, hire of facilities.

Community Perception Survey

It is recommended that Council resolve to cancel the community perception survey that was expected to commence shortly. It is recommended that these savings be returned back to the estimated operating closing surplus to be used to fund additional costs associated with COVID-19.

Conclusion

If the City does not manage its finances adequately and allows budget expenditure to exceed allocation then it may be unable to fund services that have been approved through the budget process. By submitting the budget variation requests to Council as they arise it allows identification of financial implications and ensures there is nil effect on the budget adopted.

NOTE:

- Refer **Attachment 1** **Monthly Financial Report**
 Attachment 2 **Schedule of Accounts (electronic only)**

RECOMMENDATION

That Council:

1. Receives the Financial Report for February 2020 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	\$ 8,920,339.48
Total Trust Fund	<u>\$ 16,033.70</u>
	<u>\$ 8,936,373.18</u>
3. Approves the following budget variations:
 - 3.1. Increase in capital expenditure of \$40,000* for Plant & Machinery – Miscellaneous Equipment (500 kVA Generator)
 - To be funded from MARC Systems Integration \$40,000*
 - 3.2. Unbudgeted expenditure of \$30,000* for the labour component of the bushfire mitigation activities which are to be funded through an additional operating grant of \$30,000 from DFES.
 - 3.3. Reallocation of expenditure of \$117,140* from labour to materials and contracts for the Bushfire Mitigation Grant.
 - 3.4. Decrease in capital expenditure of \$12,600* for Parkridge Boat Ramp as a result of a reduction in external funding of \$39,590. Shortfall in municipal funding of \$26,990* to be allocated from
 - Breakwater Parade Fishing Platform project \$21,810*
 - Marina Commercial Jetty \$ 5,180*
 - 3.5. Increase in capital expenditure of \$12,810 for South Harbour Upgrade project
 - To be funded from Marina Commercial Jetty \$12,810*
 - 3.6. Unbudgeted expenditure of \$850* for the purchase of a bar fridge at Bendigo Stadium which is to be funded from the Sports Clubs Maintenance Levy Reserve balance.
 - 3.7. Increase in capital expenditure of \$20,000* for Civic Chamber Meeting Rooms project
 - To be funded from MOM Canal Light Poles project \$20,000*
 - 3.8. Increase in capital expenditure of \$5,000* for Cox Bay Shared Path improvements
 - To be funded from Old Coast Road – Shared Paths \$5,000*
 - 3.9. Increase in capital expenditure of \$431,600* for Lakelands DOS Clubroom Facility
 - To be funded from Lakelands DOS project \$431,600*

- 3.10. Increase in capital expenditure of \$17,213* for Bethyl Corner Renewal project
 - To be funded from Falcon Pavilion Roof \$17,213*

- 3.11. Increase in capital expenditure of \$5,000* for Blakeley Street
 - To be funded from Jubata Gardens \$5,000*

- 3.12. Increase in capital expenditure of \$5,000* for Aldgate Street/Parkview Street Intersection
 - To be funded from Leighton Road \$5,000*

- 3.13. Increase in capital expenditure of \$60,000* for Thera Street
 - To be funded from Gordon Road \$60,000*

- 3.14. Increase in capital expenditure of \$35,000* for SL Minor Improvements
 - To be funded from SL Train Station Access \$35,000*

- 3.15. Increase in capital expenditure of \$17,070* for Light Vehicle Replacement
 - To be funded from Proceeds sale of plant \$30,000*

- 3.17. Increase in operating expenditure of \$30,000 for additional costs incurred and decrease in revenue of \$240,000* as result of refunds to stallholder fees and other income as a result of the cancellation of Crab Fest
 - To be funded from
 - Cancellation of Winter Wonderland \$73,000*
 - Cancellation of Economic Development programs \$150,000*
 - Cancellation of Wearable Arts \$47,000*

- 3.18. Decrease in operating income of \$60,000* for penalty rate interest income that will not be realised as a result of applying a 0% interest rate for outstanding rates
 - To be funded from the closing surplus \$60,000*

- 3.19. Decrease in lease, licence and outgoings operating revenue as a result of not charging the fees outlined in the lease or licence for the period that the licensee/lessee cease operating all services and programs that generate an income stream in the facility until they reopen \$100,000
 - To be funded from the closing surplus \$100,000*

- 3.20. Decrease in community perception survey operating expenditure \$7,600 as a result of cancelling the survey for the 2019/2020 financial year
 - To be allocated to the closing surplus \$7,600*

- 4. Resolve to adopt an interest charge of 0% from 1 April to 30 June 2020 as a charge on overdue rates.

ABSOLUTE MAJORITY REQUIRED

Monthly Financial Report

February 2020



CITY OF MANDURAH

MONTHLY FINANCIAL REPORT

For the Period Ended 29 February 2020

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**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

STATUTORY REPORTING PROGRAMS

	Ref Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening Funding Surplus / (Deficit)	1(c)	7,744,000	7,744,000	7,744,000			
Revenue from operating activities							
Governance		5,856	4,390	8,392	4,002	91.16%	▲
General Purpose Funding - Rates		80,945,588	80,841,588	80,485,659	(355,929)	(0.44%)	
General Purpose Funding - Other		4,017,070	2,752,900	2,380,225	(372,675)	(13.54%)	▼
Law, Order and Public Safety		1,070,290	890,077	847,359	(42,718)	(4.80%)	
Health		343,000	264,570	251,396	(13,174)	(4.98%)	
Education and Welfare		571,300	436,163	423,982	(12,181)	(2.79%)	
Housing		0	0	0	0	0.00%	
Community Amenities		14,556,297	13,496,685	13,647,035	150,350	1.11%	
Recreation and Culture		8,345,292	5,764,082	5,608,322	(155,760)	(2.70%)	
Transport		2,768,350	2,414,944	2,336,839	(78,105)	(3.23%)	
Economic Services		1,685,000	1,225,096	1,217,549	(7,547)	(0.62%)	
Other Property and Services		332,620	256,119	325,416	69,297	27.06%	▲
		114,640,663	108,346,614	107,532,174	(814,440)	(0.75%)	
Expenditure from operating activities							
Governance		(7,105,478)	(4,718,314)	(4,566,825)	151,489	3.21%	
General Purpose Funding		(2,229,090)	(1,478,533)	(1,380,173)	98,360	6.65%	
Law, Order and Public Safety		(4,580,762)	(3,027,846)	(2,885,770)	142,076	4.69%	
Health		(2,137,990)	(1,411,133)	(1,395,909)	15,224	1.08%	
Education and Welfare		(4,581,682)	(2,996,273)	(2,843,316)	152,957	5.10%	
Housing		0	0	0	0	0.00%	
Community Amenities		(18,795,483)	(12,534,965)	(11,540,382)	994,583	7.93%	
Recreation and Culture		(46,650,318)	(30,938,571)	(28,749,166)	2,189,405	7.08%	
Transport		(29,210,757)	(18,674,832)	(17,493,143)	1,181,689	6.33%	
Economic Services		(6,604,979)	(4,461,141)	(3,865,994)	595,147	13.34%	▲
Other Property and Services		(11,781,965)	(7,468,859)	(7,502,951)	(34,092)	(0.46%)	
		(133,678,504)	(87,710,467)	(82,223,629)	5,486,838	6.26%	
Non-cash amounts excluded from operating activities	1(a)	34,031,463	22,462,664	23,067,763	605,099	2.69%	
Amount attributable to operating activities		14,993,622	43,098,811	48,376,308	5,277,497	-12.25%	
Investing Activities							
Non-operating grants, subsidies and contributions	8	11,780,433	8,427,542	10,164,126	1,736,584	20.61%	▲
Proceeds from disposal of assets	4	1,624,021	594,689	594,689	0	0.00%	
Purchase of property, plant and equipment	5	(37,964,133)	(29,020,287)	(14,442,030)	14,578,257	50.23%	▲
Amount attributable to investing activities		(24,559,679)	(19,998,056)	(3,683,215)	16,314,841	81.58%	
Financing Activities							
Proceeds from New Debentures	6	5,450,000	0	0	0	0.00%	
Unspent Loans		1,751,101	0	1,751,101	1,751,101	0.00%	
Prepaid Rates		(3,092,036)	0	0	0	0.00%	
Payment of lease liability		(1,503,000)	(1,103,155)	(1,103,155)	0	(0.00%)	
Proceeds from self supporting loans	6	100,000	0	0	0	0.00%	
Transfer from Reserves		8,571,382	0	0	0	0.00%	
Advances to Community Groups		0	0	0	0	0.00%	
Repayment of Debentures	6	(5,630,871)	(3,753,914)	(3,424,477)	329,437	8.78%	
Transfer to Reserves		(3,641,660)	0	0	0	0.00%	
Amount attributable to financing activities		2,004,916	(4,857,069)	(2,776,531)	2,080,538	42.84%	
Closing Funding Surplus / (Deficit)	1(c)	182,859	25,987,686	49,660,562	23,672,876	91.09%	

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 29 FEBRUARY 2020**

BY NATURE OR TYPE

	Ref Note	Annual Budget \$	YTD Budget (a) \$	YTD Actual (b) \$	Var. \$ (b)-(a) \$	Var. % (b)-(a)/(a) %	Var.
Opening Funding Surplus / (Deficit)	1(c)	7,744,000	7,744,000	7,744,000			
Revenue from operating activities							
Rates		80,945,588	80,841,588	80,485,659	(355,929)	(0.44%)	
Operating grants, subsidies and contributions		2,405,758	1,922,170	1,710,195	(211,975)	(11.03%)	▼
Fees and charges		26,357,005	22,006,284	22,289,252	282,968	1.29%	
Interest earnings		1,865,000	1,242,840	1,187,676	(55,164)	(4.44%)	
Other revenue		3,064,312	2,333,732	1,839,191	(494,541)	(21.19%)	▼
Profit on disposal of assets		3,000	0	20,201	20,201	100.00%	▲
		114,640,663	108,346,614	107,532,174	(814,440)	-0.75%	
Expenditure from operating activities							
Employee costs		(47,180,149)	(30,672,306)	(29,972,599)	699,707	2.28%	
Materials and contracts		(46,343,335)	(30,627,864)	(26,015,848)	4,612,016	15.06%	▲
Utility charges		(3,876,462)	(2,353,417)	(2,445,281)	(91,864)	(3.90%)	
Depreciation on non-current assets		(33,707,463)	(22,462,664)	(22,493,056)	(30,392)	(0.14%)	
Interest expenses		(1,030,728)	(699,456)	(374,697)	324,759	46.43%	▲
Insurance expenses		(1,013,367)	(674,848)	(549,732)	125,116	18.54%	▲
Other expenditure		(200,000)	(219,912)	(190,801)	29,111	13.24%	▲
Loss on disposal of assets		(327,000)	0	(181,615)	(181,615)	100.00%	▼
		(133,678,504)	(87,710,467)	(82,223,629)	5,486,838	6.26%	
Non-cash amounts excluded from operating activities	1(a)	34,031,463	22,462,664	23,067,763	605,099	2.69%	
Amount attributable to operating activities		14,993,622	43,098,811	48,376,308	5,277,497	-12.25%	
Investing activities							
Non-operating grants, subsidies and contributions	8	11,780,433	8,427,542	10,164,126	1,736,584	20.61%	▲
Proceeds from disposal of assets	4	1,624,021	594,689	594,689	0	0.00%	
Payments for property, plant and equipment	5	(37,964,133)	(29,020,287)	(14,442,030)	14,578,257	50.23%	▲
Amount attributable to investing activities		(24,559,679)	(19,998,056)	(3,683,215)	16,314,841	81.58%	
Financing Activities							
Proceeds from new debentures	6	5,450,000	0	0	0	0.00%	
Unspent Loans Utilised		1,751,101	0	1,751,101	1,751,101	0.00%	▲
Prepaid Rates		(3,092,036)	0	0	0	0.00%	
Payment of lease liability		(1,503,000)	(1,103,155)	(1,103,155)	0	(0.00%)	
Proceeds from self-supporting loans	6	100,000	0	0	0	0.00%	
Transfer from reserves		8,571,382	0	0	0	0.00%	
Repayment of debentures	6	(5,630,871)	(3,753,914)	(3,424,477)	329,437	8.78%	▲
Transfer to reserves		(3,641,660)	0	0	0	0.00%	
Amount attributable to financing activities		2,004,916	(4,857,069)	(2,776,531)	2,080,538	42.84%	
Closing Funding Surplus / (Deficit)	1(c)	182,859	25,987,686	49,660,562	23,672,876	91.09%	

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 29 FEBRUARY 2020**

**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)
Non-cash items excluded from operating activities		\$	\$	\$
Adjustments to operating activities				
Less: Profit on asset disposals		(3,000)	0	(20,201)
Movement in pensioner deferred rates (non-current)		0	0	68,332
Movement in employee benefit provisions (non-current)		0	0	344,961
Add: Loss on asset disposals		327,000	0	181,615
Add: Depreciation on assets		33,707,463	22,462,664	22,493,056
Total non-cash items excluded from operating activities		34,031,463	22,462,664	23,067,763

(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 29 Feb 2020
Adjustments to net current assets				
Less: Reserves - restricted cash		(31,592,143)	(26,662,421)	(31,592,143)
Less: Unspent loans		(1,751,101)	0	0
Less: Capital Commitments		(2,426,444)	0	0
Less: ESL debtors		0	0	(3,188,288)
Less: Prepaid Rates		3,092,036	0	(3,230,901)
Less: Clearing accounts		0	0	2,028,389
Add: Borrowings	6	4,960,705	5,630,871	909,827
Add: Lease liability		0	0	(1,103,155)
Add: Provisions - employee		4,886,154	4,452,000	4,886,154
Add: Loan Facility offset		0	0	12,000,000
Total adjustments to net current assets		(22,830,793)	(16,579,550)	(19,290,117)

(c) Net current assets used in the Statement of Financial Activity

Current assets				
Cash and cash equivalents	2	45,552,853	32,883,280	54,855,164
Rates receivables	3	3,295,078	3,000,000	15,715,292
Receivables	3	3,079,788	3,670,000	6,747,038
Other current assets		1,349,951	450,000	442,950
Less: Current liabilities				
Payables		(8,843,628)	(9,158,000)	(673,374)
Borrowings	6	(4,960,705)	(5,630,871)	(909,827)
Contract liabilities		(183,071)	0	(5)
Lease liabilities		0	0	1,103,155
Provisions		(8,715,473)	(8,452,000)	(8,329,714)
Less: Total adjustments to net current assets	1(b)	(22,830,793)	(16,579,550)	(19,290,117)
Closing Funding Surplus / (Deficit)		7,744,000	182,859	49,660,562

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 29 FEBRUARY 2020

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
	\$	\$	\$	\$				
Cash on hand								
Westpac Municipal Bank Account	7,697,047	Variable		Westpac	AA-	NA	NA	
Westpac Trust Bank Account	588,961	Variable	NA	Westpac	AA-	NA	NA	
Visitors Centre	14,549	Variable	NA	Westpac	AA-	NA	NA	
Marina Bank Account	2,065	Variable	NA	Westpac	AA-	NA	NA	
	8,302,621							
Municipal Investments								
Muni 10 - 9652-46197	29,695	1.05%	309	ANZ	AA-	1/10/2019	1/10/2020	366
Muni 35 - 42-674-4859	3,023,982	1.60%	12,146	NAB	AA-	13/01/2020	14/04/2020	92
Muni 36 - 29-157-8194	3,022,678	1.53%	11,361	NAB	AA-	29/11/2019	27/02/2020	90
MNS 31 - 582058	6,078,220	1.75%	9,311	Westpac	AA-	28/02/2020	31/03/2020	32
MNS 60 - 582007	3,345,444	1.80%	10,198	Westpac	AA-	28/02/2020	30/04/2020	62
	15,500,019							
Reserve Investments								
Reserve 1 - 849461	1,061,049	1.45%	3,780	Bendigo	A-	31/01/2020	30/04/2020	90
Reserve 26 - 80-802-2069	2,469,370	1.55%	12,319	NAB	AA-	28/02/2020	29/06/2020	122
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	3,028,372	1.60%	11,901	NAB	AA-	22/01/2020	21/04/2020	90
Reserve 29 - 4875654	3,021,275	1.30%	9,119	Bankwest	AA-	6/01/2020	31/03/2020	85
Reserve 30 - 78-911-3263	3,026,424	1.60%	11,893	NAB	AA-	8/01/2020	7/04/2020	90
Reserve 31 - 78-920-6945	3,028,504	1.60%	12,033	NAB	AA-	24/01/2020	24/04/2020	91
Reserve 32 - 33713404	3,009,764	1.32%	9,764	Commonwealth	AA-	25/02/2020	25/05/2020	90
RNS 31 - 581565	6,788,074	1.75%	10,399	Westpac	AA-	28/02/2020	31/03/2020	32
RNS 60 - 581573	3,184,059	1.80%	9,706	Westpac	AA-	28/02/2020	30/04/2020	62
	31,641,484							
Trust Investments								
Trust 9 - 072-30538-6	86,983	1.75%	76	Bankwest	AA-	30/01/2020	2/03/2020	32
Bonds NS 90 - 582066	3,400,264	1.85%	5,506	Westpac	AA-	28/02/2020	31/03/2020	32
	3,487,247							
Total	58,931,372		151,838					

Interest revenue

Investment Interest Accrued	151,838
Investment Interest Matured	360,424
Rates Interest	675,414
	1,187,676

Interest Earned

\$1,187,676

Trust Funds

Cash At Bank	588,961
Investment	3,487,247
	4,076,208

Total Municipal and Reserve Funds

54,855,164

	Amount	Interest rate on loans	Interest Saved	YTD Interest Saved
Loan Offset Facility				
Westpac	12,000,000	2.80%	26,641	216,697

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 Municipal Cash	Unrestricted
\$66.86 M	\$35.21 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020

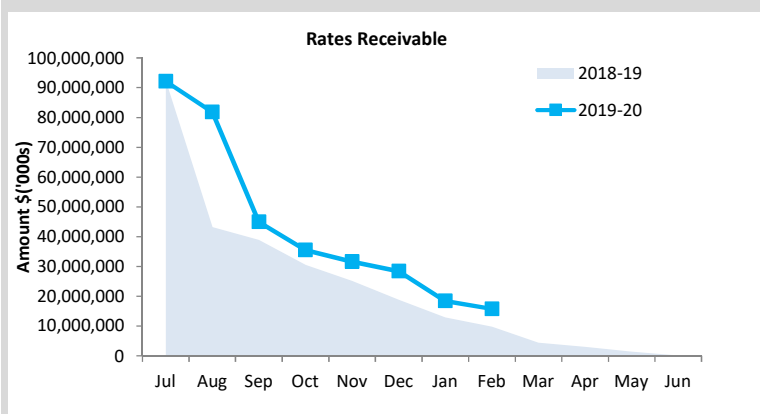
OPERATING ACTIVITIES
NOTE 3
RECEIVABLES

Rates Receivable	30 June 2019	28-Feb-19	29 Feb 20
	\$		\$
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)	(71,678,059)	(67,792,308)
Equals Current Outstanding	3,295,078	9,752,000	15,715,292
Net Rates Collectable	3,295,078	9,752,000	15,715,292
% Collected	96%	88%	81.2%
No. of Legal Proceedings Commenced for the 2019/20 year			5
No. of properties > \$10,000 outstanding			34
No. of properties between \$3,000 and \$10,000 outstanding			333
Value of Rates Concession		\$	8,899
Value of Rates Exemptions		\$	2,367,552

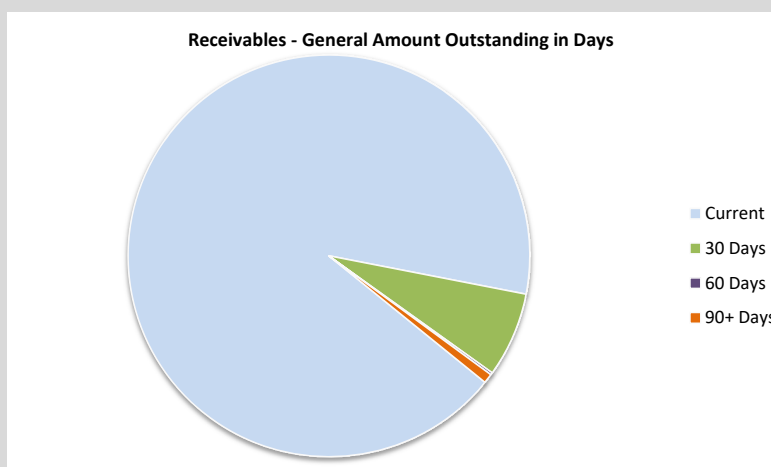
Receivables - General	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Balance per Trial Balance						
Sundry receivable		1,617,632	461,796	11,459	51,629	2,142,517
Recreation Centres		126,655				126,655
Mandurah Ocean Marina		53,951				53,951
GST receivable		473,346				473,346
Infringements		999,629				999,629
Pensioners rates and ESL deferred		2,801,111				2,801,111
Other Receivables		149,829				149,829
Total Receivables General Outstanding		6,222,153	461,796	11,459	51,629	6,747,038
Percentage		92.2%	6.8%	0.2%	0.8%	

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.



Collected	Rates Due
81.2%	\$15,715,292



Debtors Due
\$6,747,038
Over 30 Days
8%
Over 90 Days
1%

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**OPERATING ACTIVITIES
NOTE 4
DISPOSAL OF ASSETS**

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
		\$	\$
Land	Sale of Land in Port Mandurah	600,000	231,172
Light Passenger Vehicles - Replacement			
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	12,327
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
Light Commercial Vehicles - Replacement			
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
Trucks & Buses Replacements			
NISSAN-UD 280 SINGLE CAB TWO WAY TIPPER	Works Construction - Works and Services (T002)	0	0
HINO 300 SINGLE CAB TRAY WITH KEVREK 1000S	Civil Maintenance - Works and Services (T005)	0	0
HINO 500 SINGLE CAB THREE WAY TIPPER	Civil Maintenance - Works and Services (T006)	0	0
HINO 300 SINGLE CAB TRAY WITH KEVREK 1500	Civil Maintenance - Works and Services (T007)	0	0
HINO 500 SINGLE CAB TWO WAY TIPPER	Civil Construction Drainage - Works and Services (T026)	0	0
HINO -MACDONALD JOHNSTON VS650 ROADSWEeper	Civil Maintenance - Works and Services (T051)	74,326	0
Trailers			
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)		0

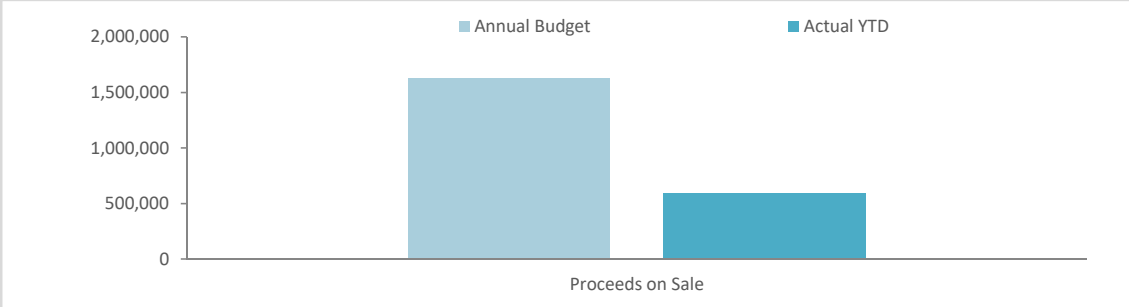
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**OPERATING ACTIVITIES
NOTE 4
DISPOSAL OF ASSETS**

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
2.0-4.5T TANDEM MOWER TRAILER WITH RAMP	(P140)	2,040	0
2.0-4.5T TANDEM BOX TRAILER WITH RAMP	(P143)	700	0
Parks & Mowers			
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
Miscellaneous Equipment >\$1500			
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	959
ERS TURBO WASH PARTS WASHER	Cityfleet - Works and Services (P095)	0	0
JASMAN ELECTRIC STEAM CLEANER	Cityfleet - Works and Services (P098)	100	0
BENDPAK HOIST	Cityfleet - Works and Services (P114)	1,480	0
Plant Disposed from 2018/19 budget			
HINO 700 FS2844 SINGLE CAB TIPPER TRUCK DSL MAN18SP			
PBB BODY TARP	Works Construction - Works and Services (T029)	52,505	52,505
ISUZU SINGLE CAB TRAY WITH KEVRECK 1500	Projects (T010)	21,492	21,492
KUBOTA F3690 60INCH OUTFRONT MOWER DSL	Plant (M014)	5,981	5,981
KUBOTA F3690 72' OUTFRONT MOWER DSL SIDE DISCHARGE	Plant (M004)	9,357	9,350
Trailer Single Axle Tipping Mower	Plant (P1425)	1,723	1,723
TRAILER LOW LOADER FLOAT .	Works Construction - (P182)	12,593	12,593
Kubota RTV 900 XTW 4WD Utility	Parks South Plant (1290) U106	10,913	10,913
TOYOTA RAV4 CV 2WD WAGON ULP AUTO	C075	17,041	17,041
HINO 700 SERIES FS1ELKD TIPER TRUCK	T027	51,679	51,679
Kubota RTV 900 XTW 4WD Utility	Parks Plant (1289) U105	7,226	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	20,647
SCARAB MERLIN ROADSWEeper ON NISSAN UD MK240 DSL			
MAN/HYDROSTAT	T050	70,867	0
RFQ09-2019 - Supply and Deliver One New 5T Trayback Truck with Kevrek Crane.	T004	27,332	0
Plant Disposed - other			
Hyundai Sante FE Elite Wagon Auto DSL	Recreation Services -P1411 C03616	24,600	24,600
		1,624,021	594,689

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**OPERATING ACTIVITIES
NOTE 4
DISPOSAL OF ASSETS**

		Budget	YTD Actual						
Asset	Asset Description	Proceeds	Proceeds						
KEY INFORMATION									
	<div><div><div>Annual Budget</div><div>Actual YTD</div></div><table><thead><tr><th>Category</th><th>Annual Budget</th><th>Actual YTD</th></tr></thead><tbody><tr><td>Proceeds on Sale</td><td>~1,600,000</td><td>~600,000</td></tr></tbody></table></div>			Category	Annual Budget	Actual YTD	Proceeds on Sale	~1,600,000	~600,000
Category	Annual Budget	Actual YTD							
Proceeds on Sale	~1,600,000	~600,000							

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

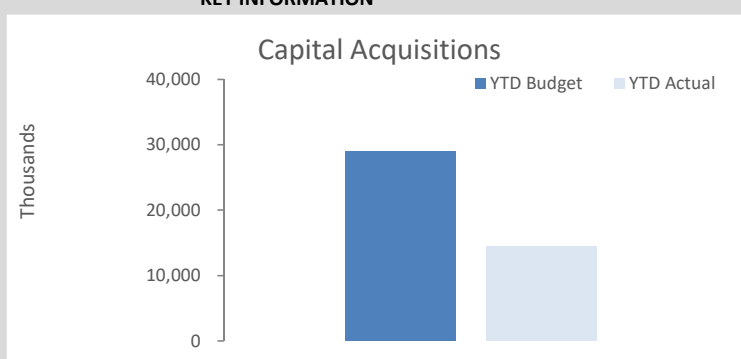
**INVESTING ACTIVITIES
NOTE 5
CAPITAL ACQUISITIONS**

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	3,523,900	3,628,160	3,080,987	1,447,184	(1,633,803)
Equipment	435,532	535,532	435,588	376,706	(58,882)
Machinery	4,064,766	3,469,910	2,308,614	1,983,066	(325,548)
Infrastructure - Roads	11,986,132	12,011,457	8,709,026	6,116,057	(2,592,969)
Bridges	744,980	753,306	583,142	329,291	(253,851)
Parks	4,221,862	4,096,201	3,103,207	2,009,265	(1,093,942)
Drainage	1,116,564	954,193	922,140	301,822	(620,318)
Coastal & Estuary	1,610,873	825,563	621,224	378,705	(242,519)
Other Infrastructure	12,012,043	11,689,811	9,256,359	1,499,933	(7,756,426)
Capital Expenditure Totals	39,716,652	37,964,133	29,020,287	14,442,030	(14,578,257)
Capital Acquisitions Funded By:					
	\$		\$	\$	\$
City of Mandurah Contribution	12,862,110	11,158,348	19,998,056	3,683,215	(16,314,841)
Capital grants and contributions	10,758,324	11,780,433	8,427,542	10,164,126	1,736,584
Borrowings	8,094,397	7,201,101	0	0	0
Other (Disposals & C/Fwd)	1,609,590	1,624,021	594,689	594,689	0
Cash Backed Reserves					
Building Reserve	719,448	610,962	0	0	0
Asset Management Reserve	550,000	554,360	0	0	0
Property Acquisition Reserve		379,270	0	0	0
Sustainability Reserve	141,000	148,745	0	0	0
Sanitation Reserve	618,451	334,285	0	0	0
Community Improvements Reserve	53,751	63,698	0	0	0
Traffic Bridge Reserve	495,220	495,220	0	0	0
Mandurah Ocean Marina Reserve	92,128	127,128	0	0	0
Unspent Grants & Contributions Reserve	3,436,338	3,440,562	0	0	0
Carbon Offset Reserve	40,000	40,000	0	0	0
Digital Futures Reserve		0	0	0	0
Specified Area Rates - Port Mandurah Canals	245,895		0	0	0
Sportclubs Maintenance Levy Reserve		6,000		0	0
Capital Funding Total	39,716,652	37,964,133	29,020,287	14,442,030	(14,578,257)

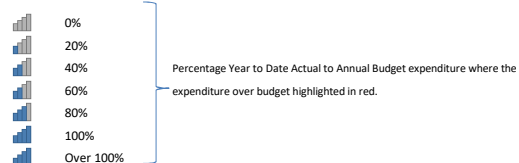
SIGNIFICANT ACCOUNTING POLICIES

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
	\$37.96 M	\$14.44 M	36%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$11.78 M	\$10.16 M	94%

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020Capital 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
Buildings							
	1632.750578. CSRFF	150,000	62,000	41,312	0	62,000	
	1632.750579. Mh Mustangs FC - Facility Development	174,410	174,410	174,412	0	174,410	Detailed design costings are being finalised and construction is expected in March, with completion due October/November 2020.
	1632.750580. Peelwood Res - Changeroom Upgrade	21,140	21,140	14,088	0	21,140	Project being staged. Stage 1 is home changeroom for ovals 2 and 3 to be completed this year. Construction to commence Q4.
	1632.750581. BDYC Security Upgrade	32,768	32,768	21,832	0	32,768	Works to commence Q4.
	1632.750582. Mandurah Library Ablutions Refurbishment	21,140	21,140	14,088	1,140	20,000	Construction complete. Finances to be finalised.
	1632.750583. Museum Garage Area Flooring	11,627	11,627	7,744	627	11,000	Construction 90% completed.
	1632.750584. Tuart Av Community Kitchen Retrofit	264,258	30,000	27,289	17,058	12,942	Application for the grant monies will be submitted start of March. Project on hold until outcome of grant application is known in May.
	1632.750510. CASM Ablution Upgrade	31,711	31,711	21,136	4,691	27,020	Works to commence Q3.
	1632.750585. CASM Sliding Door	21,140	21,140	14,088	20,165	975	Works complete. Finances to be finalised.
	1632.750586. MARC LED & Lighting Control	52,851	52,851	35,216	2,851	50,000	Works to commence Q3. Procurement process progressing.
	1632.750587. Coodanup Community Centre Ablution	73,993	73,993	49,312	3,993	70,000	Construction 80% complete.
	1632.750588. Owen Avenue Ablution	158,554	158,554	158,554	11,664	146,890	Works to commence Q4.
	1632.750589. Admin Building First Floor Carpet	52,851	52,851	35,216	2,851	50,000	Works have been brought forward to commence in March.
	1632.750591. Civic Chamber Meeting Rooms	84,563	84,563	27,060	9,563	75,000	Works to commence Q3.
	1632.750590. Civic Building HVAC Replacement	10,570	12,370	8,240	12,370	0	Completed.
	1632.750592. MARC Aquatic Window Control Gear	40,168	40,168	26,768	0	40,168	Works to commence Q3.
	1632.750593. MARC Roof Access Walkways	63,422	43,422	28,936	3,422	40,000	Project delayed to Qtr 4 as waiting on solar panel project contract to be finalised.
	1632.750594. Museum House Asbestos Removal	79,278	79,278	79,276	49,383	29,895	Completed. Finances to be finalised.
	1632.750595. Museum Rear Roller Door Replacement	15,855	15,855	10,568	855	15,000	Completed. Finances to be finalised.
	1632.750596. Museum Window Frames Replacement	26,426	26,426	17,616	1,861	24,565	Completed. Finances to be finalised.
	1632.750600. Facility Glazing Compliance Upgrade	60,251	54,902	36,592	0	54,902	Works to commence Q4.
	1632.750601. East Mandurah Playgroup Roller Door	10,584	10,584	7,056	5,632	4,952	Completed.
	1632.750602. Mechanical Workshop Shade Project	13,741	17,290	11,528	17,366	(76)	Completed.
	1632.750603. Southern Ops Transportable Meeting Room	84,563	84,563	27,060	0	84,563	Works to commence Q4.
	1632.750604. Falcon Pavilion Roof	26,426	26,426	17,616	1,426	25,000	Construction complete. Finances to be finalised.
	1632.750605. Port Bouvard SLSC Gear Shed Re-Roof	95,133	102,133	102,133	0	102,133	Works rescheduled to commence Q4. Project delayed due to club requesting works to be completed outside of the summer season.
	1632.750606. South Mh Football Club Pavilion	79,278	79,278	79,274	60,955	18,323	Construction completed. Finances to be finalised.
	1632.750609. Site Main Switchboards	95,133	95,133	63,400	0	95,133	Waiting on updated quote from supplier. This work will occur at same time as MARC generator commissioning after the generator is installed.
	1632.750610. Dolphin Drive MATV Compound	10,468	10,468	6,976	8,926	1,542	Construction 95% complete.
	1632.750611. Marina Ablution Facility Shed	10,468	13,000	8,664	6,884	6,116	Construction 85% complete.
	1632.750516. Change Rooms Upgrade Program	75,000	220,000	220,000	0	220,000	Falcon Pavilion CSRFF grant application was successful. Planned tender advertising for April 2020 with construction to commence May/June 2020. Completion due October 2020
	1632.750520. Northport Reserve, Baloo Crescent Facility	80,000	90,790	90,790	90,790	(0)	Completed.
	1632.750567. South Mandurah FC Changerooms (CSRFF)	30,000	34,850	23,224	30,000	4,850	Completed.
	1632.750572. MMFC Upgrade Rushton North Pav (CSRFF)	65,000	38,177	25,448	38,177	(0)	Completed.
	1632.750433. Port Bouvard Surf Life Saving Club	34,818	50,476	50,476	50,476	0	Completed.
	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	483,406	503,082	28,367	Construction completed. Finances to be finalised.
	1632.750577. New 60 Peel St Demolition	30,000	23,831	23,831	23,831	0	Completed.
	1632.750524. SCC & SIPS Buildings energy upgrades	55,000	47,690	31,784	47,690	(0)	Completed.
	1632.750454. MARC/Waste Transfer Station - Solar Plan Phase 5	300,993	311,000	282,888	1,586	309,414	Works to commence Q3.
	1632.750501. MARC Systems Integration	110,000	91,995	91,995	8,962	83,033	Harmonics works complete. Generator integration works to be completed.
	1632.750532. Civic Building - Tuckey Room	231,698	294,936	294,936	139,213	155,723	Design being further developed. Construction to commence Q4.



























































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
	1632.750289.	RS - MARC Redevelopment Stage 2			7,458	7,663	7,663	7,663	0	Completed.
	1632.750573.	MARC squash court roof drainage			20,000	3,043	3,043	3,043	0	Completed.
	1632.750575.	Central Boardwalk			80,000	100,000	100,000	88,426	11,574	Major works 95% complete with minor landscaping still to be finished.
	1632.750451.	Bortolo Reserve Sports Lighting			67,488	57,095	38,048	57,095	0	Completed.
	1632.750498.	Museum Courtroom Interpretation Project				11,561	11,561	11,561	0	Completed.
	1632.750550.	Indoor Sports Facility				0	0	0	0	Carryover budget not required. Funds returned at Budget Review.
	1632.750612.	WMC Tipping Shed Security Doors				60,000	60,000	48,235	11,765	Works 80% complete.
	1632.750512.	Mandurah Library Staff Workroom				0	0	(129)	129	Credit received for works on 2018/19 capital project.
	1632.750613.	MARC Aquatic Condensation				44,616	14,278	0	44,616	Design to commence Q3.
	1632.750614.	Museum Office Ceiling Refurbishment				10,144	3,246	0	10,144	Works to commence Q4.
	1632.750615.	MSLSC Carpet Replacement				6,000	1,920	6,000	0	Completed.
	1632.750616.	Park Rd SES Building Workshop Upgrade				5,000	1,600	0	5,000	Works to commence Q4.
Bridges										
	1634.880011.	Mandurah Traffic Bridge Feature Lighting			10,570	10,072	6,712	10,072	1	Completed.
	1634.880001.	Old Mandurah Bridge			495,220	500,000	333,200	100,000	400,000	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	219,219	24,015	Stairs complete. Shared path anti skid to be completed after Crab Festival but before Easter.
Parks										
	1635.700395.	Falcon Reserve Activation Plan			250,639	250,639	80,204	31,665	218,974	Works to commence Q4. Awaiting completion of skatepark.
	1635.700396.	Falcon Skate Park Upgrade			400,000	400,000	128,000	1,873	398,127	Construction has commenced.
	1635.700397.	Fowler Reserve - Cricket Nets			18,000	18,000	11,992	16,980	1,020	Completed.
	1635.700398.	Rushton Park Development Works			40,000	40,000	26,656	40,000	0	Completed.
	1635.700399.	Lakelands Community Garden			30,000	30,000	19,992	0	30,000	Works to commence Q3.
	1635.700436.	Upgrade Billy Dowers Outdoor Space			32,000	32,000	21,328	19,079	12,921	Construction 50% complete.
	1635.700400.	Westbury Way Offset Fencing			16,000	13,745	13,745	13,745	0	Completed.
	1635.700430.	Kerosene Tank Bunding			15,000	15,000	15,000	0	15,000	Works have been rescheduled to commence Q4. This was a low priority job that was unable to be actioned during Q3, but will be completed during Q4.
	1635.700401.	Birchley Reserve Upgrade Stage 2			136,712	136,712	136,712	133,533	3,179	Construction 95% complete.
	1635.700402.	Falcon Bay Foreshore Stage 3 of 4			341,780	341,780	341,781	333,132	8,648	Construction 95% complete.
	1635.700403.	Grahame Heal Reserve			96,838	96,839	96,840	11,838	85,001	Construction to commence Q4 due to delays in procurement.
	1635.700404.	Halls Head Recycled Water			227,854	227,854	72,914	29,054	198,800	Tender closes 5 March 2020. Works to commence Q4.
	1635.700405.	Mandjar Square Final Stage			341,780	336,780	224,440	282,170	54,610	Construction 95% complete. Unforeseen additional drainage/roof works still to be undertaken.
	1635.700406.	Pebble Beach Boulevard Res 46649			182,282	182,282	180,459	22,309	159,973	Construction to commence Q4 due to delays in procurement.
	1635.700407.	Pinjarra Road East Stage 2			284,817	284,817	284,817	209,501	75,316	Construction 75% complete.
	1635.700408.	Riverview Foreshore Stage 2			22,785	17,785	17,786	2,785	15,000	Construction to commence Q3.
	1635.700409.	San Marco Quays Playground Final Stage			22,785	24,053	24,053	24,053	(0)	Completed.
	1635.700410.	Westbury Way North side POS Stage 3			227,854	227,854	227,855	34,055	193,799	Construction 25% complete.
	1635.700411.	Convert Sporting Ovals to SDS			50,000	50,000	50,000	16,057	33,943	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	7,553	15,232	Construction 50% complete.
	1635.700415.	Melaleuca Reserve Shade Sail			30,760	30,760	30,761	3,760	27,000	Construction 95% complete.
	1635.700416.	Moorhen Green Upgrade			34,178	34,178	34,178	13,420	20,758	Construction 25% complete.
	1635.700417.	Old Yacht Club Superficial Bore			41,074	41,074	41,074	26,038	15,036	Construction 95% complete.
	1635.700414.	Jerramungup Gdn/Wittenoom Turn			28,481	28,481	28,482	22,340	6,141	Construction 95% complete.
	1635.700418.	Shade Sales Various Sites			113,927	113,927	113,927	17,616	96,311	Construction 75% complete.
	1635.700420.	Basketball Hoops Renewal			20,000	20,000	20,000	18,134	1,866	Completed.
	1635.700421.	Eastern Foreshore Softfall Renewal			12,134	12,134	12,134	0	12,134	New contractor being sought to complete softfall projects. Construction to commence Q4.
	1635.700422.	Louis Dawe Park Renewal			68,356	68,356	68,357	9,068	59,288	Construction to commence Q4 due to delays in procurement.
	1635.700423.	Mogum Reserve Softfall Renewal			30,000	30,000	30,000	0	30,000	New contractor being sought to complete softfall projects. Construction to commence Q4.
	1635.700424.	Olive Road Foreshore Renewal			28,481	17,000	16,999	3,481	13,519	Construction to commence Q3.
	1635.700425.	Quandong Reserve Renewal			60,000	60,000	60,002	14,152	45,848	Construction 50% complete.
	1635.700426.	Rushton Park Fencing Renewal			20,000	20,000	20,000	17,210	2,790	Completed.
	1635.700427.	Signage			56,963	16,963	16,793	13,351	3,612	2019-2020 Ongoing Program.
	1635.700431.	Electric BBQ Replacement			68,708	68,708	45,792	57,144	11,564	2019-2020 Ongoing Program.
	1635.700432.	Goegrup Lake Boardwalk			63,470	3,470	2,312	0	3,470	Project cancelled due to location not in the city's boundaries.
	1635.700433.	Estuary Road Boardwalk			21,237	13,281	8,848	13,281	0	Completed.
	1635.700434.	Bethyl Corner Renewal			158,554	123,554	123,554	28,816	94,738	Construction 25% complete.
	1635.700435.	Power Meter Enclosures			95,133	95,133	63,400	39,708	55,425	2019-2020 Ongoing Program.
	1635.700429.	Town Beach Shower			20,937	19,032	12,680	19,032	(0)	Completed.
	1635.700364.	Mandjar Square Water Feature			199,325	196,736	131,112	196,736	(0)	Completed.
	1635.700346.	Coote Reserve BMX Track			60,000	65,000	43,320	65,079	(79)	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
 1635.700361. Mandjar Square Stage 3 & 4	90,000	62,150	41,424	62,150	0		Completed.
 1635.700365. Novara Foreshore Stage 3	50,000	106,354	70,872	73,435	32,919		Construction 95% complete.
 1635.700377. MARC improvement to car park area	5,000	4,570	3,048	3,750	820		Construction complete. Finances to be finalised.
 1635.700385. Lakes Lawn Cemetery - Signage	9,998	8,316	5,544	6,388	1,928		Construction 80% complete.
 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. Funds returned at Budget Review.
 1635.700376. Mandurah Rd median - Gordon to Meadow Sp	40,000	48,491	32,320	48,491	0		Construction complete.
 1635.700363. Falcon Bay Foreshore Stage 2		17,798	11,864	7,304	10,494		Construction 95% complete.
 1635.700437. Mandurah Croquet Club Shade Structures		7,000	2,240	0	7,000		Construction to commence Q3.
Roads							
 1636.500946. Flagpole Lighting ADC Buildings	15,855	5,711	3,808	5,711	(0)		Completed.
 1636.500947. Reserve Lighting Device Upgrade	7,000	7,000	4,664	0	7,000		Works to commence Q4.
 1636.500948. Sthn Districts Fire Brigade (Carpark)	54,516	54,516	36,328	14,072	40,444		Following site meeting construction has been brought forward to commence Q3.
 1636.500949. City Centre Parking and Signage	160,385	160,385	106,880	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	1,002,008	31,569	1,472,044		Civil design progressing and will include the central area of the mall being trafficable. Structural advice and detail design for shade structures to be completed shortly.
 1636.500951. RC Dower Street	817,747	817,747	817,747	812,409	5,339		Completed.
 1636.500952. RC Mississippi Drive	436,132	386,132	386,128	158,471	227,661		Construction 75% complete. Scope of works changing to accommodate additional lighting and path works within budget.
 1636.500953. RC Peel Street	817,747	817,747	261,679	0	817,747		Stage 1 works confirmed to commence Q4. Stage 2 works will be programmed for 2021.
 1636.500954. RC Pinjarra Road	760,839	760,839	760,839	688,801	72,038		Civil construction complete. Services and landscaping works to be completed.
 1636.500955. RR Bailey Boulevard	281,154	281,154	281,155	32,570	248,584		Construction to commence Q4.
 1636.500956. RR Beacham Street	365,501	275,501	275,502	233,905	41,596		Construction complete. Finances to be finalised.
 1636.500957. RR Clarice Street	275,531	325,531	104,172	87,653	237,878		Construction 50% complete.
 1636.500958. RR Creery Street	84,347	80,056	80,057	80,056	0		Completed.
 1636.500959. RR Fernwood Rd/Old Coast Rd	208,054	68,054	67,376	62,163	5,891		Completed.
 1636.500960. RR Gordon Road	281,154	281,154	281,154	209,951	71,203		Construction complete. Finances to be finalised.
 1636.500961. RR Merrivale Street	404,862	354,862	354,861	329,561	25,301		Completed.
 1636.500962. RR Thera Street	337,385	337,385	107,963	39,893	297,492		Construction to commence Q4. Project to be split into 3 stages due to budget constraints.
 1636.500963. TM Discretionary Traffic Mgmt	109,033	109,033	34,891	48,962	60,071		2019-2020 Ongoing Program.
 1636.500964. TM Old Coast Rd/Rutland Dr Roundabout	109,033	109,033	109,032	62,992	46,041		Construction 75% complete.
 1636.500965. TM Wilderness Dr/Old Coast Rd	109,033	109,033	109,033	99,749	9,284		Construction 50% complete.
 1636.500966. CP Aldgate St Realignment Stage 2	81,775	81,775	61,335	7,161	74,614		Construction to commence Q4.
 1636.500967. CP Pinjarra Rd/Sutton St	32,710	62,710	62,710	19,287	43,423		Construction 75% complete.
 1636.500968. RS Aberdeen Close	15,183	43,245	43,243	43,245	(0)		Completed.
 1636.500969. RS Aberdeen Cl/Balmoral Pde Intersection	10,122	0	0	0	0		Funds reallocated to RS Aberdeen Close.
 1636.500970. RS Achilles Place	67,477	40,510	40,506	40,510	(0)		Completed.
 1636.500971. RS Aldgate St/Parkview St Intersection	16,026	19,120	19,119	2,119	17,001		Construction to commence Q3.
 1636.500972. RS Beam Road	56,230	44,984	44,984	44,683	301		Completed.
 1636.500973. RS Esprit Parkway	140,577	56,685	56,685	56,685	0		Completed.
 1636.500974. RS Ferguson St/Ivanhoe Crs	56,230	43,421	43,418	43,422	(1)		Completed.
 1636.500975. RS Fernwood Rd/Timbers Edge Intersection	56,230	56,230	56,229	49,143	7,087		Completed.
 1636.500976. RS Frankland Place	41,050	56,230	56,230	45,909	10,321		Completed.
 1636.500977. RS Hillway Street	38,517	30,492	30,490	30,492	(0)		Completed.
 1636.500978. RS Leighton Rd/Halls Head Pde	33,176	84,347	84,348	67,191	17,156		Construction complete. Finances to be finalised.
 1636.500979. RS Lord Hobart Dve/Addingham Blvd	16,869	297,477	297,479	16,253	281,224		Construction to commence Q4.
 1636.500980. RS Mississippi Drive	134,954	112,462	112,462	12,671	99,791		Construction to commence Q4 due to program reshuffle.
 1636.500981. RS Peel St/Ormsby Tce Roundabout	39,361	84,347	84,348	12,587	71,760		Construction to commence Q4 due to program reshuffle.
 1636.500982. RS Peelwood Parade	35,706	85,000	84,996	10,379	74,621		Construction to commence Q3.
 1636.500983. RS Peelwood Pde/Mahogany Dr	25,303	27,903	27,902	27,904	(1)		Completed.
 1636.500984. RS Watersun Drive	84,347	51,809	51,809	51,809	0		Completed.
 1636.500985. RS Yalgoo Heights	67,477	23,288	23,287	23,288	(0)		Completed.
 1636.500986. RS Yarri Way	24,180	17,187	17,187	17,187	0		Completed.
 1636.500987. SP Albermarle Close	28,349	0	1	0	0		Funds returned at Budget Review.
 1636.500988. SP Blakeley Street	57,242	46,885	15,003	6,960	39,925		Construction to commence Q3.
 1636.500989. SP Boileau Place	19,626	19,663	6,292	19,664	(1)		Completed.
 1636.500990. SP Cox Bay	21,807	21,807	6,978	1,807	20,000		Construction to commence Q4. Additional \$5k funding requested to be allocated from SP Old Coast Road, Halls Head due to scope change.
 1636.500991. SP Dichondra Pass	58,333	54,064	17,300	50,660	3,404		Construction complete. Finances to be finalised.
 1636.500992. SP Duverney Park PAW	70,872	70,872	22,681	19,377	51,495		Construction 50% complete.
 1636.500993. SP Gillark Street	32,165	42,679	13,656	42,680	(1)		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
 1636.500994. SP Janice Avenue	119,936	98,144	31,407	98,144	0	Completed.
 1636.500995. SP Jubata Gardens	39,252	61,059	19,540	22,524	38,535	Construction 95% complete.
 1636.500996. SP Lefroy Street	52,881	43,612	13,956	0	43,612	Construction rescheduled to commence Qtr 4 due to unexpected delays regarding environmental approvals.
 1636.500997. SP Mandurah Road, Erskine	21,807	10,000	3,200	3,659	6,341	Construction not going ahead. Finances to be finalised for design costs.
 1636.500998. SP Missing Links	87,227	87,227	27,913	22,171	65,056	2019-2020 Ongoing Program.
 1636.500999. SP Oakwood Gate	41,433	39,007	12,483	39,007	(0)	Completed.
 1636.501000. SP Old Coast Road, Halls Head	43,612	54,516	17,447	36,237	18,279	Construction 75% complete.
 1636.501001. SP Orelia Street	28,349	26,901	8,609	26,901	0	Completed.
 1636.501002. SP Pedestrian Crossing Upgrades	54,516	54,516	17,445	6,375	48,141	2019-2020 Ongoing Program.
 1636.501003. SP Perida Way	26,168	22,739	7,276	22,738	1	Completed.
 1636.501004. SP Sandeland Avenue	25,077	24,092	7,710	24,091	1	Completed.
 1636.501005. SP Sunview Rise PAW	27,803	9,638	3,083	9,638	(0)	Completed.
 1636.501006. SP Swinton Place	25,077	22,897	7,326	0	22,897	Construction delayed due unfavourable public consultation. Rescheduled to commence Qtr 4.
 1636.501007. Bus shelters	63,612	63,612	42,392	21,432	42,180	2019-2020 Ongoing Program.
 1636.501008. SL Gibson Street	109,033	109,033	34,891	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	63,182	20,218	13,216	49,966	2019-2020 Ongoing Program.
 1636.501011. SL Train Station Access Path	54,516	54,516	0	0	54,516	Consultant undertaking lighting scope. Works to commence Q4.
 1636.501012. Depot Stockpile Upgrades	25,000	35,000	35,000	0	35,000	To be aligned with structural design and other rain sensitive projects. Therefore rescheduled from Q3 to Q4.
 1636.501015. Light Pole Replacement Program	105,703	0	0	0	0	Funds returned at Budget Review. Works to be re-budgeted in the future.
 1636.501016. MOM Canal Light Poles	98,304	98,304	98,306	33,778	64,526	2019-2020 Ongoing Program.
 1636.501022. Parks and Reserves LED Program	63,422	63,422	42,264	17,653	45,769	2019-2020 Ongoing Program.
 1636.501017. Port Mandurah SL Rectification Project	52,851	52,851	35,216	35,420	17,431	2019-2020 Ongoing Program.
 1636.501018. WMC Out Weighbridge Road Repairs	50,120	50,120	33,400	0	50,120	To commence Q4.
 1636.501019. WMC Recovery Facility Hardstand	250,602	190,602	127,016	0	190,602	To commence Q4.
 1636.501021. South Harbour Paving Replacement	78,515	45,459	30,304	45,459	(0)	Completed.
 1636.500798. Dower St - Pinjarra Rd Intersection	381,206	379,369	252,808	378,397	972	Completed.
 1636.500887. Dower Street	261,047	348,861	232,480	348,974	(113)	Completed.
 1636.500889. Lakes Rd	27,312	55,759	37,160	30,850	24,909	Construction complete. Finances to be finalised.
 1636.500892. Smokebush Retreat	132,000	131,033	87,320	10,596	120,437	Construction 95% complete. Western Power connection works remaining.
 1636.500894. Coodanup Drive	90,000	206,290	137,472	92,210	114,080	Construction 75% complete. Lighting currently being scoped by Western Power.
 1636.500904. Yeedong Road	5,000	28,125	18,752	28,124	1	Completed.
 1636.500909. Pinjarra Road Carpark	200,000	183,097	122,024	183,097	(0)	Completed.
 1636.500914. Coolibah Avenue Resurfacing	205,000	200,222	133,424	200,222	0	Completed.
 1636.500932. Pedestrian Lighting to PAW	37,472	37,472	24,968	0	37,472	Works have been rescheduled to now commence Q3.
 1636.500942. PTA Bus Embayment - 27636	248,122	235,400	156,880	235,399	1	Completed. Funds to be returned to PTA.
 1636.500943. PTA Bus Embayment - 27635	192,502	189,746	126,456	189,746	(0)	Completed. Funds to be returned to PTA.
 1636.500944. WMC Top Shed Roadworks	30,000	34,165	22,776	34,165	(0)	Completed.
 1636.501023. Dudley Park PS Carpark		86,467	28,825	31,907	54,560	Construction complete. Finances to be finalised.
 1636.501024. Mandurah Terrace Modifications		19,000	9,000	0	19,000	Construction will commence Q3.
 1636.500596. SP Pinjarra Rd Reconstruct Panels & Kerb		0	0	48	(48)	Costed to incorrect account will be corrected next month.
Drainage						
 1637.600155. DR Discretionary Improvements	112,462	112,462	111,338	21,376	91,086	2019-2020 Ongoing Program.
 1637.600156. DR Donnelly Gardens	11,246	11,246	11,245	8,419	2,827	Completed.
 1637.600157. DR Estuary Heights Place	44,984	44,984	44,984	30,314	14,670	Construction 75% complete. Awaiting invoice from Water Corporation.
 1637.600158. DR Estuary View Road	22,493	37,492	37,488	8,232	29,260	Construction 95% complete.
 1637.600159. DR Harvey View Drive	16,869	16,869	16,870	9,772	7,097	Completed.
 1637.600160. DR Henson St/Mandurah Tce	33,739	33,739	33,739	6,934	26,805	Construction to commence Q3 after Crab Festival.
 1637.600161. DR Leura Street	84,347	84,347	84,346	9,422	74,925	Construction to commence Q4.
 1637.600162. DR Lord Hobart Drive	67,477	67,477	67,476	10,868	56,609	Construction to commence Q4.
 1637.600163. DR Mulberry Close	22,493	22,493	22,492	3,797	18,696	Construction 25% complete.
 1637.600164. DR Orion Rd Park Stage 2	112,462	112,462	112,463	64,697	47,765	Drainage works complete. Landscaping works still to be completed to finalise project.
 1637.600165. DR Rialto & Bermuda Plcs Accessway	22,493	7,393	7,390	7,393	0	Completed.
 1637.600166. DR Riverina Avenue	16,869	16,869	16,870	9,342	7,527	Completed.
 1637.600167. DR Spinaway Parade	56,230	226,231	226,229	0	226,231	Construction to commence Q4.
 1637.600168. DR Sunview Rise	56,230	56,230	56,229	18,606	37,624	Construction 75% complete.
 1637.600169. DR Water Sensitive Urban Design	224,924	0	0	0	0	Funds reallocated at Budget Review to other drainage and road projects.
 1637.600170. DR Yalgorup Drive	11,246	11,246	11,245	0	11,246	Construction to commence Q4.
 1637.600152. William/Bertram Road	150,000	37,360	24,896	37,360	(0)	Completed.

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Account Description		Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
	1637.600148. City Centre Drainage Upgrade Stage 2 Coastal & Estuary	50,000	55,293	36,840	55,292	1	Completed.
	1639.910095. Avalon Foreshore (Westview Parade)	56,963	70,963	70,255	7,874	63,089	Construction to commence Q3.
	1639.910096. San Remo Beach Universal Access	17,089	17,089	17,089	0	17,089	Construction to commence Q4.
	1639.910097. Breakwater Parade Fishing Platform	73,280	73,280	48,832	51,459	21,821	Construction complete. Finances to be finalised.
	1639.910098. Jetties - ABCDEFGH Main Marina	12,562	7,312	4,872	7,312	0	Completed.
	1639.910099. Jetties - J and K	52,342	36,121	24,072	36,121	0	Completed.
	1639.910100. Marina Commercial Jetty	52,342	52,342	34,880	34,345	17,997	Construction complete. Finances to be finalised.
	1639.910101. Marina Sth Harbour MATV Pits	10,468	10,468	6,976	0	10,468	Construction to commence Qtr. 4. Planning and consultation still in progress.
	1639.910102. South Harbour Upgrade	240,777	273,833	182,480	214,645	59,188	Construction 80% complete.
	1639.910103. Dawesville Channel Fishing Platform	52,342	52,342	34,880	2,342	50,000	Works to commence as soon as materials come in. Larger lead time due to decking sourced from overseas.
	1639.910104. Mariners Cove Café	31,405	31,405	20,928	0	31,405	Project currently on hold due to further consultation with café owner.
	1639.910105. Parkridge Boat Ramp	73,280	73,280	48,832	0	73,280	Construction to commence Q3. Subject to funding.
	1639.910084. Cambria Island Abutment wall repairs	92,128	127,128	127,128	24,607	102,521	Minor geotechnical investigations completed. Design ongoing.
	1639.910094. Dredging Port Mandurah Entrance	245,895	0	0	0	0	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	36,656	51,600	3,400	Completed.
	1640.820172. Christmas Decorations 2019	190,266	190,266	190,266	182,916	7,350	Completed.
	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.
	1640.820174. MPAC Orchestra Lift		120,000	38,400	0	120,000	Works to commence Q4.
Plant & Machinery							
	1641.770001. Light Passenger Vehicles - Replacement	321,510	321,510	214,256	256,362	65,148	
	1641.770002. Light Commercial Vehicles - Replacement	642,161	642,161	427,936	243,842	398,319	
	1641.770005. Light Passenger Vehicles - New	22,000	22,000	14,664	22,866	(866)	
	1641.770018. Light Commercial Vehicles - New	78,500	78,500	52,312	40,283	38,217	
	1641.770006. Trucks & Buses Replacements	2,020,384	1,316,706	877,456	1,046,402	270,304	
	1641.770007. Trailers	135,035	135,035	89,984	77,160	57,875	
	1641.770009. Parks & Mowers	363,150	363,150	242,000	110,255	252,895	
	1641.770011. Miscellaneous Equipment >\$1500	345,526	454,348	299,046	49,397	404,951	
	1641.770008. Construction Vehicles	136,500	136,500	90,960	136,500	0	Delivery expected 23 Dec 2019.
Other Infrastructure							
	1643.930032. Road Sweeper Spoil	35,000	65,000	65,000	0	65,000	Design able to proceed with approved funds at budget review. Works rescheduled to commence Q4.
	1643.930030. Waterfront Design Project	260,000	379,270	252,744	302,896	76,374	Project progressing. 90% complete.
	1643.930027. Tims Thicket Septage Ponds Upgrade	368,451	0	0	0	0	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	47,271	6,258	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	2,115,250	767,563	1,557,907	Construction 10% complete. Structural steel close to completion.
	1646.000000. Lakelands DOS	2,682,890	2,581,439	2,581,436	372,521	2,208,918	Awaiting estimate from quantity surveyor then procurement to commence for installation of sportsground lighting.
	1647.920027. Eastern Foreshore South Precinct	2,255,420	2,255,420	1,503,016	0	2,255,420	Last stage of design of the Estuary Pool is being finalised including jetty upgrades built to commercial standards. Stage 1 of jetty infrastructure design and construction tender to be advertised early March with works to commence in May.
	1647.920028. Western Foreshore Recreation Precinct	4,029,683	4,029,683	2,685,384	9,683	4,020,000	Tender was awarded and detailed design has commenced. Construction is programmed for early May with proposed completion December 2020. Detail design for play towers is out for quotation, closing 17 March.
	Grand Total	39,716,652	37,964,133	29,020,287	14,442,030	23,522,103	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

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
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Law, order, public safety									
Port Bouvard Surf Life Saving Club [316(v)]	15,279			8,273	13,999	7,006	1,280	185	257
Health									
						0	0		
						0	0		
Community amenities									
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
Recreation and culture									
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
Transport									
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
South Harbour Upgrade	0	0	230,000	0	1,578	0	228,422	0	730
New Road Construction 19/20	0	0	1,100,000	0	8,231	0	1,091,769	0	3,811
Other property and services									
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	5,450,000	3,424,477	5,630,871	26,257,674	29,501,280	293,675	1,029,460

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020

FINANCING ACTIVITIES

NOTE 6

BORROWINGS

Repayments - Borrowings

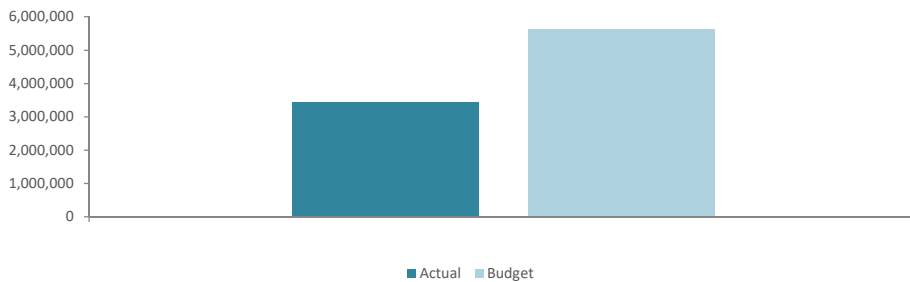
Information on Borrowings Particulars	1 July 2019	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
Total	29,682,151	0	5,450,000	3,424,477	5,630,871	26,257,674	29,501,280	293,675	1,029,460
Current borrowings	5,630,871		5,450,000	3,424,477	5,630,871	377,866	5,630,871	293,675	1,029,460
Non-current borrowings	24,051,280					25,879,808	23,870,409		
	29,682,151					26,257,674	29,501,280		

All debenture repayments were financed by general purpose revenue.

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 29 FEBRUARY 2020**

NOTE 7

OPERATING GRANTS AND CONTRIBUTIONS

Operating Grants, Subsidies and Contributions Revenue

Provider	Adopted Budget	Budget Variations	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$
Operating Grants and Subsidies				
General purpose funding				
Financial Assistance Grant - General Purpose	845,000		845,000	669,334
Financial Assistance Grant - Local Roads	670,000		670,000	460,305
Law, order, public safety				
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	25,878
Operating Grant Southern Districts Fire Brigade	24,624		24,624	16,016
DFES Bushfire Mitigation Funding	0	292,850	292,850	146,425
Lifeguard Service Funding	100,000		100,000	95,667
Education and welfare				
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
Recreation and culture				
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	115,000
Every Club Funding	20,000		20,000	20,000
Friday Night Skillz - DLGSCI	0		15,000	15,840
	2,022,908	367,850	2,405,758	1,710,196
TOTALS	2,022,908	367,850	2,405,758	1,710,196

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

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)
	\$	\$	\$	\$
Non-Operating Grants and Subsidies				
Law, order, public safety				
Shark Mitigation Project	200,000	(200,000)	0	0
Recreation and culture				
Eastern Foreshore South Precinct	2,250,000	0	2,250,000	2,250,000
Western Foreshore Recreation Precinct	2,750,000	0	2,750,000	2,750,000
Tuart Av Community Kitchen Retrofit	99,000	(99,000)	0	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
Transport				
RC Dower Street	500,000	0	500,000	500,000
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	1,000	66,500	53,200
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
Other property and services				
Bush Fire Brigade	381,177	84,000	465,177	232,588
	10,195,659	(164,000)	10,031,659	8,489,063
Non-Operating Contributions				
Recreation and culture				
Port Bouvard Surf Life Saving Club	300,000	0	300,000	300,000
Fowler Reserve - Cricket Nets	1,000	0	1,000	1,000
Fowler Reserve - Cricket Nets	900	(510)	390	390
MARC Backboards	0	40,000	40,000	40,000
Mandurah Bridge Club	0	0	0	7,000
Transport				
PTA Bus Embayment - 27636	151,394	(10,217)	141,177	151,394
PTA Bus Embayment - 27635	109,370	(4,539)	104,831	109,370
Dudley Park PS Carpark	0	86,467	86,467	0
Mandurah Terrace Modifications	0	10,000	10,000	0
Other property and services				
Lakelands Community Infrastructure Contribution	0	1,065,909	1,065,909	1,065,909
	562,664	1,187,110	1,749,774	1,675,063
Total Non-operating grants, subsidies and contributions	10,758,323	1,023,110	11,781,433	10,164,126

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**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
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus				(350,000)
1632.750523.	Bush Fire Brigade	Adopted	Capital Expenses			(84,000)	(434,000)
315915.0070.	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						
1632.750612.	WMC Tipping Shed Security Doors	Adopted	Capital Expenses			(60,000)	(410,000)
1636.501019.	WMC Recovery Facility Hardstand: decreased	Adopted	Capital Expenses		60,000		(350,000)
318910.0050.	Bushfire Mitigation Operating Grant	Adopted	Operating Revenue		292,850		(57,150)
9655.163032.	Bushfire Mitigation Activity	Adopted	Operating Expenses			(292,850)	(350,000)
1636.500968.	RS Aberdeen Close	Adopted	Capital Expenses		24,178		(325,822)
1636.500969.	RS Aberdeen Cl/Balmoral Pde Intersection	Adopted	Capital Expenses			(10,122)	(335,944)
1636.500970.	RS Achilles Place	Adopted	Capital Expenses			(16,869)	(352,813)
1636.500971.	RS Aldgate St/Parkview St Intersection	Adopted	Capital Expenses		3,093		(349,720)
1636.500972.	RS Beam Road	Adopted	Capital Expenses			(11,246)	(360,966)
1636.500973.	RS Esprit Parkway	Adopted	Capital Expenses			(84,347)	(445,313)
1636.500976.	RS Frankland Place	Adopted	Capital Expenses		15,180		(430,133)
1636.500978.	RS Leighton Rd/Halls Head Pde	Adopted	Capital Expenses		51,171		(378,962)
1636.500979.	RS Lord Hobart Dve/Addingham Blvd	Adopted	Capital Expenses		50,608		(328,354)
1636.500980.	RS Mississippi Drive	Adopted	Capital Expenses			(22,492)	(350,846)
1636.500981.	RS Peel St/Ormsby Tce Roundabout	Adopted	Capital Expenses		44,986		(305,860)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**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
1636.500982.	RS Peelwood Parade	Adopted	Capital Expenses		14,902		(290,958)
1636.500983.	RS Peelwood Pde/Mahogany Dr	Adopted	Capital Expenses		2,812		(288,146)
1636.500984.	RS Watersun Drive	Adopted	Capital Expenses			(22,493)	(310,639)
1636.500985.	RS Yalgor Heights	Adopted	Capital Expenses			(39,361)	(350,000)
1636.500987.	SP Albermarle Close	Adopted	Capital Expenses			(13,907)	(363,907)
1636.500988.	SP Blakeley Street	Adopted	Capital Expenses			(10,357)	(374,264)
1636.500989.	SP Boileau Place	Adopted	Capital Expenses		3,271		(370,993)
1636.500991.	SP Dichondra Pass	Adopted	Capital Expenses			(9,269)	(380,262)
1636.500993.	SP Gillark Street	Adopted	Capital Expenses		9,000		(371,262)
1636.500994.	SP Janice Avenue	Adopted	Capital Expenses			(10,903)	(382,165)
1636.500995.	SP Jubata Gardens	Adopted	Capital Expenses		21,807		(360,358)
1636.500996.	SP Lefroy Street	Adopted	Capital Expenses			(9,269)	(369,627)
1636.500997.	SP Mandurah Road, Erskine	Adopted	Capital Expenses		22,352		(347,275)
1636.500999.	SP Oakwood Gate	Adopted	Capital Expenses			(8,723)	(355,998)
1636.501000.	SP Old Coast Road, Halls Head	Adopted	Capital Expenses		10,904		(345,094)
1636.501005.	SP Sunview Rise PAW	Adopted	Capital Expenses			(2,726)	(347,820)
1636.501006.	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)
0555.101024.31012.55	Community Development Operating Grants		Operating Revenue		75,000		(272,256)
9555.101031.	Suicide Prevention Project		Operating Expenses			(75,000)	(347,256)
347810.9083.10	Contribution to MPAC		Operating Expenses			(80,000)	(427,256)
427810.9052.10	Financial Services subscriptions		Operating Expenses		20,000		(407,256)
428800.9000.05	Financial Accounting Salaries		Operating Expenses		60,000		(347,256)
347810.9083.10	Mandurah Performing Arts Centre RVIF works Stage 3		Operating Expenses			(250,000)	(597,256)
347970.0804.98	Transfer from Cultural Reserve		Capital Revenue		225,000		(372,256)
347970.0800.98	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		Capital Expenses		20,858		(336,078)
455965.0756.97	Cityfleet Proceeds of Sale		Capital Revenue			(1,710)	(337,788)
1632.750532.	Civic Building – Tuckey Room		Capital Expenses			(120,000)	(457,788)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**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
1635.700432.	Geogrup Boardwalk		Capital Expenses		60,000		(397,788)
1640.820173.	Council Chamber Furniture		Capital Expenses		20,000		(377,788)
1632.750501.	MARC Systems Integration		Capital Expenses		40,000		(337,788)
1632.750578.	CSRFF program		Capital Expenses		85,000		(252,788)
359915.0070.60	CSRFF Funding - Non Operating Grant		Capital Revenue		50,000		(202,788)
9645.140512.10058.10	Community facility Planning - Design		Operating Expenses		10,000		(192,788)
1632.750516.	Change Rooms Upgrade Program		Capital Expenses			(145,000)	(337,788)
456925.0100.	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 Sustainability reserve		Operating Revenue			(58,044)	(439,758)
1636.501023.	Dudley Park Primary School		Capital Expenses			(86,467)	(443,403)
381925.0100.72	Dudley Park Primary School - contribution DOE		Capital Revenue		86,467		(356,936)
1632.750567.	South Mandurah FC Changerooms		Capital Expenses			(4,850)	(361,786)
1632.750578.	CSRFF		Capital Expenses		3,000		(358,786)
1632.750606.	South Mandurah Football Club Pavilion		Capital Expenses		1,850		(356,936)
435800.9001.05	Casual Labour - Records		Operating Expenses		10,000		(346,936)
435810.9917.10	Archive Operating - Records		Operating Expenses			(10,000)	(356,936)
435810.9917.10	Archive Operating - Records		Operating Expenses			(27,000)	(279,788)
305810.9051.10	Election expenses		Operating Expenses		27,000		(252,788)
355810.9058.10	Swim School - General Advertising		Operating Expenses		1,500		(251,288)
362810.9058.10	Health and Fitness – General Advertising		Operating Expenses		3,000		(248,288)
363810.9058.10	Café – General Advertising		Operating Expenses		500		(247,788)
467810.9058.10	OSHC – General Advertising		Operating Expenses		1,000		(246,788)
379810.9059.10	Festival & Events - other operating costs		Operating Expenses			(6,000)	(252,788)
1641.770011.	Generator MARC		Capital Expenses			(120,000)	(559,758)
9578.105000.10752.10	MARC Maintenance - Lease Costs		Operating Expenses		40,000		(519,758)
455965.0756.97	Proceeds from Disposal of assets		Capital Revenue		80,000		(439,758)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**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
1636.500979.	RS Lord Hobart Drive/ Addingham Blvd		Capital Expenses			(230,000)	(669,758)
1636.500956.	RR Beacham Street		Capital Expenses		90,000		(579,758)
1636.500959.	RR Fernwood Rd/ Old Coast Road		Capital Expenses		90,000		(489,758)
1636.500961.	RR Merrivale Street		Capital Expenses		50,000		(439,758)
	BUDGET REVIEW ADOPTION		Opening Surplus(Deficit)		957,839		518,081
	BUDGET REVIEW ADOPTION		Operating Revenue		435,840		953,921
	BUDGET REVIEW ADOPTION		Operating Expenses			(2,774,910)	(1,820,989)
	BUDGET REVIEW ADOPTION		Non Cash Item		3,644,577		1,823,588
	BUDGET REVIEW ADOPTION		Capital Expenses		1,722,259		3,545,847
	BUDGET REVIEW ADOPTION		Capital Expenses			(1,503,000)	2,042,847
	BUDGET REVIEW ADOPTION		Capital Revenue			(1,859,988)	182,859
1636.501024.	Mandurah Terrace Modifications		Capital Expenses			(19,000)	163,859
381925.0100.72	Capital Contribution - Mandurah Terrace business owners		Capital Revenue		10,000		173,859
9667.101902.10058.10	City Centre Activation - Linger Longer Day		Operating Expenses		9,000		182,859
				0	11,305,586	(10,772,727)	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**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
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus				221,793
1632.750501.	MARC Systems Integration		Capital Expenses		40,000		261,793
1641.770011.	Miscellaneous Equipment >\$1500 - Generator MARC		Capital Expenses			(40,000)	221,793
9655.163032.14000.05	Emergency Management Bushfire Mitigation Project		Operating Expenses		117,140		338,933
9655.163032.14000.13	Emergency Management Bushfire Mitigation Project		Operating Expenses			(117,140)	221,793
318910.0050.55	Emergency Management Grants & Subs Op		Operating Revenue		30,000		251,793
9655.163032.14000.05	Emergency Management Bushfire Mitigation Project		Operating Expenses			(30,000)	221,793
1639.910105.	Parkridge Boat Ramp		Capital Expenses		12,600		234,393
404915.0070.60	Waterways Grants & Subs Non-op Capital Revenue		Capital Revenue			(39,590)	194,803
1639.910097.	Breakwater Parade Fishing Platform		Capital Expenses		21,810		216,613
1639.910100.	Marina Commercial Jetty		Capital Expenses		5,180		221,793
1639.910100.	Marina Commercial Jetty		Capital Expenses		12,810		234,603
1639.910102.	South Harbour Upgrade		Capital Expenses			(12,810)	221,793
	Transfer from Sports Clubs Maintenance Levy Reserve		Other: Transfer Out of Reserve		850		222,643
	Facility Management : Mandurah Sportsman & Football Club.						
9569.104535.10607.10	Furniture. Materials		Operating Expenses			(850)	221,793
1636.501016.	MOM Canal Light Poles		Capital Expenses		20,000		241,793
1632.750591.	Civic Chamber Meeting Rooms		Capital Expenses			(20,000)	221,793
1636.501000.	SP Old Coast Road, Hall Head		Capital Expenses		5,000		226,793
1636.500990.	SP Cox Bay		Capital Expenses			(5,000)	221,793
1646.700349.	Lakelands DOS Earthworks		Capital Expenses		431,600		653,393
1646.750496.	Lakelands DOS Clubroom Facility		Capital Expenses			(431,600)	221,793
1632.750604.	Falcon Pavilion Roof		Capital Expenses		17,213		239,006
1635.700434.	Bethyl Corner Renewal		Capital Expenses			(17,213)	221,793
1636.500995.	SP Jubata Gardens		Capital Expenses		5,000		226,793
1636.500988.	SP Blakeley Street		Capital Expenses			(5,000)	221,793
1636.500978.	RS Leighton Rd/Halls Head Pde		Capital Expenses		5,000		226,793
1636.500971.	RS Aldgate St/Parkview St Intersection		Capital Expenses			(5,000)	221,793
1636.500960.	RR Gordon Road		Capital Expenses		60,000		281,793
1636.500962.	RR Thera Street		Capital Expenses			(60,000)	221,793
1636.501011.	SL Train Station Access Path		Capital Expenses		35,000		256,793
1636.501010.	SL Minor Improvements		Capital Expenses			(35,000)	221,793
455965.0756.97	Proceeds from Disposal of assets		Other: Proceeds From Sale of Assets		30,000		251,793
1641.770001.	Light Passenger Vehicles - Replacement		Capital Expenses			(17,070)	234,723
9667.101901.	City Centre - Winter Wonderland		Operating Expenses		73,000		307,723
9624.102245.	Economic Development Projects - New Projects		Operating Expenses		150,000		457,723
9564.102830.	Cultural Development - Wearable Art General		Operating Expenses		47,000		504,723
0562.102313.	Crabfest Revenue		Operating Revenue			(240,000)	264,723
9562.102313.	Crabfest Expenditure		Operating Expenses			(30,000)	234,723
301950.0711.85	Rate Penalty Interest		Operating Revenue			(60,000)	174,723
347945.0319.85	Facility Management Lease revenue		Operating Revenue			(100,000)	74,723
310810.9200.10	Strategy and business performance corporate projects		Operating Expenses		7,600		82,323
				0	1,126,803	(1,266,273)	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 29 FEBRUARY 2020**

**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
	\$	%		
Revenue from operating activities				
Operating grants, subsidies and contributions	(211,975)	(11.03%)	▼ Timing	Claim 2 for DFES Bushfire Mitigation Funding and Stretch Festival Grants not yet received.
Other revenue	(494,541)	(21.19%)	▼ Timing	Delay in receiving Main Roads annual verge maintenance contribution, shared sports ground contributions and LGIS surplus contribution compared to monthly budget allocation.
Profit on disposal of assets	20,201	100.00%	▲ Permanent	Unbudgeted non-cash variance from disposal of assets.
Expenditure from operating activities				
Materials and contracts	4,612,016	15.06%	▲ Timing	It is expected that all expenditure will be realised by 30 June.
Interest expenses	324,759	46.43%	▲ Timing	Full effect from loan restructure not fully realised. Will continue to monitor.
Insurance expenses	125,116	18.54%	▲ Timing	Timing of insurance payments.
Other expenditure	29,111	13.24%	▲ Timing	Timing of loss on sale of assets.
Loss on disposal of assets	(181,615)	100.00%	▼ Permanent	Unbudgeted non-cash variance from disposal of assets.
Investing Activities				
Non-operating Grants, Subsidies and Contributions	1,736,584	20.61%	▲ Timing	Funds claimed in advance of projects being completed.
Capital Acquisitions	14,578,257	50.23%	▲ Timing	Refer to note 4.
Financing Activities				
Repayment of debentures	329,437	8.78%	▲ Timing	Timing due to YTD budget spread evenly over the year.

2	SUBJECT:	Long Term Financial Plan 2020-2030
	CONTACT OFFICER/S:	Jarred King/Casey Mihovilovich
	AUTHOR:	Brooke Halleen/Jarred King/Casey Mihovilovich

Summary

The City has developed its Long Term Financial Plan for 2020 - 2030 (Plan) for Council's adoption. The Long Term Financial Plan is intended to be a rolling document and seeks to provide a balanced budget for the next 10 years. With the provision of a 10-year Plan, the City can project and manage the cash flow requirements of programs and new initiatives and consider the impact of the whole of life costings for all new projects.

The Long Term Financial Plan is a guiding document that will be used as the base for the development of the Annual Budget. The Annual Budget will not only include the information from the Long Term Financial Plan but it will also consider any other factors that will be required to be considered in the annual budget.

Prior to the coronavirus (COVID-19) it was recommended that Council adopt the Plan with a rate increase of CPI plus 1.75% in year one. In light of the current economic and societal environment, it is recommended that Council adopt the Long Term Financial Plan as detailed in Attachment 1, which includes a rate freeze in year one. Council are also recommended to approve the Mayor and the Chief Executive Officer to advocate to the Federal and State Government to increase its financial assistance to the City to ensure the City can meet its contractual obligations in delivering its services and programs during this time.

Disclosure of Interest

N/A

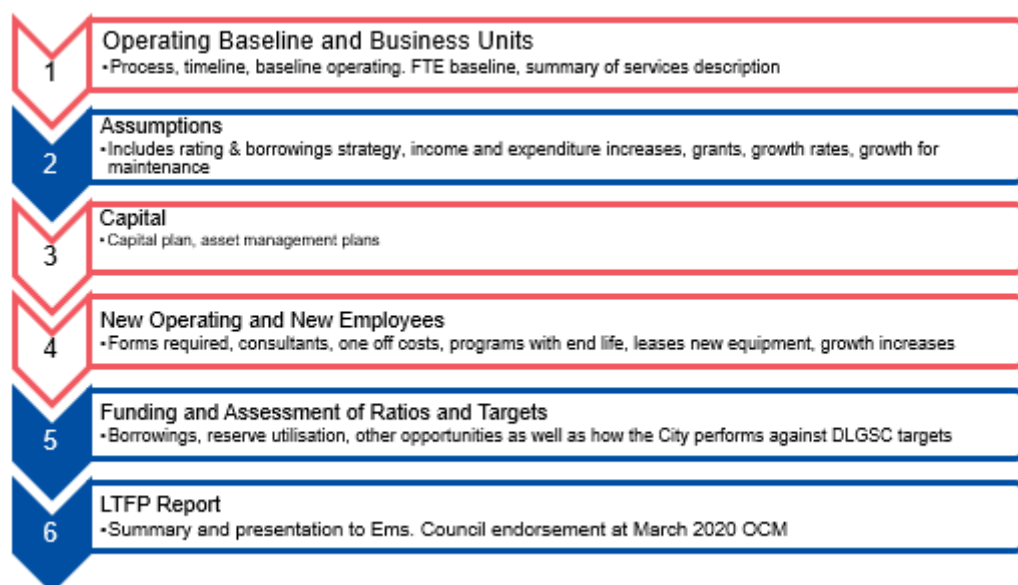
Previous Relevant Documentation

N/A

Background

The City has undertaken an extensive process in preparing the Long Term Financial Plan spanning over six months. The need for a Long Term Financial Plan has been identified to plan for the future of the City and will also assist officers to be able to plan over multiple years instead of one.

The process undertaken for the preparation of the Long Term Financial Plan is detailed below.



Comment

The Long Term Financial Plan (Plan) is a 10-year rolling plan that informs the Corporate Business Plan and allocates the necessary resources to ensure that the Strategic Community Plan priorities are achieved. The Plan seeks to provide a balanced budget for the next 10 years, providing services, programs, capital, new operating revenue and expenditure, reserve transfers and loan funding, to deliver the vision, woven by waterways, a city with a village heart.

With the provision of a 10-year Plan, the City can manage the cash flow requirements of programs, new initiatives and consider the impact of the whole of life costings for all new projects. The Plan has projected the City's financial ratios for each year and the results can be compared to the standards set by the Department of Local Government, Sport and Cultural Industries. The ratio results can assist in identifying any ratios that require improvement over the life of the Plan. The Plan will ensure that the Corporate Business Plan actions to achieve the vision of the City can be funded and the costs of delivering the actions are known.

The Plan will assist the Council to make more informed decisions and the City can outline the details on how these decisions affect the long term position of the City. By Council adopting the Plan, it demonstrates a commitment to prudent financial management and greater transparency to the community in relation to the projects that the Council are committed to over the next 10 years. It is important to emphasise that the Plan only considers projects that are known to the City at the time of the Plan's development and a flexible and adaptive approach will be taken if new opportunities arise that will deliver community benefits.

A range of benefits of implementing the Plan include, but are not limited to:

1. Projects identified within the Plan provide City officers with the confidence to plan projects earlier than if the City was only focusing on a budget cycle (being one year). It provides an indication to officers when they should commence project planning and design.
2. Grant funding submissions can be lodged earlier as the Plan identifies when these projects are likely to occur.
3. It will reduce the carryover projects as the budget allocation for projects will be spread across multiple years. This brings about a long term focus instead of focusing on one year.

Statutory Environment

Section 5.56 of the *Local Government Act 1995* provides that –

(1) a local government is to plan for the future of the district.”

Policy Implications

N/A

Economic Implications

The City's Long Term Financial Plan will ensure good financial governance over a 10 year period. Planning for the future will ensure that the City can afford to operate its programs and services over the long term.

Risk Analysis

The following are risk events that could arise without a Plan:

1. Non-compliance – the Corporate Business Plan is required to consider long term financial capability and the actions that are included in the Corporate Business Plan must be costed to ensure that they can be delivered. To eliminate this risk, it is recommended that Council adopt the Long Term Financial Plan and that the existing and new programs and services are incorporated into the Corporate Business Plan.
2. Insufficient funding available to continue programs and services in the long term - Decisions do not consider the long term impact and whole of life costs to the City and they have to cease in future years due to insufficient funding available. When Council are presented with an opportunity, it is generally only one year of the financial impact that is considered. To reduce this risk, it is recommended Council adopt the Long Term Financial Plan and for any future decisions, an analysis of the impact to the Long Term Financial Plan is undertaken to ensure Council are aware of the long term financial impact.

Strategic Implications

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

Organisational Excellence:

- Demonstrate regional leadership and advocacy.
- Ensure the City has the capacity and capability to deliver appropriate services and facilities.
- Deliver excellent governance and financial management.

Conclusion

The City's Long Term Financial Plan 2020-2030 is presented to Council for adoption. From this Plan the first year's budget for 2020/21 will be created and presented to Council at a later date. Prior to COVID-19, it was recommended that Council adopt the Long Term Financial Plan that assumes that rates increase by CPI plus 1.75% in year one and then CPI plus 1% for every year after. In light of the current economic and societal environment and the actual impacts realised in the future, it is recommended that Council adopt a Long Term Financial Plan that includes a rate freeze (no increase in rates) in year one and then for every year after, a rate increase of CPI plus 1%.

A review of the Plan will commence in another five to six months and this will include an assessment of the impact of COVID-19 and the economy.

The Plan is now reflecting the cautious approach as a result of the current situation the community is facing. Over the Plan, it is important to improve the financial ratios that are considered important for a local government's financial sustainability. With the impact of a rate freeze, these ratios are not moving closer to the advanced standard set by DLGSC as originally intended, when the Plan included a rate increase of CPI plus 1.75% in year one. It is important to acknowledge the DLGSC standards and financial ratios

however Council have prioritised the economy and the public health risk the community is facing. It is recommended that the Mayor and Chief Executive Officer advocate to the Federal and State Government to provide financial assistance to the City to ensure the local government can carry out its contractual obligations and maintain a positive cashflow as a result of the rate freeze. Council has been presented with a Plan that assumes a rate freeze in year one and rate increases of CPI plus 1% for every year after, which is detailed in Attachment 1.

The Plan may require minor changes relating to grammar and implementing the rates strategy that Council adopt for the Plan.

NOTE:

- Refer **Attachment 1** **Long Term Financial Plan 2020-2030**

RECOMMENDATION

That Council:

1. **Adopt the Long Term Financial Plan 2020-2030 as detailed in Attachment 1 of the report.**
2. **Authorise the Mayor and the Chief Executive Officer to advocate to the Federal and State Government to provide financial assistance to the City to ensure the local government can carry out its contractual obligations and maintain a positive cashflow as a result of the rate freeze.**

Long Term Financial Plan 2020-2030



Long Term Financial Plan (LTFP)

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Introduction

Purpose of the Long Term Financial Plan

The Long Term Financial Plan (Plan) is a 10-year rolling plan that informs the Corporate Business Plan and allocates the necessary resources to ensure that the Strategic Community Plan priorities are achieved. The Plan seeks to provide a balanced budget for the next 10 years, providing services, programs, capital, new operating revenue and expenditure, reserve transfers and loan funding, to deliver the vision, woven by waterways, a city with a village heart.

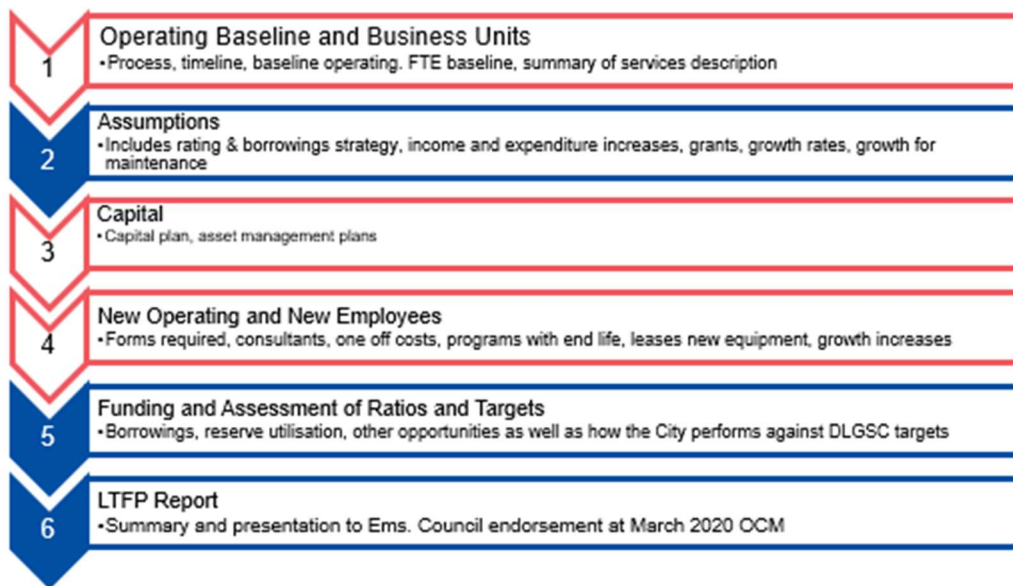
With the provision of a 10-year Plan, the City can manage the cash flow requirements of programs, new initiatives and consider the impact of the whole of life costings for all new projects. The Plan has projected the City's financial ratios for each year and the results can be compared to the standards set by the Department of Local Government, Sport and Cultural Industries (DLGSC). The ratio results can assist in identifying any ratios that require improvement over the life of the Plan. The Plan will ensure that the Corporate Business Plan actions can be funded and the costs to deliver the actions are known.

The Plan will assist the Council to make more informed decisions and the City can outline the details on how these decisions affect the long term position of the City. By Council adopting the Plan, it demonstrates a commitment to prudent financial management and greater transparency to the community in relation to the projects that the Council are committed to over the next 10 years. It is important to emphasise that the Plan only considers projects that are known to the City at the time of the Plan's development and a flexible and adaptive approach will be taken if new opportunities arise that will deliver community benefits. A range of benefits of implementing the Plan include, but are not limited to:

1. Projects identified within the Plan provide City officers with the confidence to plan projects earlier than if the City was only focusing on a budget cycle (being one year). It provides an indication to officers when they should commence project planning and design.
2. Grant funding submissions can be lodged earlier as the Plan identifies when these projects are likely to occur.
3. It will reduce the carryover projects as the budget allocation for projects will be spread across multiple years. This brings about a long term focus instead of focusing on one year.

Process

The City has undergone an intensive process to develop the Plan which is summarised below:



Operating Baseline and Business Units

The City constructed a baseline for each business unit by using the 2019/20 budget and removing one off expenditure to obtain a minimum level of revenue and expenditure that the City requires to operate the current service levels. The City's capital budget for renewals was based on the 2019/20 budget. Once the baseline was included in the Plan, the surplus for each year was determined, and these funds were available to distribute to new capital projects, new operating or increases to existing services, repayment of loan debt or transfers to reserves. These baselines are detailed by business unit in Attachment 4.

Assumptions

The City set out a list of assumptions in the Plan including but not limited to Consumer Price Index (CPI), rate increases, utility increases, growth rates and interest rates. Extensive research was conducted to find the best possible source for these assumptions. Further detail is included in the assumptions section of this report and summarised in Attachment 7.

Capital

Capital expenditure has been categorised as either renewal, upgrade or new, and these are defined as:

- Renewal – An asset that is expected to increase the remaining useful life of the original asset. This can be a like for like replacement of an asset.
- Upgrade - An asset that is expected to increase the economic benefit or service potential of the asset.
- New - An asset that has not been previously recognised. This will also have future operational costs that will need to be factored into the Long Term Financial Plan.

For the first Plan, the City has used the 2019/20 level of expenditure for the baseline of capital renewals. The City's current asset management plans need to be reviewed to ensure the level of detail required to inform the Long Term Financial Plan is accurate. In future Plan's the City's asset management plans will inform the Plan of the level of expenditure that should be spent on renewals to ensure the service level is maintained.

The City's 10 year Capital Program is provided in Attachment 3.

New Operating and New Employees

The City identified new operating initiatives and increases to existing services including new employee requirements. The new operating expenditure also includes any identified additional operating costs associated with new capital projects.

These new operating initiatives and additional employees to the workforce are detailed in Attachment 2.

Funding and Assessment of Ratios and Targets

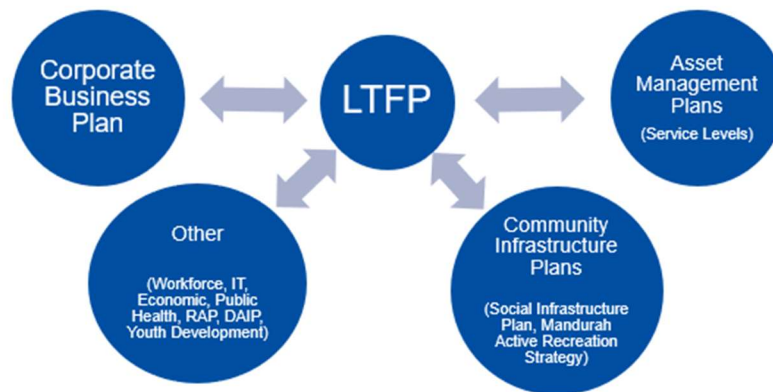
The City has considered the DLGSC ratios when measuring performance. The DLGSC outlines advance standards for the ratios and these are included in further detail in the Ratios section of this report and in Attachment 8.

Integrated Planning Framework

Section 5.56 of the *Local Government Act 1995* provides that –

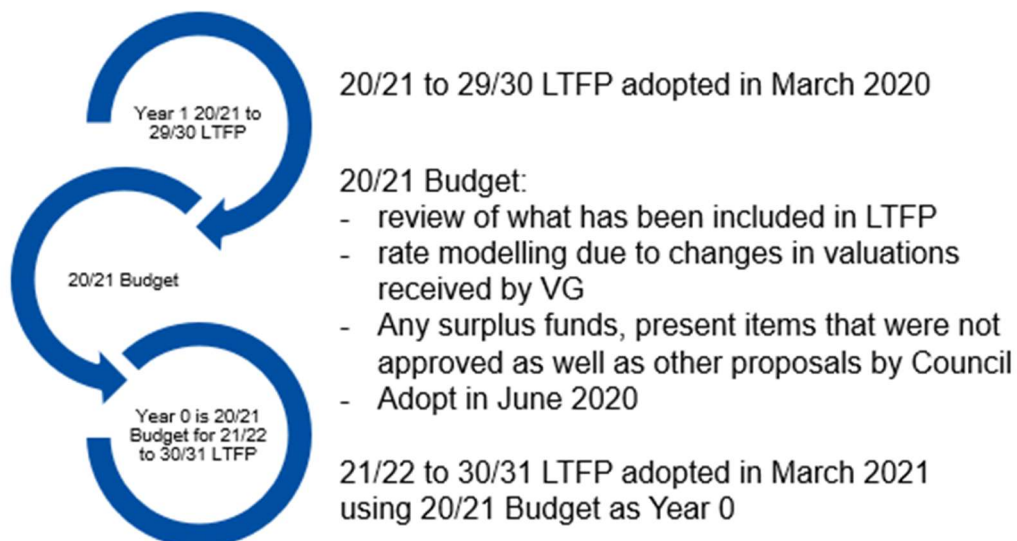
(1) a local government is to plan for the future of the district.

The plan for the future of the district is the Strategic Community Plan. To ensure a local government has a robust plan for the future, the actions to deliver the Strategic Community Plan must be costed and allocated to a particular year of delivery. Achieving the vision of the Strategic Community Plan is dependent on having costed informing plans with prioritised actions. The Plan is a collation of the Corporate Business Plan and other informing plans. The following diagram demonstrates the inputs that have been considered as part of the Plan's formulation.



The Plan needs to be interrelated to all Council plans and strategies. It is important that the actions resulting from any strategies or plans include an assessment of resource implications and the cost of delivery, for Council to make an informed decision on whether the value for money of delivering an action is supported.

Once the Plan has been endorsed by Council, City officers will prepare the annual budget based on the projects and programs that have been approved for year one of the Plan. The diagram below shows how the plan will link to the 2020/2021 budget deliberations:



Summary

City of Mandurah

The City of Mandurah is a rapidly developing residential area encompassing a total land area of 175 square kilometres including substantial waterways, coastline and bushland. The City is heavily residential and commercial based with an aging population. From the 2016 Census, the City of

Mandurah has a lower portion of children (under 18) and a higher proportion of persons aged 60 or older compared to the Greater Perth area. More than 27% of the population were born overseas and 7% speak a language other than English at home.

Mandurah's main industries are retail, health care and social assistance, construction, education and training and the tourism and hospitality industries. Its Gross Regional Product is estimated at \$3.19 billion (2019) representing 1.24% of the State's Gross State Product.

The City's population was 85,302 in 2019. This is expected to increase to 111,578 by 2030 with dwellings to increase from 44,348 in 2019 to 54,219 in 2030. Growth based on dwellings and new lots created as a result of subdivision have been included in the rates revenue for each year of the Plan.

Existing services

The City provides an extensive range of services to the community including:

- Supporting, facilitating and implementing Council's responsibilities and decisions.
- Promoting and delivering economic development opportunities.
- Developing and implementing Mandurah and Murray: A Shared Economic Future.
- Delivering targeted programs to facilitate activities that support and strengthen the small business sector and Mandurah's home base business sector.
- Collaborating with key stakeholders, other local governments, State and Federal government to deliver improved regional economic outcomes.
- Funding the operations of Make Place, Visit Mandurah and Mandurah Performing Arts Centre.
- Promoting and implementing initiatives to strengthen the tourism visitation and expenditure in Mandurah.
- Delivering and facilitating a well-managed, accessible and measurable program of tourism marketing, events and experiences.
- Providing a professional level of destination development, including the development of tourism products, visitor servicing and destination planning.
- Ensuring the City has a safe working environment, prudent financial, procurement and record keeping management practices, good governance and sound internal controls.
- Providing and supporting e-government and Smart City initiatives and solutions.
- Advocating, protecting, managing, maintaining and supporting the City's digital systems and public technical infrastructure including public WiFi, CCTV, connected fibre and Internet of Things.

- Delivering and supporting the City Centre place management service, business engagement and promoting business-led projects.
- Provision of six operational community facilities, including three libraries, museum, youth centre and seniors/community centre.
- Educating, promoting, facilitating, advocating and delivering community safety, access and inclusion, strategic community planning, community development initiatives and responses.
- Assessing development approvals, subdivisions, scheme amendments, local structure plans and trading permits.
- Delivering project-based land use strategies, activity centre plans and policies.
- Managing City owned, leases and licenses.
- Delivering rangers services including animal management, parking, bushfire management and City Centre safety.
- Delivering health services including food surveillance, recreational waters and contaminated services.
- Delivering building compliance including buildings applications, demolitions and pool assessments.
- Delivering and supporting emergency management services.
- Providing and managing 150 public buildings, City's workplaces, outbuildings, minor structures and public area lighting.
- Delivering the asset renewal, upgrade and new capital infrastructure projects program.
- Managing the recreational and commercial leases of the Mandurah Ocean Marina boat pens and the Marina Chalet Park.
- Provision of coastal and waterways management.
- Delivering high standard infrastructure services to ensure effective and efficient operation of the City's road, park and fleet assets including installation, improvements and maintenance to streetscapes, active and passive reserves, trees and plants (including native plant nursery), playgrounds, cemetery, irrigation, road pavements, stormwater drainage, pedestrian and cyclist paths, street and footpath sweeping, signage and line marking.
- Managing natural areas including revegetation, weed control, fire risk and general maintenance.
- Provision of worksite traffic management, City fleet of vehicles and plant and equipment.
- Delivering engineering, traffic and transport, urban water management and landscape design and planning, surveying, strategic asset management and subdivision development management and supervision.
- Provision of waste management services.

- Refuse and recycling management including green/junk verge collections, operation of waste facilities, illegal dumping, schools waste education and the recycling bin tagging program.
- Managing Mandurah Matters and community engagement initiatives.
- Delivering strategic civic events and functions.
- Providing the community with access to quality infrastructure to facilitate participation in sport and recreation and enable social interactions.
- Delivering the City of Mandurah Events Strategy with a focus on economic (including tourism), community engagement benefits, community and business capacity and capability.

The Plan has been prepared on the basis that the City will continue to deliver the services at the same level currently provided. The City will review these services from time to time and be committed to identifying efficiencies that will be included in the Plan when known.

The current service levels are as at the 2019/20 Current Budget excluding:

- Current contract positions
- Consultants
- Programs/projects with an end life and the decision to continue is required by Council
- One-off costs

These exclusions (consultants, contract positions, programs with an end life and one-off costs) have been removed from the baseline and the current service levels and if still required, these proposals are included in the new operating initiatives and additional employees to the workforce detailed in Attachment 2.

Key Highlights

The Plan includes the following key highlights:

Item	Details
New Capital Investment	\$85.1 million in new capital expenses across the Plan
Operating expenses	<ul style="list-style-type: none"> • \$1.16 billion in operating expenditure over the Plan (excluding depreciation) • Average of 2.71% increase per year in cash expenditure

Rate % increases	0% in year 1 and then 1% above CPI for all future years and an average of 0.72% growth in rates per year resulting in an additional \$39.5 million in revenue over the Plan
Loan Borrowings	Loan borrowings of \$56.5 million over the Plan resulting in a total liability of \$31.5million (increase of \$1.5 million) in year 10.

Key new capital projects included in the Plan include:

- Waterfront Project
- New Operations Centre
- Lakelands Mandurah road pedestrian bridge
- Dawesville Community Centre

Assumptions

A review of assumptions will be undertaken on an annual basis at the time of the Plan revision.

After considering these parameters, the summary of the baseline is below:

SUMMARY

	Baseline \$'000
Rates	80,996
Other revenues	33,478
Expenditure	(127,649)
Operating surplus/(deficit)	(13,176)
Other cash inflows inc capital grants	3,686
Capital works programme	(11,603)
Other cash outflows	(6,201)
Non-cash items	30,062
Surplus/(deficit)	2,768

The summary for the baselines of each business unit in the City are detailed in Attachment 4.

Factors

The Plan has considered the expected increases for different revenue and expenditure categories as a result of internal and external factors. The factors are explained below:

Factor	Details
Superannuation	Superannuation increasing from 9.5% in 2020/21 to 12% in 2025/26 and maintaining that level for the rest of the Plan.
Population and growth	Current population is 85,302 expected to increase to 111,578 by 2030. This is a 31% increase over the Plan.
Property growth	Current dwellings total 44,348 expected to increase to 53,478 by 2030. This is an increase of 21% over the Plan.
Consumer Price Index (CPI)	The Department of Treasury has forecast CPI to be 1.75% in 2020/21. It is projected to increase to 2.50% in 2021/22 and 2022/23. For the rest of the Plan the City has estimated that the rate will remain the same. Due to recent challenges in the market, the City expects that CPI for 2020/21 will be lower and as such have used 1.25% in year 1 and the Department of Treasury predictions for then on.
Utility Costs	WALGA Economic Briefing in August reports there has been an increase for Electricity and Street Lighting of 5.80%. The State government recently announced a freeze on increases for household utility charges and as a result, the City has used a rate of 2% for 2020/21 and 5.80% for each year after.
Waste Management Expenses	Waste expenses are fully recouped by the service fee charged to users.
Workers Compensation	Based on the Local Government Insurance Services deposit rate of 2.5% of wages.
Interest expenses	Calculated using current interest rates of 3.8%.
Rates	Rates have been applied as 0% in 2020/21 and then CPI plus 1% thereafter.
Interest Income	Interest rates for interest income are set at 0.25% below CPI.

Escalation

All figures have been escalated using assumptions based on the nature and type of revenue and expenditure. The escalations are explained below and detailed in Attachment 6:

Revenue Escalation	Details
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Rates	<ul style="list-style-type: none"> • Rates revenue will increase by \$37.6 million over the life of the plan. • Changes in valuations have not been included in the rate revenue and any impacts will be assessed as part of the Budget deliberations, when a re-valuation year occurs.
Operating Grants, Subsidies and Contributions	<ul style="list-style-type: none"> • Increase by CPI. • If a project does not receive funding/contribution the project either does not commence or there will be a decrease in expenditure so that the net City contribution is the amount that is stated in the Plan.
Fees and Charges	Increase by CPI
Interest Earnings	<ul style="list-style-type: none"> • Reflect current interest rates received for term deposits. • Interest income is 0.25% below CPI.
Other Revenue	Increase by CPI

Expenditure Escalation	Details
Employee Costs	<ul style="list-style-type: none"> • Salaries – The current Enterprise Agreement (EA) is 2.2%. The City expects the new EA to be less than 2% and has used this in the calculations. Once the new EA has been approved the Plan will be updated to reflect the new percentage. • Superannuation Guarantee – Increased by the amount required to be paid by the employer to the employee from the Australian Taxation Office. • Additional Superannuation – The additional employer contribution stated in the EA is 4%. The average take-up by the employees equates to an additional employer contribution of 1.6%. • Workers Compensation - Based on the LGIS deposit rate of 2.5% of wages. • Remaining Employee Costs are projected to increase by CPI. • Any new employee requests require an analysis of the business unit justifying the additional resource and endorsement of Council at budget adoption.
Materials and Contracts	Increase by CPI

Refuse Charges, Tipping Fees and Waste Management Expenses	In December 2021, it is assumed that the City will move its waste disposal to waste to energy. The new State Government Waste Strategy has not been released and it is unknown whether there will be any mandatory requirements imposed on local governments as well as any additional charges to the City. Therefore, it is uncertain of the cost implications and as a result the Plan reflects current budget amounts increasing by CPI annually.
Utility Charges	The cost for electricity and street lighting has been projected to increase by 2% in 2020/21 based on the State Government's announcement that utility charges will be frozen. The City will work with WALGA to ensure that local governments will also receive no increase in year 1. 5.8% for each year thereafter based on information provided by WALGA.
Depreciation	In future versions the depreciation will reflect Asset Management Plans as these plans become more accurate.
Insurance	Excludes workers compensation Increase by CPI
Other Expenditure	Increase by CPI

Projects not included in the Plan

The Plan does not include projects that are considered potential opportunities or still undergoing feasibility and due diligence. The areas of the business that are likely to be reviewed and included in the next Plan include:

1. Increase of Tims Thicket Septic cost of disposal;
2. Increase in transfer costs due to waste being diverted to Waste to Energy;
3. Impact of the recycling container deposit scheme;
4. Incorporating the business cases approved by Council and the whole of life costs. Note: It is recommended that the financial impact to the Plan relating to any changes will occur at the time that Council endorses the business case; and
5. Internal reviews that include overhead allocations, reserve allocations and the ongoing service, program and project reviews that occur throughout the City on an annual basis.

It is important to note, that the City undertakes a cost-benefit analysis of leasing versus purchasing outright of its plant and equipment and any changes to the current practice will be incorporated into the Plan. The current practice is:

- Light Fleet: purchase
- Heavy Fleet: purchase
- Plant: purchase

Key Ratios

DLGSC considers a number of ratio's when measuring the performance of local governments.

These ratios are:

- Current Ratio
- Asset Consumption Ratio
- Asset Renewal Funding Ratio
- Asset Sustainability Cover Ratio
- Debt Service Ratio
- Operating Surplus Ratio
- Own Source Revenue Ratio

These ratios are defined below:

Current Ratio - Liquidity refers to how quickly and cheaply an asset can be converted into cash. A local government's liquidity is measured by the Current Ratio. This ratio provides information on the ability of a local government to meet its short-term financial obligations out of unrestricted current assets.

Asset Consumption Ratio - This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost. This ratio seeks to highlight the aged condition of a local government's stock of physical assets. If a local government is responsible for maintaining and renewing/replacing its assets in accordance with a well prepared asset management plan, then the fact that its Asset Consumption Ratio may be relatively low and/or declining should not be cause for concern – providing it is operating sustainably.

Asset Renewal Funding Ratio - This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. This ratio indicates whether the local government has the financial capacity to fund asset renewal as required and can continue to provide existing levels of services in future, without additional operating income; or reductions in operating expenses. The ratio is calculated from information included in the local government's long term financial plan and its asset management plan; not the Annual Financial Report. For the

ratio to be meaningful, a consistent discount rate should generally be applied in Net Present Value (NPV) calculations.

Asset Sustainability Cover Ratio - This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out. This ratio is an estimate of the extent to which assets managed by a local government are being replaced as they reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded. Depreciation expense represents an estimate of the extent to which the assets have been consumed during that period. Measuring assets at fair value is critical to the calculation of a valid depreciation expense value.

Debt Service Ratio - A local government's ability to service debt. This is the measurement of a local government's ability to produce enough cash to cover its debt payments. This ratio is the measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.

Operating Surplus Ratio - This ratio is a measure of a local government's ability to cover its operational costs and have revenues available for capital funding or other purposes. If a local government consistently achieves a positive operating surplus ratio and has soundly based long term financial plans showing that it can continue to do so in the future, having regard to asset management and the community's service level needs, then it is considered financially sustainable. A positive ratio indicates the percentage of total own source revenue available to help fund proposed capital expenditure, transfer to cash reserves or to reduce debt. A negative ratio indicates the percentage increase in total own source revenue (principally rates) that would have been required to achieve a break-even operating result.

Own Source Revenue Coverage Ratio - A local government's ability to cover its costs through its own taxing and revenue efforts. This ratio is the measurement of a local government's ability to cover its costs through its own revenue efforts. Different standards have been established to recognise the varying revenue raising capacities across the sector, where some rural and remote local governments have limited rate bases and revenue raising capacity, whereas others such as major metropolitan and regional local governments have significant rate bases and other own source revenues.

The table below shows the DLGSC's advanced standard and the City's performance over the last three years:

	Advanced Standard	2017	2018	2019
Current Ratio	>1	0.93	1.11	1.05
Asset Consumption Ratio	>0.6	0.72	0.73	0.73
Asset Renewal Funding Ratio	>0.95	1.42	1.42	1.08
Asset Sustainability Cover Ratio	>0.9	1.12	0.54	0.61
Debt Service Ratio	>5	3.04	2.25	2.77
Operating Surplus Ratio	>0.15	(0.11)	(0.09)	(0.17)
Own Source Revenue Ratio	>0.9	0.84	0.87	0.82

The Plan seeks to improve the City's ratios towards the advance standard. As a result, the last five years ratios of the Plan are reflected in the table below:

	2026	2027	2028	2029	2030
Current Ratio	1.87	1.89	1.94	2.24	2.27
Asset Consumption Ratio	0.62	0.61	0.59	0.58	0.57
Asset Renewal Funding Ratio	1.15	1.18	1.23	1.28	1.38
Asset Sustainability Cover Ratio	0.72	0.81	0.90	0.94	1.11
Debt Service Ratio	3.46	3.72	3.88	4.27	4.87
Operating Surplus Ratio	(0.06)	(0.04)	(0.02)	0	0.01
Own Source Revenue Ratio	0.91	0.93	0.94	0.96	0.97

Treatment of Annual Surpluses

Each year, it is proposed that there will be a balanced budget, that is the municipal closing balance from the previous year is nil. If there is an actual surplus once the Annual Financial Statements have been approved by Council, then the Council will consider allocating the surplus in accordance with the Treatment of Annual Surpluses Council Policy or endorse the surplus to be allocated for a specific purpose. The Treatment of Annual Surpluses Council Policy states:

Surpluses will be managed in the following manner:

Priority 1

Surplus to fund "carry over projects" and requirements of the following years budget

Priority 2

Remaining surplus to be distributed as follows:

<i>Asset Maintenance Reserve</i>	<i>40%</i>
<i>Building Reserve</i>	<i>40%</i>
<i>Sustainability Reserve</i>	<i>20%</i>

In addition, Council has the discretion to direct surpluses to other reserves if a business case is provided for this. In the case of a deficit, this should be carried forward to the next year and funded. Deficits should not be allowed to accumulate as this would place further pressure on the future financial sustainability of the City.

Continuous Improvement, Review and Changes

This is the first Plan adopted by Council. The review of the Plan will capture any Council decisions that have occurred during the year. Council will make future decisions knowing the financial impact a pending decision has on its future community and incorporating a whole of life cost in its business case.

The Plan will be revised by Council annually and any key changes to the Plan will be summarised in this section in future plans.

Funding Options

Borrowing Strategy

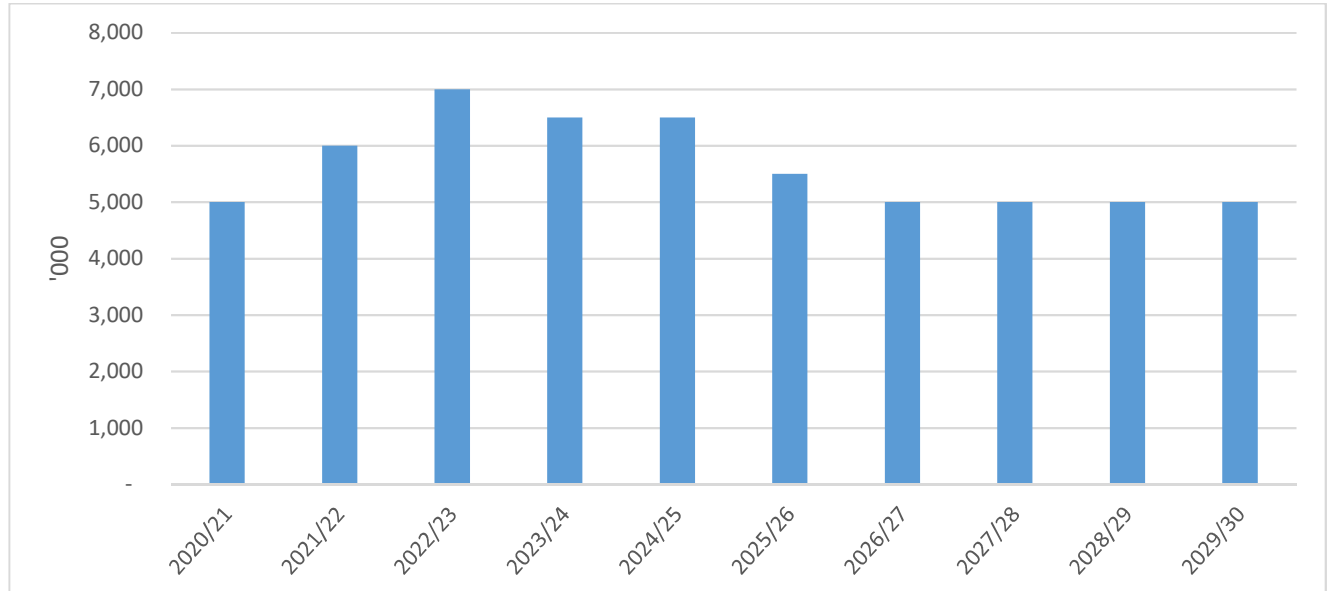
The City invests in capital expenditure that benefits inter-generations. Loan borrowings can be utilised to fund capital projects if the project can meet the following criteria:

- Benefit of the project is inter-generational, and the benefit will be longer than five years;
- The loan will be for the length of time before major intervention works are required but no more than ten years;
- The loan is to fund capital expenditure only; and
- The Debt Service Coverage Ratio in any one year cannot be less than a ratio of two with the aim to exceed five.

The City has a loan offset facility which can be used to place excess funds to decrease interest charges providing a benefit to ratepayers.

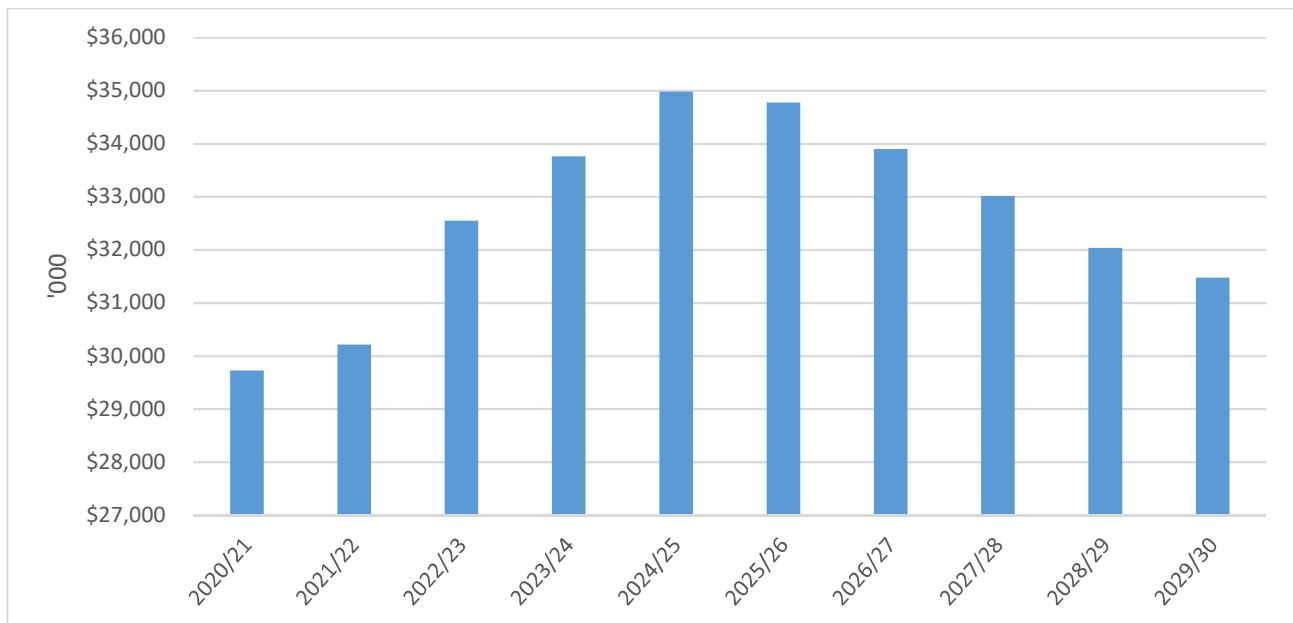
Loan costs should be modelled in the Plan, otherwise Council should be made aware of the impact of the loan borrowing on the Plan at the time of it being presented. Loan borrowings for Waste capital projects should be repaid by revenue from waste charges.

The Plan includes the following proposed new loan borrowings per year:



The recommended proposed new loan borrowings per year is \$5 million. Generally, the City repays \$5 million in principal repayments off its existing loans. Due to the challenging economic environment expected in the 2020/21 year, the City expects to supplement rates income with higher levels of borrowing in the first five years of the plan. For the 2022/23 financial year, the proposed new loan borrowings increase is \$7 million due to the construction of the City's operations facility.

The implementation of the borrowing strategy will result in the following total outstanding debt/principal levels over the course of the Plan:



Rates Strategy

Local governments impose rates on land within their district to raise revenue to fund the services, programs and facilities provided to the community. The amount of local government rates payable is calculated using the following formula:

- Valuation of land (GRV)* x Council's set rate in the dollar

* Land is valued by the Valuer General (State Government) using either the Unimproved Value (UV) method or the Gross Rental Value (GRV) method. The method applicable for the City has been designated wholly Gross Rental Value. As the valuation is conducted by the Valuer General, the City has no control over this part of the formula.

The City may impose a single general rate which applies to all of the properties in the gross rental value category or alternatively, the City can distinguish between land on the basis of its zoning, use or whether it is vacant land (or other characteristic set out in regulations), or a combination of these factors, and apply a differential general rate to each. The purpose of a differential rate is generally to ensure that every landowner makes a reasonable contribution to rates. The City has chosen to apply differential rate categories.

Council resolves the rate in the dollar for each differential rating category when approving the annual budget. The rate in the dollar is usually different for each rate category. Council also imposes a minimum rate for each rate category. The rates raised by the City are not intended to

cover any waste expenses as this is covered by the Rubbish Service levy. The differential rating categories are set out below:

Rate Category	Object	Reason
Residential Improved	This rate is regarded as the base rate as it represents the greatest number of properties in the City.	This rate aims to ensure that the proportion of rates raised from this category is between 70% and 75% of total rates.
Residential Vacant	This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.	This will act to stimulate economic growth and development in the community.
Business Improved	This rate is set at a higher level to recognise that certain expenditures in the budget are specifically directed towards the economic development of the City and the additional costs associated with the service provision related to business activities.	This rate will ensure that the City meets the higher level of service costs associated with business properties and the area within which they are situated, including: (a) higher provision and maintenance of road infrastructure and streetscapes including road renewals and upgrades, car parking, footpaths and traffic issues; and (b) activation, facilitation and amenity improvements to promote the economic and social attractiveness to businesses areas.
Business Vacant	This rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.	This will act to stimulate economic growth and development in the community.
Urban Development	This rate relates to land held for future development.	As with other vacant land rates, this rate is set at a higher level as the City wishes to promote the development of all properties to their full potential.

The City also provides for specified area rates on properties to provide for future maintenance and asset replacement costs of these areas.

Other charges that can be included on a rate notice but are not limited to:

- Emergency Services Levy (ESL)*
- Swimming Pool Levies

- Rubbish Service charges

*ESL is a State Government fee that the City collects and forwards all funds received to the State Government. The City is acting as an agent for this revenue collection.

All other charges included in the rates notice are not rates however are included in the total amount payable.

The City's rating strategy takes into consideration the key values contained within *Rating Policy Differential Rates (s.6.33) March 2016* released by the then Department of Local Government and Communities being:

- Objectivity;
- Fairness and Equity;
- Consistency;
- Transparency and Administrative Efficiency.

The rates increase for each year of the Plan including the revenue amount raised are detailed below:

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates Increases % (0% then CPI + 1%)	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Rates Raised	81,696	85,255	88,939	92,752	96,698	100,782	105,010	109,385	113,914	118,601

The development of the Plan involves modelling many scenarios and options that involve the timing of projects and rates increases. Variations to the timing of projects and assumptions requires the Plan to be reviewed. The table below provides a sensitivity analysis of lower rate increases than currently predicted for the years 2021 to 2024. The table summarises the rate increases that are currently in the Plan as well as the impact of an increase or decrease of 1% over the life of the Plan.

The alternative scenarios, shown in the table below, outline the cash impacts after one and four years and the full impact on the 10 years of the Plan, are:

- Rates increases of 1% more than the current assumption
- Rates increases being 0% in the first year and then 1% less than the current assumption
- Rates increases being 0% in the first year and then 2% less than the current assumption

	Rates Increase %	Impact on Cash \$'000
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Scenarios	2020/21	2021/22	2022/23	2023/24	1 Year Impact	5 Year Impact	10 Year Impact
Proposed plan	0%	3.50%	3.50%	3.50%			
1% more than proposed	1.0%	4.50%	4.50%	4.50%	810	13,347	56,408
0% in first year then 1% less than proposed	0%	2.50%	2.50%	2.50%	-	(8,743)	(44,069)
0% in first year then 2% less than proposed	0%	1.50%	1.50%	1.50%	-	(17,316)	(85,872)

Impacts to funding the provision of services, programs and infrastructure projects and maintenance, will also have other consequences in relation to the following:

- Higher borrowings may be required
- Reserves may need to be utilised
- Projects may need to be delayed or removed
- Operating surpluses may be insufficient to cover servicing asset management costs

There are many indicators that influence Council's rate strategy. The two major influences are discussed in detail below:

External Cost Escalation Rates - Pressure is put on City expenditure as a result of external cost escalation rates. While the Consumer Price Index (CPI) can be a measure for the City when estimating the increase in expenditure, the index is tailored towards household expenditure. Whilst most multi-term contracts of provision of service, program or infrastructure refers to CPI as the escalation rate for the annual contract price, there are other escalation factors that are not fixed in a contract and that are higher than CPI. For example, the cost of utilities factors heavily on the City's expenditure and last year the increase in the unit rate for electricity usage was 3.1%. The City cannot therefore only use CPI as an indicator of cost escalations. The City is required to consider the City's enterprise agreement with staff, the rising superannuation rate, road and building construction escalation rates and interest rates when determining the total expenditure for each year. A more detail view of the assumptions and escalations used in the plan can be seen in the Assumptions section of this report. As part of the annual review of the Plan, external cost escalation rates will be reviewed.

Community Capacity to Pay – Increases to the amount of rates paid by ratepayers can cause financial pressures on a households disposable income. The City must be mindful of the current

economic conditions when determining rate increases whilst considering the levels of service and programs the community are asking for and Council wish to deliver. The average household income statistics from the National Institute of Economic and Industry Research in the table below suggests that while Mandurah has a lower disposable income than WA as an average, net savings has increased by 1% over the 2018 year. This suggests that conditions for households in Mandurah have just slightly improved in the 2019 year.

Household expenditure

2018/19

2017/18

Household expenditure (totals)	City of Mandurah \$	Western Australia \$	City of Mandurah \$	Western Australia \$
Food	\$ 9,177.03	\$ 11,813.37	\$ 9,659.47	\$ 11,799.72
Alcoholic Beverages & Tobacco	\$ 2,256.82	\$ 3,656.52	\$ 2,528.83	\$ 3,785.69
Clothing & Footwear	\$ 3,534.14	\$ 3,851.57	\$ 3,558.34	\$ 3,853.54
Furnishings & equipment	\$ 4,669.56	\$ 4,886.89	\$ 4,940.11	\$ 5,156.92
Health	\$ 9,670.10	\$ 8,653.23	\$ 8,919.08	\$ 8,468.00
Transport	\$ 13,363.91	\$ 11,770.45	\$ 14,052.26	\$ 11,996.70
Communications	\$ 2,281.60	\$ 2,482.72	\$ 2,161.26	\$ 2,427.26
Recreation & Culture	\$ 11,653.05	\$ 10,084.45	\$ 11,366.10	\$ 10,159.00
Education	\$ 4,316.50	\$ 5,342.35	\$ 4,178.73	\$ 5,329.74
Hotels, Cafes & Restaurants	\$ 5,706.95	\$ 7,333.79	\$ 6,377.78	\$ 7,485.44
Miscellaneous Goods & Services	\$ 16,175.63	\$ 17,289.99	\$ 15,650.21	\$ 17,328.38
Housing	\$ 16,097.48	\$ 23,472.28	\$ 16,069.46	\$ 23,362.81
Utilities	\$ 2,764.44	\$ 3,112.56	\$ 2,749.20	\$ 3,200.12
Total Expenditure	\$ 101,667.22	\$ 113,750.14	\$ 102,210.84	\$ 114,353.32
Net Savings	\$ 15,073.63	\$ 32,513.02	\$ 13,705.48	\$ 32,995.65
Total Disposable Income	\$ 116,740.85	\$ 146,263.16	\$ 115,916.32	\$ 147,348.98

The City of Mandurah has an average savings rate of 12.9% compared to a West Australian rate of 22.2%. This suggests that the average City of Mandurah household spends more of their disposable income per year than the average West Australian household. It is worth noting however that compared to the 2017/18 year, net savings for City of Mandurah households increased by over 1% where West Australian households net savings decreased by 0.2%. City of Mandurah's household disposable income has also increased where West Australian household disposable income has decreased. City officers will continue to update the Council on the household expenditure of the Mandurah area each year, at the time of the Plan's review.

Reserves

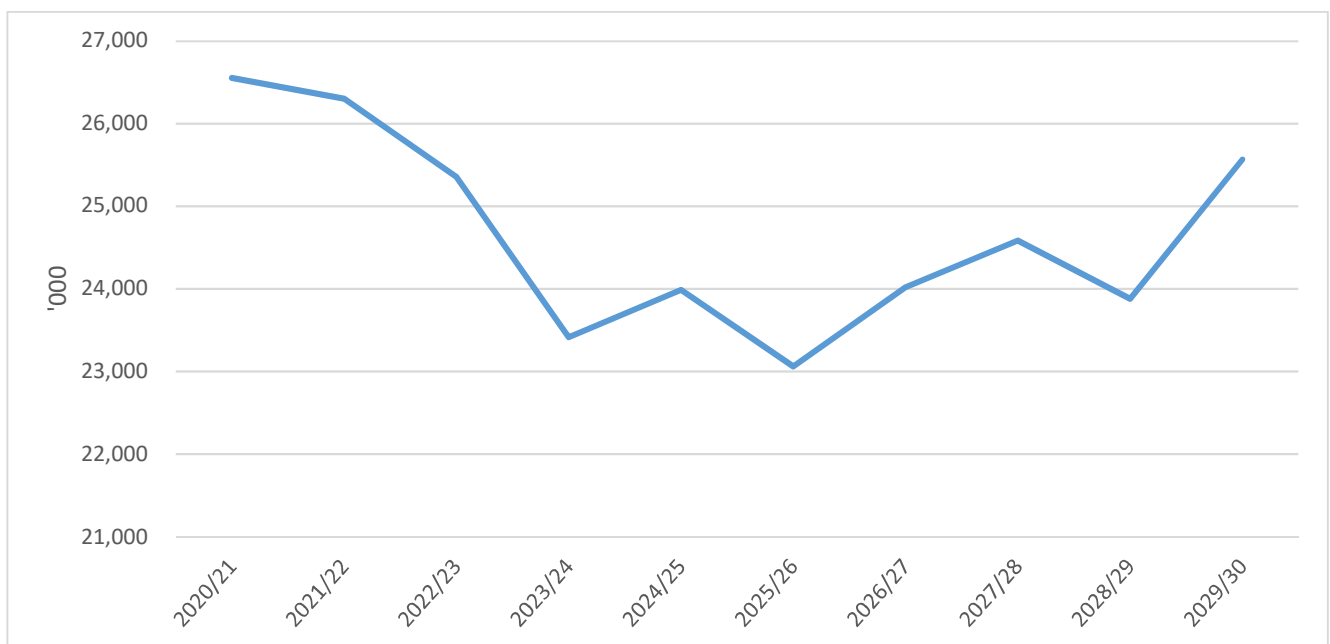
The City's reserve balances at 30 June 2020 are estimated to total \$26.06 million. The City's current reserves will be systematically reviewed including the purpose of the reserve, amount including a cap if any, the need of the reserve and what the reserve will be spent on.

The City has undertaken a review of the current reserves held at 1 July 2019 and as part of the Council adoption of the 2020/21 Annual Budget, the following reserves will remain:

(a)	Building - Future new building capital requirements
(b)	Parking - Provide additional parking areas
(c)	Asset Management - Renewal and upgrade of current infrastructure
(d)	Property Acquisition - Future property purchases in areas other than the City Centre
(e)	Sustainability - Development of Mandurah as a sustainable city
(f)	Waste Facilities Reserve Fund - Future waste treatment initiatives
(g)	Tims Thicket Septage - Future site restoration
(h)	Tims Thicket Inert - Future site restoration and development
(i)	CLAG - Contiguous Local Authority Group for control of mosquitoes
(j)	Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina
(k)	Waterways - Future maintenance/asset replacement of specific waterways infrastructure
(l)	Port Mandurah Canals Stage 2 Maintenance - Stage 2 Future maintenance of canals
(m)	Mariners Cove Canals - Future maintenance of canals
(n)	Port Bouvard Canal Maintenance Contributions - Contribution Future maintenance of canals
(o)	Cash in Lieu POS Contributions - Contributions received in accordance with Planning & Development Act
(p)	Unspent Grants & Contributions - Operating and non-operating grants and contributions tied to future expenditure.
(q)	Leave Reserve - To fund the long service and sick leave liability of City's staff.
(r)	Bushland Acquisition - For the purchase & protection of bushland and environmentally sensitive sites within the City
(s)	Coastal Storm Contingency - Provide for coastal emergency works due to storm damage
(t)	Digital Futures - Fund development, investigation or commissioning of digital technology initiatives.
(u)	Decked Carparking - Amount received from Landcorp in June 2006, set aside for Decked Carparking
(v)	Specified Area Rates - Waterside Canals - Future maintenance of canals.
(w)	Specified Area Rates - Port Mandurah Canals - Future maintenance of canals.
(x)	Specified Area Rates - Mandurah Quay Canals - Future maintenance of canals.
(y)	Specified Area Rates - Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina.
(z)	Specified Area Rate - Port Bouvard Canals - Future maintenance of canals.
(aa)	Specified Area Rate - Mariners Cove - Future maintenance of canals.
(ab)	Specified Area Rate - Eastport - Future maintenance of canals.

(ac)	Sportclubs Maintenance Levy - To maintain various city buildings leased to clubs
(ad)	City Centre Land Acquisition Reserve - For future property purchases within the City Centre area
(ae)	Lakelands Community Infrastructure Reserve - Contribute to the construction of the community infrastructure on Lot 2300 Seppings Parade Lakelands
(af)	Plant reserve - Replacement of heavy plant and equipment
(ag)	Workers Compensation - For the purposes of funding previous year workers compensation claims that are open and still have costs required to be paid by the City of Mandurah.

Appendix 6 shows the balance of the reserves over the 10 years of the Plan. The below chart summarises the total value held in reserves over the 10 years:



Grants

Grant, subsidies and contribution funding projections are to be conservative and are only to be included in the Plan where it is reasonable to expect that these funding options will be secured. Where a project is expected to be funded partly or in full by a grant, contribution or reimbursement, the project will not commence unless the funding has been confirmed or the scope is reduced.

The City will actively seek grants/contributions when available. Where a grant has been obtained outside of the Plan and a City contribution is required however there has been no budget allocated, a report to Council is required to establish the budget and the corresponding funding.

Operating Leases

Operating leases are used by the City to spread the cost of an asset or project over multiple years. The City currently utilises operating leases to IT assets, software costs and gym equipment. Business cases are required when making the decision to lease including a review of all options for funding to ensure the City applies the best possible funding source.

Future Improvements to the Plan

The City strives to continually improve all aspects of its business including the Plan. As other strategic plans are prepared and adopted, they will be fully costed and reflected in future reviews of the Plan.

Asset Management Plans need to be reviewed to be able to determine the level required to fund renewal and upgrades of assets and inform the Plan of the depreciation costs to include in the operating expenditure and any funding gaps in the level of required investment in renewals of the City's assets.

Feedback

The City welcomes any feedback on the Plan and are continually striving for continuous improvement. If you have any feedback please email council@mandurah.wa.gov.au and include in the subject Long Term Financial Plan.

	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Revenues										
Rates	81,696	85,255	88,939	92,752	96,698	100,782	105,010	109,385	113,914	118,601
Operating grants and contributions	6,031	5,285	5,416	5,550	5,687	5,828	5,972	6,120	6,271	6,427
Fees & charges	26,685	27,352	28,036	28,737	29,456	30,192	30,947	31,720	32,513	33,326
Other revenue	142	142	142	142	142	142	142	142	142	142
Interest Revenue	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Profit on sale of assets										
Total revenue	116,353	119,834	124,332	128,980	133,782	138,743	143,870	149,167	154,640	160,295
Expenditure										
Employee costs	- 56,015	- 57,562	- 58,765	- 59,990	- 61,245	- 62,523	- 63,832	- 65,165	- 66,531	- 67,923
Operating costs	- 50,204	- 52,458	- 52,908	- 54,188	- 55,959	- 56,953	- 58,041	- 60,494	- 61,058	- 62,659
Depreciation	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062	- 30,062
Utilities & Insurance & Other Expenses	- 3,959	- 4,188	- 4,431	- 4,689	- 4,961	- 5,249	- 5,553	- 5,875	- 6,216	- 6,577
Insurance	- 1,017	- 1,042	- 1,068	- 1,095	- 1,122	- 1,150	- 1,179	- 1,209	- 1,239	- 1,270
Loan interest	- 1,063	- 1,089	- 1,117	- 1,144	- 1,173	- 1,202	- 1,232	- 1,263	- 1,295	- 1,327
Admin Allocations	10,492	10,576	10,682	10,789	10,897	11,006	11,171	11,339	11,509	11,682
Loss on sale of assets										
Total expenditure	(131,827)	(135,826)	(137,669)	(140,379)	(143,624)	(146,133)	(148,728)	(152,730)	(154,892)	(158,136)
Operating surplus/(deficit)	(15,475)	(15,992)	(13,337)	(11,399)	(9,843)	(7,389)	(4,859)	(3,563)	(252)	2,159
Operating Surplus excluding non cash items be	14,587	14,070	16,725	18,663	20,219	22,673	25,203	26,499	29,810	32,221
Other inflows										
Grants & contributions for asset development	10,404	5,098	5,386	8,335	3,699	3,097	3,159	4,230	3,227	3,291
Proceeds from disposal of assets	832	866	919	995	1,098	1,237	1,421	1,665	1,989	2,425
Land sales								-	-	-
Reserves utilised	97	330	1,530	2,530	30	1,530	30	30	1,530	30
Loans utilised	5,000	6,000	7,000	6,500	6,500	5,500	5,000	5,000	5,000	5,000
Community loans repaid	170	170	170	170	170	170	170	170	170	170
Total other inflows	16,503	12,464	15,005	18,529	11,497	11,534	9,780	11,094	11,916	10,916
Capital works programme										
Road reserves	(7,581)	(7,808)	(7,824)	(9,013)	(8,396)	(12,566)	(13,396)	(14,801)	(15,463)	(17,945)
Waterways	(321)	(325)	(463)	(347)	(470)	(709)	(807)	(768)	(804)	(944)
Parks & Reserves	(12,565)	(4,926)	(5,364)	(2,869)	(3,729)	(3,201)	(3,670)	(4,819)	(5,236)	(3,915)
Buildings	(1,475)	(3,952)	(6,502)	(11,671)	(8,964)	(2,965)	(2,576)	(2,225)	(2,692)	(2,702)
Drainage	(736)	(682)	(744)	(729)	(750)	(1,246)	(1,446)	(1,612)	(1,688)	(1,982)
Other	(3,207)	(3,217)	(3,919)	(6,656)	(3,491)	(5,444)	(6,188)	(6,852)	(7,163)	(8,338)
Land	(31)	(32)	(1,664)	(33)	(34)	(1,766)	(35)	(36)	(1,874)	(37)
Total capital works programme	(25,916)	(20,942)	(26,480)	(31,318)	(25,834)	(27,897)	(28,118)	(31,113)	(34,920)	(35,863)
Other outflows										
Repayment of debt	(5,175)	(5,515)	(4,666)	(5,283)	(5,282)	(5,706)	(5,875)	(5,886)	(5,981)	(5,559)
Transfers to reserves	(200)	(77)	(584)	(591)	(601)	(603)	(990)	(595)	(825)	(1,716)
Total other outflows	(5,375)	(5,592)	(5,250)	(5,874)	(5,883)	(6,309)	(6,865)	(6,481)	(6,806)	(7,275)
Non-cash items										
Write-back depreciation	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062
Profit/Loss on sale of assets										
Surplus brought forward	200	0	0	(0)	0	(0)	(0)	0	0	(0)
Total non-cash items	30,262	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062	30,062
Surplus/(Deficit)	0	0	(0)	0	(0)	(0)	0	0	(0)	(0)

FTE Additions	Directorate	Business Unit	Proposal	Value FTE/ Unit	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Additional FTE	Sustainable Communities	Community Development	Seniors and Community Centre Administration Officer increase hours	0.5	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721	14,721
	Works & Services	City Parks	9599.126006 Cemeteries : Lakes Memorial Cemetery	0.5	-	-	-	-	-	-	-	-	-	-
New FTE	Sustainable Communities	Community Development	Library Officers	1.3		85,527	85,527	85,527	85,527	85,527	85,527	85,527	85,527	85,527
	Works & Services	Infrastructure Management	City Centre Cleaning - 1 FTE in 2020/21 and 1 FTE in 2021/22	2.0	82,254	169,410	169,410	169,410	169,410	169,410	169,410	169,410	169,410	169,410
Casual Labour	Strategy & BP	City Events	Casual labour			7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Other	Corporate Services	Finance Services	Fair value estimates for asset classes	-		60,000	60,000		60,000	60,000		60,000	60,000	60,000
			Valuations from Valuer General for rateable properties			650,000			650,000			650,000		
		systems & technology	Lease costs		84,000	115,000	501,000	716,000	805,000	823,000	841,000	872,000	705,000	705,000
			Software licencing	-	100,000	-	113,000	-	436,000	-	436,000	-	436,000	-
			Software maintenance	-	65,000	-	65,000	-	65,000	-	65,000	-	65,000	-
	Strategy & BP	City Events	Consumer research			15,000		15,000		15,000		15,000		15,000
			Crab Fest Economic Impact Assessment			25,000		25,000		25,000		25,000		25,000
			Crab Fest Tentative Funding			95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000	95,000
			Event Management and Support			5,000	7,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			External Event Attraction		20,000	30,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
		Corporate Communications	Accessibility assistive software for the website			3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
			City Promotions: Materials		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Consultants		40,000									
			Digital Asset Management System (Photography and Videography)		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			Equipment <\$1500: Materials		1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
			Qualtrics		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Subscriptions			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
			Whole of Organisation CEO Brief		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
			Assistive technology for content creation			2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
			Mandurah Matters/Brand		30,000	15,000								
		Elected Members	Citizenship Ceremonies - additional		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
			Civic events		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
			Civic gifts		2,500		2,500		2,500		2,500		2,500	
			Cultural entertainment		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
			Elected Members community engagement strategy		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
			Equipment		2,500				2,500				2,500	
			Mayoral donations		8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
		Human Resources	Leadership and Culture 421 810 9122 10			20,000		20,000		20,000		20,000		20,000
			Reward and Recognition CoM wide.		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
		Record Management	Records Storage		13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
		Recreation Centres	Marketing Budget increase			10,000	5,000	10,000	5,000	5,000	10,000	5,000	10,000	10,000
			Pool Remedial Work		28,000					30,000				
		Director Strategy & BP	Community Engagement - 20 Year Strategic Community Plan			20,000		50,000		20,000		50,000		20,000
			Community Perceptions Survey			15,000		15,000		15,000		15,000		15,000
			Mandurah Matters		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Sustainable Communities	Community Development	Replacement Chairs for Meeting Room		5,250									
			Murdoch University Scholarships		26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
			Peel Say No to Violence contribution		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
		Environment & Arts	Solar Farm feasibility study			50,000								
			Wearable Art Mandurah		20,000	30,000	40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
		Statutory Services	Animal Management Actions			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
		City Centre Activation	Additional Night Security Patrols		77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000

FTE Additions	Directorate	Business Unit	Proposal	FTE/ Unit	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Other	Works & Services	City Fleet	455810.9650.10 - Vehicle Unplanned Maintenance : Materials		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
			Consultants		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
			455810.9052.10 - Subscriptions & Publications : GPS Tracking Licences		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
		City Parks	443810.9051.10 - Consultants : Materials		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
			9592.119010 - Verge Maintenance		80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
			9607.134503 - Drainage Maintenance : WSUD Swales Adjoining Estuary			85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	
			9658.103901 Neighbour Connector A North - Drainage Swales Stage 40 Lakelands		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
			9662.103727 - Park & Reserve Maintenance - Projects : Shade Sail Maintenance		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
			9662.103736 - Park & Reserve Maintenance - Projects : GF Transfer Station Waste		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
			9662.104575 - Park & Reserve Maintenance - Projects : BBQ Cleaning		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	
			9663.103771 - Street Tree Maintenance : Mandurah Road	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000
			9663.103772 - Street Tree Maintenance : Street Tree Planting/Watering		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
			Bushland Maintenance		138,290	138,290	138,290	138,290	138,290	138,290	138,290	138,290	138,290	138,290	
			Developer Handover Parks		35,730	79,400	79,400	79,400	79,400	79,400	79,400	79,400	79,400	79,400	
			New Account - Mandurah Waterfront project (Eastern & Western Foreshores)		100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
			Cityparks Playgrounds		102,960	121,000	121,000	121,000	121,000	121,000	121,000	121,000	121,000	121,000	
		City Works	9607.132002 - Drainage Maintenance : Drainage Sump Maintenance			50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	
			9609.133000 - Sign Maintenance : Maintenance		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
			9611.116001 - Road Reactive Maintenance : Operations Centre Park Rd		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
			9614.135500 - Footpath Maintenance : Path Maintenance existing		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	
			9614.135500 - Footpath Maintenance : Path Maintenance new			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
			9614.135502 - Footpath Maintenance : Tactile Paving		22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	
			9615.136014 - Road Planned Maintenance : Maintenance Grading unsealed roads		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
			New Account - Consultants		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
			9615.136012 - Road Planned Maintenance : Crack sealing		30,350	60,700	60,700	60,700	60,700	60,700	60,700	60,700	60,700	60,700	
			9615.136003 - Road Planned Maintenance : Line marking		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
			9616.136500 - Street sweeping : Street sweeping		140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	
		General Operations	450810.9051.10 - Consultants : Materials		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
		Infrastructure Management	Christmas Decorations		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
			Facilities asset audits		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
			Facility maintenance for new Lakelands Club Room		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
			New Ablution Maintenance		20,000	20,000	40,000	40,000	60,000	60,000	80,000	80,000	100,000	100,000	
		Marina & Waterways	Chalets Maintenance			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
			Coastal Monitoring			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
			Increased Conference			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	

ATTACHMENT 1

FTE Additions	Directorate	Business Unit	Proposal	FTE/ Unit	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Other	Works & Services	Marina & Waterways	Increased Marina Major POS replanting			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
			Increased Waterways Consultants		30,000	50,000	70,000							
			Seabins Servicing costs		6,000	12,000	12,000							
		Technical Services	Design Standards Review and Update				10,000			10,000			10,000	
			Rain Gauges			14,000	14,000							
			Specialist Bridge Inspections		30,000				10,000			30,000		
			Specialists Consultants		30,000	30,000	30,000	30,000						
			Traffic and Transport Modelling Services		150,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
			Water Quality Monitoring		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
		Waste Management	Dog Poo Bag Project		25,000	25,000								
			Tims Thicket Inert Landfill Rehabilitation		150,000	150,000	150,000	150,000		150,000		150,000		
Grand Total				4.3	2,041,055	3,414,948	2,967,948	2,833,948	3,357,948	2,995,948	2,696,448	3,734,948	2,652,948	2,732,948

			\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset Class	Project	Asset Class of Works	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Bridges	BR Pedestrian Bridge Mandurah Road	New	-	-	500	3,000	-	-	-	-	-	-
Bridges Total			-	-	500	3,000	-	-	-	-	-	-
Buildings	Ablutions New Program	New	300	-	300	-	300	-	300	-	300	-
	Community Sport and Recreation Facility Fund Program - Small Grants	New	150	150	150	150	150	150	150	150	150	150
	Dawesville Community Centre	New	-	-	500	3,500	500	-	-	-	-	-
	District Cooling System Admin/Mandjar (including Cinema & MPAC)	New	-	2,500	2,000	2,000	-	-	-	-	-	-
	Falcon Bay Building Toilets/Cafe	New	-	100	1,000	-	-	-	-	-	-	-
	Falcon Family Centre - External Works	New	-	50	-	-	-	-	-	-	-	-
	Install Air Conditioner at Madora Bay Hall	New	-	10	-	-	-	-	-	-	-	-
	Install Integrated Smart Shelf Returns System at Falcon Library	New	-	40	40	-	-	-	-	-	-	-
	Installation of Air Conditioning at Halls Head Parade Community and Sports Facility	New	45	-	-	-	-	-	-	-	-	-
	MARC - Administration Office CCTV Camera Installation	New	-	15	-	-	-	-	-	-	-	-
	MARC - Aquatic Plant Rooms Automatic Pool Acid Feed System	New	5	-	-	-	-	-	-	-	-	-
	MARC - Hardstands for Pool Blankets	New	10	-	-	-	-	-	-	-	-	-
	MARC Aquatic Compound Storage Cover	New	-	-	-	-	10	-	-	-	-	-
	MARC CCTV Aquatic Facilities	New	30	-	-	-	-	-	-	-	-	-
	MARC CCTV Stadium	New	-	30	-	-	-	-	-	-	-	-
	Operable Wall - Seniors Kitchen/Dining Room	New	-	-	-	35	-	-	-	-	-	-
	Operations Centre	New	-	-	1,000	4,000	6,000	1,000	-	-	-	-
	Solar Plan	New	60	-	120	-	120	-	180	-	-	-
Buildings Total			600	2,895	5,110	9,685	7,080	1,150	630	150	450	150
Coastal & Estuary	Additional Boat Ramps or Capacity	New	-	-	100	-	-	-	-	-	-	-
	CHRMAR - Coast Treatment	New	-	-	-	-	100	100	100	-	-	-
Coastal & Estuary Total			-	-	100	-	100	100	100	-	-	-
Drainage	DR Estuary View Road Flooding Stage 2	New	60	-	-	-	-	-	-	-	-	-
Drainage Total			60	-	-	-	-	-	-	-	-	-
Land	Bushland/City Centre - Land Acquisition	New	-	-	1,500	-	-	1,500	-	-	1,500	-
	Land acquisition	New	30	30	30	30	30	30	30	30	30	30
Land Total			30	30	1,530	30	30	1,530	30	30	1,530	30
Other	Additional Cameras to our boat pen/s system - numerous locations (including Commercial Pens)	New	-	35	-	-	-	-	-	-	-	-
	Christmas Decorations 2020	New	200	200	200	200	200	200	200	200	200	200
	MARC CCTV - Carpark	New	-	-	-	-	-	50	-	-	-	-
	MARC Pool Covers Leisure Exercise Pool	New	23	-	-	-	-	-	-	-	-	-
	MARC Pool Covers Outside 50m Pool	New	-	-	-	-	65	-	-	-	-	-
	MARC Pool Covers Program Pool	New	35	-	-	-	-	-	-	-	-	-
	Monitor (TV/Display) in Marina Administration Office	New	-	5	-	-	-	-	-	-	-	-
	Sign / sticker printer	New	35	-	-	-	-	-	-	-	-	-
	Tims Thicket Weighbridge	New	-	50	-	-	-	-	-	-	-	-
	WMC Recycling Shed - Thermal Cameras	New	32	-	-	-	-	-	-	-	-	-
Other Total			325	290	200	200	265	250	200	200	200	200
Parks	BBQ New Program	New	50	50	50	50	50	50	50	50	50	50
	Beach Shade Structures New Program	New	-	50	-	-	50	-	-	50	-	-
	Calypso Active Reserve and Facility Development	New	-	-	-	-	-	-	-	1,250	1,500	-
	CCTV New Program	New	-	-	-	-	-	-	-	-	-	-
	Dawesville Channel SE Foreshore Upgrade	New	-	-	200	500	500	500	500	-	-	-
	Dawesville Youth Park Construction	New	-	-	-	-	550	-	-	-	-	-
	Enclosed Dog Park	New	200	-	-	-	-	-	-	-	-	-
	Lakelands Youth Park - Design and Construction	New	-	-	-	50	650	-	-	-	-	-
	Major Public Artworks	New	125	125	125	125	125	125	125	125	125	125
	Mandjoogoordap Drive Entry Statement Sign	New	-	30	-	-	-	-	-	-	-	-
	MARC Aquatic Outside Playground	New	-	-	150	-	-	-	-	-	-	-
	Path Lighting Bridge to Winjan	New	-	-	-	-	-	-	100	-	-	-
	SF Street Furniture New Program	New	60	60	60	60	60	60	60	60	60	60
	Shade Sails New Program	New	100	100	100	100	100	100	100	100	100	100
	Stage Two - Pump Track Landscaping	New	-	35	-	-	-	-	-	-	-	-
	Water Fountains New Program	New	50	50	50	50	50	50	50	50	50	50
	Westbury Way Reserve Revegetation Plan (Offset) Capital	New	19	-	-	-	-	-	-	-	-	-
	WMC Loading Area - Column Protection	New	35	-	-	-	-	-	-	-	-	-
Parks Total			639	500	735	935	2,135	885	985	1,685	1,885	385
Plant	Light Commercial Vehicles - New 1	New	36	-	-	-	-	-	-	-	-	-
	Light Commercial Vehicles - New 2	New	36	-	-	-	-	-	-	-	-	-
	Parks & Mowers - New 7	New	14	-	-	-	-	-	-	-	-	-
	Plant New Program	New	114	200	200	200	200	200	200	200	200	200
Plant Total			200	200	200	200	200	200	200	200	200	200
Roads	Bortolo Reserve - Shared Use Parking and Fire Track Facility	New	385	-	-	-	-	-	-	-	-	-

		\$000										
Asset Class	Project	Asset Class of Works	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Roads	MARC Carpark Additional Lights	New	20	-	-	-	-	-	-	-	-	-
	RR Bortolo Drive Upgrade	New	-	200	-	-	-	-	-	-	-	-
	SL Street Lighting New Program	New	150	150	150	150	150	150	150	150	150	150
	SP Shared/Cycle Paths New Program	New	600	600	600	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	WTC Roadway and Concrete Hardstand	New	-	300	-	-	-	-	-	-	-	-
Roads Total			1,155	1,250	750	1,150	1,150	1,150	1,150	1,150	1,150	1,150
Grand Total			3,009	5,165	9,125	15,200	10,960	5,265	3,295	3,415	5,415	2,115

Directorare	Business Unit	Sum of Baseline Amount
Chief Executive Officer	Chief Executive Officer	1,447,549
	Economic Development	2,524,232
	Visitor Centre	858,880
Chief Executive Officer Total		4,830,661
Director Corporate Services	Director Corporate Services	287,445
	Elections	266,000
	Financial Accounting	1,061,671
	Financial Services	(19,705,656)
	Legal Governance & Tenders	1,138,481
	Management Accounting	434,057
	Rates Section	(79,412,723)
	Systems & Technology	5,226,517
Director Corporate Services Total		(90,704,208)
Director Sustainable Development	Building Services	968,148
	City Centre Activation	1,221,993
	Community Development	1,349,628
	CommunitySafety	617,924
	Cultural Development	1,024,088
	Director People & Communities	9,300
	Director Sustainable Development	644,509
	Emergency Management	515,007
	Environmental Health	1,811,505
	Environmental Services	1,686,466
	Land Administration	784,946
	Manager Community Development	(1,019)
	Manager Libraries & Learning	3,803,227
	Peron Naturalist	21,179
	Planning	1,128,507
	Ranger Services	1,770,088
	Seniors and Community Centre	657,467
	Statutory Services	35,205
	Youth Development	1,050,466
Director Sustainable Development Total		19,098,634
Director Works & Services	Asset Management	656,282
	Chalets	(65,313)
	City Works	1,545,291
	Citybuild	7,515,587
	Cityfleet	(665,199)
	Cityparks	13,680,455
	Design & Development Services	636,139
	Director Works & Services	1,003,064
	Engineering Services	678,311
	General Operations	289,960
	Infrastructure Manager	945,886
	Landscaping Services	527,704
	Marina & Waterways	1,488,508

Director Works & Services	Project Management	441,733
	Survey Services	459,302
	Technical Services Manager	530,598
	Waste Management	(985,547)
Director Works & Services Total		28,682,760
Executive Manager Strategy & BP	City Events	1,875,387
	Customer Service	1,046,941
	Elected Members	1,933,629
	HHCRC	602,764
	Human Resources	889,048
	Manager Recreation Services	(4,620,207)
	MARC	2,361,797
	Marketing & Communications	1,382,303
	Organisational Development	1,312,353
	Records Management	631,207
	Recreation Services	1,244,412
	Strategy & Business Performance	868,861
Executive Manager Strategy & BP Total		9,528,494
Grand Total		(28,563,659)

Borrowings

	Year 1 2020/21 \$'000	Year 2 2021/22 \$'000	Year 3 2022/23 \$'000	Year 4 2023/24 \$'000	Year 5 2024/25 \$'000	Year 6 2025/26 \$'000	Year 7 2026/27 \$'000	Year 8 2027/28 \$'000	Year 9 2028/29 \$'000	Year 10 2029/30 \$'000
Opening Balance	29,729	29,554	30,040	32,373	33,591	34,808	34,602	33,727	32,842	31,861
less: Repayments	(6,215)	(6,551)	(5,744)	(6,455)	(6,516)	(6,992)	(7,183)	(7,194)	(7,260)	(6,608)
add: Interest	1,041	1,036	1,078	1,172	1,233	1,286	1,308	1,309	1,278	1,050
add: new loans	5,000	6,000	7,000	6,500	6,500	5,500	5,000	5,000	5,000	5,000
Closing Balance	29,554	30,040	32,373	33,591	34,808	34,602	33,727	32,842	31,861	31,302

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	26,453	26,556	26,303	25,357	23,418	23,989	23,062	24,022	24,587	23,882
Amount set aside / Transfer to Reserve	200	77	584	591	601	603	990	595	825	1,716
Amount used / Transfer from Reserve	(97)	(330)	(1,530)	(2,530)	(30)	(1,530)	(30)	(30)	(1,530)	(30)
Closing Balance	26,556	26,303	25,357	23,418	23,989	23,062	24,022	24,587	23,882	25,568

Detail

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(a) Building										
Opening balance	3,000	3,000	3,000	3,000	500	500	500	500	500	500
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve				(2,500)						
	3,000	3,000	3,000	500	500	500	500	500	500	500
(b) Parking										
Opening balance	465	465	465	465	465	465	465	465	465	465
Amount set aside / Transfer to Reserve	-	-	-	-	-	-	-	-	-	-
Amount used / Transfer from Reserve	-	-	-	-	-	-	-	-	-	-
	465	465	465	465	465	465	465	465	465	465
(c) Asset Management										
Opening balance	2,345	2,345	2,422	2,506	2,597	2,698	2,801	3,291	3,386	3,711
Amount set aside / Transfer to Reserve		77	84	91	101	103	490	95	325	1,216
Amount used / Transfer from Reserve										
	2,345	2,422	2,506	2,597	2,698	2,801	3,291	3,386	3,711	4,927
(d) Property Acquisition										
Opening balance	1,000	1,170	1,140	1,110	1,080	1,050	1,020	990	960	930
Amount set aside / Transfer to Reserve	200									
Amount used / Transfer from Reserve	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)
	1,170	1,140	1,110	1,080	1,050	1,020	990	960	930	900
(e) Sustainability										
Opening balance	645	645	645	645	645	645	645	645	645	645
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	645	645	645	645	645	645	645	645	645	645
(f) Waste Facilities Reserve Fund										
Opening balance	1,410	1,343	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	(67)	(300)								
	1,343	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043
(g) Tims Thicket Septage										
Opening balance	74	74	74	74	74	74	74	74	74	74
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	74	74	74	74	74	74	74	74	74	74
(h) Tims Thicket Inert										
Opening balance	102	102	102	102	102	102	102	102	102	102
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	102	102	102	102	102	102	102	102	102	102
(i) CLAG										
Opening balance	27	27	27	27	27	27	27	27	27	27
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	27	27	27	27	27	27	27	27	27	27
(j) Mandurah Ocean Marina										
Opening balance	175	175	175	175	175	175	175	175	175	175
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	175	175	175	175	175	175	175	175	175	175
(k) Waterways										
Opening balance	230	230	230	230	230	230	230	230	230	230
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	230	230	230	230	230	230	230	230	230	230
(l) Port Mandurah Canals Stage 2 Maintenance										
Opening balance	91	91	91	91	91	91	91	91	91	91
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	91	91	91	91	91	91	91	91	91	91
(m) Mariners Cove Canals										
Opening balance	84	84	84	84	84	84	84	84	84	84
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	84	84	84	84	84	84	84	84	84	84

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(n) Port Bouvard Canal Maintenance Contributions										
Opening balance	267	267	267	267	267	267	267	267	267	267
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	267	267	267	267	267	267	267	267	267	267
(o) Cash in Lieu POS Contributions										
Opening balance	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537
(p) Unspent Grants & Contributions										
Opening balance	421	421	421	421	421	421	421	421	421	421
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	421	421	421	421	421	421	421	421	421	421
(q) Leave Reserve										
Opening balance	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885	4,885
(r) Bushland Acquisition										
Opening balance	3,000	3,000	3,000	2,000	2,500	3,000	2,000	2,500	3,000	2,000
Amount set aside / Transfer to Reserve			500	500	500	500	500	500	500	500
Amount used / Transfer from Reserve	-	-	(1,500)		-	(1,500)		-	(1,500)	
	3,000	3,000	2,000	2,500	3,000	2,000	2,500	3,000	2,000	2,500
(s) Coastal Storm Contingency										
Opening balance	250	250	250	250	250	250	250	250	250	250
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	250	250	250	250	250	250	250	250	250	250
(t) Digital Futures										
Opening balance	42	42	42	42	42	42	42	42	42	42
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	42	42	42	42	42	42	42	42	42	42
(u) Decked Carparking										
Opening balance	975	975	975	975	975	975	975	975	975	975
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	975	975	975	975	975	975	975	975	975	975
(v) Specified Area Rates - Waterside Canals										
Opening balance	103	103	103	103	103	103	103	103	103	103
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	103	103	103	103	103	103	103	103	103	103
(w) Specified Area Rates - Port Mandurah Canals										
Opening balance	215	215	215	215	215	215	215	215	215	215
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	215	215	215	215	215	215	215	215	215	215
(x) Specified Area Rates - Mandurah Quay Canals										
Opening balance	187	187	187	187	187	187	187	187	187	187
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	187	187	187	187	187	187	187	187	187	187
(y) Specified Area Rates - Mandurah Ocean Marina										
Opening balance	2	2	2	2	2	2	2	2	2	2
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	2	2	2	2	2	2	2	2	2	2
(z) Specified Area Rate - Port Bouvard Canals										
Opening balance	98	98	98	98	98	98	98	98	98	98
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	98	98	98	98	98	98	98	98	98	98
(aa) Specified Area Rate - Mariners Cove										
Opening balance	19	19	19	19	19	19	19	19	19	19
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	19	19	19	19	19	19	19	19	19	19
(ab) Specified Area Rate - Eastport										
Opening balance	23	23	23	23	23	23	23	23	23	23
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve										
	23	23	23	23	23	23	23	23	23	23

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(ac) Sportsclubs Maintenance Levy										
Opening balance	106	106	106	106	106	106	106	106	106	106
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	106	106	106	106	106	106	106	106	106	106
(ad) City Centre Land Acquisition Reserve										
Opening balance	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
(ae) Lakelands Community Infrastructure Reserve										
Opening balance	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066	1,066
(af) Plant Reserve										
Opening balance	500	500	500	500	500	500	500	500	500	500
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	500	500	500	500	500	500	500	500	500	500
(ag) Workers Compensation										
Opening balance	109	109	109	109	109	109	109	109	109	109
Amount set aside / Transfer to Reserve										
Amount used / Transfer from Reserve	109	109	109	109	109	109	109	109	109	109

Assumptions		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
CPI increases		1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Superannuation Employer		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Expense		3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Utilities		2.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%
Workers Compensation		2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
Superannuation Statutory		9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%
Labour costs		2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Secondary Level											
Salaries & Wages	EA Increases	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Contracts	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Insurance	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Expense	CPI	1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utilities	WALGA index	2.00%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%	5.80%
Operating Grants, Subsidies & Contributions		1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Revenue											
Fees & Charges		1.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates		0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

Ratios	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
Current Ratio (<u>>1</u>)	1.46	1.59	1.62	1.79	1.76	1.87	1.89	1.94	2.24	2.27
Debt service cover ratio (<u>Basic >2, Advanced >5</u>)	2.51	2.30	3.09	3.08	3.31	3.46	3.72	3.88	4.27	4.87
Own source revenue (<u>Basic >0.4, Intermediate >0.6, Advanced >0.9</u>)	0.84	0.84	0.86	0.88	0.89	0.91	0.93	0.94	0.96	0.97
Operating Surplus ratio (<u>Basic >0.01, Advanced >0.15</u>)	-0.14	-0.14	-0.11	-0.09	-0.08	-0.06	-0.04	-0.02	0.00	0.01
Asset Consumption Ratio (<u>Basic >0.5, Improving between 0.6 and 0.75</u>)	0.70	0.68	0.66	0.65	0.63	0.62	0.61	0.59	0.58	0.57
Asset Sustainability Ratio (<u>Basic >0.9, Improving between 0.9 and 1.1</u>)	0.76	0.51	0.55	0.48	0.45	0.72	0.81	0.90	0.94	1.11
Asset renewal ratio (<u>Basic between .75 and .95, improving between .95 and 1.05</u>)	0.90	0.88	0.90	0.93	1.01	1.15	1.18	1.23	1.28	1.38

3	SUBJECT:	Local Government House Trust: Deed of Variation
	CONTACT OFFICER/S:	Tahlia Jones
	AUTHOR:	Amy Coole

Summary

The City of Mandurah (City) is a unit holder and beneficiary in the Local Government House Trust (the Trust). The Trust exists to provide building accommodation for Western Australian Local Government Association (WALGA), currently in West Leederville.

In order to ensure the Trust maintains its tax-exempt status, WALGA, the Trustee, proposes to execute a Deed of Variation to limit and remove some of the powers of the Trustee under the Trust Deed.

WALGA requires the consent of 75% of the Trust beneficiaries in order to execute the Deed of Variation. For this reason, WALGA seeks the consent of the City to execute the Deed of Variation.

Council is requested to consider and support the variation to the Local Government House Trust Deed. Refer to **Attachment 1** and **Attachment 2** for details of the variation.

Disclosure of Interest

N/A

Previous Relevant Documentation

N/A

Background

The Local Government House Trust Deed commenced in 1993. The Board of Management and beneficiaries consist of local government bodies. In 2002 a Deed of Variation was executed which granted the Trustee additional powers under the Trust Deed.

Recently WALGA has received legal advice which raises concerns that the wording of the Trust Deed, in particular certain powers given to the Trustee, may have implications for the Trust maintaining its status as a tax-exempt body. WALGA proposes to execute a new Deed of Variation in order to reduce and delegate some of the Trustee's powers in order to rectify the issues mentioned above.

Comment

On 19 February 2020, the City received an email from the CEO of WALGA, seeking a variation to the Local Government House Trust. The letter identifies the City's unit holding within the Trust and the nature of the variation requested (refer **Attachment 3**).

It appears the primary intent of the variations to the Trust Deed are to remove or delegate powers away from the Trustee (WALGA), and to give those same powers to the beneficiaries and the Board of Management (which consist of local government bodies). Given the City is a local government body, it appears these variations only improve the position of the City.

As a beneficiary of the Trust, Council is requested to make a decision on the Deed of Variation. The proposed Variation to ensure that the Trust retains its income tax exemption status is considered reasonable.

Although the City do not have the detailed legal advice obtained by WALGA, there are provisions in the Act which require that (for some tax-exempt STBs) *"all the rights or powers (if any) to vote, appoint or dismiss its governing person or body and direct its governing person or body as to the conduct of its affairs are held only by one or more government entities."*

The above may explain the motivation for the need to remove powers from the Trustee and to instead give those powers to the local government bodies.

Statutory Environment

The Deed of Variation has been drafted to ensure that the Trust meets the income tax exempt provisions under the *Income Tax Assessment Act 1936*.

Policy Implications

N/A

Economic Implications

N/A

Risk Analysis

N/A

Strategic Implications

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

Organisational Excellence:

- Deliver excellent governance and financial management.

Conclusion

It is recommended that Council supports the Deed of Variation being executed as it is in the City's interests, as a beneficiary and unit-holder, for the Trust to maintain its tax-exempt status.

NOTE:

- Refer **Confidential Attachment 1** *Local Government House Trust: Proposed Deed of Variation*
Confidential Attachment 2 *Local Government House Trust: Attachment 2 Clause 12 (Excerpt from Trust Deed)*
Confidential Attachment 3 *Email from WALGA CEO to City of Mandurah CEO*
Confidential Attachment 4 *Local Government House Trust: Questions and Answers*

RECOMMENDATION

That Council approves the Mayor and Chief Executive Officer to execute the variation of the Trust Deed of the Local Government House Trust as per Attachment 1 of the report.

4	SUBJECT:	City of Mandurah Animals Environment and Nuisance Amendment Local Law 2020
	CONTACT OFFICER:	Casey Mihovilovich
	AUTHOR:	Tahlia Jones

Summary

Following the statutory advertising period, the Animals Environment and Nuisance Amendment Local Law 2020 is set for final adoption.

As a legal requirement, all local laws are to have a purpose and effect and the following is for the Animals Environment and Nuisance Amendment Local Law 2020:

PURPOSE: The *Animals Environment and Nuisance Local Law 2010* provides protection against nuisances and hazards for the following areas; Keeping of Animals (birds, farm animals and bee keeping), Building, Development and Land Care and Nuisances and Dangerous Things (including Pest Plants).

EFFECT: To ensure the *City of Mandurah Animals Environment and Nuisance Local Law 2010* is as clear and effective as possible.

Council is requested to adopt Animals Environment and Nuisance Amendment Local Law 2020 as written in *Attachment 1*.

Previous Relevant Documentation

- | | | |
|--------------|-------------------|--------------------------------|
| • G.20/8/19 | 27 August 2019 | Amendment Local Law, proposed |
| • G.19/5/19 | 28 May 2019 | Local Law 2019 Final Adoption. |
| • G.11/12/18 | 18 December 2018 | Proposed Local Law 2019 |
| • G.34/2/11 | 22 February 2011 | 2010 Local Law, final |
| • G.34/9/10 | 28 September 2010 | 2010 Local Law, proposed |

Background

Council resolved to adopt the *Animals Environment and Nuisance Amendment Local Law 2019* at its meeting of 28 May 2019. Subsequently, the Joint Standing Committee on Delegated Legislation (JSCDL) requested an undertaking of one amendment to be made.

The JSCDL had given a notice of disallowance of the local law unless the City, within six months, makes an undertaking to amend the principle local law to make clear how the City may vary permits for the keeping of farm animals. The City received an extension from the JSCDL for one month (until 31 March 2020), due to a delay in receiving input from the relevant Department.

This amendment altered clause 2.10(1) of the local law to make clear that when varying a permit, the City must provide to the permit holder a notice in writing and time to receive the notice before it takes effect.

This amendment was reflected in the proposed Animals Environment and Nuisance Amendment Local Law No 2 2019 which was adopted for advertising by Council at its meeting of 27 August 2019. This advertising is now complete.

Comment

Following the statutory advertising period, minor administrative changes were suggested by the Department of Local Government, Sport and Cultural Industries (DLGSC) (refer **Attachment 2**), including amending the title of the amendment to reflect the year the local law is to be made and gazetted.

The Office of the Minister for Regional Development; Agriculture and Food; Ports; Minister assisting the Minister for State Development, Jobs and Trade reviewed the local law and had no objections to the amendment (**Attachment 3**). The correspondence requested that the City informs owners, who are given a permit to keep farm animals, also register as an owner of stock in accordance with the *Biosecurity and Agriculture Management (Identification and Movement of Stock and Apiaries) Regulations 2013*. This request will be incorporated into the City's permit.

Amendments made include minor formatting alterations which have been incorporated into the final version of the local law as shown in **Attachment 1**.

Following adoption by Council, the local law will again be forwarded to the JSCDL following gazettal for their information and scrutiny.

Consultation

Joint Standing Committee on Delegated Legislation.
Department of Local Government, Sport and Cultural Industries.
Minister for Regional Development; Agriculture and Food; Ports; Minister assisting the Minister for State Development, Jobs and Trade.

Statutory Environment

Local Government Act 1995, Part 3, Division 2;

- Subdivision 1 – Local Laws made under this Act;
- Subdivision 2 – Local Laws made under any Act; and
- Section 3.13 – Procedures with significant change in proposal.

Health (Miscellaneous Provisions) Act 1911

Biosecurity and Agriculture Management Act 2007

Biosecurity and Agriculture Management (Identification and Movement of Stock and Apiaries) Regulations 2013

Policy Implications

No amendments to policy will be required as result of adoption of the local law.

Economic Implications

Gazettal and advertising costs are accommodated in the 2019/20 budget allocated to Governance Services.

Once the local law is enacted the costs relating to compliance of the local law will be funded from existing labour budgets across the City.

Risk Analysis

The amendment proposed by this local law is very minor and should not result in any risk implications for the City. If the City does not amend the local law as requested, the JSCDL will recommend that parliament disallow the *Animals Environment and Nuisance Amendment Local Law 2019*.

Strategic Implications

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

Organisational Excellence:

Deliver excellent governance and financial management

Conclusion

Advertising of the proposed *Animals Environment and Nuisance Amendment Local Law 2020* is complete.

Council is requested to consider the final local law as written and make the local law as shown at **Attachment 1**.

Council is requested to adopt the proposed Animals Environment and Nuisance Amendment Local Law 2020.

NOTE:

- Refer

Attachment 1 *City of Mandurah Animals Environment and Nuisance Amendment Local Law 2020*

Attachment 2 *Response from Department of Local Government, Sport and Cultural Industries*

Attachment 3 *Response from Hon Alannah MacTiernan MLC, Minister for Agriculture*

RECOMMENDATION

1. The Presiding Member to read aloud the *Animals Environment and Nuisance Local Law 2010* purpose and effect:
 - 1.1 The purpose of this local law is to provide protection against nuisances and hazards for the following areas; Keeping of Animals (birds, farm animals and bee keeping), Building, Development and Land Care and Nuisances and Dangerous Things (including Pest Plants).
 - 1.2 The effect of this local law is to be as clear and effective as possible.

That Council resolve to:

2. Adopt the *City of Mandurah Animals Environment and Nuisance Amendment Local Law 2020* in Attachment 1 of the report.
3. Cause the *City of Mandurah Animals Environment and Nuisance Amendment Local Law 2020* 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. Authorise the Chief Executive Officer 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.

***ABSOLUTE MAJORITY REQUIRED**

ATTACHMENT 1

LOCAL GOVERNMENT ACT 1995

HEALTH (MISCELLANEOUS PROVISIONS) ACT 1911

BIOSECURITY AND AGRICULTURE MANAGEMENT ACT 2007

CITY OF MANDURAH

ANIMALS ENVIRONMENT AND NUISANCE AMENDMENT LOCAL LAW 2020

Under the powers conferred by the *Health (Miscellaneous Provisions) Act 1911*, *Biosecurity and Agriculture Management Act 2007*, *Local Government Act 1995* and under all other powers enabling it, the Council of the City of Mandurah resolved on INSERT DATE to make the following local law.

1.1 Citation

This local law may be cited as the *City of Mandurah Animals Environment and Nuisance Amendment Local Law 2020*.

1.2 Commencement

The local law comes into operation 14 days after the date of its publication in the *Government Gazette*.

1.3 Principal local law amended

This local law amends the *City of Mandurah Animals, Environment and Nuisance Local Law 2010* as published in *Government Gazette* No. 43 on 22 March 2011 and as amended in the *Governance Gazette* No. 78 on 11 June 2019.

1.4 Clause 2.10 amended

In clause 2.10 delete sub clause (1) and replace with;

- (1) The local government may vary permit conditions by giving written notice to the permit holder and the varied condition takes effect 7 days after that notice is given.'

Dated:

The Common Seal of the City of Mandurah was affixed by authority of a resolution of the Council in the presence of:

RHYS JOHN WILLIAMS, Mayor

MARK ROBERT NEWMAN, Chief Executive Officer

Email received 15 January 2020, Department of Local Government, Sport and Cultural Industries

Dear Louise

This email is in response to your letter dated 5 September 2019 addressed to the Minister for Local Government regarding the City's proposed local law.

The Department's comments are noted below. Please contact me if you have any queries regarding the comments.

City of Mandurah Animals Environment and Nuisance Amendment Local Law No.2 2019

1. Undertaking to Delegated Legislation Committee

The Department is aware that this amendment is being made in compliance with an undertaking made to the Joint Standing Committee on Delegated Legislation.

The City should ensure that the local law achieves all the requirements of the Committee. If the City is uncertain whether this is the case, the Committee's staff should be contacted.

2. Biosecurity and Agriculture Management Act 2007

The Department notes that this local law is made under the *Biosecurity and Agriculture Management Act 2007*.

The City should ensure that copies of the draft local law and public notice have been sent to the Minister for Agriculture and Food. If this does not occur, it may result in the local law's disallowance.

3. Citation year

It is suggested that the title of this local law be changed to refer to "2020" as this is the year when the local law is like to be made and gazetted. If this change is made, the citation in clause 1.1 should also be amended.

4. Clause 1.3 – Principal local law amended

It is suggested that the gazette numbers be deleted as they are not usually required. It is also suggested that the word "the" be included before the first instance of "*Government Gazette*".

5. Clause 1.4 - General formatting

It is suggested that clause 1.4 be redrafted to ensure that it is correctly formatted. An example has been provided for the City's consideration:

1.4 Clause 2.10 amended

In clause 2.10 delete subclause (1) and replace with:

- (1) The local government may vary permit conditions by giving written notice to the permit holder and the varied condition takes effect 7 days after that notice is given.

Minister's Directions – pursuant to s 3.12(7) of the Local Government Act 1995

Please note: once the City has published a local law in the *Government Gazette*, the City must comply with the requirements of the Minister's *Local Laws Explanatory Memoranda Directions 2010*. The City must, within 10 working days of the Gazettal publication date, forward the signed Explanatory Memoranda material to the Committee at the current address:

Committee Clerk
Joint Standing Committee on Delegated Legislation
Legislative Council Committee Office
GPO Box A11
PERTH WA 6837
Email: delleg@parliament.wa.gov.au
Tel: 9222 7404

Fax: 9222 7805

A copy of the Minister's Directions and Explanatory Memoranda forms can be downloaded from the Department of Local Government, Sport and Cultural Industries website at www.dlgsc.wa.gov.au. Failure to comply with the Directions may render the local law inoperable.

Please note that my comments:

- have been provided to assist the City with drafting matters in relation to the local law;
- do not constitute legal advice;
- have been provided in good faith for the City's consideration; and
- should not be taken as an approval of content.

The City should ensure that a detailed editorial analysis of the proposed local law has been undertaken and that the content of the local law is in accordance with the City's policies and objectives.

Kind regards

Carmen Chia

Legislation Officer

Department of Local Government, Sport and Cultural Industries
140 William Street, Perth WA 6000
GPO Box R1250, Perth WA 6844

Telephone [+61 8 6552 1405](tel:+61865521405)

Email carmen.chia@dlgsc.wa.gov.au

Web www.dlgsc.wa.gov.au

The Department acknowledges the Aboriginal peoples of Western Australia as the traditional custodians of this land, and we pay our respects to their Elders past and present.



Hon Alannah MacTiernan MLC
Minister for Regional Development; Agriculture and Food; Ports;
Minister Assisting the Minister for State Development, Jobs and Trade

Our ref: 64-15364
Your ref: R0001508251

Ms Louise Clark
A/Senior Governance Officer, Governance Services
City of Mandurah
Louise.Clark@mandurah.wa.gov.au

Dear Ms Clark

PROPOSED ANIMALS, ENVIRONMENT AND NUISANCE AMENDMENT LOCAL LAW 2019

Thank you for your letter dated 17 January 2020 advising me of the proposed amendment to the *City of Mandurah Animals, Environment and Nuisance Amendment Local Law 2019* in accordance with section 3.12 of the *Local Government Act 1995*.

I note the amendment to Clause 2.10:

- (a) Delete clause (1) and replace with;
 - (1) The local government may vary permit conditions by giving written notice to the permit holder and the varied condition takes effect 7 days after that notice is given.

The Department of Primary Industries and Regional Development (Department) has reviewed the amendment and has no objection to the proposed amendment.

I would ask the City of Mandurah to inform owners, who are given a permit to keep farm animals, they are also required to register as an owner of stock with the Department in accordance with the *Biosecurity and Agriculture Management (Identification and Movement of Stock and Apiaries) Regulations 2013*.

Yours sincerely

HON ALANNAH MACTIERNAN MLC
MINISTER FOR REGIONAL DEVELOPMENT; AGRICULTURE AND FOOD; PORTS
MINISTER ASSISTING THE MINISTER FOR STATE DEVELOPMENT,
JOBS AND TRADE

6 MAR 2020

5	SUBJECT:	2020/21 Community Sport and Recreation Facility Fund Small Grants Round
	CONTACT OFFICER:	Craig Johnson
	AUTHOR:	Natalie Garnsworthy / Paul Miller

Summary

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

The small grants aim to increase participation in sport and recreation, with an emphasis on physical activity through rational development of sustainable, good quality, well designed and well utilised facilities where the total cost does not exceed \$300,000. The application process for submissions involve local governments undertaking an initial assessment to ensure proposed projects are well planned, prioritised and of positive benefit to the community.

The City has received two applications from clubs as part of the CSRFF Small Grants Round, details of these applications are:

- Peel Hockey Association – Replacement and upgrade of turf floodlighting
- South Mandurah Tennis Club - Resurface of Courts (7 – 10)

To deliver the replacement and upgrade of the turf floodlighting project, the Peel Hockey Association are seeking an interest free loan to the amount of \$100,000 from the City of Mandurah repayable over ten years.

Council is requested to support the ratings and priorities of the two 2020/21 CSRFF Small Grants applications submitted and note that an allowance for the City's contributions towards projects has been listed in Long Term Financial Plan, subject to Council endorsement and the projects being approved by the Department of Local Government, Sport and Cultural Industries - Sport and Recreation.

In addition, if the Peel Hockey Association is successful with their CSRFF application, Council is requested to approve an interest-free loan of up to \$100,000 from the Interest-Free Loan Reserve with a repayment term of ten years.

Disclosure of Interest

N/A

Location



Peel Hockey Association

Honeysuckle Ramble, Halls Head



South Mandurah Tennis Club

Merlin Street, Halls Head

Previous Relevant Documentation

- G.11/8/19 27 August 2019 Council considered the 2019/20 CSRFF Small Grant applications – Winter Round and endorsed an application from the Mandurah Tennis Club: Resurfacing of Courts 9 -10, Dudley Park Bowling Club: Upgrade to LED lighting and resurface of bowling green. In addition, endorsed an application on its behalf for the Falcon Changeroom and Toilet Upgrade.
- G.22/3/19 26 March 2019 Council considered the 2018/19 CSRFF Small Grant applications – Summer Round and endorsed an application from the Mandurah Tennis Club: Resurfacing of Courts 9 -10 and South Mandurah Tennis Club: Resurface of Courts 1 - 2 and 7 – 10.
- G.18/8/18 28 August 2018 Council considered the 2018/19 CSRFF Small Grant applications – Winter Round and endorsed an application from the Mandurah Mustangs Football Club: Upgrade and redevelopment of the Rushton North Pavilion Changeroom facility, Northport Reserve: Construction of toilet / storage facility, Halls Head Bowling Club: Installation of LED sports lighting and South Mandurah Tennis Club: Resurface of Courts 1 - 2 and 7 – 10.
- G.17/3/18 27 March 2018 Council considered the 2018/19 CSRFF Small Grant applications – Summer Round and endorsed an application from the South Mandurah Football Club: Construction of Changeroom Facilities, Dudley Park Bowling Club: Resurface of Bowling Green and South Mandurah Tennis Club: Resurface of Courts 1 - 2 and 7 – 10.
- G.24/8/17 22 August 2017 Council considered the 2017/18 CSRFF Small Grant applications – Winter Round and endorsed an application from the Mandurah Croquet and Recreation Club: Construction of a Universal Accessible Toilet, South Mandurah Tennis Club: Upgrade to Sports Lighting on Courts 3 - 6, South Mandurah Football Club: Construction of Changeroom Facilities and Peel Thunder Football Club: Feasibility Study for a Future Centre of Excellence Facility.

Background

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

- (a) Forward Planning Grants: \$166,667 up to \$4,000,000 can be allocated to large scale projects where the total project cost exceeds \$500,000 and may require an implementation period of between one and three years. Grants given in this category may be allocated in one or a combination of the years in the triennium.
- (b) Annual Grants: \$50,000 to \$166,666 can be allocated to projects with a planning and construction process that will be complete within 12 months. The total project cost for Annual Grants is between \$150,000 and \$500,000. Grants given in this category must be claimed in the financial year following the date of approval.
- (c) Small Grants: \$7,500 to \$100,000 can be allocated to projects involving a basic level of planning. The total project cost for Small Grants must not exceed \$300,000. Grants given in this category must be claimed in the financial year following the date of approval. There are two rounds per year coinciding with the summer and winter seasons.

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

The project ratings are identified as follows:

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

Comment

Council has been requested to consider two applications from clubs as part of the CSRFF Small Grants Round.

Peel Hockey Association – Project 1

Project	Replacement and upgrade of Turf Floodlighting
Location	Mandurah Hockey Stadium
Years Applied for	2020/21
Total Project Cost	\$286,330
Eligible Grant Criterial Total	\$286,330
CSRFF Grant	\$95,443
Requested from Council (CSRFF program)	\$95,443

Clubs' Contribution (Loan Request)	\$95,444
Clubs' Contribution (in kind)	Not applicable
Recommended Ranking	It is recommended that this project be given a ranking of "1" and a rating of "medium/high"

Project Details

The Mandurah Hockey Stadium is located at 42 Honeysuckle Ramble, Halls Head (freehold land owned by the Department of Education). The Peel Hockey Association (PHA) entered into a sub licence agreement with the City of Mandurah in 1998 and since this time there has been a number of variations to the sub licence due to the inclusion of grandstand seating, canteen and function rooms and changes to boundaries due to the growth of the Halls Head College. Currently the PHA sub licence is due to expire on 30 December 2021.

The PHA is the key organisation for hockey in the Peel region and delivers activities to all age groups from 5 years of age to senior level. The primary objective of the Association is to provide hockey to the community through the coordination of participation programs over the winter and summer seasons for children up to year 4, junior competitions for children from year 4 to year 12 and senior competitions for men, women and veterans / masters. The club is affiliated with Hockey WA and has over 550 members.

In July 2019, a floodlighting pole was damaged during a storm causing it to collapse and was subsequently replaced to maintain the necessary lighting standards for activity. This incident caused the Association (in conjunction with the City of Mandurah) to undertake a full integrity / condition assessment of the remaining turf floodlighting. Based on the findings of the report, the Peel Hockey Association has identified that the current floodlighting around the hockey turf requires replacement and upgrade.

Replacement and upgrade of lighting to the Mandurah Hockey Stadium will involve, the replacement of the existing halogen-style lighting with new LED turf floodlighting. The current turf floodlighting was installed in 1998 at the opening of the facility and has reached end-of-life, particularly in terms of risk and safety. A number of elements of the existing lighting is now non-compliant to current safety standards. The project will produce lighting at 500 lux in line with the Australian Standards for non-televvised hockey, through the installation of new footings, lighting towers, LED fittings and wiring / controls.

The future of the PHA depends on a fit-for-purpose facility to maintain existing competitions, retain members and attract new participants. The current and future hockey training and competitions depend on the facility being available at night-time, with a standard of turf lighting that provides for the safe enjoyment of the sport.

Officers have recommended that this project is ranked one and rated "Medium/high", as it is well planned and needed by the Association. In making this assessment, Officers noted that without up-to-standard turf floodlighting, existing hockey activities will not continue, and the Association would not be sustainable. In addition, the PHA will establish and implement a preventative maintenance schedule for the new turf floodlighting. Furthermore, with the National Sporting Institute for Hockey being based in Perth, there is potential for the facility to host national and international games in the future (as has been the case previously), however this would absolutely be subject to the provision of high-quality lighting in line with the standards proposed in the Association's funding submission.

Loan Request

To deliver this project, the PHA are seeking an interest free loan to the amount of \$100,000 from the City of Mandurah repayable over ten years.

The PHA has obtained a quote for the replacement and upgrade of the turf floodlighting with the total cost for the delivery of the project being \$286,330. The Association currently has savings in a facility reserve in excess of \$50,000 (see Confidential Attachment 1 – Audited Financial Statement 2019), however are seeking an interest free loan from the City of Mandurah for their full contribution. The assistance of the

City in the provision of an interest free loan will allow for the Association to use their cash reserves as project contingency should any unforeseen costs arise during the construction process and continue to allocate funds for future projects such as the pending (next three years) resurface of the synthetic turf.

The current hockey turf at the Mandurah Hockey Stadium is over ten years old. The PHA has recently engaged a specialist consultant to inspect the condition of the hockey turf and provide an assessment of the existing wet-field synthetic hockey pitch life expectancy along with a cost estimate for its replacement. The report indicates that the surface is holding up very well for how long it has been down, however will continue to deteriorate and it is expected that the surface will last another two full seasons. The PHA have made the assessment that based on the level of surface deterioration over the past two years and the maintenance program in place for the surface, they will get three full seasons out of the existing surface.

The PHA have indicated to officers that in three years, their financial strategy is that the reserve fund will have grown to a level in excess of \$100,000 enabling them to pay the balance of the floodlighting loan and allowing the Association to commence the turf resurface project. At this time, the Peel Hockey Association will be seeking State, Federal and Council contributions, as well as requesting a new loan from the City of Mandurah for their contribution.

South Mandurah Tennis Club – Project 2

Project	Resurface of Courts 7 - 10
Location	Merlin Street, Halls Head
Years Applied for	2020/21
Total Project Cost	\$61,293.75
Eligible Grant Criterial Total	\$61,293.75
CSRFF Grant	\$20,431.25
Requested from Council	\$20,431.25
Other Potential Funding	-
Clubs' Contribution (cash)	\$20,431.25
Clubs' Contribution (in kind)	\$
Recommended Ranking	It is recommended that this project be given a ranking of "2" and a rating of "medium/high"

Project Details

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

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

In February 2019, the club, at their own cost, resurfaced two courts at a cost of \$ 15,420. In addition, the South Mandurah Tennis Club resurfaced courts 3 – 6 in 2013/14 via a CSRFF grant, to which the City contributed \$10,402. In January 2018, the club completed an upgrade to the tennis court lighting on courts 3 – 6 again through the CSRFF program with the City contributing \$14,038.

The Club is now seeking financial assistance from the City and the State Government through the CSRFF program to assist with the resurface of four (4) courts that service both the public and club activities. The

four courts in question were last resurfaced in 2009 and are starting to show significant signs of surface wear and tear, cracking and lifting due to tree roots growing under the surface.

The resurface of court 7 to 10 includes:

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

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

Consultation

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

- Peel Hockey Association
Consultation has occurred with the Department of Local Government, Sport and Cultural Industries - Sport and Recreation, Peel Hockey Association, Hockey WA, Department of Education, Halls Head Community College and City of Mandurah.
- South Mandurah Tennis Club
Consultation has occurred with the Department of Local Government, Sport and Cultural Industries - Sport and Recreation, Tennis West and the City of Mandurah.

Statutory Environment

N/A

Policy Implications

Policy CNP-07 Community & Recreation Facilities

This policy guides the City in the design, development and management of City owned community and recreational facilities. The policy applies to both existing and future facilities.

Policy CNP-05 Recreation Facility Development

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

Policy POL-FCM 03 – Loans to Sporting Clubs and Community Organisations

Loans can only be made available to organisations for the purchase of capital items or to meet obligations to contribute to the provision of facilities. Loans will not be made to assist with day-to-day operating matters. Loan contributions over \$50,000 to the provision of facilities may also be funded on an interest-free basis subject to a resolution of Council.

Risk Implications

In regards to the loan request from the Peel Hockey Association, the risk to the City is categorised as medium due to the loan amount being over \$50,000. At \$100,000 over ten years, the repayments would total \$10,000 per year.

Further details of the current financial position of the Peel Hockey Association are presented within the confidential attachment.

The Peel Hockey Association has paid off two loans from the City previously, a summary of the loan arrangements is provided below:

Date of loan	Loan Amount	Annual Repayments	Final Payment	Project
1 January 1998	\$50,000	\$ 6,250	January 2006	Construction of Hockey Turf
20 December 2006	\$260,000	\$41,801	December 2015	Replacement of Hockey Turf

Economic Implications

The two projects recommended for support are:

Project	Lodged by	Council Contribution Requested
Replacement and upgrade of Turf Floodlighting	Peel Hockey Association	\$95,443
Resurface of Courts 7 - 10	South Mandurah Tennis Club	\$20,431.25
Total		\$115,874.25

Results of the grant applications will be announced in June 2020 with the projects to be delivered in the 2020/21 financial year. If the two projects are successful in their grant submissions, the combined funding contribution from Council would total \$115,874.25. Currently, the City has the following funding allocated in the 2020/21 draft budget as part of the Long Term Financial Plan;

- \$150,000 CSRFF Projects – Various

Council retains the discretion to contribute to any project on a priority and financial capacity basis, including projects that are unsuccessful through the CSRFF funding program.

In previous years, clubs whose projects have been unsuccessful through the CSRFF program have made requests to the City to honour its 1/3 funding commitment. In these circumstances, the Club has met the funding shortfall increasing its commitment to 2/3 of the total cost.

Loan Request

If approved by Council, the loan amount of \$100,000 would be provided from the City's Interest-Free Loan Reserve which currently has a balance of \$159,894.

Strategic Implications

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

Social

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

Infrastructure

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

Identity

- Encourage active community participation and engagement.

Organisational Excellence

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

Conclusion

The two applications received through the 2020/21 CSRFF Small Grants Round have been well prepared by the clubs and are consistent with Council's Community and Recreation Facilities policy.

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

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

Grant Type	Rank	Project	Rating	Lodged by	CSRFF Funding Requested	Club Funding	Council Contribution Requested
Small	1	Replacement and upgrade of Turf Floodlighting	Medium/High	Peel Hockey Association	\$95,443	\$95,444	\$95,443
Small	2	Resurfacing of courts 7 - 10	Medium/High	South Mandurah Tennis Club	\$20,431.25	\$20,431.25	\$20,431.25

NOTE:

- Refer: ***Confidential Attachment 1: Peel Hockey Association Audited Financial Report 2019, Annual Budget (2020 Season) and Balance Sheet.***

RECOMMENDATION

That Council

- Supports the rankings and ratings for the Community Sport and Recreation Facility Fund Small Grant applications from the following clubs / organisations:**
 - Peel Hockey Association**
Project: Replacement and upgrade of Turf Floodlighting
Ranking: One
Rating: Medium/High
Requested Council Contribution: \$95,443
 - South Mandurah Tennis Club**
Project: Resurfacing of courts 7 – 10
Ranking: Two
Rating: Medium/High
Requested Council Contribution: \$20,431.25

2. **Notes that subject to the Peel Hockey Association being successful in receiving funding for the replacement and upgrade of Turf Floodlighting, approval for an interest-free loan to the Peel Hockey Association of up to \$100,000 will be provided from the Interest-Free Loan Reserve with a repayment term of ten years.**
3. **Requests the Chief Executive Officer (Manager Financial Services) to finalise loan arrangements with the Peel Hockey Association.**

6 **SUBJECT:** Commercial Sponsorship Merlin Street Pavilion
 CONTACT OFFICER: Craig Johnson
 AUTHOR: Wendy Murphy / Paul Miller

Summary

Council's "Promotions and Advertising Policy" (POL-CMR 04) is designed to manage the use of the City's sport and recreation facilities for advertising purposes with all applications for external corporate signage and venue naming rights to be referred to Council for consideration.

The Halls Head Football Club is a long-term seasonal hirer of the Merlin Street Reserve and Pavilion in Halls Head. In 2013, the Club approached the City with a proposal to extend the existing facility and construct a function / social space at their cost. Since the completion of the project, the Club has attracted some significant corporate sponsors including Harcourt's Mandurah, Elite Air-Conditioning and Spartan Security and Data.

This year the Club has once again used an innovative method to replace the naming rights sponsor for the venue. The club sold 41 raffle tickets at \$250, totalling \$10,250. Each ticket entitled the business an entry into the draw to become the naming rights sponsor for 12 months.

Westcoast Wool & Livestock were the winners of the raffle and earned the right to become the Club's naming rights partner in 2020.

Whilst the City is supportive of the Club's ability to attract valuable sponsorship dollars, Council approval is required. The City has received the Club's formal application and is now seeking that approval from Council.

Council is requested to provide approval for the Halls Head Football Club to enter into a corporate sponsorship arrangement with Westcoast Wool & Livestock for the Merlin Street Pavilion; approve the Club to advertise the reserve and pavilion as "Westcoast Wool & Livestock Stadium" for promotional purposes and note the additional conditions that will be associated with this approval.

Disclosure of Interest

N/A

Location



Merlin Street Reserve / Pavilion (2 - 30 Merlin Street, Halls Head)

Previous Relevant Documentation

- G.14/4/19 30 April 2019 Commercial Sponsorship: Merlin Street Pavilion
- G.17/11/18 27 November 2018 Commercial Sponsorship: Rushton Park Sports Facility
- G.12/4/18 24 April 2018 Commercial Sponsorship: Merlin Street Pavilion
- G.22/3/17 28 March 2017 Commercial Sponsorship: Peelwood Pavilion
- G.41/5/16 24 May 2016 Commercial Sponsorship: Merlin Street Pavilion/Reserve
- G.13/4/16 12 April 2016 Commercial Sponsorship : Peelwood Pavilion

Background

The Halls Head Football Club is a long-term seasonal hirer of the Merlin Street Pavilion in Halls Head. In 2013, the Club approached the City to extend the pavilion, to provide a function / social space for club activities. In approving the proposal, the City and the Halls Head Football Club entered into an agreement stating that upon completion of the extension, the pavilion would continue to be owned, managed and maintained by the City with the Halls Head Football Club entering into a regular seasonal hire agreement for its use. In acknowledging the financial contribution from the Club, the City would provide access to the pavilion during their priority period (winter sports season) free of charge for a period of ten years.

Since the project has been completed, the Halls Head Football Club have secured four major corporate sponsors. The City was supportive of the Club's previous arrangements under its "Promotions and Advertising Policy" (POL-CMR 04).

Previously, the City has approved commercial arrangements for 'Naming Rights' sponsorships at the following facilities:

Sporting Club	Facility	Sponsor	Year
Mandurah City Football Club	Peelwood Sports Facility	Hyundai	2007 - 2015
Peel Thunder Football Club	Rushton Park Sports Facility	Bendigo Bank	2011 - 2018
Halls Head Football Club	Merlin Street Pavilion	Harcourts Mandurah	2014 - 2015
Mandurah City Football Club	Peelwood Sports Facility	Kelly's Hot Water	2016
Halls Head Football Club	Merlin Street Pavilion	Elite Air-Conditioning	2016 - 2017
Mandurah City Football Club	Peelwood Sports Facility	Securitas Protect Stadium	2017 - Onwards
Halls Head Football Club	Merlin Street Pavilion	Hot Klobba	2017 – 2018
Peel Thunder Football Club	Rushton Park Sports Facility	David Gray Aglink	2019 - Ongoing
Halls Head Football Club	Merlin Street Pavilion	Spartan Security & Data	2019

At the end of 2019, the Halls Head Football Club's sponsorship agreement with Spartan Security & Data ceased. In February 2020, the Club announced that Westcoast Wool & Livestock had won the 'Naming Rights' raffle for Merlin Street Pavilion. The Sponsorship will be for a 12 month period from March 2020 – February 2021.

The Club has completed an application and the City has provided, in principle, approval for the start of their season subject to a formal decision of Council.

Below is an image of the proposed sign at Merlin Street Pavilion.



Comment

The Halls Head Football Club is a proactive sports group, who have invested significantly to extend and improve the pavilion facilities at Merlin Street Reserve. The Club has shown great initiative to raise income of \$10,250 through a 'Naming Rights' raffle. This a considerable sum for a 'naming rights' sponsorship considering the current sponsorship market and the ever-increasing pressure on clubs to be attractive to potential sponsors.

The securing of financial income through the above process assists with the ongoing battle the club has for financial sustainability.

The Halls Head Football Club does not have a lease, license or exclusive access to the Merlin Street Pavilion. The facility is also home to Peel Diamond Sports and hired by groups including the South Halls Head Primary School. However, the fact that the facility is multi-use should not prevent a Club from equitable sponsorship opportunities. As a result, the City would recommend that a number of additional conditions be included in any corporate sponsorship approval;

1. Only one external facing sign on the northern side of the pavilion and internal facing signage will be permitted.
2. The Halls Head Football Club will be permitted to advertise the reserve and pavilion as "Westcoast Wool & Livestock Stadium" for Club promotional purposes only. The City will continue to refer to the facility as the Merlin Street Pavilion / Reserve and will book and hire the facilities under this title.
3. The seasonal hirer of the Merlin Street Pavilion / Reserve will be given priority access to signage space. If a commercial sponsorship or naming rights proposal is received by another regular hirer (i.e. Peel Diamond Sports), the Halls Head Football Club will only be permitted to erect the approved signage for the duration of their sports season (1 April – 1 October each year).
4. The Halls Head Football Club is to inform the City of Mandurah in February each year of any changes to the Sponsorship agreement, including changes to sponsor details and signage.

Statutory Environment

N/A

Policy Implications

- Promotion and Advertising Policy (POL – CMR 04)

To manage commercial operators, community groups and sporting associations utilisation of the City's sport and recreation facilities for advertising purposes.

Risk Implications

No risk implications have been identified.

Economic Implications

The Halls Head Football Club will receive the financial benefits of the proposed sponsorship arrangement.

Strategic Implications

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

Social:

- Provide a range of social, retail, recreational and entertainment experiences for the City's residents and visitors.

Identity:

- Encourage active community participation and engagement

Conclusion

The Halls Head Football Club has invested significantly in the facilities at the Merlin Street Pavilion. In the last four seasons the club has successfully secured a "Naming Rights" sponsor.

The opportunity for City of Mandurah sports clubs to attract sponsorship is increasingly difficult in today's economic climate. Naming rights sponsorship is another avenue that clubs can pursue to relieve the increasing costs of sport and recreation provision at a community level.

In February 2020, the Halls Head Football Club announced that Westcoast Wool & Livestock had won the "Naming Rights" raffle for Merlin Street Pavilion.

The City is supportive of the Club's proposal and is seeking approval for the Halls Head Football Club to enter into a corporate sponsorship arrangement with Westcoast Wool & Livestock.

RECOMMENDATION

That Council:

- 1. Approve the Halls Head Football Club to enter into a corporate sponsorship arrangement with Westcoast Wool & Livestock for the Merlin Street Pavilion.**
- 2. Approve the Halls Head Football Club to advertise the reserve and pavilion as "Westcoast Wool & Livestock Stadium" for promotional purposes.**
- 3. Note the additional conditions associated with this approval:**
 - 3.1 Only one external facing sign on the northern side of the pavilion and internal facing signage will be permitted.**
 - 3.2 The Halls Head Football Club can advertise the reserve and pavilion as "Westcoast Wool & Livestock Stadium" for Club promotional purposes only. The City will continue to refer to the facility as the Merlin Street Pavilion / Reserve and will book and hire the facilities under this title.**

- 3.3 The seasonal hirer of the Merlin Street Pavilion will be given priority access to signage space. If a commercial sponsorship or naming rights proposal is received by another regular hirer (i.e. Peel Diamond Sports), the Halls Head Football Club will only be permitted to erect the approved signage for the duration of their sports season (1 April – 1 October each year).**
- 3.4 The Halls Head Football Club is to inform the City of Mandurah in February each year of any changes to the Sponsorship agreement, including changes to sponsor details and signage.**

7 **SUBJECT:** Strategic Community Plan 2020-2040
 CONTACT OFFICER/S: Craig Johnson / Graeme Davies
 AUTHOR: Thamali Wickremanayake

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 Strategic Community 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 our strategic direction, the City undertook a major review of the Plan, in place of a desktop review, during the 2019/20 financial year.

Following the community consultation period, the feedback provided was used to highlight the current priorities of the Mandurah community. Community feedback in conjunction with Council direction has shaped the new 20 Year Strategic Community Plan 2020-2040.

After Council's endorsement on 17 December 2019, the draft Plan was made available to the community for comment, with the five weeks comment period ending on 4 March 2020. A total of 24 community responses were received with all feedback considered in shaping the final version of the Strategic Community Plan 2020-2040.

Council is requested to approve the new 20 Year Strategic Community Plan 2020-2040 for adoption and public release.

Disclosure of Interest

N/A

Previous Relevant Documentation

- | | | |
|--------------|----------------|--|
| • G.31/12/19 | December 2019 | Council endorsed the Strategic Community Plan 2020-2040 to be made available for public comment |
| • G.13/9/17 | September 2017 | Council approved the City of Mandurah Strategic Community Plan 2017-2037 for adoption and public release |
| • G.56/6/17 | June 2017 | Council endorsed the Strategic Community Plan 2017-2037 to be made available for public comment |

Background

As part of the Western Australian Government's local government reform program, introduced in 2010/11, all Local Government were required to prepare and implement an Integrated Planning and Reporting Framework (IPRF) by 30 June 2013. The IPRF consisted of a Strategic Community Plan, a Corporate Business Plan, an Operational Plan and an Annual Budget, and was to be informed by a combination of extensive community engagement and existing Council strategies and plans.

The framework requires all WA local governments to periodically review their Strategic Community Plans.

At a minimum, a desk-top review of the Strategic Community Plan should be undertaken every two years. A full review and renewed long term visioning process should be conducted every four years. This ensures that community priorities and aspirations are kept up-to date and remain relevant.

In line with the IPRF requirements, the City undertook a major review in 2017 and as a result adopted the City of Mandurah Strategic Community Plan 2017-2037 in September 2017. 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. Over 1600 people provided feedback over a five-month engagement period, and contributed towards shaping the vision, aspiration and outcomes for the community.

In order to ensure the outcomes of Mandurah Matters were incorporated in the Council's strategic direction, the City undertook a major review of the Plan, in place of a desktop review, during the 2019/20 financial year.

Comment

The draft Strategic Community Plan 2020-2040 was made available for public comment over a period of five weeks. Several mediums were used to inform the community on how they can have their say with people directed to the Mandurah Matters website to provide feedback (residents were able to comment directly on the social media site as well). Mediums used to inform the community of the draft plan and requesting feedback included the following;

- Mandurah Matters website
- City of Mandurah website
- Facebook posts
- Press Advertisements (Mandurah Mail and Coastal Times)
- Direct email (participants who were involved in the Mandurah Matters consultation process and provided email addresses, residents who registered directly on the Mandurah Matters website, and local Residents Associations)

A total of 24 community responses were received during the five-week public comment period. The feedback received and the City's responses are set out in Attachment 2.

As a result of the community feedback provided, the City has made a number of changes to the draft Plan. Outlined below is a summary of these amendments;

Page # of the Plan	Amendment	
13	Original Objective 1.1	Amended Objective 1.1
	Promote and foster business investment aimed at stimulating economic growth	Promote and foster business investment aimed at stimulating sustainable economic growth
13	Original Measure 1 (Economic)	Amended Measure 1 (Economic)
	Number of new businesses and industries created in Mandurah and Murray	Net increase in the number of new businesses and industries in Mandurah
13	Measure 6 - Percentage of population with University or other Tertiary Qualification added explanatory note – Including Trade certificates and qualifications.	
13	Added a note on Performance Index Scores – All Performance Index Scores are based on the results of the Community Survey that is conducted every two years. This is a measure of community perception on the services provided by the Local Government.	
14	Focus Area 2: Social - Added supporting strategy – Local Recovery Plan 2019	
15	Focus Area 3: Health - Added supporting strategy – Vulnerable Communities Plan 2018	
16	Focus Area 4: Environment - Added supporting strategy – Bushfire Risk Management Plan 2019 -2023	

**Report from Deputy Chief Executive Officer
to Council Meeting of 24 March 2020**

16	Original Objective 4.1	Amended Objective 4.1
	Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all strategy development and decision making	Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all planning, strategy development and decision making
17	Focus Area 5: Organisational Excellence - Added supporting strategy – Local Emergency Management Plan 2019	
18	Included section on Emergency Management - The City aims to mitigate and minimise the impact of disruptive and disaster events through an ongoing commitment to emergency prevention, preparedness, response and recovery. A shared responsibility is encouraged between the City of Mandurah, emergency services providers and the community. Through preparing, planning and practising exercises for disruptive events, the City will be better placed to respond, recover and minimise impacts to the City and our community.	
20	Original Heading	Amended Heading
	The Mandurah Strategic Community Plan 2020-2040 needs to be delivered by all of us in partnership with each other, and all three levels of government.	The Mandurah Strategic Community Plan 2020-2040 requires everyone to play their role in delivering the desired outcomes from Government (Federal, State and Local) to businesses, not for profit organisations and the broader community.
20	Original last paragraph	Amended last paragraph
	The Strategic Community Plan will be reviewed every four years (a minor/ desktop review will be undertaken every two years) and the Corporate Business Plan will be reviewed annually.	The Strategic Community Plan will be reviewed every two years (a minor/ desktop review will be undertaken two years from adoption and a major review, including community engagement, will be undertaken four years from adoption) and the Corporate Business Plan will be reviewed annually.

Next Steps

Once the Strategic Community Plan 2020-2040 is adopted by Council, it will be published on both the City of Mandurah website and the Mandurah Matters website and will also be made available in print form.

Consultation

More than 1,600 people contributed to Mandurah's shared vision. Over a period of five months, the community was engaged in a number of ways, including but not limited to;

- In person at events, shopping centre's etc.
- Via an online or physical survey
- Social media, namely Facebook
- Video content
- Postcards to those that own property in Mandurah but don't live here
- Radio
- Local newspapers
- Out of home advertising (a range of signage, posters, banners etc)

The draft Strategic Community Plan 2020-2040 was made available for public comment over a period of five weeks via multiple channels, resulting 24 in community submissions being received which are individually addressed in Attachment 2. A number of the submissions were supportive of the Plan, with other comments used to make minor amendments.

Statutory Environment

As part of the Western Australian Government's local government reform program, introduced in 2010/11, all Local Governments were required to prepare and implement an Integrated Planning and Reporting Framework (IPRF) by 30 June 2013. The IPRF consists of a Strategic Community Plan, a Corporate Business Plan and an Annual Budget, and is to be informed by a combination of extensive community engagement and existing Council strategies and plans.

Furthermore, all WA Councils are required to periodically review their Strategic Community Plans. The Department of Local Government has stipulated that a minor (desktop) review of the Strategic Community Plan (SCP) should be undertaken every two years, with a major (full) review to be conducted every four years. The four-year review is a long-term visioning process and should involve community engagement.

The draft Plan was available for public comment for a duration specified by the Council. This is a check in process and not a fresh engagement.

Policy Implications

N/A

Economic Implications

The *Strategic Community Plan 2020-2040* informs and guides the City's decision-making processes, including the planning and implementation of its Long-Term Financial Plan and its Annual Budget.

Strategic Implications

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

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 services and facilities that meet community expectations;
- Deliver excellent governance and financial management.

Conclusion

As part of the Western Australian Government's Integrated Planning and Reporting Framework (IPRF) requirements, all WA local governments are required to periodically review their Strategic Community Plan. The purpose of this report is to ensure that the City meets its IPRF requirements.

In line with the IPRF requirements the City undertook a major review of its Strategic Community Plan in 2017 and as a result adopted the City of Mandurah Strategic Community Plan 2017-2037 in September 2017.

In late 2018 the City launched Mandurah Matters – one of its biggest ever community engagement initiatives. In order to ensure the outcomes of Mandurah Matters was incorporated in Council's strategic direction, the City undertook a major review of the existing Plan, in place of a desktop review, during the 2019/20 financial year.

Council endorsed the 20 Year Strategic Community Plan 2020-2040 to be made available for public comment in December 2019, noting that a further report will be presented to Council at the end of the public comment period, for formal adoption of the Plan.

The draft Strategic Community Plan 2020-2040 was open for public comment for a period of five weeks, and feedback received has helped shape the Plan.

Council is requested to approve the Strategic Community Plan 2020-2040 for adoption and public release.

NOTE:

Refer	<i>Attachment 1</i>	<i>Draft Strategic Community Plan 2020-2040</i>
	<i>Attachment 2</i>	<i>Draft Strategic Community Plan 2020-2040 – Public Comments</i>

RECOMMENDATION

That Council approves the new 20 Year Strategic Community Plan 2020-2040 for adoption and public release as detailed in Attachment 1.

ATTACHMENT 1

DRAFT Strategic Community Plan 2020-2040

mandurah
MATTERS

a shared vision
for our future

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

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

I've never lived anywhere where the people have such a sense of care and pride of where they live.



Thanks to the community for your participation

This document has been prepared based on the input and support of many people in our community and we wish to acknowledge all of you for your participation in Mandurah Matters and look forward to all of us continuing to support and deliver our community vision and aspiration.

Throughout the campaign we had 22 pop up events at different venues around the City, over 1600 people responded to the survey, 23 conversation kits with over 200 people engaged, 4 workshops each focused on one of the key four themes, and two final summit workshops.

A message from the mayor

In late 2018, the City of Mandurah launched one of its largest community engagement initiatives to date, Mandurah Matters. At the heart of the conversation was asking residents what matters to Mandurah and how do we create a shared vision and aspiration that will guide the next twenty years of decision making for our Council and community.

It was important that we involved our community throughout the journey. We began the conversation with focused workshops based on key themes from the Mandurah Matters survey. We travelled over 1700 kms with “Vonnie” our visioning van having conversations in parks, on boats, at festivals and in cafes. During this time we collected over 2000 pieces of information with great ideas, thoughts and energy.

We then held a community workshop that culminated in the final vision and aspiration being created and began the conversations in regards to how, as a community and Council we will deliver on this vision.

A smaller working group then approved the final vision and aspiration for Mandurah.

During this process there were some clear themes that developed. The themes were environment, economy, social, and health, these four focus areas will be what our Council will use to guide our decision making over the next 20 years.

The Strategic Community Plan is an important piece of work and has been a great collaboration between our community and the Council. We need to continue to work together to ensure we achieve our aspiration to be a thriving regional city with the heart of a village and a place we are really proud to call our meeting place, our Mandjoogoordap.

Rhys Williams, Mayor of Mandurah

On behalf of the Council
I would like to thank the
Mandurah community
for creating a shared
vision and aspiration for
Mandurah.



What matters to you

Mandurah Matters was one of our largest community engagement projects undertaken.

The City wanted to ensure that we had the community at the centre of developing this future vision via a citizen led engagement programme. Through this need the Mandurah Matters campaign was established. As the elected representative body closest to the community, the Council is best placed to engage with our community directly in a conversation about their aspirations for the future of Mandurah, and work as facilitators on their behalf to see this vision come to fruition.

Stage one Discuss

What matters to you
matters to Mandurah



Objective

Prioritising & vision setting

Activities

Surveys, hosted conversations, social media, visioning van at parks and events

Stage two Explore



Objective

Deep diving into focus areas and creating the focus for the action plan

Activities

Four think tanks that are separated by topic with an 'expert' invited in to expand knowledge before moving into building the focus for the future

Stage three Act



Objective

Build a joint community/ government action plan

Activities

Future of Mandurah summit
Community Summit event

Stage four Commit



Objective

Start putting the plan into action

Activities

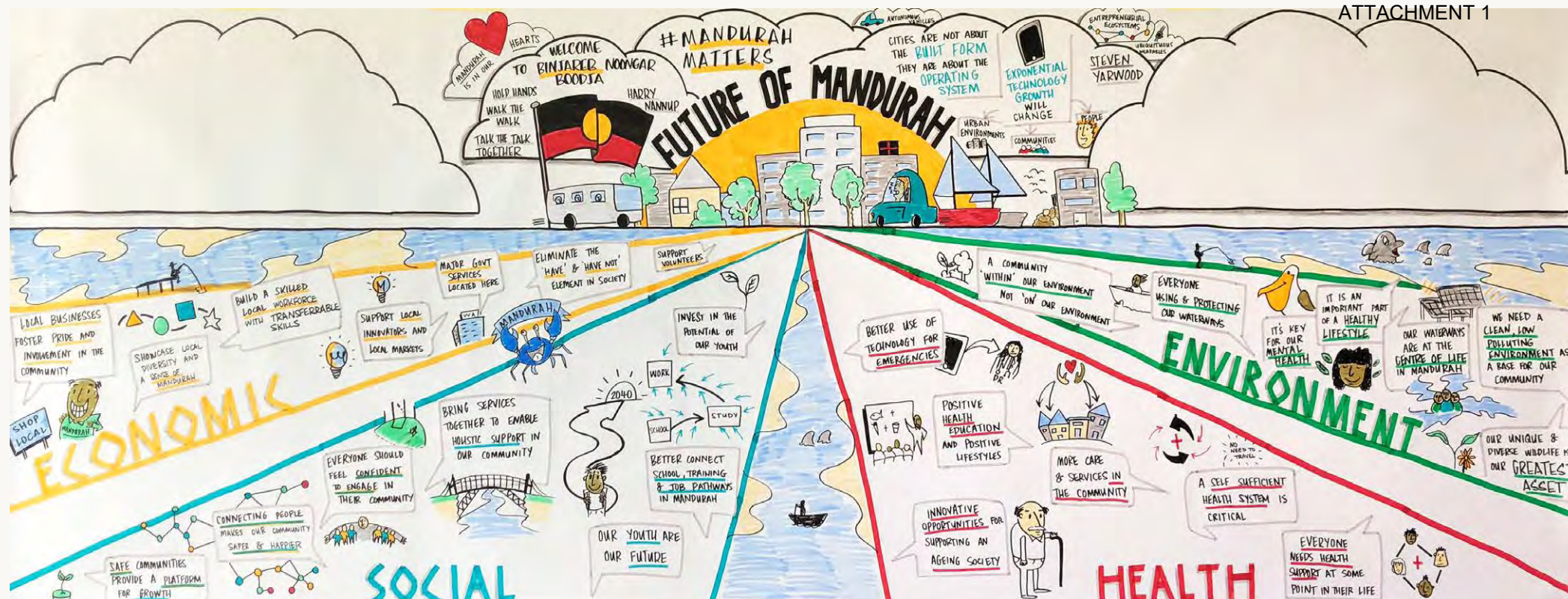
Strategic Community Plan signed off and next steps agreed

Stage five Deliver



Objective

Work with community to deliver the plan



Artwork created during Community Summit as conversations were happening

This story forms the basis of our shared vision

We are built in nature - a meeting place surrounded by unique waterways, where the wellbeing of our people and our environment are nurtured; where business in the community can thrive and entrepreneurship is celebrated.

We will be the place where a thriving regional city and the heart of a village meet.

This is our Mandjoogoordap.

Woven by
waterways,
a city with
a village heart

At a glance

The City of Mandurah covers 173 square kilometres, is 50km long yet only 8km wide (at its widest point), and stretches from Madora Bay and Lakelands in the north to Herron and Clifton in the south. The first people known to have inhabited the area were the Binjareb tribe of the Bibbulmun Nation. The locality then was known as Mandjoogoordap, which translates as 'meeting place of the heart'. After European settlement the name was adapted to Mandurah. Modern-day Mandurah was founded in 1830 when Englishman Thomas Peel brought 400 immigrants, equipment and stores to Western Australia in exchange for a grant of land. The area remained isolated during these early years and into the 1850s, when convict labour was used to build local roads. The only way to cross the estuary until 1894 was by ferry punt. Mandurah continued to expand slowly over the years, and at the turn of the twentieth century, it began to emerge as a tourist town, with fishing and crabbing its major attraction. Mandurah's main industries at the time were fishing and fruit growing, with several fish canning factories also in operation.

Today, Mandurah is no longer geographically isolated, located 74km south of Perth by road and less than 50 minutes to Perth by rail. Until recently, Mandurah was one of Australia's fastest growing cities, having experienced more than half a century of phenomenal growth, from a seaside village of less than 2000 residents in 1954 to a city in excess of 85,000 in 2018. Mandurah's current annual (2017/18) growth rate is 1.3%, with five-year average growth (2014-18) of 1.5% (Source: Australian Bureau of Statistics; Regional Population Growth, Australia; 27 March 2019). Mandurah is currently Western Australia's 11th largest local government in population terms, and is the largest regional city in Western Australia.

External influences and challenges

Mandurah today faces a range of challenges. These include:

- High unemployment and under-employment, and low labour force participation;
- Lack of employment self-containment (residents who work locally);
- Limited education and training outcomes;
- Entrenched social disadvantage;
- Lack of industry diversity;
- Environmental challenges (e.g. waterways health);
- Ability to attract and retain young people;
- Lack of affordable housing.

Demographics

Expected change in household type 2016 - 2036

Current population: 85,302

(ABS Regional Population Growth Australia - Released 27/03/2019)

Children (0-9 yrs)



12.6%
of the population

Youth (10-19 yrs)



11.6%
of the population

Aged (65 and over)



21.9%
of the population

Forecast population in 2036: 119,877

(Population and household forecasts, 2016 to 2036, prepared by .id, the population experts, October 2017.)

Children (0-9 yrs)



12.2%
of the population

Youth (10-19 yrs)



11.6%
of the population

Aged (Over 65 yrs)



24.4%
of the population

Median age: 43 years old*

Number of families*



22,213

Couple families with children*



37.2%

Average number of children per family*



1.8

Average number of people per household*



2.4



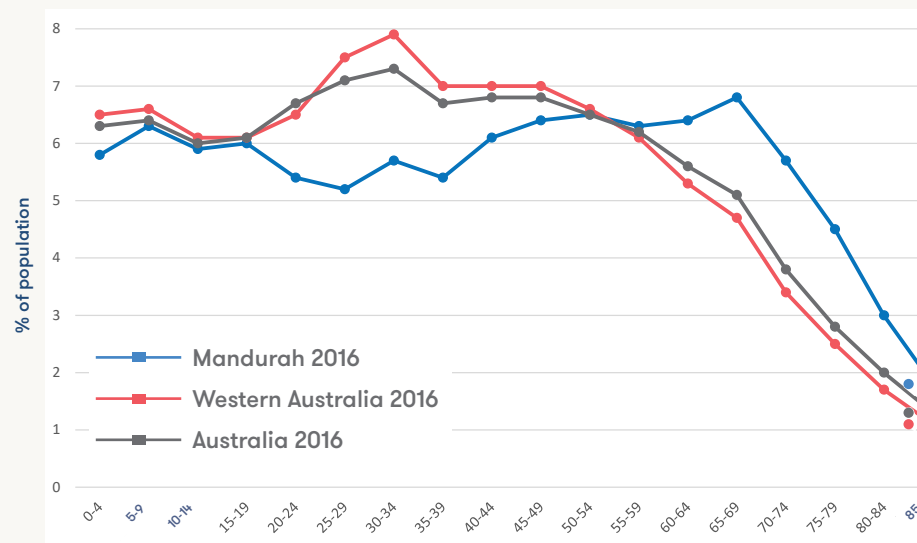
Lone person household*
25.6%



One parent family*
16.1%

ATTACHMENT 1

Mandurah's age structure: a comparison*



Born overseas: 34.5%



People who speak a language other than English at home*

8.8%

People (15 years and over) who have completed secondary schooling*



39.4%

Percentage of population with University or other Tertiary Qualification



35.7%

Percentage of population 15 years and over attending University or other tertiary institution*



8.8%



Employment

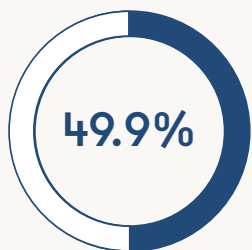


Labour Force **

38,777

Number of unemployed: 2,591**

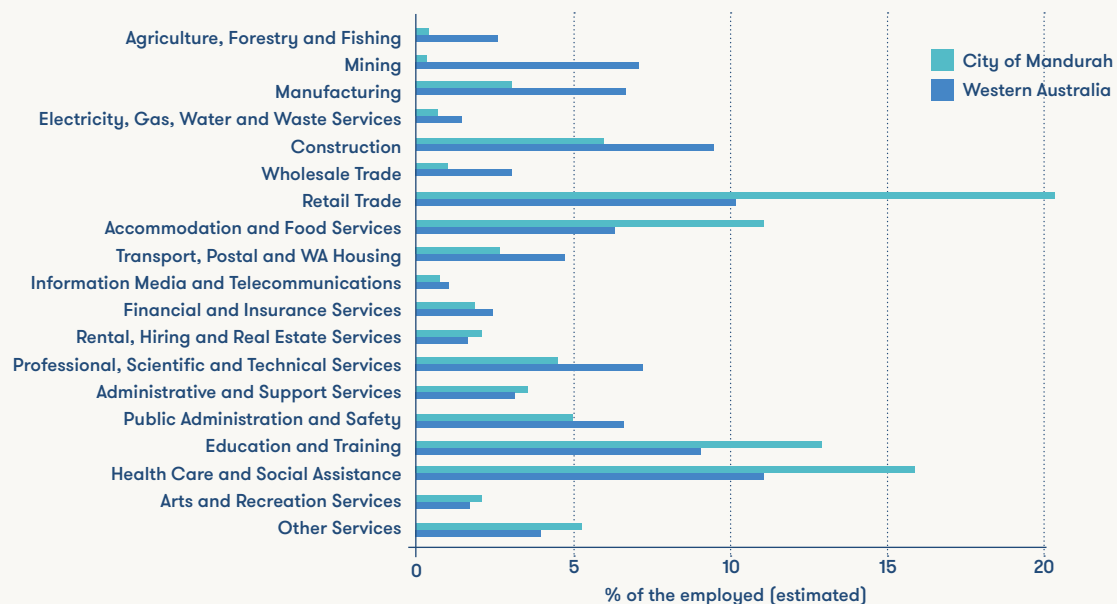
Unemployed rate: 6.7%**



% of Mandurah resident workers
employed in Mandurah (2016 Census)

** Department of Employment; Small Area Labour Markets Australia;
March quarter 2019

Mandurah's Main Employment Industries



Source: .id the population experts

Mandurah itself is such an inclusive space, it is accepting of everyone.



Median weekly rent

\$320



Median monthly mortgage repayments

\$1,820

Number of private dwellings (ID Forecast)

2016:

41,252

2036:

58,443

Source: Australian Bureau of Statistics; 2016 Census

Business



Number of local businesses*

4,581



Largest industry sector by business counts

Construction

Environment



Waste diversion from landfill

24%



% of clean energy used by the City of Mandurah

19%



City's carbon foot print

14,318 tonnes CO₂e- per year

Sports and Recreation



Hectares of public open space

2,181



Hectares of public open space per 1000 people

25.5

Median weekly household income

\$1,162

Dwellings with 4 or more bedrooms (average 3.3 bedrooms per dwelling)

49%

Existing dwellings which are separate houses in Mandurah

81.6%

Retail Trade

Gross Regional Product

\$3.33 billion (JUNE 2018)

20 YEAR STRATEGIC COMMUNITY PLAN

Outlines the community's aspirations and vision.

Economic

Growing our economy

Social

Creating a better community

Health

Creating a healthy community

Environment

Nature has a voice at the table in all decisions

Underpinned by

Organisational Excellence

City of Mandurah being a high performing organisation

INFORMATION INTO THE PROCESS

- Community vision and aspiration
- Long Term Financial Plan
- Workforce Plan
- Asset Management Plans
- Issue Specific Strategies
- Federal and State Government Strategies
- Local and Regional Planning Strategies
- External Influences (Government, Regulatory, Competitive)
- Emerging Trends/Best Practice
- Community Perceptions Survey
- Performance Results

integrated planning and reporting framework

4 YEAR CORPORATE BUSINESS PLAN

Describes how the City will implement the vision.

Management and implementation:

- 1 Year Operational Plans
- Annual Budgets
- Performance Measurement Framework

DELIVERY OF SERVICES AND PROGRAMS

- Measuring
- Reporting
- Performance

The City of Mandurah follows the Integrated Planning and Reporting Framework (IPRF) set out by the Department of Local Government, Sport and Cultural Industries.

The objective of the approach is to create a process of continuous improvement in local government strategic planning.

Keeping in line with the requirements of the IPRF, Mandurah's first Strategic Community Plan 2013-2033 was adopted in April 2013. A desktop review was undertaken in June 2015, two years after adoption, followed by a major review in the 2016/17 financial year, four years after adoption, resulting in the Mandurah Strategic Community Plan 2017-2037. The City undertook a review of this Plan in the 2018/19 financial year to develop the current Strategic Community Plan 2020-2040.

The community's aspiration and vision, determine the City's direction and operations now and into the future. The recent review of the Plan included a renewed long term visioning process, and extensive community engagement.

The 20 Year Strategic Community Plan 2020- 2040 is informed by a combination of community engagement priorities, Council's long-term vision and a range of informing strategies. It is also impacted by a range of external and internal strategies and plans, including those by the Federal and State Government.

Outcomes of the Strategic Community Plan will be incorporated into the City of Mandurah's Four Year Corporate Business Plan. The Corporate Business Plan will outline specific detailed actions to be undertaken by the City, and will inform existing Council plans such as asset management plans, financial plans, workforce plans, annual budgets, land use and business plans.

Under IPRF requirements, the City will continue to undertake a major review of the 20 Year Strategic Community Plan every four years from its implementation. This review will include community engagement.

We have such beautiful natural resources and we can capitalise on that.



The Community Priorities

The real potential is in what comes next. We want to ensure people can continue to collaborate on how they believe they can contribute to the future of Mandurah. This is our community's vision.

How it all comes together





Focus Area 1: Economic

Community Outcomes	<ul style="list-style-type: none"> • Supporting and empowering local businesses • Creating local jobs and opportunities • Fostering innovation and creativity in enterprise • A diversity of employment, industries and enterprise • Giving consideration to the impact of industry on the environment 				
Objectives As a community we:	1.1. Promote and foster business investment aimed at stimulating sustainable economic growth	1.2. Facilitate and advocate for sustainable local job creation and industry diversification	1.3. Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability	1.4. Advocate for and facilitate opportunities for improved pathways to education and learning outcomes in Mandurah	1.5. Leverage partnerships with key stakeholders to achieve improved economic outcomes with due consideration to environmental impacts
Measures of Success	<ol style="list-style-type: none"> 1. Net increase in the number of new businesses and industries in Mandurah 2. Mandurah's unemployment rate (improvement relative to WA and National unemployment rates) 3. Access to education and training opportunities Performance Index Score 4. Access to employment opportunities Performance Index Score 5. Gross Regional Product 6. Percentage of population with University or other Tertiary Qualification (including trade certificates and qualifications) 				
Supporting Strategies	<ul style="list-style-type: none"> • Mandurah and Murray: a Shared Economic Future • Mandurah Foreshore Focus 2020 Vision • Property Strategy • Local & Inclusive Purchasing Strategy 2019 – 2029 • Events Strategy 2019-2023 				

Note: All Performance Index Scores are based on the results of the community survey that is conducted every two years by Catalyse. This is a measure of community perception on the services provided by the local government.

Community Outcomes	<ul style="list-style-type: none"> • Engaging, enabling and promoting youth • People feeling safe no matter where they are • Hearing and embracing all voices • Vibrant and welcoming places for all to share • Protecting the natural environment as we create shared spaces 					
Objectives As a community we:	2.1. Facilitate safe neighbourhoods and lifestyles by influencing the built form through urban design	2.2. Promote a positive identity and image of Mandurah and the contributions of its youth	2.3. Facilitate opportunities that promote community led initiatives and build local capacity and capability	2.4. Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging	2.5. Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in	2.6. Advocate for and facilitate the provision of diverse and environmentally sustainable places and spaces for people to enjoy an inclusive and active lifestyle
Measures of Success	<ol style="list-style-type: none"> 1. Safety and security Performance Index Score 2. City of Mandurah as a place to live Performance Index Score 3. Festivals, events, art and cultural activities Performance Index Score 4. SEIFA Score 5. Median weekly household income 6. % of over 15 year olds doing voluntary work through an organisation or group 					
Supporting Strategies	<ul style="list-style-type: none"> • Community Safety & Crime Prevention Strategy 2017-22 • Social Infrastructure Plan 2013-2043 (Reviewed 2017) • Mandurah Active Recreation Strategy 2015-2025 • Skate and BMX Strategy 2021 • Local Recovery Plan 2019 					





Focus Area 3: Health

Community Outcomes	<ul style="list-style-type: none"> • A compassionate, interconnected whole of health system • Technology and infrastructure that aids in better health • Readily available, highly accessible services and facilities • Appropriate support for an ageing population • An understanding of the importance of a protected natural environment in preventative health 				
Objectives As a community we:	3.1. Facilitate and partner with key service providers including State and Federal Government to ensure health outcomes are aligned with community needs and expectations	3.2. Advocate for and facilitate the provision of a technologically advanced, quality health care system in Mandurah	3.3. Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community	3.4. Provide quality health and wellbeing programmes and services that target whole of life health from infants to seniors	3.5. Promote the importance of a healthy, active lifestyle and the role the natural environment plays in preventative health, within our community
Measures of Success	<ol style="list-style-type: none"> 1. Access to health and community services Performance Index Score 2. Facilities, services and care available for seniors Performance Index Score 3. % of adults¹ smoking (lower than or equal to WA rate) 4. Risky/high risk drinking for long term harm (lower than or equal to WA rate) 5. % Insufficient physical activity (lower than or equal to WA rate) 6. % of obese² adults (lower than or equal to WA rate) 7. % of adults with current mental health problem³ (lower than or equal to WA rate) 				
Supporting Strategies	<ul style="list-style-type: none"> • Public Health Plan 2020-2023 (In draft) • Access and Inclusion Plan 2015-2020 • Integrated Transport Strategy (Currently in draft) • Vulnerable Communities Plan 2018 				

¹ aged 16 years and over

² BMI of 30+ = obese

³ Diagnosed by a doctor with a stress related problem, depression, anxiety or any other mental health problem in the last 12 months.

Community Outcomes	<ul style="list-style-type: none"> • Nature having a voice at the table in all decisions • A beautiful, clean, and sustainable environment for all • Preserving and celebrating the waterways - our greatest asset • Protecting the natural environment for generations to come • Deep engagement and respect for the environment 				
Objectives As a community we:	4.1. Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all planning, strategy development and decision making	4.2. Protect and manage our local natural environment and ensure that our actions to manage land based assets don't adversely impact our waterways	4.3. Create opportunities for our community to celebrate and preserve our local natural environment	4.4. Educate our community on global environmental sustainability issues and demonstrate leadership in the field	4.5. Partner and engage with our community to deliver environmental sustainability outcomes
Measures of Success	<ol style="list-style-type: none"> 1. Conservation and environmental management Performance Index Score 2. The management of coastal and estuary areas Performance Index Score 3. Phosphorus load reduction in estuary 4. Growth in tree canopy coverage (%) 5. Average residential scheme water consumption per household (lower than or equal to WA rate) 6. Average residential energy use per household (lower than or equal to WA rate) 				
Supporting Strategies	<ul style="list-style-type: none"> • Biodiversity Strategy 2018 • Climate change adaptation strategy • Environmental Planning Strategy - Clearing Permits and Environmental offset 2017 • Bushfire Risk Management Plan 2019-2023 				



Underpinned by

Focus Area 5: Organisational Excellence (This is what the City of Mandurah commits, to support delivery)

Community Outcomes	<p>An organisation that:</p> <ul style="list-style-type: none"> • makes a difference through questioning, challenging and building resilience (COURAGE) • engages the community through collaboration, understanding and inclusiveness (CONNECTED) • embraces ideas and opportunities to shape an inspiring, diverse and dynamic community (INNOVATIVE) • upholds and protects our community through honesty, fairness and empathy (INTEGRITY) • delivers on its commitments to make a difference in our community (EXCELLENCE) 				
Objectives As a city we:	5.1. Demonstrate regional leadership and advocate for the needs of our community	5.2. Listen to and engage with our community in the decision making process	5.3. Build and retain a skilled, agile, motivated and healthy workforce	5.4. Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management	5.5. Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values
Measures of Success	<ol style="list-style-type: none"> 1. Debt Service Cover Ratio 2. Operating Surplus Ratio 3. How the community is consulted about local issues Performance Index Score 4. Council's leadership Performance Index Score 5. Customer service Performance Index Score 6. The City has developed and communicated a clear vision for the area Performance Index 				
Supporting Strategies	<ul style="list-style-type: none"> • Strategic Community Plan 2020 - 2040 • Corporate Business Plan 2020 - 2024 • Long term financial plan • Asset Management Strategy 2017 (Currently being reviewed) • Workforce Plan 2018-2022 • Local Planning Strategy • Customer Service Strategy 2017/20 • Digital Strategy 2016-2020 • Mobility Strategy 2016-2020 • Reconciliation Action Plan 2019-2022 • Community Engagement strategy 2017-2020 • Local Emergency Management Plan 2019 				

Resource Capacity and Capability

In a dynamic community such as Mandurah, where population growth continues and demographics change, it is essential that the City has the resource capacity and capability to deliver a wide range of services and community infrastructure. This would ensure that Mandurah continues to be a great place to live and work. In order to understand its forward requirements, the City has developed, and continuously reviews, a Workforce Plan, Asset Management Plans and a Long Term Financial plan.

The City regularly reviews each of its major asset categories, such as buildings, roads, and parks and reserves, and plans the future resources required to maintain them in good condition. These asset plans inform the City's long term financial planning and provide an essential input into the direction of revenue and expenditure policies. In conjunction with other plans which identify the need to provide new community infrastructure and expanded services to meet the demands of a growing community, the City's long term financial plan also provides an assessment of the extent to which the City can meet its future financial challenges.

The key financial issue for Mandurah is managing the competing resource requirements between funding the management of its existing stock of assets and meeting the demand for new community infrastructure and expanding services along with input from the community. The long term plan helps the City identify and provide for the priorities which help achieve a balance between these two issues. It is important, however, that there is a regular review of financial plans as the City continues to grow and demand priorities change.

Risk Management

ATTACHMENT 1

The City recognises that as a public authority, it is exposed to a broad range of risks which, if not properly managed, could adversely impact on the organisation. In response, the City has implemented a risk management framework to identify and address areas of potential risk to the City. The system adopted is consistent with the International Standard ISO 31000:2018 risk management guidelines.

A range of activities have been implemented to embed risk management principles into the organisation, including risk management awareness training for all staff, utilisation of the Risk Register, and improving the quality of risk management plans for major events, projects and grant funding submissions.

Regular updates are provided to Council on the City's risk management and occupational health and safety performance.

Emergency Management

The City aims to mitigate and minimise the impact of disruptive and disaster events through an ongoing commitment to emergency prevention, preparedness, response and recovery.

A shared responsibility is encouraged between the City of Mandurah, Emergency Services providers and the community.

Through preparing, planning and exercising for disruptive events, the City will be better placed to respond and recover, minimising impact to the City and our community.



How will we deliver our Strategic Community Plan?



The Mandurah Strategic Community Plan 2020-2040 requires everyone to play their role in delivering the desired outcomes from Government (Federal, State, local) to businesses, not for profit organisations and the broader community.

The City of Mandurah will use its business planning process to transform the community's priorities outlined in the 20 Year Strategic Community Plan to detailed projects, activities and actions that will be prioritised and delivered through the long term financial plan. These will be reflected in the City's Four-Year Corporate Business Plan along with indications of how projects and actions will be resourced, and when we will deliver results.

Actions set out in the corporate Business Plan will be monitored quarterly to ensure that the City delivers on what we have planned, and the identified performance measures will be monitored and reported on annually.

The City's role in delivering the Strategic Community Plan is to ensure that it provides strong leadership to the broader community, and that the City itself is a high performing organisation.

As we work towards a shared vision, in the process of achieving community outcomes, the City of Mandurah, other government agencies, private institutions and/or community members may at any time undertake any of the following;

- **Provide:** responsible for the planning and delivery of a service (this will include but not be limited to terms such as create, build, deliver, engage, demonstrate, ensure, foster, educate, encourage, leverage etc.)
- **Partner with:** formally engage with other organisation(s) to deliver a service
- **Fund:** provide funds to other organisations to deliver a service e.g. Grants
- **Facilitate:** bring interested parties together to deliver a service
- **Advocate:** promote the interests of the community to other decision-making organisations – e.g. State and Federal Government

The Strategic Community Plan will be reviewed every two years (a minor/desktop review will be undertaken two years from adoption and a major review, including community engagement, will be undertaken four years from adoption), and the Corporate Business Plan will be reviewed annually.

Contributor	Focus Area 1: Economic	Focus Area 2: Social	Focus Area 3: Health	Focus Area 4: Environment	Any other area of the Plan
Tracey 2/01/2020 03:17 PM	Very clear about tbe focus on diversity of opportunities... and focus on supporting local business Not sure why uni degree is a marker of doing well tho	Really clear. I notice that Performance Index Score (i think it was) is put as the measure for a bunch of thins. What is that? It needs more explanation because many of these things are very hard to measure. Perhaps have a section that explains particular terms? Pg 15 - 3.5 missing the word "of"	Great	Love it	Very well articulated.. you have done an amazing job
City Response	The measure is not specific to a University degree but uses Tertiary qualifications, as a tool as it is generally regarded that the greater the level of education the greater the opportunities for employment.	An explanation on the Performance Index Score has been included. Page 15 - 3.5 Edited.	Noted with Thanks	Noted with Thanks	Noted with Thanks
Krighund 2/04/2020 06:51 PM	Measures of success. "1. Number of new businesses and industries created in Mandurah and Murray" This fails to take into account those business that have closed or the fact the Council does not support current businesses and industries. It should be a net increase in business and industries.	Objectives. "2.1 Facilitate safe neighbourhoods and lifestyles by influencing the built form through urban design." I have no idea what "influencing the built form through urban design" means. If it is about just influencing new constructions, then this objective is very limited. It should be focused on existing neighbourhoods and making people feel safe in them.	What is missing is a plan for a coordinate approach to health care facilities in Mandurah. Each of the Objectives is distinct from the others. There should be a push to create an expansion of the Peel Health Campus, the encouragement of a private hospital provider to build here (like St John of God indicated some 6 years ago), the establishment of health areas / precincts (where doctors, specialists etc are located), perhaps the establishment of Mandurah as a centre of excellence for aged care, and the linkage between them all. In my opinion, the whole health scene in Mandurah is very haphazard. Why is there mention of smoking and drinking, but no mention of drugs? Is this because drugs are not seen as a major issue in Mandurah or because it is a Performance Measure the Council does not want to have to measure against???	Objective - "4.4. Educate our community on global environmental sustainability issues". Why should the Council waste time and resources on this? This smacks of a feel good motive and will not change people's views. Surely there are more constructive things the Council can do? Perhaps encourage participation in planting more trees, do wild surveys etc. Measures of success: 4 - Increase in tree canopies and yet a reduction in scheme water consumption. If you want trees and plants to survive over summer, and to increase their numbers and growth, you do need to water them. Measure of success: 5. Seriously you want people to reduce their power consumption? This smacks of a totalitarian approach. If you have an ageing population, surely you would want them to live in a comfortable environment at home and to have heating and cooling? This is not a Council issue nor should it be a Government issue.	Most of the supporting strategies for each Focus Area seem to have been finished or are finishing soon. Other than meeting Performance Targets for most objectives, I am not sure what meant to be achieved. There seems to be no overall vision for this Plan. To me, this plan seems to be a bureaucratic plan to meet performance targets compared to other Councils. I would have liked to have seen some stronger objectives and outcomes. Like a coordinated health plan, a plan to tackle public safety concerns (break ins, anti-social behaviour, increased police presence, etc), a plan to enhance and promote our environment, a plan to increase and help businesses (and hence increase employment) and a plan to manage growth in the area.
City Response	Measure amended to "Net increase in business and industries in Mandurah" as a new measure	Objective 2.1 includes not only new developments, but also the maintenance, upgrade and refurbishment of existing community infrastructure and public spaces.	A coordinated approach to health care facilities is included in the City's Advocacy Framework and will form part of the City's 4 Year Corporate Business Plan. Smoking and drinking data is readily available via the South Metropolitan Health Service. Drug use data is not. The City may review its position and consider measuring this if and when the data is available.	The City is committed to caring for our environment and supporting our community to do the same. We provide a number of different initiatives for the community to get involved in, depending on their interests. Where appropriate, the City promotes the use of native, waterwise plants and trees. Our use of groundwater is closely monitored to ensure its sustainable use.	All Supporting Strategies will be reviewed periodically and upon expiry. Complementary to the strategies is the City's Advocacy Framework which will reflect actions outlined in the City's 4 Year Corporate Business Plan.
BTB52 2/05/2020 11:18 AM	Measure 6. Rather than % with Tertiary we should measure % post Secondary (i.e. Trade qualifications etc) as well as University.	Measure 5. +20% of the population is retired. A large % of Retirees can determine their own incomes. Pension + necessary Super drawdowns or Super drawdowns only. Only Full Pensioners cannot set their own incomes.	Measure 6. Whilst most medical professionals would welcome this measure 1) BMI is an imperfect science (e.g. 120 Kg rugby player with no fat) and 2) this could be interpreted as Fat Shaming.	Measure 6. Need to report % using Renewable Energy such as Solar Panels and Solar HWS systems.	How are the Measures and Outcomes going to be reported to the Public (Mandurah residents)?
City Response	The current measure refers to University and Trade qualifications. This has now been mentioned as an explanatory note along side the measure.	Noted with thanks.	Noted with thanks.	Renewable Energy data to this extent is not readily available at present. The City may review its position and consider measuring this if and when the data is available.	The City's Performance Reporting Framework will see all measures of success set out in the Strategic Community Plan, and programmes/ projects and performance measures generated from the Corporate Business Plan presented to Council and the community in multiple forms. Strategically important actions and Strategic Community Plan Measures of Success will be reported to Council on a quarterly basis and will be published on the Mandurah Matters Website and promoted through a range of other mediums.
Shannon1ford 2/05/2020 09:01 PM	To promote good economics I think we need to focus on two main areas, tourism and technology to drive Mandurah forward.	I feel many of the smaller parks in the area could do with a serious make-over both for safety and aesthetic reasons but to also attract visitors. This will also have the added benefit of providing local places for Mandurah families to play, sadly many family prefer to travel out of Mandurah to visit well built adventure playgrounds. I also feel that the foreshore can only cater to a certain amount of people without parking becoming a danger.	I think if Mandurah focussed on becoming a green city the health of everyone will improve, plus the socioeconomic benefits of a green city would also be a great boon to well being. I also think Peel Hospital needs a massive revamp if we ever hope to cater to a growing population.	We need to focus on becoming a green city focussing on the future via renewables, the benefits would far outweigh the setup costs.	We need to focus on becoming a more technically oriented city, by green initiatives, by extending NBN fibre to all homes/businesses and by attracting companies (ie software companies) with this focus on technology I can guarantee we would see massive benefits in almost every area especially that of employment.
City Response	The City is currently undertaking projects in both Tourism and Emerging Industries as part of the Mandurah - Murray economic partnership.	Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted with thanks.

Contributor	Focus Area 1: Economic	Focus Area 2: Social	Focus Area 3: Health	Focus Area 4: Environment	Any other area of the Plan	ATTACHMENT 2
Tony Iannello 2/08/2020 12:48 PM	Objectives are good-Security and crime prevention effecting business and business growth should also be part of the economic focus group. Supporting strategies should have more interaction with Local Business Enterprise and interested Parties.	Community outcomes,Objectives & measure of success are good,but I don't see how the supporting strategies will engage with all voices-I think we need to promote community involvement in a non threatening and easy way.	I agree with all objectives,but I again think the supporting strategies are the weakest link in the whole plan, needs more work in my opinion.Lots of paper doesn't equal supporting strategies or a good plan. We need a finite plan that details the how to in a logical but effective way in an area that is probably the most critical component for everyone and mental health and well being have to be prime objectives that not only effect health , but crime and security and interacts with every other social benefit for Mandurah. This can have the greatest impact on cause and effect and give the greatest benefit across the board !!	I think this is very good especially item 4.4 of Objectives-Educate our community -I think this is critical and could be a model or blueprint which is why it is so important. There are so many diverse and confused views out there- we need the right people and vailable forums, to help everyone understand the basics and importance.Under supporting strategies I would like to see the education and knowledge base, at a higher level thru controlled community forums or involvement type seminars but the right educators is critical.	Overall i think the supporting strategies are where we need better offensives otherwise the community will not have the ownership or see how change can be effected.	
City Response	Noted with thanks.	Community engagement and involvement is an important priority of the City and is covered under Organisational Excellence (5.2).	The supporting Strategies listed are only those currently endorsed by Council. New Strategies to meet the new objectives will be developed, as appropriate, and can be added to the list of Supporting Strategies in the Strategic Community Plan once endorsed by Council. Existing Strategies will also be reviewed as appropriate. This is also a focus area that has a greater level of involvement from other agencies and levels of Government.	Noted with thanks.	Noted with thanks.	
Maz 2/08/2020 06:50 PM	Not my area of expertise but as a resident who tries to always buy local, plan is well drafted and easy to understand. Promoting local businesses as having ethical with community insight and concern for regional wellbeing is good. Keep heart of a village feel.	Excellent. Covers key matters well.	Good. Think any services that are focussed on private patients and not public patients need to be open and transparent about their fees. Fine to be a private business - but make that clear. Strategic Plan is well drafted for Health	Good balanced Plan. Covers all areas of concern. Encouraging everyone to own keeping region rubbish clear would be good campaign. Need to promote to have everyone being proud of doing their part. Young people will lead older generation on this focus area.	Having attended some of the workshops I am really impressed by the Plan developed. No doubt some people will want to debate small points but it is very balanced realistic and people might need reminding its a 20yr plan.	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted with Thanks	
Anne 2/16/2020 03:11 PM	Funding for simple job readiness programs. Many job seekers from our migrant community lack the computer skills needed to help them find job vacancies, write applications, and comply with Centrelink requirements. This may also be the case for older people seeking work. Help with accessing on-line certificate courses is also often needed	The Mandurah community is becoming increasingly culturally and ethnically diverse. This diversity needs to be acknowledged, and should be celebrated in community programs. Minority groups, including our Aboriginal community, need positive support.	Services need to keep pace with population growth	We should have a plan to move towards being a carbon neutral community, with a program to get us there before 2050! We could harvest more renewable energy and have local area shared storage batteries. Vital to protect our remnant bush from further clearing and spoiling (rubbish dumped, dirt bikes and 4 wheel driving destroying fragile vegetation and soils). Could do more to encourage domestic rain water storage.	N/A	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	Currently the City has set a renewable energy target of 25% by 2030.		
Brendan Ingle 2/20/2020 08:17 AM	N/A	Add supporting Strategy - Local Recovery Plan 2019	Add supporting Strategy - Vulnerable Communities Plan 2018	Add supporting Strategy - Bushfire Risk Management Plan 2019 - 2023	Org. Excellence: 1. Add supporting Strategy - Local Emergency Management Plan 2019 2. Add measure of success - Compliance with legislative timeframes 3. Objective 5.4. - add "Legislative compliance" 4. Page 18 - Include a section on Emergency Management "The City aims to mitigate and minimise the impact of disruptive and disaster events through an ongoing commitment to emergency Prevention, Preparedness, Response and Recovery. A shared responsibility is encouraged between staff, emergency services and community. Through preparing, planning and exercising for disruptive events the City will be better placed to respond and recover, minimizing impact to staff, the organisation and our community."	
City Response		Noted and amended	Noted and amended	Noted and amended	1. Noted and amended 2. Compliance Measures would be included within the City's 4 Year Corporate Business Plan 3. Covered within the term "Governance" 4. Noted and amended.	
Rifter Feb 25 20 09:52:55 pm	There needs to be some reference to Tourism; development of new enterprises and diverse attractions	I think this section is fine.	Perhaps a more direct/obvious reference to outdoor recreation and its sustained development. Maybe the Mandurah Active Recreation Strategy 2015 - 2025 addresses this?	I think this is fine, but environmental tourism should get a mention I think.	I think the final page (P20) could be written a bit clearer, e.g. the first para refers to priorities being prioritised & the para referring to the bullet points speaks of involving community members but the way the first bullet point is written it appears to apply to the Government and not individuals.	
City Response	The City is currently undertaking projects in both Tourism and Emerging Industries as part of Mandurah - Murray economic partnership.	Noted with thanks.	The Mandurah Active Recreation Strategy is specific to the development of outdoor recreational facilities.	Noted with thanks.	Noted and amended.	

Contributor	Focus Area 1: Economic	Focus Area 2: Social	Focus Area 3: Health	Focus Area 4: Environment	Any other area of the Plan	ATTACHMENT 2
Coastal1 Feb 28 20 02:00:12 pm	Our company has been based in Mandurah for the last 28 years and employes local people. Not once in this time has either the City of Mandurah or the Peel Chamber of Business spoken to us or informed us on who to talk to to quote on their office machine requirements. They are both using companies either based in Perth or Rockingham. What happened to the buy local policy or is this not a requirement in Mandurah?					
City Response	A local supplier database will soon be developed which will provide local suppliers an access point to register their business details. The City will use the register as part of its procurement processes to establish local supply opportunities. All local suppliers are encouraged to register once the database comes online. The City has committed to free workshops for suppliers to gain insight into tendering for City of Mandurah contracts with a view to enhancing local businesses understanding of tendering and compliance obligations and how to better respond to Local Government tendering and quoting requirements.					
Grey Feb 28 20 02:06:22 pm	No Comment	More seating on the eastern foreshore. More social areas where folks can sit and chit chat and make friends.	Peel Health campus, run by Ramsay Health Care needs a reboot.	Nothing amiss here,	Parking, Bite the bullet, work it out better I know it hurts,	
City Response		Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted with thanks.	
rgb Feb 28 20 03:11:31 pm	council has done a good job of our infrastructure but has little control of the viability of businesses. Because money has been cheap we have far too many shopping centers which are all filled with franchise businesses which means most of their money leaves town. we have too many similar business competing for limited money available which means they all go broke.	Council is the main provider of public entertainment which is funded by rate payers but most of the funds leave town with out of town businesses at the expense of our local businesses.	as a city of 85000 people we have limited specialists and until the state government gives Ramsey a long term contract they are not able to invest in our hospital to the standard we need. The change in our zone which effects the availability of doctors will have a long term effect on our city.	We need to reduce the amount of rubbish we create and manage our own recycling. More solar storage.	We are probably the only city and including most towns who don't have a proper MENS SHED, hard to believe compared to Pinjarra and Waroona	
City Response	Noted with thanks.	The City has a Local Price Preference policy which is designed to provide Mandurah based businesses with the best possible opportunities to partner with the City	Noted with thanks.	Noted with thanks.	Noted with thanks.	
KristieT Feb 28 20 03:52:25 pm	In addition to the information already included there are some real direct and tangible ways that the City can have impact on local economy. The City is a large employer, employing locally and investing in your staff's skills has a direct positive impact on our economy. Your planning and regulatory policies, processes and systems can either positively or negatively effect investors, developers and business people wanting to do business here. You are a large procurer of services and local content targets can have a positive impact on local business growth and capacity. I would suggest that you include a focus on these tangible and direct outcomes you can have as an organisation as well as the indirect impact as currently included in the measures and objectives. This will aid with implementation in that staff will see how they can have a direct impact throughout their day to day roles and you will have some measures that you can have more direct influence over.	Love it!	Of all the areas I think this is the most aspirational. You have done well to identify the areas that you can have direct impact by your services and those that you will have an advocacy role for.	This is another area that you can have direct influence over through planning, waste management and energy innovations and should perhaps be recognised more directly in this section.	Overall it is the most easy to read LGA Strategic Plan I have read, and I have come across a few. I am proud and excited to be living in a community where the LGA has meaningful aspirations for our community and themselves as an organisation. I like the structure, images and how you describe implementation in a simple way. Some of the KPIs you will have a hard time shifting alone but it is recognised through the plan that you know this and have mechanisms in place to partner with others. Great job!	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	The City will continue to investigate innovative solutions to environmental challenges.	Noted with thanks.	

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Monika Tropiano Feb 28 20 05:30:23 pm	I am happy with this section. It's good to see the statistics	I'm interested in how Mandurah will promote bike riding. I live near a pathway that has many riders, especially elderly. I see this as a potential tourism opportunity. Safe dual use bike pathways with people staying in the area overnight. Does this fit in with 2.5? How are we caring for the homeless. Can Mandurah be innovative in caring for these very vulnerable people, rather than treating them as though they are a nuisance.	Heath Care of all. The recent new Genesis cancer care, that our Mayor helped to open is actually not available for all, and public cancer patients are still travelling to Perth for treatment. This is very disappointing, given the amount of publicity that the center received before opening. Also, I'm concerned for the number of people who struggle financially and need to access good health care. What services are available for drug rehab? Public services for psychiatric care is also limited.	I love that Nature has a voice. I'd love Mandurah to lead the way in cat and rabbit management. Also, our water ways are unique. I'm disappointed that as houses are being built, roadside nature strips are bulldozed and then made smaller. They are replanted but in the meantime we have lost birdlife and small animals. Can Mandurah lead the way in how we protect the nature spots that we have left! Especially given the pressure of the requirements of new buildings for new families.		
City Response	Noted with thanks. Statistics will be available via the City's Community Reporting Dashboard	The growth of trails (both natural and urban) are a focus for Tourism across the Peel region including Mandurah. The City currently has a number of Strategies and coordinated approaches in place to support vulnerable members of the community. This is a challenging space but the City is committed to supporting services that provide assistance.	Noted with thanks.	The City invests in managing our bushland areas and applying best-practice approaches. E.g. New Reserve Management Plans, Partnerships with the Peel Harvey Catchment Council and the Bushland Buyback scheme.		
CS Feb 29 20 08:44:41 am	Supporting strategies all cater towards supporting business and tourism. Very little is noted about strategies to increase training and study opportunities in the region to increase employment opportunities.	Sharing of waterways for social and recreational use should be mentioned here. The vision and descriptions of Mandurah state the waterways often yet very little is mentioned if actions being taken to support it. Constant dredging for the use of boats in our waterways is having a negative affect on fishing, surfing and the landscape and needs to be addressed.	Objectives should include increased drug use in the area and its effect on the health system. A lot of focus is on the ageing population.	Recycling and increased use of landfill should have its own objective as Mandurah currently has no recycling program from the household bin system.	The strategic community plan should be reviewed every 2 years (not 4). Every four years allows a large lapse in time for outcomes that are not performing to go unnoticed and have a detrimental effect on the plans not being met.	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	A Recycling programme within Mandurah is currently in place. All recyclables are collected in Mandurah are processed in Canning Vale. Into the future, the new Waste to Energy facility being developed in Kwinana will further improve our treatment of household waste.	The strategic community plan is reviewed every 2 years. A desktop review is undertaken 2 years from adoption, and a major review (including detailed community engagement) is undertaken 4 years from adoption. Therefore the plan is reviewed every two years alternating between a desktop review and a major review. Wording in the document has been amended to make this clearer.	
howard.snow Mar 01 20 09:21:04 pm	Whilst the "Measures of Success" are generically along the right lines, they are meaningless without numerical targets of some sort - and preferably with staged targets over the 20-year period. As a somewhat extreme example, an increase in businesses in Mandurah of just one new business in 20 years' time would (according to the existing wording) mean 100% success for Measure No.1. (Note - and someone of my own current age will almost certainly not be alive to congratulate you!) In addition, I pointed out in January 2020 (acknowledged by Rachel Edwards) that the timescale for the referenced "Mandurah Foreshore Focus 2020 Vision" was now complete. People who are being asked to commit to the new Strategic Community Plan may well be interested to know what degree of success has been achieved in implementing the earlier Vision - to perhaps encourage them to believe that this new Plan may also succeed to a similar degree. (I believe from personal observations that the earlier Plan has had a high degree of implementation!)	Excellent presentation of this Focus Area - in particular it encourages the use of Performance Indices to provide ongoing measurement of success. (See my comment on Focus Area 1). One comment - it focuses a great deal on expanding activities for the youth. In 20 years' time will those ageing youth be able to find attractive places in Mandurah where they can find an eatery or coffee shop by the Estuary open after about 3.30pm? (We can't now!!). The measure of success No. 3 is all about specific entertainment activities - but does perhaps the measure No. 2 Performance index Score include a measure of ability to socialise with friends over refreshments in daytime?	Very comprehensive. Suggestion for an additional "Measure of Success" - % of hospital patients who do not need to be transferred to other hospitals to obtain full treatment. (Unless by chance that it is covered in Measure No.1?)	Overall a comprehensive summary. I would have preferred to see "and those of adjacent Local Authorities" included in the middle of Objective 4.2 (after the words "ensure that our actions"). Point Grey is the obvious current example, and the Local Authorities seem to agree on this one - but will it happen next time? Objective 4.1 hints of such collaboration ("other agencies"), but some agencies have been seen to argue against Local Authorities! It is pleasing to see that the Focus Area has not fallen into the trap of trying to set meaningless carbon reduction targets, but in the second bullet point in the Supporting Strategies box, is that word "adaptation" intended? Or is it meant to be "adoption". What climate change adaptation strategy? Does it already exist?	I remain unhappy about the "Vision Statement" for a number of reasons - (1) A Vision Statement describes what an organisation desires to achieve in the long-run, general in 5-10 years, or sometimes longer. In this instance we are talking about 20 years hence. But the Place Vision shown on the triangle of "Community Priorities" is almost exactly a repeat of the words shown in the Community Narrative - which is where we are TODAY! It is not an expression of what we want to achieve in 20 years' time. Or is it? In which case was this exercise a waste of time? (2) At the Summit I expressed my concern about the emphasis on the use of Mandjoogoordap, challenging you to survey where local people said they lived, and forecasting that 96% would say that they live in Mandurah. The second page of the document gives the traditional acknowledgement of the "custodians of this land" - which of course we should do. But in the "At a glance" section on page 6 of the document, describing the history of the area, only the second four lines of the initial eight lines refer to the first inhabitants and the definition of Mandjoogoordap. This is followed by "Modern-day Mandurah was founded in 1830" - and that is (in my opinion) where 95.9% of the inhabitants of this area believe that they live. A "Shared Vision for the Future" is looking forwards, not backwards. We all live in "modern-day Mandurah". I realise that my comments may not meet with universal approval, but I make them as someone who came to live in Mandurah (direct from the UK) 13 years ago. In the next 20 years Mandurah will hopefully be attracting a lot more "newcomers", and I feel sure that virtually all of them will believe that they are coming to a place which has seen great growth and success in the period since about 1980 - and will not regard the city as anything else than "modern-day Mandurah".	
City Response	Performance against the measures of success will be reported to the community quarterly. These reports will include trends so that progress can be monitored over time.	Noted with thanks.	Noted with thanks.	The City is one of nine local governments in the Peron-Naturaliste Partnership, an incorporated group that aims to empower a resilient regional community to reduce risks and optimise opportunities presented by climate change. We will continue to work with other local governments to tackle challenging environmental issues. Yes - the Climate Change Adaptation Strategy is an existing Supporting Strategy developed in 2011.		

Contributor	Focus Area 1: Economic	Focus Area 2: Social	Focus Area 3: Health	Focus Area 4: Environment	Any other area of the Plan	ATTACHMENT 2
Mlee Mar 02 20 11:32:32 am	If you truly commit to 1:5 .. achieve improved economic outcomes with due consideration to environmental impacts it will compete with 1:1 .. aimed at stimulating economic growth. We need to embrace newer models and transition away from 'economic growth' which is not sustainable (especially in housing & retail developments).	Under Measures of success I think you need better measures. There are measures available for inclusion and loneliness and WHO Active Ageing Are Friendly cities that tie Social and Health together. Infrastructure is needed if focus is to be on hyper-local friendly neighbourhoods that don't rely on meeting in weather-exposed areas.	Comprehensive focus area. Again possibly better measures are available -i.e. for Appropriate support for an ageing population	Outcomes and objectives sound good. Embrace and enhance conservation areas not use them as waste disposal places ie Tims' Thicket, Rights of Nature, consider if Eco-cide law was in place in all permissions granted.	Focus 5 - is there a measure for feeling included/social inclusion scale? ..engages the community through collaboration, understanding and inclusiveness	
City Response	Economic growth' in objective 1.1. now reads as 'sustainable economic growth'. Objective 5.5. Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values is intended to address the highlighted concern. The City is currently undertaking an Emerging Industries project that will assess new clean/renewable industries. The City is also investigating models to assess sustainable tourism.	Noted with thanks.	Noted with thanks.	The Tims' Thicket waste facility is located in a reserve designated for waste activities, and the site is licensed by the Environmental Protection Authority (EPA) / Department of Water and Environmental Regulation.	Measure 3 aims to determine if the community feels that it is engaged (in local issues and decision making). We're currently aware of measures for social inclusion, however if data did become available, this could be reported under Focus are 2 - Social	
Professor Mar 02 20 01:00:18 pm	Clear outcomes. achievable objectives and measures.Somewhere the role of the Chamber of commerce and how it can assist empowering local business needs to be mentioned and its role strengthened.	The outcomes, objectives and success measures are easy to follow and achievable. However the word crime does not appear and we all wish to see a reduction in crime in Mandurah and the related drug problem. Safety needs more than the built design and the role of community watch needs to be strengthened.	Again the outcomes etc stated are realistic however- Mandurah is well served with health professionals -its major problem is lack of co-ordination of services. This is starting to improve with some pilot programs underway but better co-ordination would increase health delivery. increasing costs of health care,the role of the Royal Comm. on aged care and NDIS will all impact Mandurah residents.	The outcomes objectives and measures are well stated, I would add planning to 4.1 so that it reads environmental impacts are considered in all planning, strategy developments.....	Organisational excellence. We are fortunate that we have a City who do ask the community's opinion and where possible integrate organisational planning with community wishes. The closer links with Murray have supported growth and the outcomes are forward thinking.	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted and amended.	Noted with thanks.	
Kingston Mar 02 20 01:22:38 pm					Roughly 35.5 % of people living in Mandurah are from cultural and linguistical diverse backgrounds (CALD). 53.9% of the population in Mandurah have at least one or both parents born overseas. Mandurah's 2020 -2040 Strategic Community Plan strategy lacks a Cultural Diversity Strategy to foster inclusion and maximum efficiency of the growing population of migrants in Mandurah. A strategic plan will address issues such as unemployment, mental health and wellbeing , education, communication barriers, available but unrecognised skills and talents, integration and intergenerational conflicts. Mandurah’s Strategic Plan, sections 2.4 (“ Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging”) 3.4, (“ Provide quality health and wellbeing programmes and services that target whole of life health”) and 5.3 (“Build and retain a skilled, agile, motivated and healthy workforce”) will be more applicable to the other 35.5 percent of Mandurah’s population born overseas if there exist program specially tailored to help migrants transition to life in Australia while making positive contributions to the current system as opposed to being a drain. Especially with regards to mental health 'one size does not fit all'. Specialized program are needed to effectively tackle certain mental health issues among some people of CALD backgrounds. The city of Mandurah should consider being a part of the the welcoming cities.	
City Response					Noted with thanks.	
Linda 3/03/2020 07:51 PM	The following objective is commendable, but needs more leadership: "Promote and foster business investment aimed at stimulating economic growth." Rather than just promoting and fostering, the City needs to think strategically about its future which means IDENTIFYING its strengths and PROACTIVELY seeking investment to keep Mandurah in play with its competitors. Mandurah’s strengths lie in its proficiency in HOSPITALITY and SOCIAL CARE, and it should be a centre of learning and a centre of excellence for these industries.	The following objective is commendable, but needs more leadership: "Facilitate opportunities that promote community led initiatives and build local capacity and capability." Rather than just facilitating, the City needs to think strategically about its future which means IDENTIFYING its strengths and PROACTIVELY creating such opportunities.	It's commendable that you understand and embrace the benefits of the natural environment on mental and physical health. There is some rewording needed in this section: "A compassionate, interconnected whole of health system" should be "A compassionate, interconnected whole of LIFE health system". Also "preventative health" should be "PREVENTIVE HEALTHCARE".	It's commendable that "Nature has a voice at the table in all decisions" and that the City understands the benefit of planting and retaining trees and protecting our waterways. Mandurah should monopolise on its strengths and attract more tourists and SUSTAINABLE TOURISM given the wealth of natural beauty we have here.	TOURISM isn't once mentioned in the strategic plan! And yet it fits so well with the City's strategic objectives and vision. Nature has a voice at the table in all decisions, and ECO TOURISM will create huge benefits for many.	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted with thanks.	The City provides financial support to Visit Mandurah to deliver Tourism outcomes. This partnership arrangement is reflected under Focus Area 1: Economic - Objective 1.5.	

Contributor	Focus Area 1: Economic	Focus Area 2: Social	Focus Area 3: Health	Focus Area 4: Environment	Any other area of the Plan	ATTACHMENT 2
Jim Mather 3/03/2020 10:22 PM		Objectives: Add the following Support the vulnerable - Family and domestic violence victims - Homeless especially youth and elderly - Alcohol and drug dependent and the disadvantaged - Indigenous - Low Income residents - Government benefit recipients Suggestions of things that are needed - Programme to develop community awareness of the issues faced by the vulnerable and disadvantaged - One Stop Shop for linking people to services - Adopt Housing First Strategy - Programmes to reduce Domestic Violence in the community (a measure of success would be incident count)	Ready access to affordable and timely health care. Ready access to affordable dental care Focus programmes for improving health of specific target groups – indigenous, homeless, drug and alcohol dependence; low income residents;			
City Response		Supporting Strategies to be considered.	Noted with thanks.			
ganda 3/04/2020 06:07 AM	A diversity of employment and enterprises-we should have a program or training in place to support and help people from diverse background obtain employment because when you apply for work, often than not, they ask for Australian Qualification or experience. Our work and education background unfortunately are not recognised here in Australia. We also want to contribute for the economic growth but we also need support to be able to do so.	I am disappointed as there is no program included for the upcoming 20 years about diversity and inclusion or about the multicultural community. We need activities /action plans supported by the local government to foster our integration. The other cities have different services and programs for the migrants, refugees and humanitarian entrants. We should take into consideration that we have a fast growing numbers of migrants here in Mandurah.	Australia is on red flag on Hepatitis B Virus because of us migrants, we need a continuous awareness and education session. Hepatitis B is fatal that causes liver cancer and there is no cure. We should coordinate with Hepatitis WA for free education sessions, blood screening and vaccines. I have been an CaLD Hepatitis B Ambassador since 2016 and we have done 2 clinics here in Mandurah and will have another one in April. Also the Filipino communites are not aware of the Filipino trait blood disorder Talassemia which can also hamper the amount of work or activity of a person. We need more health education/information sessions.	I am so pleased with our environment now and with the action plans for the next 20 years just promises even a better Mandurah that we call our Home	Please make action plans about "Multiculturalism" or more specific projects for Diversity and Inclusion or Fostering Integration	
City Response	Noted with thanks.	Supporting Strategies to be considered.	Noted with thanks.	Noted with thanks.	Noted with thanks.	
MartinR 3/08/2020 08:15 AM	Good plan and 3 year focus	Need cycle events as well Skate and BMX. Generally, Mandurah is a social hub with many different types of clubs.	Good plan. Local advertising to take care of oneself may help as well. 'Be healthy and happy in tune with nature in Mandurah'	This area could be even more emphasised seeing that it's Mandurah's best asset. Sustainable use of the environment needs more emphasis. Eco tourism not just consumption tourism. More precise actions on preservation need to be detailed.	Briefly reporting (like a bullet point presentation) on achievements and recognising shortfalls each year on a 6 monthly basis to keep in contact with the community. This communication also provides updates on objectives on a year to year basis. Transparency by COM is required so the community can see progress on the main focus areas.	
City Response	Noted with thanks.	Noted with thanks.	Noted with thanks.	Noted with thanks.	The City's Performance Reporting Framework will see all measures of success set out in the Strategic Community Plan, and programmes/ projects and performance measures generated from the Corporate Business Plan presented to Council and the community in multiple forms. Strategically important actions and Strategic Community Plan Measures of Success will be reported to Council on a quarterly basis and will be published on the Mandurah Matters Website and promoted through a range of other mediums.	
Luke O'Donnell Feb 04 20 Facebook					It all starts with population, the actual life-blood of Mandurah itself. So much more focus is needed here. I would go as far as to say it should be one of the main priorities within the plan. Policy measures to this extent should be genuine, long-term initiatives that look to significantly alter those figures currently seen within those pre-defined age brackets, and reduce the median age of the Mandurah resident. Providing investors, foreign or domestic with a more viable socioeconomic landscape and increasing business confidence would be just a couple of the outcomes here.	
City Response					Noted with thanks.	

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Tim Bateman 3/6/2020 10:55 AM	There are two more ID Economy measurables that could be useful for measuring economic performance; Employment Self-Sufficiency and Employment Self-Containment. Employment self-sufficiency measures the proportion of local (Mandurah LGA) jobs held by Mandurah residents. Currently (2016 Census), 72.6% of Mandurah’s jobs are held by Mandurah residents, whilst 27.4% of Mandurah’s jobs are held by workers who live outside Mandurah. Therefore, Mandurah’s employment self-sufficiency is currently 72.6%. Employment self-containment measures the proportion of resident workers who are employed within the Mandurah LGA. Currently (2016 Census) 49.9% of Mandurah’s resident workers are employed locally (within the Mandurah LGA). 43.6% of Mandurah workers work outside Mandurah, and 6.4% have no fixed place of work. Our goal is to increase Mandurah’s employment self-sufficiency and its employment self-containment.					
City Response	Noted with thanks. This data is generally only available every 5 Years in line with the census. The City will continue to review performance measures and may consider changes from time to time based on the availability of information.					
Graham McPherson Sat 29/02/2020 12:33 PM - email	While recognising the city officers’ obvious concerns for the ongoing unemployment and underemployment of the people of Mandurah, City officers need to understand the major responsibility for these issues resides with Federal and State Government policies, strategies and initiatives. It is political and economic history in Australia that after a certain level of government acts more in a social issue area the other government authority levels tend to reduce, or withdraw responsibility. E.g. funding With respect to no costings presented in the four plans as mentioned earlier, it is understood the City officers` use of wording, such as “supporting, empowering, fostering and creating local jobs,” in relation to local businesses City officers have recommended in reports to Councillors funding subsidies, or grants be provided either directly to businesses, or indirectly (e.g. city business unit and CCI). Also, there is city ratepayer funding subsidies, or grants to various community groups e.g. Makeplace, Wearable Art and Shape Mandurah. From City disclosures businesses have largely benefited over decades from ratepayer substantially funded escalating CBD community events. The mayor revealed last year community events cost the City \$18 million p/a. There have been no reported business funding contributions to the community CBD events and City officers` have not made any obligation regulations for businesses to provide contributions i.e. socialised ratepayer costs, redistributed to privatised business	The community outcome of “engaging, enabling and promoting youth”, is a discrimination statement and not consistent with the other four community outcomes. As the other four outcomes embody inclusion, the city needs to engage, enable and promote all of its people i.e. children, youth, adults, seniors, aged, and the disabled. Measurements to monitor the above inclusion, diversity outcomes can be revealed in the relative percentages of diversity of people employed, in education, training and engaged in support services in the population. A measurement of the annual percentage of personal assaults, break enter and burglary offences can also relate to positive progress on achieving greater social, community health and safety outcomes.	The health measures for outcomes seems to present quite limited levels for positive changes and community health outcomes. I.e. lower, or equal to WA levels. Percentages of target reductions each year can be effective measures for identifying changes regarding the population of smokers, people insufficiently physically active (e.g. less than 50 min per week), people identified as overweight, or obese, people engaged in alcohol/substance misuse, people experiencing confirmed mental health disorders, and people committing suicide. The measure of percentage changes in people charged with alcohol, substance misuse, including associated with driving offences and personal assaults each year would be important measures for outcomes concerning city population health indicators.	The environment measures for outcomes seems to present quite limited levels for positive changes and outcome indicators. I.e. lower, or equal to WA levels. The measure of percentage changes in city, public water, energy use and installation of renewable energy technologies per household each year can be basic measures to apply to percentage target changes. It is crucial the city has measures and percentage targets for city carbon emissions and waste recycling percentages each year. The latter also needs to include the expected operational emissions outcomes from the new waste to energy facility. City officers also need to aim to access annual percentage changes in commercial, retail and industrial levels of air pollution, carbon emissions and waste recycling levels. During 2019 the Aust financial review reported Mandurah was listed in the top 10 in Australia for major risks of ocean, inlet water areas rising over decades eroding the land and undermining housing. City officers need to acknowledge the latter and develop measures to monitor increasing erosion issues, including developing policies, strategies and regulations to address the significant issues e.g. problem solve with property owners and establish effective building limits for future new buildings proposed near the ocean and water inlets.	After a brief perusal, the plan (SCP) is an overall glossy, colourful, academic text book presented document. Major overriding comments for City officer consideration; Incredibly for a 20 year plan proposal for four City substantial plan areas there is no cost, benefit analysis report, or any estimate costings for any of the four areas. Surely, resident ratepayers need some costing estimates related to benefit outcomes before expecting to accept, or provide modifications to the City 20 year plan? The latter is needed for responsible, transparent and accountable City engagement policy planning with particularly the resident ratepayers. The City has approved a greater level of accountability in the City governance operations late in 2019. However, there is no mention of City expected costs in the SCP document. Given the 20 year plan period, there is an obvious need to have planning for especially the CBD area concerning vehicle traffic management and need for road reconfiguration changes. The latter is also quite essential concerning the issues of the need to reduce carbon vehicle emissions rather than emissions continually increasing. Thus, if there are no planned changes in City vehicle escalating road traffic congestion and targets to reduce vehicle emissions then the outcomes are likely to be increasing vehicle accidents, driver distress, road rage associated with escalating air pollution being ingested by the public. The latter outcomes are most likely increasing sinus allergies, asthma, breathing issues and lung cancer in the City population e.g. particularly for children and seniors. City officers need to advocate for and promote increasing use and access to public transport for people around the suburbs, especially the CBD areas. Pedestrian malls need to be planned for and developed for particularly the CBD areas as the cities of Fremantle and Perth have established. Small renewable energy shuttle vehicles can be provided to assist the disabled and seniors navigate the malls as needed. <u>City community, resident ratepayer engagement</u> Ongoing City engagement, consultation with the public, especially resident ratepayers needs to be open, inclusive for responses not to be confined to the Mandurah Matters website registration. Responders need to be able to respond via emails to the City, Councillors and to	

Contributor	Focus Area 1: Economic	Focus Area 2: Social	Focus Area 3: Health	Focus Area 4: Environment	Any other area of the Plan	ATTACHMENT 2
	<p>income, profits.</p> <p>As a measure of accountability for businesses, or community groups subsidised, funded by grants via resident ratepayers there needs to be annual reports to the City regarding the employment base numbers and any increase in the employment numbers during the last year. I.e. businesses, or community groups funded directly, or indirectly via City community events involvement. No annual automatic subsidies, or funding to be provided if no relevant business, or community group has increased self-funding and or increased employment numbers. I.e. mutual obligations.</p> <p>Business income, profit benefits accountability needs to be balanced for community events via ratepayer grants, or direct funding by businesses being obliged to contribute up to 50c in the dollar for the total funding event, or subsidy. No business contributions means no access to further City subsidies, or grants and such businesses to be identified, disclosed to the public. I.e. mutual obligations.</p> <p>It is just not acceptable, or tolerable for especially, the most City funders resident ratepayers to continually annually be directly, or indirectly funding CBD businesses income, profits via the escalating numbers of community events. The city CBD business obsession also discriminates against the outer city suburbs businesses whom do not receive income, profits from the CBD annual city funded community events.</p>					<p>relevant officers. Also, responders need to be able and accepted to provide written documents via postage. We are living in a 21st century democracy with diversity of communications methods and we need to reject an autocratic imposed centralised digital exclusive City communications public, ratepayer policy.</p> <p>Councillors also need to regularly engage with resident ratepayers selected randomly in their communities up to 100 at each consultation as necessary regarding major City expenditure matters and policy, including by law changes at least 3 months prior to the latter being submitted to city formal meetings.</p> <p>No doubt businesses, corporations and politicians are active with City operations, policies, financial matters and will continue to engage, lobby City officers for their interests to be considered via their traditional methods.</p> <p>It is an expectation that the public, resident ratepayers hope this current City engagement for responses to the SCP document that the procedure is not just a consultation box ticking process exercise. Valid, credible responses need to be seriously considered by City officers. I.e. relevant, important suggestion proposals to be accepted and necessary changes will be made to the SCP. (Consultation - discussion, dialogue, discourse, debate, negotiation, deliberation. Thesaurus)</p>
City Response	<p>Noted with thanks.</p>	<p>The outcomes detailed under each focus area were developed solely by the community through the Mandurah Matters engagement process.</p> <p>The City of Mandurah is committed to, and continues to engage with the whole community in decision making. Strategies such as Access and Inclusion, diversity and multiculturalism are embedded in how the City delivers all of its programmes and services.</p>	<p>The performance measures currently used are readily available via the South Metropolitan Health Service.</p> <p>The City will continue to review performance measures and may consider changes from time to time based on the availability of information.</p>	<p>The performance measures currently used are readily accessible via multiple sources.</p> <p>The City will continue to review performance measures and may consider changes from time to time based on the availability of information.</p> <p>A further range of performance measures will be included in the City's 4 Year Corporate Business Plan.</p>	<p>The Strategic Community Plan is an overarching document which outlines the community's vision / aspirations, the objectives that will deliver on the community outcomes over the next 20 years, the Strategies that support the achievement of the objectives, and how success will be measured.</p> <p>The next level is the Corporate Business Plan (CBP). The CBP activates the Strategic Community Plan. This Plan is more specific in terms of what the City, as a key stakeholder, plans to deliver in the first four years of the Strategic Community Plan. The CBP includes new programmes, major projects and core services delivered by the City and the estimated costs of delivering key projects/initiatives.</p> <p>The City uses a range of communication channels to engage with our community, including the Mandurah Matters website, social media, emails, face to face meetings/workshops and hard copy surveys etc.</p>	

8 **SUBJECT:** Proposed Commercial Vehicle Parking
8 Copperfield Close, Greenfields
CONTACT OFFICER/S: Ben Dreckow
AUTHOR: Danni Briggs
FILE NO: DA 9327

Summary

Council is requested to consider a development application for Commercial Vehicle Parking at a residential property at No. 8 Copperfield Close, Greenfields. The lot is zoned 'Residential' under Town Planning Scheme No. 3 (Scheme 3) and has an area of 2679 square metres.

The applicant is seeking a retrospective approval for two commercial vehicles to be parked on the property, with no restriction on when the vehicles can be brought to and from the site.

As part of the assessment process, the City has consulted with surrounding landowners and received five submissions with one in support, one impartial and three objecting. The concerns raised within the submissions generally relate to impacts of noise, safety, hours and visual amenity. Officers consider that restricting the hours of use (i.e. restricting the times the vehicles are not to be taken from or brought to the lots) between 10.00pm to 6:30am is essential in providing some amenity to the residential nature of the surrounding properties and recommend that this be a condition of approval

It is recommended that Council approve the development application for Commercial Vehicle Parking, subject to conditions.

Disclosure of Interest

Nil

Location



Property Details:

Applicant:	S Woods
Owner:	F & S Woods
Scheme No 3 Zoning:	Residential R5
Peel Region Scheme Zoning:	Urban
Lot Size:	2679m ²
Topography:	Generally flat
Land Use:	Single Dwelling

Previous Relevant Documentation

N/A

Background

As a result of comments received from surrounding residents, officers established that commercial vehicles are being parked at the subject lot.

Under the provisions of Town Planning Scheme 3 (Scheme 3), a commercial vehicle may only be parked, or allowed to remain stationary for more than two consecutive hours on a residential property if the vehicle is housed within an approved outbuilding or if Council has issued a development approval permitting the parking of such a vehicle

The applicant was informed that they must either remove the vehicle, or submit a development application for retrospective approval. The applicant has opted to seek retrospective approval for the parking of two commercial vehicles and has subsequently lodged this application.



Photos of the commercial vehicles.

Comment

The assessment criteria for commercial vehicle parking is stipulated in clause 5.17.2 of Scheme 3 and is outlined as follows:

- a) *the number of dwellings contained on the lot where the vehicle is proposed to be parked;*

The subject site consists of a single dwelling only.

- b) *the proposed on-site parking location;*

The application proposes to park the trucks in the cleared area along the southern property boundary. The vehicles will be parked behind the main building line and will be screened from the street and the public open space by the side fence.



Fencing along the southern property boundary adjacent to the public open space and end of the culs-de-sac.

- c) *the potential impacts on neighbouring residents with respect to noise, emissions, visual appearance or any other nuisance;*

Vehicles are required to comply with smoke, emission and noise levels specified in the *Road Traffic (Vehicle Standards) Rules 2002* and *Road Traffic (vehicles) Regulations 2014* in order to be registered via the Department of Transport. The vehicles are currently registered and as such, the City considers the sufficient evidence to support that emissions & noise are within allowable levels. Notwithstanding this, the noise impacts of the vehicles coming to and leaving the site is something that should be considered within a residential area, particularly if occurring throughout the night. This is discussed further in point (d) below.

When parked in the proposed location, the trucks are not visible from the street or neighbouring properties and as such, there are not considered to be any impacts on the locality in terms of visual amenity.

- d) *the frequency and times of arrival and departure, with such a vehicle not to be taken from or brought to the lot between the hours of 10:00pm and 6:30am;*

The application seeks no restrictions on the hours of use. The applicant explained that being unrestricted is an essential part of the tow truck business as they need to be able to leave the property at any time.

During the consultation period, concerns were raised regarding the impact of the commercial vehicles coming to and leaving the site during the night. These concerns relate not only to the noise and lights of the vehicles themselves, but also the flow on effect of dogs barking and materials being unloaded. Larger residential lots may be suited to commercial vehicle parking; however, it is essential that the amenity of the area is maintained and this is generally achieved by restricting hours of use.

Given the above, Officers do not support the applicant's proposed unrestricted hours of use and acknowledge the request is not in accordance with Scheme 3.

The applicant has advised that if given the option between a refusal or an approval with limitations on hours of use, the conditional approval would be preferred. As such, it is recommended that a condition be included in the development approval restricting hours of use in accordance with the Scheme provision.

In addition to the above, Clause 5.17.5 of Scheme 3, states that repairing or servicing is not permitted unless the vehicle in question is owned by the resident of the subject property and repairs and servicing are carried out within a garage or domestic outbuilding and the commercial vehicle cannot be seen from any public street during the carrying out of the repairs or service. The applicant is not proposing to conduct major servicing on the subject property and a condition has been recommended to formalise this.

MEAG/MCCAG Comment

This item does not have any impact on the natural environment and therefore has not been referred to Mandurah Environmental Advisory Group for comment,

Consultation

On receipt of the application, the proposal was advertised to eight surrounding properties between 23 January 2020 and 7 February 2020.

During this period the following submissions were received:

Owner / Address	Submission (Summarised comments)	Comment
1. Name and Address withheld	<p>Objects to the proposal for the following reasons:</p> <ul style="list-style-type: none"> a. Offloading vehicles and parking at all hours is disturbing and often results in dogs barking all night. b. Many vehicles have been stored in the backyard. c. The trucks and other vehicles are quite often parked on the verge of Norwich Reserve. 	<ul style="list-style-type: none"> a. Noted, it is recommended that a condition be imposed to restrict commercial vehicles being brought to or taken from the site between 10pm and 6:30am. b. Residential properties do not have a restriction in terms of the number of cars kept on site. However, it is recommended that the applicant be advised that the subject property is not to be used as a depot. c. The City's Local Laws prevent commercial vehicles being parking on residential verges and this is something that the Rangers can enforce.
2. Name and Address withheld	<p>Objects to the proposal for the following reasons:</p> <ul style="list-style-type: none"> a. In recent years, there has been issues with noise emitting from the subject property, including dogs barking at all hours, yelling and loud music. b. People buy in Country Roads Estate for the peaceful, quiet and 	<ul style="list-style-type: none"> a. Noted, however this is not material to the application. b. The City can consider an application for Commercial Vehicle Parking in a residential

	<p>tranquil life. Commercial activity should not operate here.</p> <p>c. The dogs bark every time the truck enters or leaves the property, which also results in the owner yelling.</p> <p>d. The noise of the trucks (diesel truck, reversing beeping, hydraulic ram noise when lowering the tray, shackles and chains being moved around) and flashing reversing lights impacts neighbours.</p> <p>e. There are unsightly damaged and wrecked cars littering the property.</p> <p>f. People collecting the cars and motorbikes sometimes have arguments with the operator about payments.</p>	<p>area, however part of the assessment is ensuring the amenity of the area is maintained. Officers consider that conditions can be imposed to protect the neighbouring amenity.</p> <p>c. It is recommended that a condition be imposed to restrict commercial vehicles being brought to or taken from the site between 10pm and 6:30am.</p> <p>d. See comment 2c.</p> <p>e. This is an issue that the City will investigate.</p> <p>f. Noted. This application is for the parking of two commercial vehicles only. It is recommended that the applicant be advised that the subject property is not to be used as a depot.</p>
3. Name and Address withheld	<p>Objects to the proposal for the following reasons:</p> <p>a. This is a residential area. The tow trucks could be parked at the business property.</p> <p>b. Having no restriction on hours will cause disruption to surrounding properties.</p> <p>c. The loading and storage of damaged vehicles is already occurring and should not be allowed in a residential area.</p> <p>d. The vehicles do not make the neighbourhood feel safe as there has previously been safety issues.</p>	<p>a. Noted.</p> <p>b. It is recommended that a condition be imposed to restrict commercial vehicles being brought to or taken from the site between 10pm and 6:30am.</p> <p>c. This application is for the parking of two commercial vehicles only. It is recommended that the applicant be advised that the subject property is not to be used as a depot.</p> <p>d. It is recommended that the WA Police be contacted should an incident occur.</p>
4. Name and Address withheld	<p>a. No problems with the proposal, however the speed that the vehicles are driven in the cul-de-sac is very high.</p>	<p>a. Noted. The WA Police are the responsible authority to control speeding.</p>
5. S Norman 9 Copperfield Close Greenfields	<p>a. No objection to the parking of two commercial vehicles at the property.</p>	<p>a. Noted.</p>

	<p>b. No objection to the vehicles leaving the property at any time of the day or night.</p> <p>c. They live opposite the property and do not hear the truck coming and going at night.</p>	<p>b. Noted.</p> <p>c. Noted.</p>
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Statutory Environment

- Planning and Development Act 2005
- Town Planning Scheme No 3
- Parking and Parking Facilities Amendment Local Law 2017

Policy Implications

Nil

Economic Implications

Nil

Risk Analysis

Should the applicant feel aggrieved by the determination, then an appeal may be lodged with the State Administrative Tribunal.

Strategic Implications

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

Identity:

- Encourage active community participation and engagement.

Organisational Excellence:

- Listen to and engage with our community.

Conclusion

Council is requested to consider an application for commercial vehicle parking at 8 Copperfield Close, Greenfields. It is acknowledged that the applicant has been parking the vehicles on the site without the necessary approvals, and the City has been required to investigate from a compliance perspective.

Whilst submissions have been received with respect to the impact of noise, safety and visual amenity, Officers consider that the impacts of the commercial vehicle parking can be minimised by restricting the hours of use. Furthermore, the City can alter and/or rescind approval in the event that the applicant is operating outside of the approval and/or is affecting neighbourhood amenity.

It is recommended that Council approve the application subject to conditions.

NOTE:

- Refer **Attachment 1 Site Plan**

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)*, Council grant development approval for proposed Commercial Vehicle Parking at 8 Copperfield Close, Greenfields (DA9327) subject to the following conditions:

1. The commercial vehicles shall not be taken from or brought to the site between the hours of 10:00pm and 6:30am.
2. No mechanical work or vehicle servicing is permitted on the subject site.
3. In accordance with Clause 5.17.3 of the City of Mandurah's Town Planning Scheme No. 3, this approval;
 - (a) is granted to the Shane Woods, to whom it is issued;
 - (b) relates to two vehicles (License plates '076 BFS' and '1GFF 931');
 - (c) is not transferable to any other persons and does not run with the land in respect of which it is granted.

Advice Notes:

1. In accordance with Clause 5.17.4 of Town Planning Scheme 3, should this Commercial Vehicle cause nuisance or annoyance to neighbours, or owners or occupiers of land in the neighbourhood, the City of Mandurah may:
 - (a) require practices to be altered, or
 - (b) rescind the approval, and require the vehicle be relocated to a more suitable area within three months.
2. The owner is advised that parking of a commercial vehicle is not permitted at any time on the verge, in accordance with the *Parking and Parking Facilities Local Law 2015*.



This document is compiled from various sources and whilst the City of Mandurah has made every effort to ensure the accuracy and currency of the information, Council accepts no responsibility or liability for any errors or omissions.

Printed by : **Danni Briggs**

Date : **24/01/2020**

Scale : **1:384**

Drawn by : **Intramaps**

Original Size

A4



3 Peel Street
Mandurah 6210
Western Australia

**City of
MANDURAH**

Tel 9550 3777
Fax 9550 3888
Email Council@mandurah.wa.gov.au

9	SUBJECT:	Proposed Change of Use to Medical Centre 13 Littleton Street, Falcon
	CONTACT OFFICER:	Ben Dreckow
	AUTHOR:	Danni Briggs
	FILE NO:	DA9337

Summary

Council is requested to consider an application for a change of use to a Medical Centre at 13 Littleton Street, Falcon.

The application proposes to modify the existing dwelling into a Medical Centre. The proposed practice, to be known as Beyond Health, aims to provide a service for families with children with autism spectrum disorder, developmental delays and children who require support for activities of daily living.

The subject site is considered to be an appropriate location for a Medical Centre, given its proximity to Old Coast Road and the high frequency bus routes. The applicant has provided a Parking Management Plan to demonstrate how the number of bays provided will be sufficient for the proposed business. As part of the assessment process, the City has consulted with adjoining landowners and received two submissions of objection.

It is recommended that the application be approved, subject to conditions.

Disclosure of Interest

Nil

Location



Property Details:

Applicant:	Andrew Harvey
Owner:	A J Harvey and S J Davidson
Scheme No 3 Zoning:	Residential

Peel Region Scheme Zoning:	Urban
Lot Size:	1012m ²
Topography:	Generally flat
Land Use:	Single House

Previous Relevant Documentation

Nil

Background

The subject site is located on Littleton Street, surrounded by properties zoned Residential R20. The area is predominately used for residential, with a number of home occupations and consulting rooms. The site is approximately 200m north east of the Novara General Store.

Comment

Proposed Development

The application proposes to modify the existing dwelling into a medical centre. The proposed centre is an allied health centre with occupational therapists helping families with children with disabilities. The practice, to be known as Beyond Health, aims to provide a service for families with children with autism spectrum disorder, developmental delays and children who require support for activities of daily living.

The centre will have four staff comprising a secretary, practice manager and two occupational therapists. As shown on the floor plan (refer **Attachment 1**) there are two practitioner rooms proposed for the occupational therapists, a reception area and an office for the practice manager. The centre is proposed to operate Monday to Friday from 8:30am – 5:30pm and Saturday 9:00am – 12:00pm.

Land Use

Under the City's Town Planning Scheme No. 3 (Scheme), a Medical Centre is a 'SA' (discretionary) land use within the Residential zone, meaning it can be considered by Council and advertising is required. The City's Local Planning Policy No. 16 – Medical Centres provides some additional information as to what type of locational characteristics are considered appropriate for a Medical Centre. The subject site is considered an ideal location due to the following reasons:

- The site has legal access to a service road that fronts a primary regional road;
- The site has a density coding above 'R5'; and
- The site is in close proximity to an established public transport route.

Notwithstanding this, it is also necessary to ensure that the proposed business does not have an adverse impact on the amenity of the neighbouring residential properties. The proposed business will operate differently than a centre for 'General Practitioners' (GP's), in that the longer 45 minute appointments means a reduction in coming and goings from the site and therefore a lower impact on surrounding properties.

Additionally, the proposed hours of operation are considered to be standard business hours and are appropriate for a residential area. Officers have recommended that the hours of operation be included as a condition to ensure that the City would have an opportunity to reassess any proposed modifications to the hours of operation in the future.

Parking

For a Medical Centre, the Scheme requires one car bay per staff member plus four per practitioner. This would equate to 12 bays being required for the proposed business. A total of nine bays have been proposed, comprising four staff bays at the rear of the property and five bays in front of the building for clients.

Medical Centres with GP's generally have a high turnover over of patients, requiring many bays for potential appointment overlaps. As outlined above, the proposed business will not be for GP's, but rather Occupational Therapists who operate on 45 minute appointment blocks. Therefore, it is likely that there would only be one patient waiting per practitioner at any one time and as such, the proposed number of parking bays for clients (five bays) is considered to be sufficient. The subject site is also located on a high frequency bus route, providing excellent access to the public transport network.

During the consultation period, there were some concerns raised regarding noise impacts of the rear parking area. The four car parking bays at the rear of the property are proposed to be designated for staff only and this could be included as a condition of approval. As such, these bays would be used for long term parking (working day) and are considered to have no greater impact than parking for residential occupants. Additionally, there is proposed to be a gate to restrict access from the general public.

The applicant has submitted a Parking Management Plan (refer **Attachment 2**) for the proposed business, which can be linked to an approval via condition. As the number of required parking bays relies heavily on the number of practitioners, Officers also recommended that a condition be included on the approval limiting the use to two practitioners. Should the operators wish to expand the business in the future, they would need to be able to demonstrate how the provided parking is sufficient.

MEAG/MCCAG Comment

This item does not have any impact on the natural environment and therefore has not been referred to Mandurah Environmental Advisory Group for comment.

Consultation

On receipt of the application, the proposal was advertised to eight surrounding properties between 4 February 2020 and 21 February 2020.

During this period the following submissions were received:

Owner / Address	Submission (Summarised comments)	Comment
1. V & A Still Flinders Street, Falcon	<p>Objects to the proposal for the following reasons:</p> <p>a. Increased noise from parking at the rear of the property.</p> <p>b. Parking area and building could be extended in the future.</p> <p>c. Five parking bays will not be sufficient for 2 practitioners.</p>	<p>a. There are four car bays proposed at the rear of the property, designated for staff members. these bays would be used for long term parking (working day) and are considered to have no greater impact than parking for residential occupants.</p> <p>b. Extensions to the building and/or parking area would require a new application. Consultation would be carried out if it was considered that neighbours could be impacted.</p> <p>c. The proposed business is for Occupational Therapists operating on 45 minute appointments and would therefore require less bays than a GP. The applicant has also submitted a management plan to control parking.</p>

	<ul style="list-style-type: none"> d. Medical practice could expand over time with additional practitioners. e. Security lighting in car park could shine into adjoining properties. f. The proposed hours of operation could be increased over time. g. Drug related activity could occur in the rear carpark. 	<ul style="list-style-type: none"> d. Noted. It is recommended that the number of practitioners is controlled via condition. e. Noted. It is recommended that a condition be imposed to ensure that the lighting does not spill into neighbouring properties. f. Noted. It is recommended that the hours of operation be controlled via condition. g. The application proposes a side gate to restrict access to the rear parking area. Any illegal/antisocial behaviour should be reported to WA Police.
2. D Smith Flinders Street, Falcon	<p>Objects to the proposal for the following reasons:</p> <ul style="list-style-type: none"> a. The business (and rear parking area) could expand over time b. Security lighting c. Increased operating hours d. Drug related activity e. Rear parking area f. Fence height 	<ul style="list-style-type: none"> a. Extensions to the building and/or parking area would require a new application. Consultation would be carried out if it was considered that neighbours could be impacted. b. It is recommended that a condition be imposed to ensure that the lighting does not spill into neighbouring properties. c. Noted. It is recommended that the hours of operation be controlled via condition. d. The application proposes a side gate to restrict access to the rear parking area. Any illegal/antisocial behaviour should be reported to WA Police. e. There are four car bays proposed at the rear of the property, designated for staff members. these bays would be used for long term parking (working day) and are considered to have no greater impact than parking for residential occupants. f. Dividing fences are regulated by the Dividing Fences Act 1961 and is a civil matter between landowners.

Statutory Environment

- Planning and Development Act 2005
- City of Mandurah Town Planning Scheme No.3

Policy Implications

Nil

Economic Implications

Nil

Risk Analysis

The applicant will have the right to appeal a decision (refusal or approval subject to conditions) with the State Administrative Tribunal.

Strategic Implications

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

Social:

- Ensure the provision of quality health services and facilities.

Identity:

- Encourage active community participation and engagement.

Conclusion

Council is requested to consider an application for a change of use to a Medical Centre at 13 Littleton Street, Falcon.

The application proposes to modify the existing dwelling into a Medical Centre and provide additional parking bays. The subject site is considered to be an appropriate location for a medical centre and Officers consider that the amenity of the neighbouring residential properties can be maintained via conditions. The number of car bays provided is sufficient for the proposed business operations.

It is recommended that the application be approved, subject to conditions.

NOTE:

- Refer **Attachment 1 Plans**
Attachment 2 Parking Management Plan

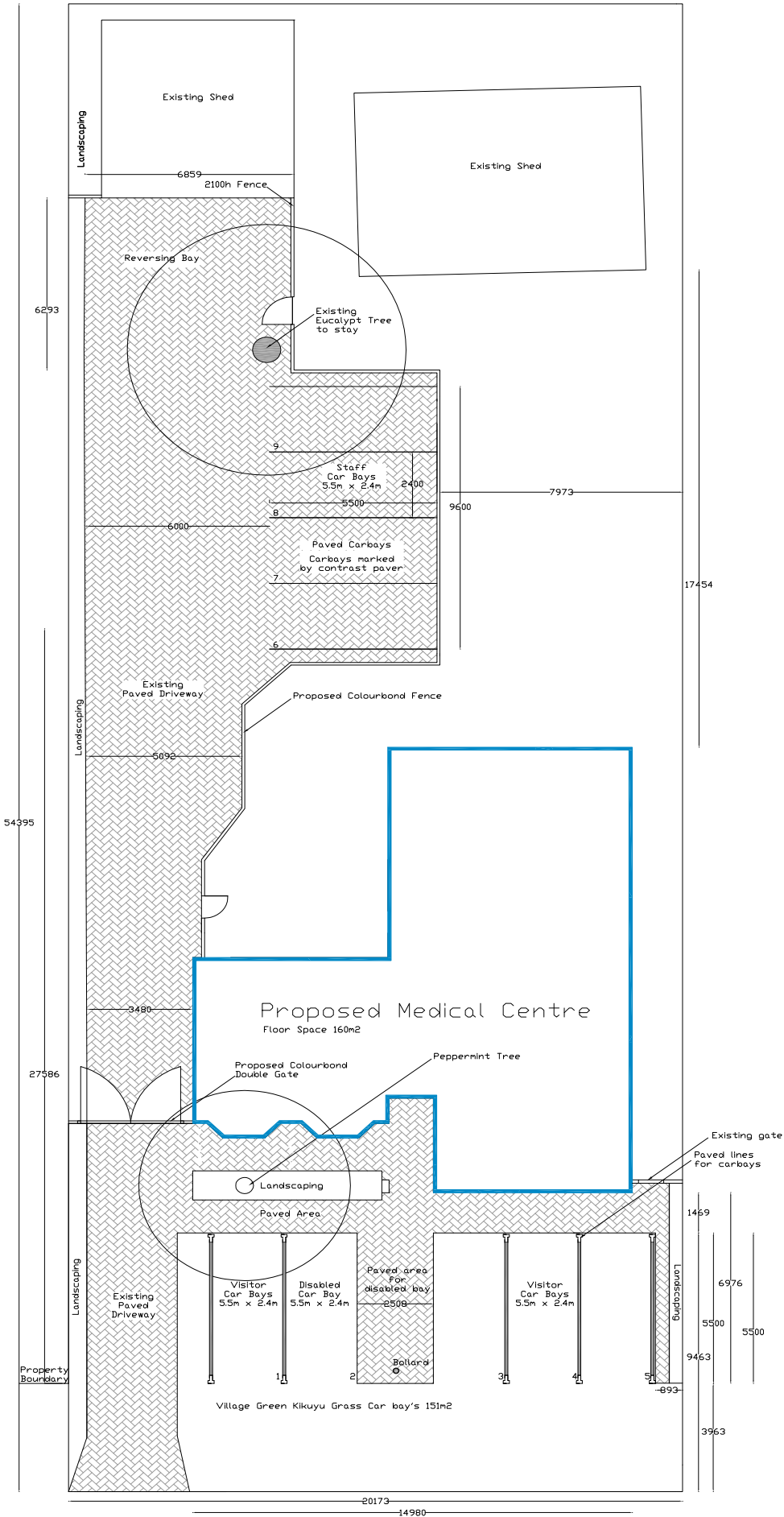
RECOMMENDATION



That in accordance with Clause 68(2) of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015, Council grant development approval for the proposed Change of Use to Medical Centre at Lot 5 (No 13) Littleton Street, Falcon (DA9337) subject to the following conditions:

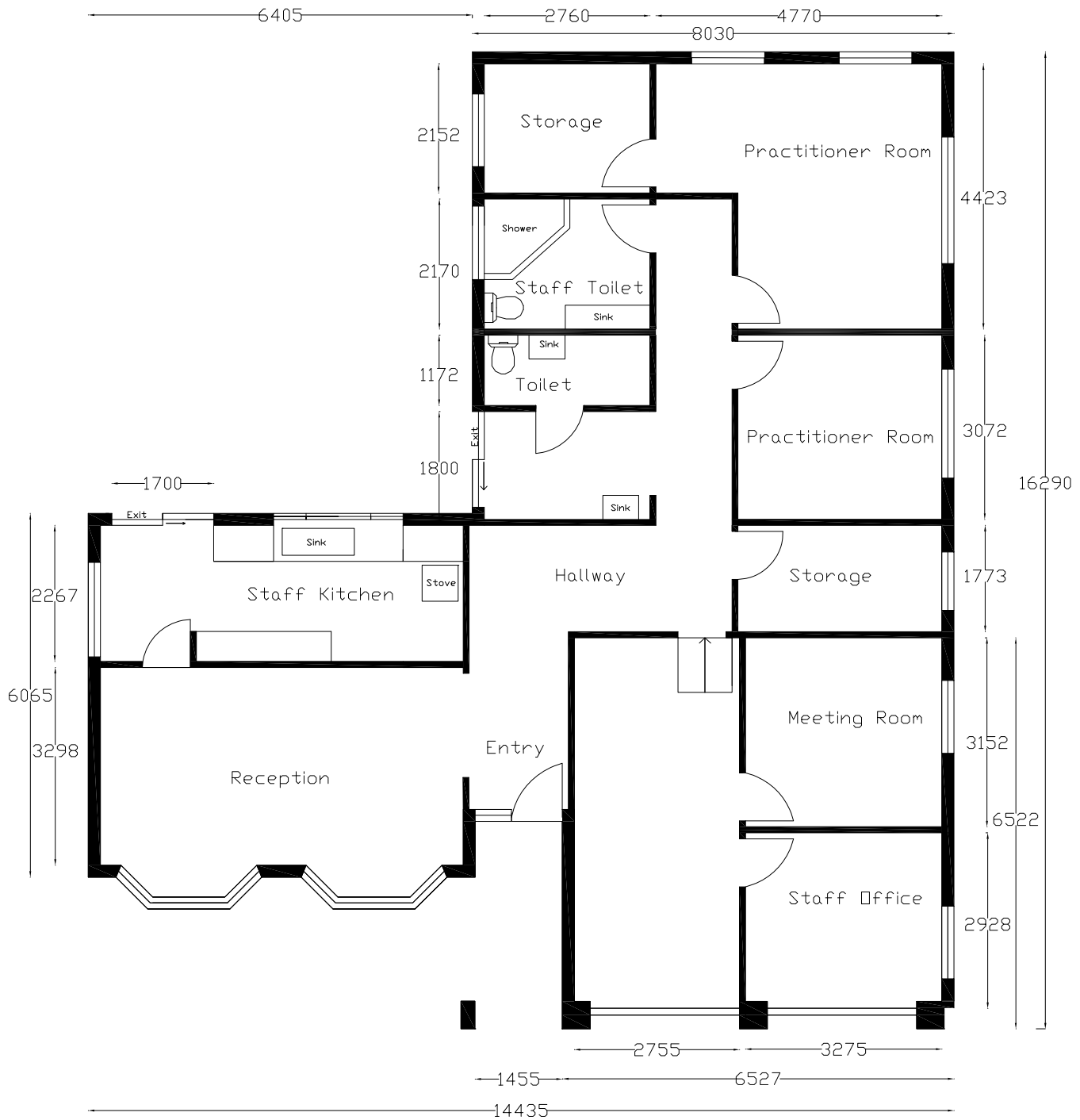
- 1. The development shall be carried out and fully implemented in accordance with the details indicated on the stamped approved plan(s) unless otherwise required or agreed in writing by the City of Mandurah.**

2. The approved use is limited to a maximum of two practitioners operating from the site at any time.
3. The hours of operation shall be limited to 8:30am to 5:30pm Monday to Friday and 9:00am to 12 midday on Saturday, unless otherwise agreed in writing by the City of Mandurah.
4. The parking bays and client management are to operate in accordance with the approved Parking Management Plan, submitted 17 February 2020. The rear parking bays are to be used by staff members only and shall be marked accordingly.
5. All uncovered car parking bays to be in accordance with Australian Standard AS2890.1. Any bays adjacent to kerbs or for those bays that are to be used for disabled parking, shall be in accordance with Australian Standards AS1428.1.
6. Prior to the commencement of the use, vehicle parking, manoeuvring and circulation areas shall be suitably constructed, sealed, drained, kerbed, marked (including loading and disabled bays), and thereafter maintained to the specification and satisfaction of the City of Mandurah.
7. External lighting shall be designed, baffled and located so as to prevent any adverse effect on adjoining land to the specification and satisfaction of the City of Mandurah.
8. Construction management shall be carried out in accordance with the attached Construction Management Specification. During construction the approved construction management plan is to be implemented, as required, to the satisfaction of the City of Mandurah.

Proposed Site Plan



13 Littleton Street, Falcon			NAME	DATE	SCALE	DWG No	REV
	DRAWN		AH	19/01/20	1:200@A3		B
Proposed Site Plan			CHECKED				
<div>  <div> NOTES: 1. ALL MEASUREMENTS ARE TAKEN FROM THE SITE PLANS SUPPLIED 2. ALL PATHS SHOWN ARE EXISTING. 3. THE CONTRACTOR IS TO AVOID PLANTING TREES LESS THAN 1 METRE FROM ALL UNDERGROUND SERVICES. 4. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO CHECK AS CONSTRUCTED LOCATIONS OF ALL UNDERGROUND SERVICES. </div>  </div>							
B		Proposed Site Plan Layout				19/01/20	AH
A		Proposed Site Plan Layout				10/12/19	AH
REV	CHKD	APPD	DESCRIPTION			DATE	DRAWN



13 Littleton Street, Falcon

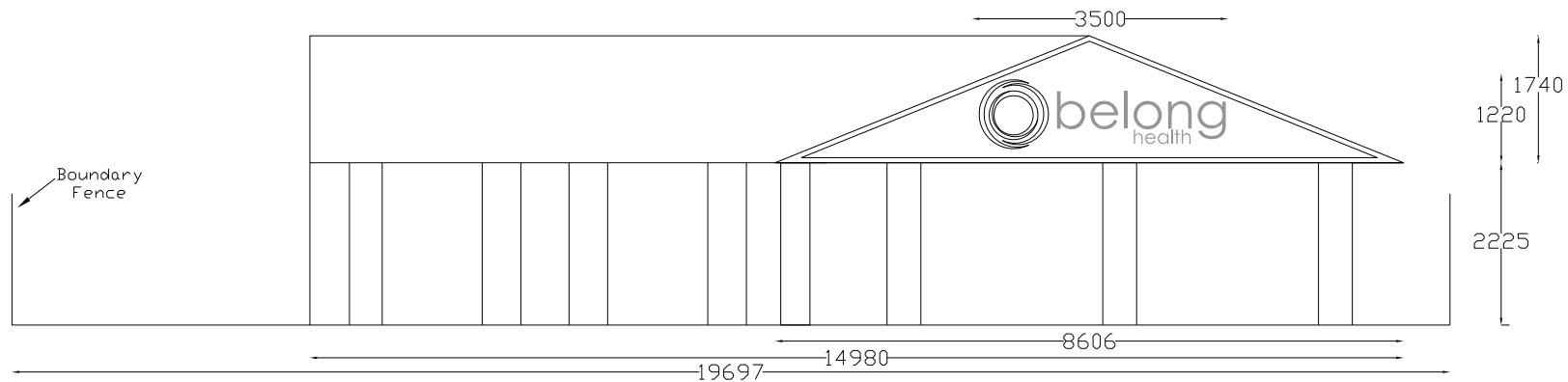
Floor Plan



NOTES:
 1. ALL MEASUREMENTS ARE TAKEN FROM THE SITE PLANS SUPPLIED.
 2. ALL PATHS SHOWN ARE EXISTING.
 3. THE CONTRACTOR IS TO AVOID PLANTING TREES LESS THAN 1 METRE FROM ALL UNDERGROUND SERVICES.
 4. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO CHECK AS CONSTRUCTED LOCATIONS OF ALL UNDERGROUND SERVICES.



	NAME	DATE	SCALE	DWG No	REV
DRAWN	AH	19/01/20	1:100@A4		A
CHECKED					
A			Proposed Floor Plan	19/01/20	AH
REV	CHKD	APPD	DESCRIPTION	DATE	BY



13 Littleton Street, Falcon

Signage Elevation



NOTES:
1. ALL MEASUREMENTS ARE TAKEN FROM THE SITE PLANS SUPPLIED
2. ALL PATHS SHOWN ARE EXISTING.
3. THE CONTRACTOR IS TO AVOID PLANTING TREES LESS THAN 1 METRE FROM ALL UNDERGROUND SERVICES
4. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO CHECK AS CONSTRUCTED LOCATIONS OF ALL UNDERGROUND SERVICES.



	NAME	DATE	SCALE	DWG No	REV
DRAWN	AH	19/01/20	1:100@A4		A
CHECKED					
A			Proposed Signage Elevation	19/01/20	AH
REV	CHKD	APPD	DESCRIPTION	DATE	DRAWN

Lot 5 (13) Littleton Street, Falcon 6210
Proposed 'Medical Centre'

Chief Executive Officer
City of Mandurah
PO Box 210
MANDURAH WA 6210

Attention: Danni Brigs, Planner

Dear Danni,

LOT 5 (13) LITTLETON STREET, FALCON

PARKING MANAGEMENT PLAN

In support of the application, the following Traffic Management Plan addresses the proposed business operating at the premises.

Should you have any queries or require any clarification about the proposed development, please do not hesitate to contact me on 0410 954 983 or email me at andrew@needatradie.net.au

Yours sincerely,

Andrew Harvey

1.0 INTRODUCTION

Andrew Harvey and Sophia Davidson are the registered proprietors of 13 Littleton street, Falcon (**Subject Site**). We are currently seeking an approval to operate an Allied Health Centre (**Centre**) to help families with children with disabilities. The subject site has direct frontage to Littleton Street, but also fronts Old Coast Road, which connects the subject site to the wider Mandurah Region.

The City of Mandurah (**City**) has requested a Parking Management Plan (**Plan**) to demonstrate how the shortfall of prescribed car parking will be managed on the subject site.

1.1 OBJECTIVES AND SCOPE

The objective of this Plan is to outline the procedures adopted to manage the proposed car parking at the Centre.

Specifically, the Plan demonstrates that the Centre has been designed to:

- Adequately cater for anticipated demand for car parking from clients and practitioners; and
- Encourage alternative means of transport at the Centre.

To achieve the objectives, the Plan outlines the following car parking management elements:

- Number of Car Parking Bays; and
- Client Management.

1.2 BUSINESS OVERVIEW

The proposed Centre is an "Allied Health Centre" with occupational therapists helping families with children with disabilities. The Centre will have four (4) staff comprising a secretary, practice manager and two occupational therapists. As shown on the floor plan within the submitted DA report there are two (2) practitioner rooms for the occupational therapists, a reception area and an office for the practice manager.

2.0 NUMBER OF CAR PARKING BAYS

2.1 TOTAL NUMBER OF CAR PARKING BAYS

A total of nine (9) car parking bays are provided for the Centre. This is inclusive of client bays, staff parking and an accessible bay. The location and allocation of the bays is shown on the site plan with the DA Report, which identifies:

- Four (4) staff car parking bays located at the rear of the site; and
- Five (5) client car parking bays located at the front of the subject site.

2.1.1 Staff Parking Bays

Staff car parking bays have been located at the rear of the subject site to minimise traffic movement behind the street setback area, and in order to maximise the number of client car parking bays visible and accessible from the street.

Staff car parking will be screened from the street and marked accordingly.

2.1.2 Client Car Bays

Under the provision for a 'Medical Centre' under the City of Mandurah Town Planning Scheme No. 3 (TPS3) a total of four bays per practitioner is required. As such a total of eight (8) car parking bays are required for the proposed development, comprising a shortfall of three (3) bays.

The 'Medical Centre' land use under the definition within TPS3 allows for a wide range of consulting services that have different booking systems and traffic generation.

As a comparison, a GP clinic operates with booking every 15min to 20min generating at least three – four traffic movements per practitioner per hour. Occupational Therapists operating at the Centre have longer meetings with the minimum meeting time lasting 45 minutes with the average session being 1 hour. As such, there would be one, maybe two traffic movements per practitioner per hour.

As outlined below, traffic generation from the Centre is significantly lower than other consulting services operating under the 'Medical Centre' land use. As a conservative estimate that clients may arrive up to 15 minutes before an appointment, there would never be more than a one car overlap per practitioner at the Centre. As such, the actual traffic generation of the Centre would demand a minimum of two (2) car parking bays per practitioner, resulting in a total of four (4) car parking bays required by the Centre.

3.0 CLIENT MANAGEMENT

3.1 APPOINTMENT BOOKING SYSTEM

The Centre has a booking system that is monitored by the reception to ensure there is no overlap of clients. All clients are required to book ahead of the appointments, generally made between 1 – 4 weeks in advance. The Centre does not allow for "walk in" appointments.

3.2 NUMBER OF CLIENTS PER DAY

An occupational therapist will see approximately seven (7) clients within a working day, between the office hours 8:30am to 5:30pm.

The Centre is focused on helping families with children with disabilities. One of the major aspects of the Centre is to help families re-integrate into the community. One of these integrations is public transport. This means that the practitioners will be teaching and encouraging clients to use public transport. There are bus stops on both sides of Old Coast Road. There are high frequency bus stops approximately 260m north of the Centre and 235m south of the Centre.



3.4 CLIENT BIKE RIDE

Another key aspect of the Centre's focus to help children with disabilities to become independent, the occupational therapists will be encourage clients to ride bicycles. With this in mind clients who are local to the surrounding area will be encouraged to ride to the Centre for their appointment.

A bike storage has been provided in the proposed development as identified in the figure below.

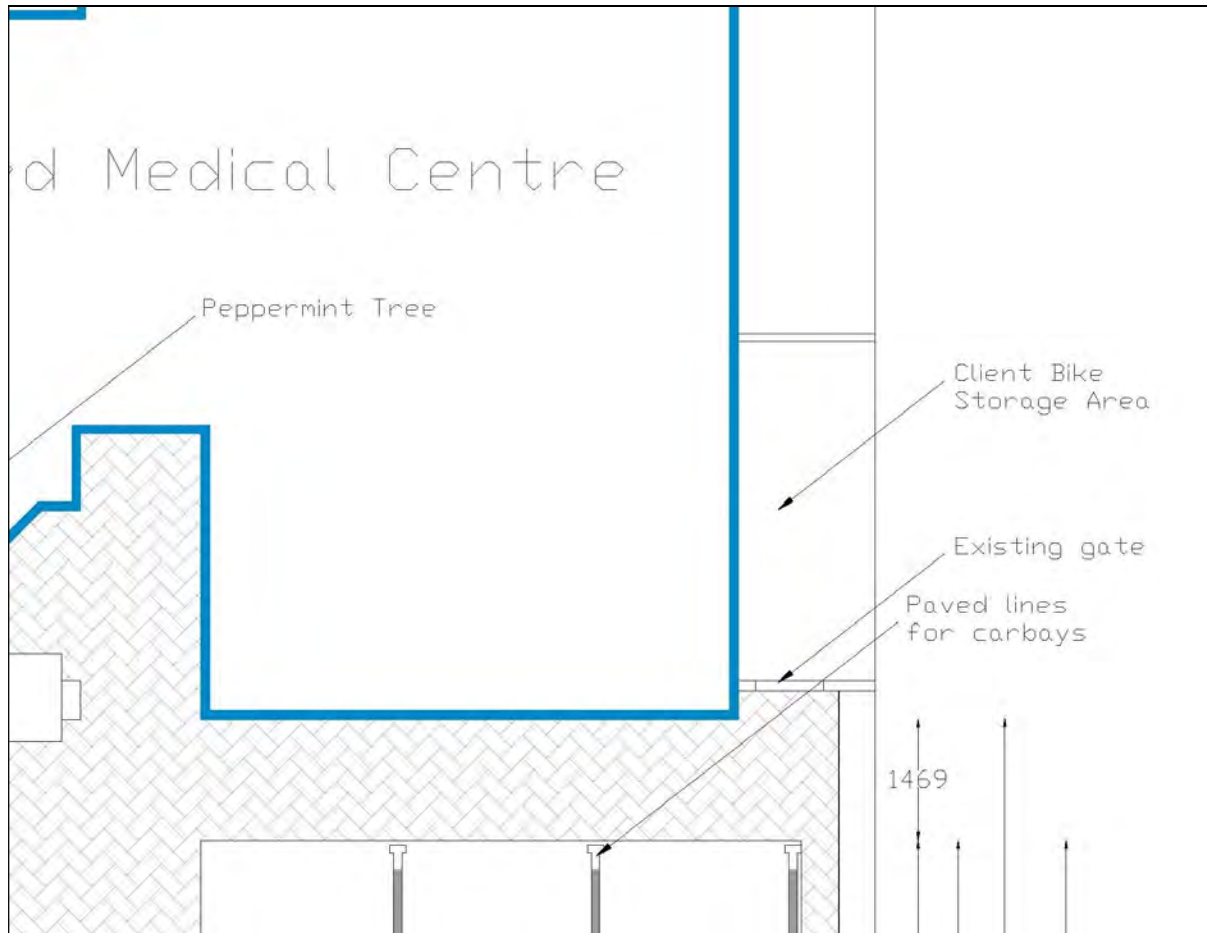


Figure 2 - Bicycle Storage Area

3.5 SCHOOL LOCATIONS

There are two (2) schools located within 550m of the Centre, namely South Halls Head Primary School and Frederick Irwin Anglican School. It is anticipated that future clients may attend either of these schools. The Figure below is a map showing the proximity of the schools to the proposed Centre.

The location of the Centre further justifies that there would be a reduced traffic generation and demand for car parking than other 'Medical Centre' uses.

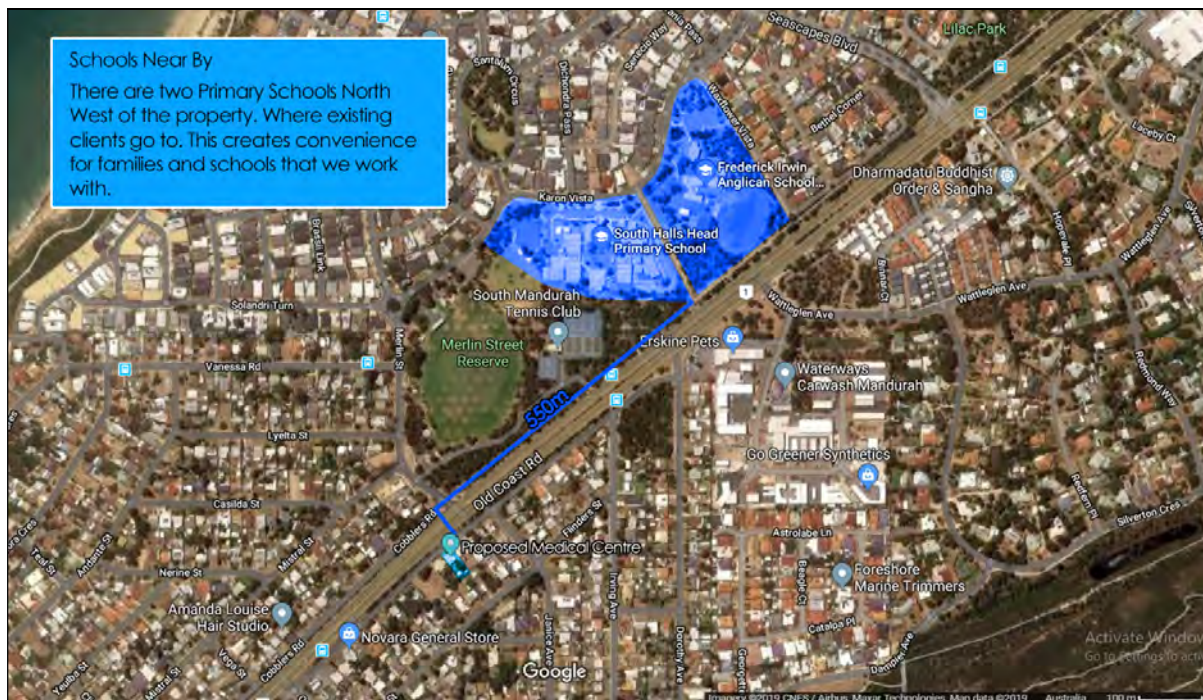


Figure 3 - Location of Schools to the Centre

4.0 CONCLUSION

As demonstrated within this Plan, car parking has been provided in response to the nature and duration of occupation therapy sessions provided within the Centre. In addition, the specific location of the subject site to high frequency bus routes and surrounding schools further reduces the demand for car parking by the Centre.

Based upon the implementation of this Plan, the car park can accommodate the estimated clientele requirements for the Centre along with the estimated number of staff working at the Centre.

10 SUBJECT: Proposed Shade Sails (Retrospective)
No 91 (Lot 644) Sandpiper Retreat, Wannanup
CONTACT OFFICER: Ben Dreckow
AUTHOR: Aaron Lucas / Emily Hayward
FILE NO: DA9341

Summary

Council is requested to consider an application for retrospective development approval for shade sails at No 91 (Lot 644) Sandpiper Retreat, Wannanup. The application is the result of compliance action taken arising from a complaint received for the installation of shade sails within the canal setback area. The application is for five shade sails (on a corner lot) three on one side and two on the other. The subject shade sails are setback 1.5 metres from the canal wall in lieu of 3 metres. Height and side setback requirements are met.

The existing shade sails are inconsistent with the provisions of the Town Planning Scheme No 3 (Scheme 3) and Local Planning Policy 1 (LPP1) which relates to residential development. Scheme 3 states a minimum the setback to any building or structure shall be a minimum of 4 metres with an average of 6 metres. The Policy provides an acceptable 'variation' to the Scheme requirements to allow for shade sails and unroofed structures to setback 3 metres from the canal wall (subject to a maximum of one structure per lot). The Scheme provisions are long established within in Mandurah and are consistent for all canals in recognition of the view corridors along canal waterways.

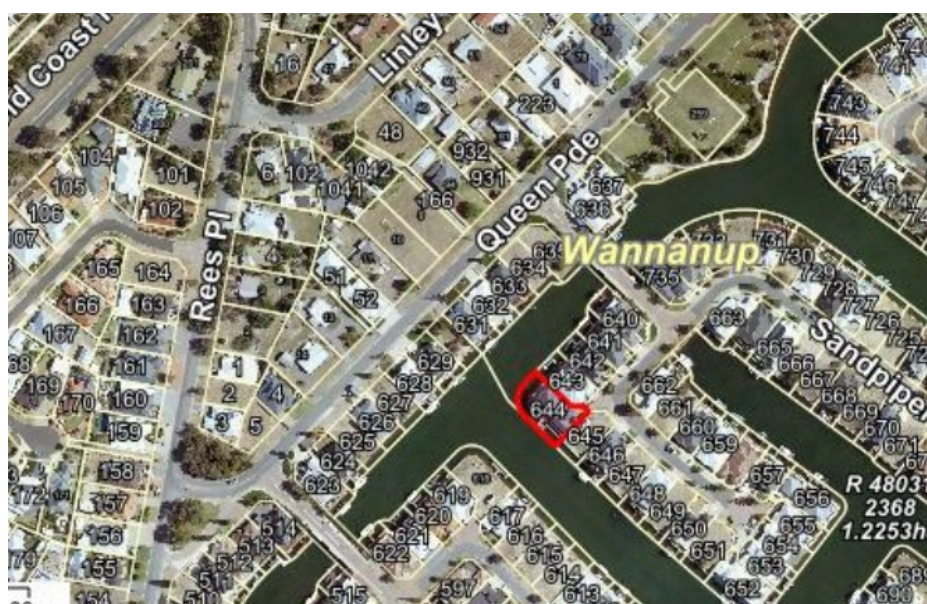
Notwithstanding, in considerations of the application received, the City's officers were requested to review the policy provisions as in light of a number of structures that are inconsistent with the Scheme and policy provisions. In order to continue with consistency for all canal developments, officers do not consider revising the Scheme and policy provisions to be necessary and that the current is sound and does not require review or modification.

As a result, the application received is recommended to be refused.

Disclosure of Interest

Nil

Location



Property Details:

Applicant:	Trevor Nielson
Owner:	Trevor Nielson
Scheme No 3 Zoning:	Canal
Peel Region Scheme Zoning:	Urban
Lot Size:	912
Topography:	Man made canal property
Land Use:	Residential

Previous Relevant Documentation

- G.18/7/15 28 July 2015 Council adopted Local Planning Policy 1 (Residential Design Codes Policy) for the purposed of advertising.
- G.10/8/17 8 August 2017 Council granted final approval for Local Planning Policy 1 (Residential Design Codes Policy)

Background

The City has a long-standing policy position on residential development and canal development through Town Planning Scheme 3 and supported by Local Planning Policy No 1 that augments the provisions of State Planning Policy 3.1 'Residential Design Codes' (R-Codes).

The existing Local Planning Policy relating to residential development has been in operation since 2002 with the policy being updated to reflect changes to the Planning Regulations and updated R-Codes in 2010 and 2017. Generally, however, the updated LPP1 provides the same setback provisions, particularly relating to canal properties, as have been adhered to since 2002.

In 2019, the City received a complaint that shade sails had been erected on the subject lot within the canal setback area.

The sails have been erected with the securing columns setback 1.5 metres from the canal wall for both the rear and side boundaries.

Upon investigation, contact was made with the owner and an invitation to remove the sails was made. The owner has maintained a stance of wanting the shade sails to remain and has opted to apply for development approval rather than remove the sails.

Comment

Scheme 3, Clause 4.11.3.4 states that:

- 'Where a rear boundary abuts canal, the setback to any building or structure shall be a minimum of 4 metres and an average of 6 metres.'*
- Where a side boundary abuts a canal, the setback to any building or structure shall be a minimum of 4 metres.*

Clause 5.3.1 of Scheme 3 provides the discretion to modify development standards if it is satisfied that:

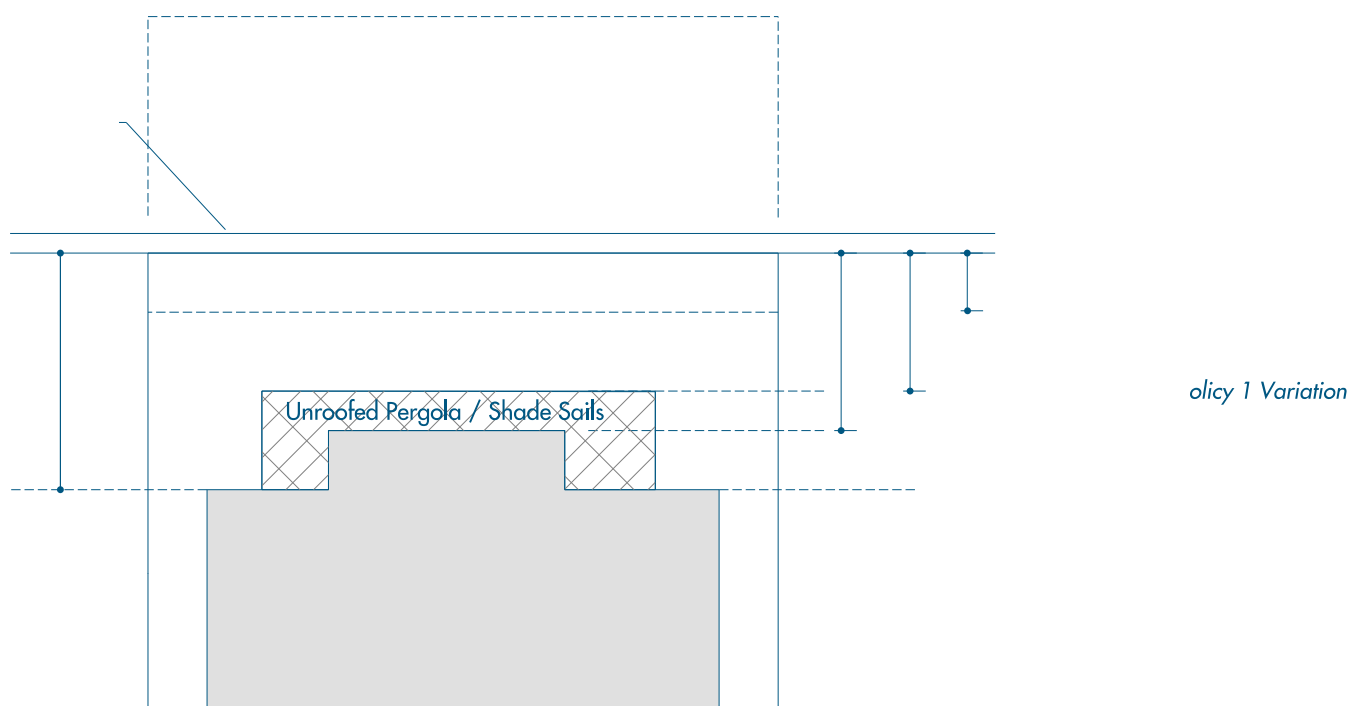
- The approval would be consistent with the orderly and proper planning of the locality and the preservation of the amenities of the locality;*
- The non-compliance will not have any adverse effect upon the occupiers or users of the development or the inhabitants of the locality or upon the likely future development of the locality.*

Clause 5.3.3 of the Scheme stipulates the Council shall formulate policies that guide variations under this clause. Where variations are not covered by policy, the variations shall be advertised.

Local Planning Policy 1 provides guidance to variations as described above. The specific provisions relating to shade sails and unroofed pergolas were introduced in recognition of the light weight and somewhat temporary nature of such structures in 2002. While Scheme 3 requires a minimum of 4 metres setback to the canal wall, LPP1 allows for shade sails (with a maximum height of 3.5 metres) to be setback 3 metres to the canal wall subject to:

- (a) *A maximum of one structure (i.e. pergola or shade sail) per lot, limited to a maximum width of 50% of the lot at the location of the structure; and*
- (b) *Setback 1 metre minimum from a side boundary.*

In plan form, Scheme 3 and Local Planning Policy No 1 setbacks are as follows:



In contrast to these provisions, five shade sails that have been installed at the subject property setback 1.5 metres from the canal wall with 100 per cent of the frontage to the north west facing boundary covered in sails and approximately 30 per cent of the south west facing boundary. The heights of the sails are consistent with the policy.

As a result, the development is not consistent with Scheme 3 and LPP1 and requires development approval.

In considering an application for development approval, Clause 67 of the Deemed Provisions for Local Planning Scheme states the following for a local government determining an application (in part):

- “(m) The compatibility of the development with its setting including the relationship of the development to the development on adjoining land or on other land in the locality including, but not limited to, the likely effect of the height, bulk, scale, orientation and appearance of the development;*
- (n) The amenity of the locality including the following –*
 - (i) The environmental impacts of the development;*

- (ii) *The character of the locality;*
- (iii) *Social impacts of the development;*

The existing shade sails are considered to be creating an undesirable impact on the amenity of the canal area in regards to their bulk, scale and appearance; impacting the character of the area.

Canal Setback

There are a number of reasons that setbacks to canals exist; including the protection of the structural integrity of the canal wall, provide a transition space between the private home and public realm in much the same way that a primary street setback in more traditional residential development does, allow a space for gardens to grow and to allow access to views for surrounding residents.

It is noted, that the lots within the Eastport Canal development are significantly smaller in size than other canal developments particularly those in Mariners Cove and Port Mandurah, where lot depths average 40m (inclusive of the 6m of canal), compared to 32-34m in Eastport, however dwellings sizes are comparable. Requests were made to the original developer to consider an overall approach to considering varying the setback requirements at subdivision design stage to ensure consistency, however this was disregarded at the time and therefore, determined that the Scheme 3 and LPP1 setbacks were deemed suitable and practical for dwellings to fit the lots.

It is acknowledged the sails have been certified as not having an adverse structural impact on the canal wall by an engineer, however the encroachment into the setback area limits the opportunity for vegetation, reduces the transition between the private and public realm and limits the access to views.

The residential dwelling covers a large footprint on the subject lot which has resulted in minimal outdoor area, it is noted that the dwelling design was not created considering the installation of shade sails that would meet the requirements outlined in Local Planning Policy 1. This is an important element that requires consideration in the assessment (i.e. the dwelling occupies the maximum area of the lot, and little to no covered outdoor living area (i.e. an alfresco area).

Other Examples

The applicant has expressed there are a number of canal properties within the Mandurah area which similarly encroach into the canal setback area. While there may be existing shade sails or similar structures in other properties that do not comply with policy, the City is not resourced to undertake routine canal inspections and it is likely any such structures have been erected without approval. The City occasionally receives complaints where community members raise concerns about structures or developments, as is the case with the subject sails, and undertakes similar investigations and undertakes compliance actions where necessary. If the subject shade sails were to be approved, they would be the first to be approved in the canal setback within Mandurah.

It is noted that if the City received an application for the installation of the shade sails prior to them being installed, the proposal would not have been approved under delegation.

Compliance

Having received a complaint and having undertaken an investigation, the City engaged with the applicant and provided options to remove the sails and receive no penalty. The City has not pursued prosecution or issuing infringements for the unlawful development to date.

Policy

The applicant had previously engaged the services of a planning consultant who provided advice that the City's Local Planning Policy should be reviewed. It is noted the policy was reviewed recently in the context of planning policies and was advertised in accordance with the Regulations.

There were no concerns raised through any submissions during that advertising period and as such, it is considered the policy provisions are appropriate. A change to the policy to suit developments that have been erected without approval is not considered necessary given there is sufficient capacity within the planning framework to approve variations where appropriate. As highlighted above, there is little concern raised with the setback requirements in other canal developments, and despite offers to seek a standard variation at subdivision stage was not taken up, given the stage of dwelling construction for canal lots and consistency for existing residents elsewhere, it is not recommended to change a policy to facilitate an individual request.

Options

Whilst officers do not support the sails in their current position, there may be scope to consider a modified outcome to address the applicant's reasons for wanting the sails. That is, the applicant discusses the sails allow for greater energy efficiency and provide greater amenity for the owner because of the sun and its intensity to the north facing windows.

The Policy allows for one sail per property for a maximum of 50% of the frontage. Based on the property being a corner lot, officers would be open to one sail per frontage with the supporting posts setback 3 metres. Subject to neighbour consultation, a variation to the percentage of the north west facing frontage may also be supported. The recommendation to refuse the current sails would give rise to an appeal at the State Administrative Tribunal and through that process, the possible options above could be seen as a position for the City to mediate.

Consultation

The neighbours have not been consulted based on the proposed not being supported, however it is noted the compliance action commenced as the result of a complaint. The applicant has suggested the adjoining owners are supportive.

Statutory Environment

Planning and Development Act 2005
City of Mandurah Town Planning Scheme No.3

Policy Implications

The shade sails have been installed contrary to the approved Local Planning Policy.

Economic Implications

Nil

Risk Analysis

The applicant has foreshadowed he intends to appeal the decision to the State Administrative Tribunal if Council resolve to refuse the application.

The applicant has also foreshadowed his intent to raise similar complaints of a number of similar existing developments in the canals.

If approved, it may provide a precedent for a number of applications to develop within the canal setback.

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.

Organisational Excellence:

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

Conclusion

The shade sails have been installed without approval and are contrary to the provisions of the approved Local Planning Policy. The policy addresses the lightweight and somewhat temporary nature of shade sail structures and provides a variation to the Scheme setback requirements. The variations represented in the existing sails would not have been approved if applied for prior to them being installed, which is a position the City has consistently taken for over a decade with similar proposals.

It is considered the current sails are inconsistent with the provisions and the intent of the Local Planning Policy and it would set an undesirable precedent.

It is considered there are alternative options available which address the preferences of the applicant while not conflicting with the policy to a great extent.

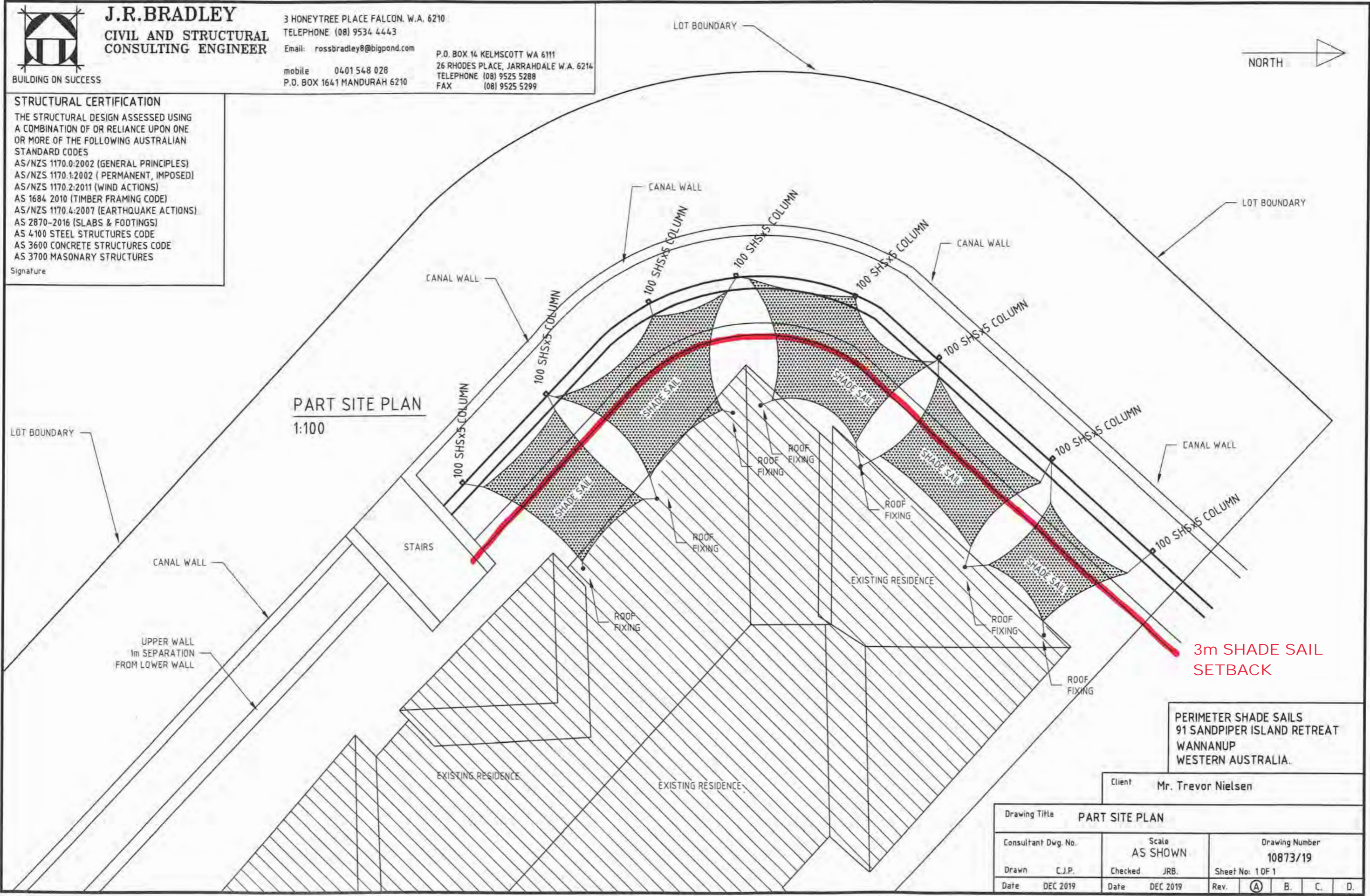
NOTE:

- Refer ***Attachment 1 Site Plan***
Attachment 2 Existing Images

RECOMMENDATION

That in accordance with Clause 68(2) of Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015, Council refuse the application for retrospective development approval for shade sails at No 91 (Lot 644) Sandpiper Retreat, Wannanup for the following reasons:

- 1. The existing shade sails are inconsistent with Local Planning Policy 1 – Residential Design Codes Policy (Section 3.5) in regards to the number of shade sails, canal setback and coverage.**
- 2. The existing shade sails are contrary to the orderly and proper planning of the locality.**
- 3. The existing shade sails have an adverse impact on the amenity of the area.**



ATTACHMENT 2





Photo taken by applicant showing shade sails in relation to the subject lot and dwelling.

11	SUBJECT:	Cancellation of April 2020 Ordinary Council Meeting and Amendments to Delegations of Power
	CONTACT OFFICER:	Casey Mihovilovich
	AUTHOR:	Casey Mihovilovich

Summary

It is recommended that Council not hold the April Ordinary Council Meeting, which was scheduled for 28 April 2020.

It is recommended that Council amend the delegations outlined in the report to ensure the City can continue to operate efficiently during this time.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.14/2/20 25 February 2020 Council adopted the delegation for the Chief Executive Officer and the sub-delegations to relevant City officers, to approve payment arrangements for unpaid rates and service charges.
- G.17/2/20 25 February 2020 Council adopted the delegation for Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02 to Chief Executive Officer with a delegation limit of less than \$500,000 (exclusive of GST).
- G.33/12/19 17 December 2019 Council adopted the meeting dates for Ordinary Council Meetings for 2020
- G.18/6/19 25 June 2019 Council adopted the unchanged delegation for Recreation Centres – Open Hours and Periods of Closure.

Background

The World Health Organisation (WHO) has announced that COVID-19 is a pandemic. Currently, Australia does not have widespread community transmission of COVID-19.

The Australian Government's health response to the COVID-19 outbreak aims to:

- minimise the number of people becoming infected or sick with COVID-19
- minimise how sick people become and the mortality rate
- manage the demand on our health systems
- help individuals manage their own risk and the risk to their families and communities

State governments are mainly responsible for health matters. One way to slow the spread of COVID-19 is social distancing. There have been a number of social distancing measures that have been made and the recommendations are changing on a daily basis. Some of the social distancing measures include:

- staying at home when you are unwell
- avoiding large public gatherings if they're not essential
- keeping a distance of 1.5 metres between you and other people whenever possible
- minimising physical contact, especially with people at higher risk such as older people and people with existing health conditions

To ensure the City can continue with business as usual in the coming months a number of delegations are required to be amended in order for the Chief Executive Officer to be able to respond promptly to the directions of the State and Federal Government.

Comment

The City may be required to respond promptly to directions provided by the State and Federal Government in relation to its services and programs it provides. To ensure the power is given to the Chief Executive Officer to implement the recommendations provided to the City, it is recommended that the following delegations be amended:

1. Recreation Centres – Open Hours and Periods of Closure DA-RCS 01 renamed to City Facilities Programs and Services – Open Hour and Periods of Closure (Attachment 1)
 - The purpose of the change is to ensure the Chief Executive Officer has the power to make decisions about the closure of facilities, cancellation of programs and services. Included in the conditions/exceptions section is that this delegation is only valid until 1 October 2020.
 - The existing conditions/exceptions remain and there has been additional wording included to ensure that the Manager Sports Recreation and Events and the Executive Manager Strategy Recreation and Events are clear that these positions only have the power to vary the two recreation facilities.
2. Payment Arrangements for Unpaid Rates and Service Charges DA-FCM 07 renamed to Payment Arrangements for Unpaid Rates and Service Charges and Other Debtors (Attachment 2)
 - The purpose of this change is to ensure the Chief Executive Officer, Director Corporate Services and the Manager Financial Services can approve payment arrangements for other debtors.
 - A new condition/exception has been included to only allow payment arrangements for other debtors to be entered into for a period not greater than two years.
3. Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02 (Attachment 3)
 - The purpose of this change is to ensure the Chief Executive Officer can approve tenders up to an amount of \$3million. The current limit is \$500,000. In case the Council cannot meet for a period of time, an increase to the approval limit is required to ensure the proposed projects can proceed.
 - Included in the conditions/exceptions section is that this delegation is only valid until 1 October 2020.

A local public notice will be published to inform the community that there is a change to the proposed 2020 ordinary council meeting dates already advertised in relation to the cancellation of the 28 April 2020 Ordinary Council Meeting.

Consultation

Nil

Statutory Environment

Regulation 12 of the *Local Government (Administration) Regulations 1996* states:

- (1) *At least once each year a local government is to give local public notice of the dates on which and the time and place at which —*
 - (a) *the ordinary council meetings; and*
 - (b) *the committee meetings that are required under the Act to be open to members of the public or that are proposed to be open to members of the public, are to be held in the next 12 months.*
- (2) *A local government is to give local public notice of any change to the date, time or place of a meeting referred to in subregulation (1).*

Section 5.42 of the *Local Government Act 1995* states:

5.42. Delegation of some powers and duties to CEO

- (1) *A local government may delegate* to the CEO the exercise of any of its powers or the discharge of any of its duties under —*
 - (a) *this Act other than those referred to in section 5.43; or*

- (b) the *Planning and Development Act 2005* section 214(2), (3) or (5).
* *Absolute majority required.*

Policy Implications

Nil

Economic Implications

If the City closes facilities, or cancels services and programs there may be fixed costs that will still be incurred by the City.

Risk Analysis

There are significant risks associated with this global pandemic and Council is continually being updated with the latest information.

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.

Organisational Excellence:

- Demonstrate regional leadership and advocacy.
- Ensure the City has the capacity and capability to deliver appropriate services and facilities.
- Deliver excellent governance and financial management.

Conclusion

It is recommended that Council adopt the amended delegations and cancellation of the 28 April 2020 Ordinary Council Meeting.

NOTE:

- Refer
 - Attachment 1** *City Facilities Programs and Services – Open Hour and Periods of Closure DA-RCS 01*
 - Attachment 2** *Payment Arrangements for Unpaid Rates and Service Charges and Other Debtors DA-FCM 07*
 - Attachment 3** *Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02*

RECOMMENDATION

That Council:

1. Approve the cancellation of the 28 April 2020 Ordinary Council Meeting and give local public notice of the change.
2. Adopt the amended *City Facilities Programs and Services – Open Hour and Periods of Closure DA-RCS 01* as per Attachment 1 of the report.

3. **Adopt the amended Payment Arrangements for Unpaid Rates and Service Charges and Other Debtors DA-FCM 07 as per Attachment 2 of the report.**
4. **Adopt the amended Inviting, Rejecting and Accepting Expressions of Interest and Tenders Delegation DA-CPM 02 as per Attachment 3 of the report.**

****ABSOLUTE MAJORITY REQUIRED****



DELEGATION OF AUTHORITY

CITY FACILITIES, PROGRAMS AND SERVICES – OPEN HOURS AND PERIODS OF CLOSURE

Function to be performed:	To amend or vary the opening hours or periods of closure of the City's facilities, programs (including cancellations) and services.						
Delegator:	Council of the City of Mandurah						
Delegate:	Chief Executive Officer						
Sub-delegation to:	Manager Sports Recreation and Events Executive Manager Strategy Recreation and Events						
Express Power to Delegate/Sub-Delegate:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers and duties to CEO s.5.44 CEO may delegate powers and duties to employees						
Express Power or Duty Delegated:	<i>Local Government Act 1995:</i> 3.18(3)(c) Local government is to satisfy itself that services and facilities that it provides are managed efficiently and effectively.						
Conditions / Exceptions:	<p>Chief Executive Officer</p> <p>The determination of opening hours and periods of closure of all of the City's facilities, programs (including cancellations) and services is only valid until 1 October 2020.</p> <p>Manager Sports Recreation and Events Executive Manager Strategy Recreation and Events</p> <p>The following regular hours of operation can be varied by the abovementioned positions in accordance with this delegation:</p> <p><u>Mandurah Aquatic and Recreation Centre</u></p> <table> <tr> <td>Monday to Thursday</td><td>5.30am to 9.00pm</td></tr> <tr> <td>Friday</td><td>5.30am to 8.30pm</td></tr> <tr> <td>Saturday and Sunday</td><td>7.30am to 6.00pm</td></tr> </table>	Monday to Thursday	5.30am to 9.00pm	Friday	5.30am to 8.30pm	Saturday and Sunday	7.30am to 6.00pm
Monday to Thursday	5.30am to 9.00pm						
Friday	5.30am to 8.30pm						
Saturday and Sunday	7.30am to 6.00pm						

ATTACHMENT 1

	<u>Halls Head Community Recreation Centre</u> Monday to Thursday 6.00am to 9.00pm Friday 6.00am to 8.30pm Saturday 8.00am to 2.00pm Sunday CLOSED
Duration of delegation:	Until next annual review
Origin of Delegation:	Minute G.46/5/09, 19 May 2009
Delegation last reviewed:	Minute G.18/6/19, 25 June 2019
Sub-delegation last amended:	12 August 2019



DA-FCM 07

DELEGATION OF AUTHORITY

PAYMENT ARRANGEMENTS FOR UNPAID RATES AND SERVICE CHARGES AND OTHER DEBTORS

Function to be performed:	Accept an alternative payment of a rate or service charge or other debtor due and payable by a person, in accordance with an agreement made with the person.
Delegator:	Council of the City of Mandurah
Delegate:	Chief Executive Officer
Sub-delegation to:	Director Corporate Services Manager Financial Services Rates Supervisor
Legislative Powers:	Section 6.49 of the <i>Local Government Act 1995</i>
Conditions / Exceptions:	<ol style="list-style-type: none"> 1) The conditions are in accordance with Council policies and work procedures. 2) The Rates Supervisor can accept an alternative payment arrangement only for and where the unpaid rate or service charges are expected to be paid within the current financial year. 3) Where the payment arrangement relates to debtors other than for rates and service charges, the repayment of the total debt cannot be for a period greater than two years.
Duration of delegation:	Until the next annual review
Origin of Delegation:	G/14/2/20, 25 February 2020
Delegation last reviewed:	
Sub-delegation last amended:	



DELEGATION OF AUTHORITY

INVITING, REJECTING AND ACCEPTING EXPRESSIONS OF INTERESTS AND TENDERS

Function to be performed:	<p>Authority to:</p> <ol style="list-style-type: none"> 1. Publicly invite tenders or seek Expressions of Interest for purchase of goods and services. 2. Consider Expressions of Interest which have not been rejected and determine those capable of satisfactorily supplying the goods and services. 3. Determine the requirement to invite a tender though not required to do so. 4. Determine in writing, the selection criteria for deciding which tender should be accepted. 5. Accept, or decline to accept any tender. 6. Determine minor variations before entering into a contract.
Delegator:	Council of the City of Mandurah
Delegate:	Chief Executive Officer
Sub-delegation to:	Deputy Chief Executive Officer Director Sustainable Communities Director Works and Services Director Corporate Services Manager Governance Services
Express Power to Delegate/Sub-Delegate:	<i>Local Government Act 1995:</i> s.5.42 Delegation of some powers and duties to CEO s.5.44 CEO may delegate powers and duties to employees
Express Power or Duty Delegated:	<i>Local Government Act 1995:</i> s.3.57 Tenders for providing goods and services <i>Part 4 of the Local Government (Functions and General) Regulations 1996:</i> Regulation 11 When tenders have to be publicly invited Regulation 13 Requirements when local government invites tenders though not required to do so Regulation 14 Publicly inviting tenders, requirements for Regulation 18 Rejecting and accepting tenders Regulation 20 Variation of requirements before entry into contract Regulation 21 Limiting who can tender, procedure for Regulation 23 Rejecting and accepting expressions of interest to be an acceptable tenderer

ATTACHMENT 3

DA-CPM 02

Conditions and Exceptions:	Refer to Table A
Duration of delegation:	Until next annual review
Origin of Delegation:	Minute G.33/1/08, 29 January 2008
Delegation last reviewed:	Minute G.17/2/20, 25 February 2020
Sub-delegation last amended	28 July 2019

TABLE A

Function to be performed	Express Power/Duty Delegated	Conditions	Sub-delegation
Publicly invite tenders and seek Expressions of Interest for purchase for purchase of goods and services	Regulation 11(1), 11(2), 21	A determination to call a tender must only occur where the procurement is included in Council's annual budget and/or in the case where the procurement commits to future years, the expenditure must be included in the Long Term Financial Plan or separately approved by Council.	Director Corporate Services Manager Governance Services
Consider Expressions of Interest which have not been rejected and determine those capable of satisfactorily supplying the goods and services.	Regulation 23(3)	No separate condition applies.	Nil. Remains with the CEO
Determine the requirement to invite a tender though not required to do so	Regulation 13	No separate condition applies.	Director Corporate Services Manager Governance Services
Determine in writing, the selection criteria for deciding which tender should be accepted	Regulation 14 (2a)	No separate condition applies.	Deputy CEO Director Sustainable Communities Director Works and Services Director Corporate Services
Accept, or decline to accept any tender	Regulation 18(4) , 18 (5)	The CEO is delegated to accept or decline to accept any tenders where the consideration under the contract is, or is expected to be \$3,000,000 (GST exclusive) or up to 1 October 2020. The CEO is delegated to accept or decline to accept any tenders where the consideration under the contract is, or is expected to be \$500,000 (GST exclusive) or less from 2 October 2020.	Nil. Remains with the CEO
Determine minor variations before entering into a contract.	Regulation 20(1)	Minor variations before entering into a contract be carried out in accordance with Council's Procurement Policy.	Director Corporate Services Manager Governance Services
The below requirements apply to all of the functions to be performed under this Delegation: <ul style="list-style-type: none"> - <i>Local Government Act 1995;</i> - <i>Local Government (Functions and General) Regulations 1996; and</i> - City of Mandurah's Procurement Policy and relevant Procedures. 			

12	SUBJECT:	Public Health Plan 2020-2023
	CONTACT OFFICER/S:	Brendan Ingle
	AUTHOR:	Brendan Ingle/Kim Frost

Summary

The *Public Health Act 2016* (the Act), sets out the requirements for all local governments to prepare a Public Health Plan that applies to its local government district. Through its close connection to the community and provision of wide ranging services and facilities, local governments have often underestimated their role in influencing local health outcomes.

At its meeting of 11 July 2017, Council endorsed the preparation and implementation of the Local Public Health Plan ("Plan"). Through the development of the Plan, there has been attention paid to aligning with the Mandurah Matters community engagement process, to ensure it is consistent with the vision of the community and to avoid duplicating elements of the consultation process.

The Plan outlines its vision to create an environment where our community is proud, inspired, inclusive and innovative, where we respect our connections to the past and create a prosperous future. There is a particular focus on directing actions towards priority populations to achieve the greatest health improvements.

The purpose of this report is to provide an overview of the development of the Plan and present the Plan for endorsement by Council.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.13/7/17 11 July 2017 Public Health Planning: Public Health Act 2016

Background

On 11 July 2017, Council approved progression of a 3 Year Public Health Plan. The Act requires the Chief Health Officer to prepare a Plan for the State and requires each local government to prepare a Plan for their local government district.

The Act sets out the specific requirements of the State and local plans. Essentially both plans must include a health profile and set a strategic direction for areas of health focus. The health profile explains the current health status, factors determining the health of the community and also an overview of health needs. The strategies identified, outline the actions that will be implemented to improve identified health priorities.

All local government plans must be consistent with the State Public Health Plan (State Plan) which provides a framework for local governments to consider and adapt where necessary to meet the specific needs of their community.

It is important to note that whilst the aim of the State Plan is to facilitate a consistent approach to addressing broader community health issues, it does provide local governments the flexibility to not include particular State objectives and policy priorities and focus on matters that are important to the local community.

Table 1 – Extract from page viii State Public Health Plan for Western Australia (electronic version)

Public health objectives and policy priorities summary

Objective 1: Empowering and enabling people to live healthy lives
<p>Healthy eating A more active WA Curbing the rise in overweight and obesity Making smoking history Reducing harmful alcohol use Reduce use of illicit drugs, misuse of pharmaceuticals and other drugs of concern Optimise mental health and wellbeing Preventing injuries and promoting safer communities</p>
Objective 2: Providing health protection for the community
<p>Reduce exposure to environmental health risks Administer public health legislation Mitigate the impact of public health emergencies Support immunisation Prevention and control of communicable diseases Promote oral health improvement</p>
Objective 3: Improving Aboriginal health and wellbeing
<p>Promote culturally secure initiatives and services Enhance partnerships with the Aboriginal community Continue to develop and promote Aboriginal controlled services Ensure programs and services are accessible and equitable Promote Aboriginal health and wellbeing as core business for all stakeholders</p>

The Act also requires local governments to report on its performance against their Plan, however at this stage the Department of Health have not provided any specific reporting criteria. Performance measures include a range of quantitative and qualitative criteria.

The Plan is required to be reviewed annually and replaced every five years (or earlier). Evaluation should be undertaken throughout the life of the Plan.

City officers with the assistance of public health consultant Stoneham and Associates undertook thorough research and consultation to develop a community based, evidence informed Plan which is believed to be consistent with the State Plan.

Comment

The City of Mandurah, like many local government authorities has an important role to play in terms of positively influencing the health and wellbeing in the community. Local government is often considered the closest level of government to the people and therefore has specific knowledge of local gaps and opportunities. Local governments also have strong community partnerships, skilled local workforce and infrastructure capabilities to make a positive difference.

Traditionally, it has been viewed that local governments role in terms of community health is the continued provision of environmental health services such as vector control, waste water, hazardous substance, safe food and water etc. The factors that determine the health and wellbeing of a person are now considered more broadly and include the environments in which people live, income, genetics and connections both socially, spiritually, culturally and to the natural environment.

Many activities undertaken by the City support the health and wellbeing of the community, and it is important to note the extensive range of services the City currently provides. The focus of the Plan is to promote existing services, facilities and build on existing partnerships to achieve positive community health outcomes. In many cases the work that is already being undertaken is not directly recognised for the health benefit it is providing. The health planning process allows a clear recognition of the contribution local government make.

Table 2, below, provides a detailed list of many of the core duties of local government and the health and wellbeing impacts on the community.

Table 2 – Department of Health 2017, Pathway to a healthy community: a guide for councillors and local government

Environment	Common business of local government		Examples of impacts on health and wellbeing
Social Creating opportunities for people to participate in the life of the community	<ul style="list-style-type: none"> community development sport and recreation programs library services youth services senior services community support groups community safety 	<ul style="list-style-type: none"> volunteers disability services home care services art and cultural activities community engagement information services 	<ul style="list-style-type: none"> improved physical, social and mental health and wellbeing increased physical activity sense of place, belonging and safety improved social connectedness and cohesion reduction in illness and diseases
Economic Encouraging economic development and equitable access to resources that are viable	<ul style="list-style-type: none"> economic development employment development commercial and industrial development 	<ul style="list-style-type: none"> tourism affordable housing and accommodation subsidised services job creation 	<ul style="list-style-type: none"> improved physical, social and mental health and wellbeing accessible and affordable housing higher standards of living reduction in illness and diseases
Built Altering our surroundings to make them liveable	<ul style="list-style-type: none"> town planning and development community infrastructure roads and streetscapes traffic management footpaths community facilities seating toilets 	<ul style="list-style-type: none"> drainage lighting underground power land management graffiti management parks and public open spaces museums 	<ul style="list-style-type: none"> improved physical, social and mental health and wellbeing increased physical activity improved social connectedness and cohesion reduction in falls and traffic-related injuries safer environments for health reduction in illness and diseases
Natural Looking after the natural environment so that it is sustainable and continues to nurture us	<ul style="list-style-type: none"> air quality water demand and quality waste management bushland and coastal protection 	<ul style="list-style-type: none"> pollution and hazards climate change energy consumption environmental protection shade trees 	<ul style="list-style-type: none"> improved physical, social and mental health and wellbeing increased physical activity safer food, water and air reduced exposure to environmental hazards and health risks reduction in illness and diseases

Plan development

The intent of the Plan is to guide the whole of the organisation, providing direction to work areas in the delivery of agreed actions and working together as one.

Development of the Plan involved data analysis and research, strategic and priority setting, extensive community and stakeholder consultation utilising existing community feedback and also obtaining new feedback from key external stakeholders.

The Mandurah Matters community engagement process was being undertaken in parallel, which was invaluable in the development of the Plan as it provided an extensive and holistic exploration of our community's vision.

The process for determining the community health profile consisted of information collated by Stoneham and Associates and obtaining the '*City of Mandurah Health and Wellbeing Profile 2019*' prepared by the Department of Health, South Metropolitan Health Services.

The majority of the data was originally obtained from sources such as the Australian Bureau of Statistic and the Department of Health epidemiology branch. However other sources were also used to determine the health status of the community and identifying the key factors that influence our community's health (i.e. health determinants).

The development of the community health profile identified the following key health challenges experienced by the community:

1. Ageing population with people aged 75 and over being almost double the WA average
2. High psychological distress affects 14.3 percent of the population
3. Unemployment rates higher than WA State average
4. 2016 data indicates approximately 170 people are homeless. Recent local data obtained in March 2019 suggests up to 70 people are street present at any one time in and around Mandurah's central areas.
5. Declining Socio-Economic Indexes for Areas (SEIFA) over time
6. Higher than State average notifiable diseases (Vector borne and STIs)
7. Three in every four adults is overweight or obese
8. 40 percent of adults are not active enough for health benefits
9. Very few people eat the recommended number of serves of fruit and vegetable

As mentioned above, a thorough analysis of all data obtained from the community health profile, stakeholder consultation and broader consultation was completed and the below four themes linked with specific strategic objectives were identified. Note, each strategic objective has further strategies connected to it and reference should be made to the Plan for the complete list of strategies.

Theme	Strategic Objective
1. <i>Planning for a healthy and active community</i>	Provide community, social infrastructure and services to maintain quality of life in a growing and increasingly diverse City.
2. <i>Building our community's confidence in Mandurah as a safe and secure city</i>	Create an environment that feels safe and minimises harm, including from alcohol and drug misuse, using internal and external resources.
3. <i>Promoting a cohesive, connected and included community</i>	Facilitate and advocate for opportunities for all people to participate in the social, economic and community life of the City, irrespective of ability, background, class, gender or orientation and support improved mental health.
4. <i>Promote, disseminate and integrate key healthy messages and policies into City business</i>	Partner with external agencies to identify community relevant health messages and services, and where resources permit integrate them into City business.

The strategies outlined in the Plan have been developed to ensure they can capture the broader range of health related activities the organisation is responsible for and be flexible to ensure the organisation can be dynamic, community driven and adapt to changing needs. This approach has been based on the learnings from the City's previous implementation of the federally funded Healthy Communities Initiative.

It is also important to note that during the development of the Plan a strategy alignment was undertaken to identify the key documents that influence health. The Plan aims to align with these documents and support the delivery of their objectives to prevent duplication of activities wherever possible.

The Plan also highlights in its vision that there will be focus on priority populations as these groups generally have poorer health outcomes and will benefit the most from direct intervention. The Plan has identified the following priority populations in line with the State Plan:

1. Aboriginal people
2. Those living in low socioeconomic circumstances
3. People with mental illnesses
4. People with disabilities
5. Carers and families of people with sickness and disability
6. Culturally and Linguistically Diverse Populations (CALD)

The City has strong relationships with these groups and the Plan will provide an increased focus on supporting their health and wellbeing.

Whilst the Plan has a focus on the abovementioned priority populations this does not disregard the importance of providing services and facilities to the broader community. The intent is to ensure that these priority populations are provided more direct opportunities that are unique to their circumstances wherever the opportunity arises.

Actions taken to date

In addition to the development of the Plan, the main focus has been to engage with key internal teams and external stakeholders to build a thorough understanding of the current activities and goals of these groups in an effort to identify opportunities. This is particularly important due to many of the strategies reliance on successful partnerships to promote existing and new programs, services and infrastructure.

Examples of actions taken directly relating to the position and operational budget include:

1. Health and Wellbeing Program initiation and ongoing support and promotion – new walking group, start of Man v Fat Soccer, Food Sensations (nutrition and cooking experience), Foodbank – food security/access.
2. Support of community groups, organisations and individuals to achieve collaborative outcomes – mental health week event 'Wellness Wednesday'.
3. Increased partnership (reach priority populations) – Act Belong Commit (mentally healthy WA formal partnership), Diabetes WA, GP Down South and internal relationships and partner agencies with Disability Access and Inclusion Plan and Reconciliation Action Plan.

An action plan is in development to ensure key tasks identified during the consultation period are prioritised over the coming 12 months. The action plan will be a 'living' document and will develop and change as tasks are completed and new opportunities arise within the identified themes.

Consultation

External community consultation that was completed which was directly related to the development of the Plan included an on-line survey and workshop aimed at key stakeholders to obtain their thoughts, needs and aspirations.

The respondents of the online survey included organisations such as Diabetes WA, Mandurah Medical Centre, Seniors Recreation Council of WA Inc Peel Branch, Mandurah Police, Foodbank, Heart Foundation and Injury Matters.

A number of questions were asked including requesting respondents to rank public health focus areas according to their perception on how much of an impact they have on the health and wellbeing of the Mandurah community and visitors.

The stakeholders identified a range of important public health issues with the top two being mental health and physical activity. Others that ranked highly included alcohol and drug misuse, sun safety, ageing and community safety.

The purpose of the external stakeholder workshop was to discuss the vision and process of developing the Plan. Stakeholders were asked to share any services and programs they provide which align with any of the themes which the City could add value to. In addition, stakeholders were also asked to share any ideas on how the strategies could be implemented.

All feedback received was reviewed against the strategies. Overall the feedback was very positive and stakeholders were excited by the City's progress in the development of the Plan and the potential opportunities to work in partnerships with the City.

As previously mentioned in this report, City officers linked in with the extensive community consultation taking place as part of the Mandurah Matters campaign. It was also important that the Plan adopts the relevant outcomes of the community led engagement program which was taking place during the same period the development of the Plan was underway.

Other community consultation feedback that has been utilised throughout the development of the Plan included the Safe Communities Priority setting workshop and Catalyse Community Scorecard.

Statutory Environment

Section 45 of the *Public Health Act 2016* sets out the requirements for all local governments to prepare a Public Health Plan that applies to its local government district.

Policy Implications

Nil

Economic Implications

The Plan focuses on using and promoting existing infrastructure, services and partnerships. External funding opportunities will be sought where they align with the City's priorities.

The total annual economic implications linked directly to the Plan is approximately \$137,000. This is calculated from direct labour costs of approximately \$87,000 and an operational budget of \$50,000 which has been included in the 2019/20 budget and forms part of the baseline in the Long term Financial Plan.

In July 2017, whilst Council has supported City funds to be allocated to the development and implementation of the Plan, there was a preference that the State Department of Health provide funding. Council requested an additional clause be included in the report recommendations, for the Mayor to correspond with the Minister for Health seeking funding of \$140,000 per annum, once the local public health plan is approved. It is proposed this correspondence be actioned on Council endorsement of the Plan.

Risk Analysis

As discussed throughout this report, it is a legal requirement that all local governments have a public health plan that meets the provisions of the *Public Health Act 2016*.

City officers have worked closely with a public health consultant which has thorough knowledge of public health matters and understands the functions and capacity of Western Australia local government authorities.

The Plan has been developed in accordance with the abovementioned Act and Department of Health guidelines.

Strategic Implications

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

Social:

- Ensure the provision of quality health services and facilities.
- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Identity:

- Encourage active community participation and engagement.
- Embrace Mandurah's identity as a multicultural community.

Conclusion

The City of Mandurah like many local governments is in a unique position to influence the environments of their communities to help them be happy, healthy and feel connected to each other and the natural environment.

The *Public Health Act 2016* recognises the important role local government plays in influencing the health of their communities and requires all local government authorities to prepare a public health plan that meets the needs of their community.

The City of Mandurah draft Public Health Plan 2020-23 has been developed utilising a range of community feedback with a particular effort in utilising feedback obtained from City wide consultation such as the Mandurah Matters campaign which clearly articulated the community's desire for improved health outcomes. In addition, community health related data was sourced from external organisations such as the Department of Health to determine the current health status of our community and identify local challenges.

Extensive strategy alignment was also undertaken to ensure the Plan aligns with existing relevant internal and external strategies and plans to avoid duplication and identify areas where the City can add value. The Plan has been developed as a strategic document which aims to allow all areas of the organisation to link their activities to and provide flexibility to capture opportunities as they arise.

The success of the Plan relies very heavily on successful partnerships across the organisation and with external stakeholders. It is important that City officers and Elected Members assist with building and fostering these relationships.

The purpose of this report is to provide an overview of the development of the Plan as required by the Act and present the Plan for endorsement by Council.

NOTE:

- Refer **Attachment 1 Draft Public Health Plan 2020-23**

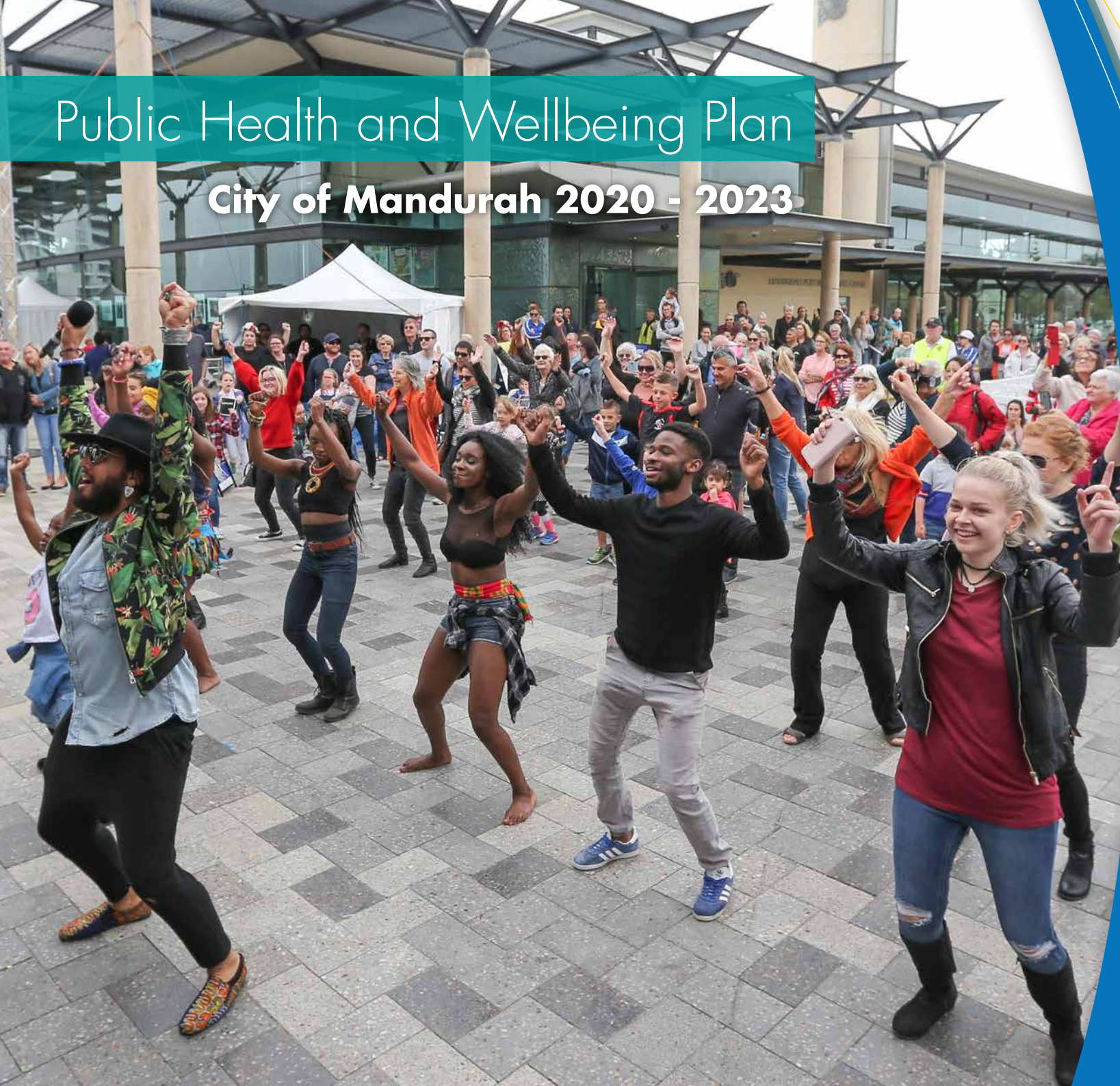
RECOMMENDATION

That Council:

- 1. Endorse the City of Mandurah Public Health Plan 2020-23.**
- 2. Approve the Mayor to correspond with the Minister for Health seeking funding for implementation of the Public Health Plan up to a value of \$140,000 per annum.**

Public Health and Wellbeing Plan

City of Mandurah 2020 - 2023



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Introduction

Health and wellbeing is vital to a liveable and safe community. For this reason we have chosen to enhance our commitment to our community's wellbeing through developing a Public Health and Wellbeing Plan 2020-2023 (The Plan) that integrates local knowledge and action, provides leadership to create and maintain a healthy, happy and safe community.

The Plan recognises that being healthy is more than being free from disease, it also comprises all aspects of a person's life that contribute to them being happy and fulfilled.

The Plan is required under the Western Australian *Public Health Act 2016* and aligns with the State Public Health Plan for Western Australia 2019-2024. It aims to enhance the health, wellbeing and safety of all Mandurah residents through aligning with the City of Mandurah's Strategic Community Plan 2020 - 2040 and relevant State and Federal strategies and policy documents.

There are different ways the City can contribute to improving our community's health and wellbeing through leading, advocating and partnering with key stakeholders in various health related areas.

The Plan has a strong focus on engaging with priority populations in our community who are recognised as having the poorest health outcomes and benefit the most from additional support to improve their health and wellbeing.

The Plan also recognises the important contribution the City of Mandurah has on the health of the community. And also highlights the importance that it is everybody's business to promote, protect and improve the health of the community.

Public Health Vision

ATTACHMENT 1

The vision of The Plan is to create a place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a positive future. This will be achieved through delivering on the City's values of connected, integrity, excellence, innovation and by being courageous.

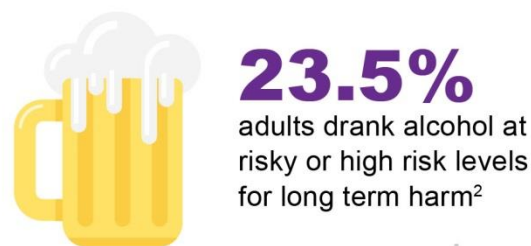
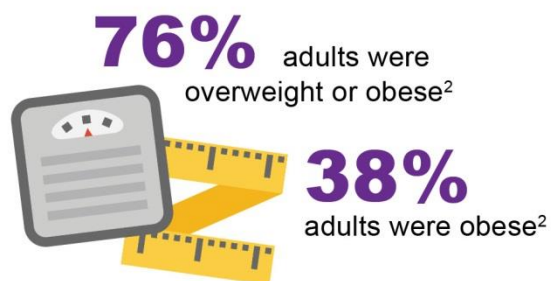
The Plan will focus on priority populations which include, but are not limited to:

- Aboriginal people
- Those living in low socioeconomic circumstances
- People with mental illness
- People with disabilities
- Carers and families of people with sickness and disability
- Culturally and Linguistically Diverse (CALD) populations, particularly those people who have recently arrived in Australia

The success of The Plan strongly relies on a whole-of-organisation and community approach to health and wellbeing which strongly links to the strategic direction and the City's Strategic Community Plan Focus Areas.

City of Mandurah Health and Wellbeing Snapshot

ATTACHMENT 1



3,885 adults were hospitalised due to injuries from accidental falls between 2012–2016¹



82.7 years

life expectancy at birth 2013–2015³



55% adults ate less than two serves of fruit daily²



16.5% have been diagnosed with a mental health problem in the last 12 months

28.7% adults had current high blood pressure²



26.2% adults had current high cholesterol²

88% adults ate less than five serves of vegetables daily²



38% adults ate meals from fast food outlets at least weekly²



Source: City of Mandurah Health and Wellbeing Profile - South Metropolitan Health Services Health (SMHS)

Strategic Community Plan Focus Areas

Economic	Social	Health	Environment	Organisational Excellence
<ul style="list-style-type: none"> • Supporting and empowering local businesses • Creating local jobs and opportunities • Fostering innovation and creativity in enterprise • A diversity of employment, industries and enterprise • Giving consideration to the impact of industry on the environment 	<ul style="list-style-type: none"> • Engaging, enabling and promoting youth • People feeling safe no matter where they are • Hearing and embracing all voices • Vibrant and welcoming places for all to share • Protecting the natural environment as we create shared spaces 	<ul style="list-style-type: none"> • A compassionate, interconnected whole of health system • Technology and infrastructure that aids in better health • Readily available, highly accessible services and facilities • Appropriate support for an ageing population • An understanding of the importance of a protected natural environment in preventative health 	<ul style="list-style-type: none"> • Nature having a voice at the table in all decisions • A beautiful, clean, and sustainable environment for all • Preserving and celebrating the waterways - our greatest asset • Protecting the natural environment for generations to come • Deep engagement and respect for the environment 	<p>An organisation that:</p> <ul style="list-style-type: none"> • makes a difference through questioning, challenging and building resilience (COURAGE) • engages the community through collaboration, understanding and inclusiveness (CONNECTED) • embraces ideas and opportunities to shape an inspiring, diverse and dynamic community (INNOVATIVE) • upholds and protects our community through honesty, fairness and empathy (INTEGRITY) • delivers on its commitments to make a difference in our community (EXCELLENCE)

The Plan seeks to have a deep understanding of our community and supports opportunities that are identified to improve health and align to what matters to our community. Importantly there is an opportunity to maintain a connection with those who participated in the Mandurah Matters process to develop the City's Strategic Community Plan and identified health as being one of the key focus areas.

The Plan will also be influenced and supported by legislation and a number of strategies such as the documents outlined in **Appendix 1** State Plan - 'Supporting legislation and strategies'.



Plan Development

ATTACHMENT 1

This Plan was developed in consultation with community members, staff and local stakeholders. The themes reflect the needs and aspirations of the local community and recognises that public health is already fundamental to the City's business.

Health is everyone's responsibility and almost every service and environment that the City is involved with contributes to a healthy, active, happy and safe community.

Specifically, the Plan will directly deliver a range of health actions that are covered in the Corporate Business Plan and seek to align with the Strategic Community Plan / Mandurah Matters focus areas.

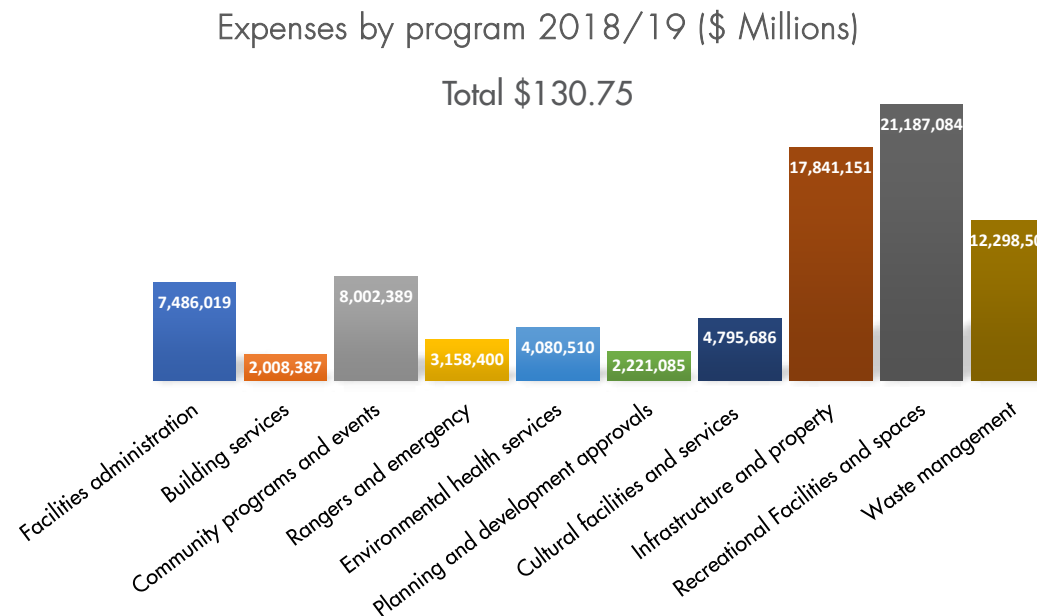
The Plan will:

- Be a document that identifies areas of focus to improve health and wellbeing.
- Be an ambitious document that facilitates opportunities that may require external funding and other stakeholder's commitment to deliver.
- Focus on priority populations in the community who are more likely to have poor health outcomes.
- Explain the ways that we can influence public health.
- Encourage the community to lead opportunities to improve public health and maximise their efforts and ideas.
- Ensure a one team approach working in all areas and connecting services and infrastructure.



Our Current Public Health Role

The City provides a broad range of programs that support and promote the health of our community and invests a significant amount of money across the organisation which can be seen in the graph below. Each one of these Business Units contribute to making our City a healthy, enjoyable and a safe place to be.



Source: City of Mandurah's 2018/19 Annual Financial Statement

The City of Mandurah's ongoing commitment to creating and influencing environments that support healthy living, wellbeing and quality of life are further detailed in our following core business, including:

- **infrastructure and property services**, including local roads, bridges, footpaths, drainage, waste collection and management
- **building services**, including inspections, licensing, certification and enforcement
- **provision of recreation facilities and spaces**, such as parks, natural reserves, trails, sports fields and stadiums, swimming pools, sport centres, halls
- **planning and development approvals**
- **environmental health services** to prevent and control environmental health hazards, emissions, and communicable diseases (i.e. tobacco control, water and food safety, noise and air pollution control and mosquito control)
- **administration of facilities**, such as marinas, cemeteries, parking facilities and street parking
- **community programs and events** including youth development, access and inclusion, and volunteering
- **cultural facilities and services** such as libraries, art galleries and museums
- **waste management**
- **ranger and emergency services** including animal control and fire management



Measures

The City has an important role in providing healthy and supportive environments. The table below demonstrates the linkages between the outcomes of the Plan's strategies and how they will contribute to broader community health improvement.

	Overweight or Obese	Poor Physical Activity	Poor Nutrition (Fruit & Vegetable)	Smoking	High Risk Alcohol Consumption	Mental Health	Injury
Satisfaction with City's footpaths, cycle paths, roads and community based services that keep people active and healthy	✓	✓					
Evaluation of CoM Liquor Accord actions and outcomes					✓	✓	✓
Comparison of Injury Matters injury data over 2 year periods							✓
Satisfaction with the City's performance in safety and security							✓
Implementation of the City's Community Safety and Crime Prevention Plan							✓
Maintenance and actions of the Mandurah Liquor Accord to reduce alcohol harm							✓
Streamlined volunteer database with increased participation rates						✓	
Reduction in lifestyle risk factors for Mandurah population	✓	✓	✓	✓	✓		
Increased funding from external agencies to promote health and wellbeing	✓	✓	✓	✓	✓	✓	✓
Comparison of SMHS community profile data over 2 year periods	✓	✓	✓	✓	✓	✓	✓
Satisfaction with partnering opportunities both internally and externally to the City	✓	✓	✓	✓	✓	✓	✓
Stakeholder satisfaction on the implementation of the City's Public Health and Wellbeing Plan	✓	✓	✓	✓	✓	✓	✓
Comparison of SEIFA score when released	✓	✓	✓	✓	✓	✓	✓
Increased distribution, understanding and integration of key healthy messages both internally and externally to the City.	✓	✓	✓	✓	✓	✓	✓
City policies to include health and wellbeing/public health objectives and strategies	✓	✓	✓	✓	✓	✓	✓
Evaluation of the City's Public Health and Wellbeing Plan's processes, outputs and outcomes	✓	✓	✓	✓	✓	✓	✓

Identifying Our City's Public Health Needs

ATTACHMENT 1

Feedback from the community about their health and wellbeing needs is essential. The data analysis, staff and stakeholder consultation was supported by the broader consultation as follows:

- Mandurah Matters community consultation
- Safe communities priorities setting workshop
- Meeting with representatives from key organisations
- Interviews with key staff across the City
- Staff and external stakeholder survey to identify perceived public health risks
- An internal policy alignment study
- Community health and wellbeing profile

The community health and wellbeing profile highlighted a number of specific public health challenges for the City including:

- Ageing population with people aged 75 and over being almost double the WA average
- High psychological distress affects 14.3 percent of the population
- Unemployment rates higher than WA State average
- In 2016, data indicates approximately 170 people are homeless. Recent local data obtained in March 2019 suggests up to 70 people are street present at any one time in and around Mandurah's central areas.

- Declining Socio-Economic Indexes for Areas (SEIFA) over time
- Higher than state average notifiable diseases (Vector borne and STIs)
- Three in every four adults is overweight or obese
- 40 percent of adults are not active enough for health benefits
- Very few people eat the recommended number of serves of fruit and vegetable

The findings from the consultation process as well as the statistics and other research has resulted in the identification of various public health priorities that The Plan will seek to address.

The following overarching themes guiding The Plan integrate many of these public health priorities:

1. Planning for a healthy and active community

Provide community, social infrastructure and services to maintain quality of life in a growing and increasingly diverse city.

2. Building our community's confidence in Mandurah as a safe and secure city

Create an environment that feels safe and minimises harm, including from alcohol and drug misuse with the support of key partners.

3. Promoting a cohesive, connected and included community

Facilitate and advocate for opportunities for all people to participate in the social, economic and community life of the City, irrespective of ability, background, class, gender or orientation whether these opportunities are provided by the City or other agencies.

4. Promote, disseminate and integrate key healthy messages and policies into City business

Partner with external agencies to identify and provide community relevant health messages and services, and where resources permit these are integrated into City business.

Plan Implementation

Day to day implementation will be undertaken with the involvement of a broad range of partners working together to achieve the goals of improving the health and wellbeing of our community.

To ensure the success of The Plan, the following reflects the actions carried out by the City:

- Engage with priority populations to improve health outcomes
- Understand external stakeholders activities and goals
- Understand the current activities and goals of each City team
- Prepare or support groups to prepare advocacy documents
- Link in with broader health campaigns and identify potential funding opportunities
- Take advantage of existing events to promote opportunities
- Listen to people and identify potential linkages and opportunities

- Identify any barriers in delivering services, infrastructure and equipment and develop options to address these.

The City spends millions of dollars on key infrastructure and activities that contribute to the health and wellbeing of the community. Beyond the labour allocation, the modest operating budget relating directly to the resources involved to deliver The Plan include:

- Marketing and communications support for internal and external activities
- Administration support to enhance internal and external activities
- Support with basic equipment or improvements
- Provide incentives to overcome barriers to attendance

Plan Review

Over the coming three years, the City and its partners will support and undertake initiatives to achieve the key strategies under each theme. Success will be measured by reporting against key performance indicators and the outcomes of the annual action plan. Each year, an action plan will be developed by the City that will demonstrate the outcomes between the City and partner organisations that have promoted better health and wellbeing among individuals and the broader community.

Public Health Themes and Key Actions

ATTACHMENT 1

Theme One: Planning for a healthy and active community	Theme Two: Building our community's confidence in Mandurah as a safe and secure city	Theme Three: Promoting a cohesive, connected and included community	Theme Four: Promote, disseminate and integrate key healthy messages and policies into City business
<p>Strategic Objective One - Provide community, social infrastructure and services to maintain quality of life in a growing and increasingly diverse City.</p>	<p>Strategic Objective Two - Create an environment that feels safe and minimises harm, including from alcohol and drug misuse, using internal and external resources.</p>	<p>Strategic Objective Three - Facilitate and advocate for opportunities for all people to participate in the social, economic and community life of the City, irrespective of ability, background, class, gender or orientation and support improved mental health.</p>	<p>Strategic Objective Four - Partner with external agencies to identify and provide community relevant health messages and services where resources permit and integrate into City business.</p>
<p>Strategy 1.1 Promote existing infrastructure provided by the City and environmental assets to enable people to be more active, enjoy nature, promote mental health and increase tourism.</p> <p>Strategy 1.2 Identify and then address any barriers to utilisation of services, infrastructure and equipment.</p> <p>Strategy 1.3 Integrate health promoting principles and human health assessments when planning, retrofitting or developing the built environment.</p>	<p>Strategy 2.1 Work with the community and in partnership with relevant agencies to address and respond to injury risks, unsafe behaviours, including violence and drug and alcohol misuse linking with the City's Community Safety and Crime Prevention Plan.</p> <p>Strategy 2.2 Enhance the perception of safety through the effective maintenance of infrastructure and community amenities.</p> <p>Strategy 2.3 Ensure effective delivery of environmental health and health protection services to sustain a safe environment.</p>	<p>Strategy 3.1 Advocate for improved mental health services and effective coordination to support our local community.</p> <p>Strategy 3.2 Actively engage with the community and other stakeholders to ensure the Public Health Plan strategies are included on the agenda and actively discussed.</p> <p>Strategy 3.3 Partner with local agencies to lead and undertake evidence informed public health planning and program development for the City.</p>	<p>Strategy 4.1 Link in with broader public health campaigns that reflect the needs of City residents.</p> <p>Strategy 4.2 Partner with stakeholders to identify upcoming events where the Public Health Plan strategies could be promoted.</p> <p>Strategy 4.3 Improve communication and promotion of the City's services and activities to all Mandurah residents and stakeholders.</p>

Strategic Objective One - Provide community, social infrastructure and services to maintain quality of life in a growing and increasingly diverse City.	Strategic Objective Two - Create an environment that feels safe and minimises harm, including from alcohol and drug misuse, using internal and external resources.	Strategic Objective Three - Facilitate and advocate for opportunities for all people to participate in the social, economic and community life of the City, irrespective of ability, background, class, gender or orientation and support improved mental health.	Strategic Objective Four - Partner with external agencies to identify community relevant health messages and partner to provide healthy messages and services, and where resources permit are integrated into City business.
<p>Strategy 1.4 Identify and apply for funding opportunities to deliver evidence informed public health programs particularly those that meet the needs of people in the community who have the highest need.</p> <p>Strategy 1.5 Adopt sustainable practices in managing the City's assets, operations and services in order to adapt to changing climate conditions and reduce negative impacts on health and wellbeing.</p> <p>Strategy 1.6 Promote active lifestyles and healthy eating choices both internally and externally.</p> <p>Strategy 1.7 Increase community participation and create opportunities for social connection through a range of activities including the arts, social groups, recreation and sport.</p>		<p>Strategy 3.4 Coordinate a whole of City volunteer and stakeholder register and database to provide a coordinated and streamlined approach to volunteerism and partnerships within the City.</p> <p>Strategy 3.5 Continue to advocate for improved facilities at the Peel Health Campus.</p> <p>Strategy 3.6 Develop initiatives that are inclusive and sensitive to the needs of priority population who have poorer health.</p> <p>Strategy 3.7 Engage our diverse community in events, programs and cultural activities to foster community identity, develop personal skills and create social connections.</p> <p>Strategy 3.8 Advocate for improved technology and specialist health facilities locally.</p>	<p>Strategy 4.4 Ensure effective representation from the City to advocate on behalf of constituents to State and Federal government, other local governments, agencies and private organisations, peak bodies and the media to improve health outcomes for our community.</p> <p>Strategy 4.5 Ensure the City has a suite of policies that promote and provide public health and wellbeing opportunities to both staff and the broader community.</p>

Our City's progress will be monitored by the following measures:

Strategic Objective One - Provide community, social infrastructure and services to maintain quality of life in a growing and increasingly diverse City.	Strategic Objective Two - Create an environment that feels safe and minimises harm, including from alcohol and drug misuse, using internal and external resources.	Strategic Objective Three - Facilitate and advocate for opportunities for all people to participate in the social, economic and community life of the City, irrespective of ability, background, class, gender or orientation and support improved mental health.	Strategic Objective Four - Partner with external agencies to identify community relevant health messages and partner to provide healthy messages and services, and where resources permit are integrated into City business.
<ol style="list-style-type: none"> 1. Satisfaction with City footpaths, cycle paths, roads and community based services that keep people active and healthy 2. Reduction in lifestyle risk factors for Mandurah population as outlined in City of Mandurah Health and Wellbeing Profile 2019 (prepared by South Metropolitan Health Services (SMHS)) 3. Increased funding from external agencies to promote health and wellbeing within the City 4. Comparison of SMHS community profile data over 2 year periods 	<ol style="list-style-type: none"> 1. Satisfaction with the City's performance in safety and security 2. Maintenance and actions of the Mandurah Liquor Accord to reduce alcohol harm 3. Evaluation of CoM Liquor Accord actions and outcomes 4. Implementation of the City's Community Safety and Crime Prevention Plan 5. Comparison of Injury Matters injury data over 2 year periods 	<ol style="list-style-type: none"> 1. Satisfaction with partnering opportunities both internally and externally to the City 2. Streamlined volunteer database with increased participation rates 3. Stakeholder satisfaction on implementation of the City's Public Health and Wellbeing Plan 4. Comparison of SEIFA score when released 5. Stakeholder survey completed annually 	<ol style="list-style-type: none"> 1. Increased distribution, understanding and integration of key healthy messages both internally and externally to the City 2. City policies to include health and wellbeing/public health objectives and strategies 3. Evaluation of the City's Public Health Plan processes, outputs and outcomes



Strategic frameworks

This Plan is designed to complement the existing strategic frameworks designed to protect public health.

Strategies
WA health system
WA Health Strategic Intent 2015–2020 Sustainable Health Review 2019
Aboriginal health
WA Aboriginal Health and Wellbeing Framework 2015–2030
Chronic disease and injury
WA Health Promotion Strategic Framework 2017–2021 Falls Prevention Model of Care 2014 Road safety strategy to reduce road trauma in WA 2008–2020
Disability
WA Disability Health Framework 2015–2025
Environmental health
Environmental Health Strategic Plan 2018–2021
Oral health
State Oral Health Plan 2016–2020
Immunisation
WA Immunisation Strategy 2016–2020
Mental health and alcohol and other drugs
Western Australian Mental Health, Alcohol and Other Drugs Services Plan 2015–2025 Western Australian Methamphetamine Action Plan Suicide Prevention 2020: Together we can save lives Mental Health 2020: Making it personal and everybody's business Disability Access and Inclusion Plan 2017–2021 Western Australian Alcohol and Drug Interagency Strategy 2018–2022 The Western Australian Mental Health Promotion, Mental Illness, Alcohol and Other Drug Prevention Plan 2018–2025
Sexual health
WA Sexually Transmissible Infections Strategy 2019–2023 WA Hepatitis B Strategy 2019–2023 WA Hepatitis C Strategy 2019–2023 WA Human Immunodeficiency Virus Strategy 2019–2023 WA Sexual Health and Blood-borne Viruses Strategy 2019–2023

13	SUBJECT:	Tender Number 01-2020 – Electricity and Gas Supply
	CONTACT OFFICER:	Tahlia Jones
	AUTHOR:	Karin Wittwer / Vicki Lawrence
	FILE NO:	F0000226667

Summary

The City of Mandurah (the City) invited tenders for Tender 01 - Electricity and Gas Supply (T01-2020). The Tender seeks the supply of electricity to contestable electricity sites and the supply of gas to connected sites.

T01-2020 sought the provision of the required goods and services for a period of two years with an option to extend the contract for a further one year at the sole discretion of the City.

Contestable electricity sites are any sites consuming in excess of 50,000 kWh per year and any site consuming gas can source a gas supplier on a competitive basis.

A specialist external energy management and procurement consultant (Powerlyt Group) was engaged to assist with specification development and provide a pricing analysis report to support the City with the financial evaluation process. Energy pricing structures are complex and require specialist knowledge to analyse and support the City in the assessment of value for money.

The market was approached with the ability to price separate options as follows:

- Portion One - Electricity Bundled
- Portion Two - Electricity Unbundled
- Portion Three - Gas Bundled
- Portion Four - Gas Unbundled

The intent was to select one option for electricity and one for gas that demonstrated the best value for money outcome.

As a result of the evaluation of tendered submissions, Council is now requested to accept Perth Energy as the preferred tenderer for unbundled electricity and unbundled gas supplies.

Disclosure of Interest

Nil.

Location

The supply is for:

- 13 gas sites; and
- 23 contestable electricity sites.

Previous Relevant Documentation

- G.29/6/18 26 June 2018 That council accepts Perth Energy Pty Ltd as the preferred tenderer for Tender T07-2018 for the Provision of Gas and Related Services:
- CC.5/9/18 11 September 2018 That council:
 1. consider the purchasing of a 700 kVA+ generator permanently installed to service the operation of the Mandurah Aquatic and Recreation Centre as part of the 2019/20 budget process

2. Seek to have the procurement and installation in place by October 2019 to maximise savings with load shedding and capacity charges
3. Request officers prepare for a workshop to discuss future energy options for the City of Mandurah

Background

The City has been procuring its contestable electricity portfolio in 2 – 3 year contract intervals since the market was deregulated in 2006. The current Electricity Supply Agreement (ESA) contract was awarded to Synergy for 19 meters for a period of three years and is due to expire on 16 April 2020.

Prior to 2018 the City only had one gas meter (MARC) under a Gas Supply Agreement (GSA) contract and all other meters were on standard tariffs. In 2018 a “Utility Portfolio Analysis” conducted by external energy management and procurement consultant (HFM Asset Management) identified potential energy savings and recommended the City:

- a) procure a GSA contract for all gas meters collectively
- b) align the dates of all energy contracts to enable a future bulk “dual fuel” supply procurement

In May 2018 the City completed a tender for the supply of gas for 12 gas meters. The City used an external consultant (HFM Asset Management) to assist with specification development and pricing analysis. The GSA contract was awarded to Perth Energy for a period of 19 months in order to align with the expiry date of the current Synergy ESA. This process delivered a 23% saving on the unit price of gas and resulted in a gross saving of \$28,510 over the contract period. The \$6,600 cost of engaging HFM Asset Management was therefore recovered in 4.4 months.

Over the last two years the City has been working to align the expiry of any new energy contracts that have arisen in order to achieve the maximum possible volume, for price leverage. As a result this T01-2020 went out to the market to supply 23 electricity and 13 gas meters.

This tender sought the provision of the required Gas and Electricity Supply for a period of two years, commencing on 17 April 2020. Bundled and unbundled pricing was requested for both energy sources, as well as the option of GreenPower surcharge for electricity.

Comment

T01-2020 was advertised in the Thursday 23 January 2020 edition of the ‘West Australian’ newspaper and the Thursday 23 January 2020 edition of the Mandurah Mail and was also displayed on notice boards at the Administration Centre and the relevant Libraries.

The Request for Tender sought the provision of the required goods and services for a period of two years, commencing on 17 April 2020, together with an option to extend the contract for a further one year.

The tender closed at 2:00pm on Tuesday 11 February 2020. Submissions were received from the following:

1.	Alinta Sales Pty Ltd	Perth
2.	Electricity Generation and Retail Corporation trading as Synergy	Perth
3.	Perth Energy	Perth

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

Load Variance / Flexibility	30%
Billing / Active Account Management	10%
Price	60%

To ensure that pricing did not influence the assessment of the qualitative criteria, the pricing was not provided to the evaluation panel until the assessment of the qualitative criteria was completed.

An evaluation panel, comprising of officers from the Infrastructure Management, Environmental Services and Facilities Management teams, individually assessed each tender against the weighted qualitative criteria submitted by each tenderer. The City appointed a Powerlyt Group, a specialist external energy management and procurement consultant to assist with specification development and provide a pricing analysis report to support the City with the financial evaluation process (refer **Confidential Attachment 2**).

On completion of the evaluation assessment process the qualitative criteria, prices submitted were entered into the Evaluation Report as shown in the **Confidential Attachment 1** where a final analysis taking into account competitiveness and combined qualitative and price ranking was conducted in order to determine the tender which represented best overall value for money for the City.

As a result, the tendered submission from Perth Energy for Unbundled Electricity and Unbundled Gas was considered to be the most advantageous tender and is therefore recommended as the preferred tenderer.

A member of the City's Governance section coordinated and observed the tender evaluation process and is satisfied that the probity and procedural aspects relating to the evaluation were compliant. All members of the panel, including Powerlyt group who were a non-voting member were required to sign a confidentiality and conflict of interest declaration at the finalising as part of the City's evaluation process.

Consultation

Upon award of the Tender, all tenderers will be offered the opportunity to attend debriefs to be advised of the strengths and areas for improvement of their submissions. Tenderers are also offered the opportunity to provide feedback to improve the way the City manages procurement processes.

Statutory Environment

Part 4 of the *Local Government (Functions & General) Regulations 1996*.

Policy Implications

Policy POL-CPM 02 – *Procurement Policy*

Policy POL-CPM 06 – *Authority to Execute Documents*

Risk Analysis

The recommended supplier contract includes no minimum 'take or pay' clause for annual agreed consumption. Known future changes in consumption were factored into the calculation e.g. installation of solar at the Mandurah Aquatic and Recreation Centre.

The unbundled electricity pricing structure means that variable network charges that are typically "bundled" into a fixed peak/off peak tariff will be passed through directly to the City. This is considered an opportunity as the City is now in control of these charges and has the ability to affect them through demand management practices. For example the City has been preparing for this opportunity with the current installation of a generator at the MARC which will allow the City to reduce the largest of these charges (capacity) by approximately \$70,000 annually.

Perth Energy will provide the City will twice weekly "Load Forecast" notifications that warn of peak days where Capacity Charges will be incurred. The City already has a strategy in place to manage the largest facility (MARC) which consumes 50% of the total electricity in the portfolio. It is recommended the City investigate opportunities at sites other than the MARC to also mitigate against Capacity Charges.

Residual risk is that of the process of dealing with an increase in Western Power or Market/Regulatory charges that would be passed through in full to the City in the unbundled structure. In order to mitigate this risk, Powerlyt has recommended the City consider engaging a person/organisation to check the bills on the monthly bases to ensure that the bills correctly reflect the agreed rates.

The risk of service interruption has also been considered. Historically, the City has experienced minimal service disruptions. This service is provided by the respective network operators (Western Power and ATCO Gas Australia) and is therefore not a factor the City or the energy retailer have any control over.

The Evaluation Panel considered the risk of minimum take provisions offered by each submission. The preferred unbundled electricity and gas supply submissions from Perth Energy have a 0% minimum take provision, meaning should the City reduce its supply requirements to zero, there would be no financial penalty.

If the City does not enter into a new contract prior to the expiry of the existing contract the cost to the City is \$1,780.00 per day. This is noted as a significant financial risk to the City.

A financial assessment and a credit check was undertaken by Financial Services.

Economic Implications

For this tender, a two year contract, based on the estimated level of electricity consumption (5075 MWh / year), the total cost of electricity supply will be \$1,680,203. The current ESA contract would incur costs \$2,160,145 for the same consumption level. Therefore an annual saving of \$239,971 may be achieved.

The cost of gas supply is currently \$85,000 / year. The unit cost of gas was reduced by 23% to \$9.59/ GJ through the previous procurement in 2018. This current tender provides a rate of \$5.30 / GJ for the first year and \$5.45 for the second year. Consumption is expected to remain the same through the contract period and will result in costs of \$163,118.01 for the two year contract period this realising a saving of \$6,223, however no minimum take provisions allow for this.

The cost of engaging Powerlyt to assist with the delivery of this tender was \$10,820 (ex GST). This approach has resulted in \$503,965 in total savings over the contract period. The cost for the service provided by Powerlyt will be recovered in 0.5 months.

Strategic Implications

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

Organisational Excellence:

- Deliver excellent governance and financial management.

Conclusion

Tenders for the Electricity and Gas Supply were recently invited. Three were received and assessed against both qualitative criteria and price. The result was that the submission from Perth Energy represented overall best value for money for the City using unbundled electricity and unbundled gas supply and it is therefore recommended that the City selects Perth Energy as the preferred tenderer.

NOTE:

- Refer **Confidential Attachment 1 – Evaluation Matrix**
Confidential Attachment 2 – Report from Powerlyt - Energy Procurement Financial Assessment

RECOMMENDATION

That Council:

- 1. Accepts Perth Energy as the preferred tenderer for Tender 01-2020 for Electricity and Gas Supply for a period of two years, with an option to extend for a further one year at the sole discretion of the City, for the following portions:**
 - 1.1 Portion Two - Electricity Unbundled Option.**
 - 1.2 Portion Four - Gas Unbundled Option.**
- 2. Declines to accept the following portions to any tenderer:**
 - 2.1 Portion One - Electricity Bundled Option.**
 - 2.2 Portion Three - Gas Bundled Option.**