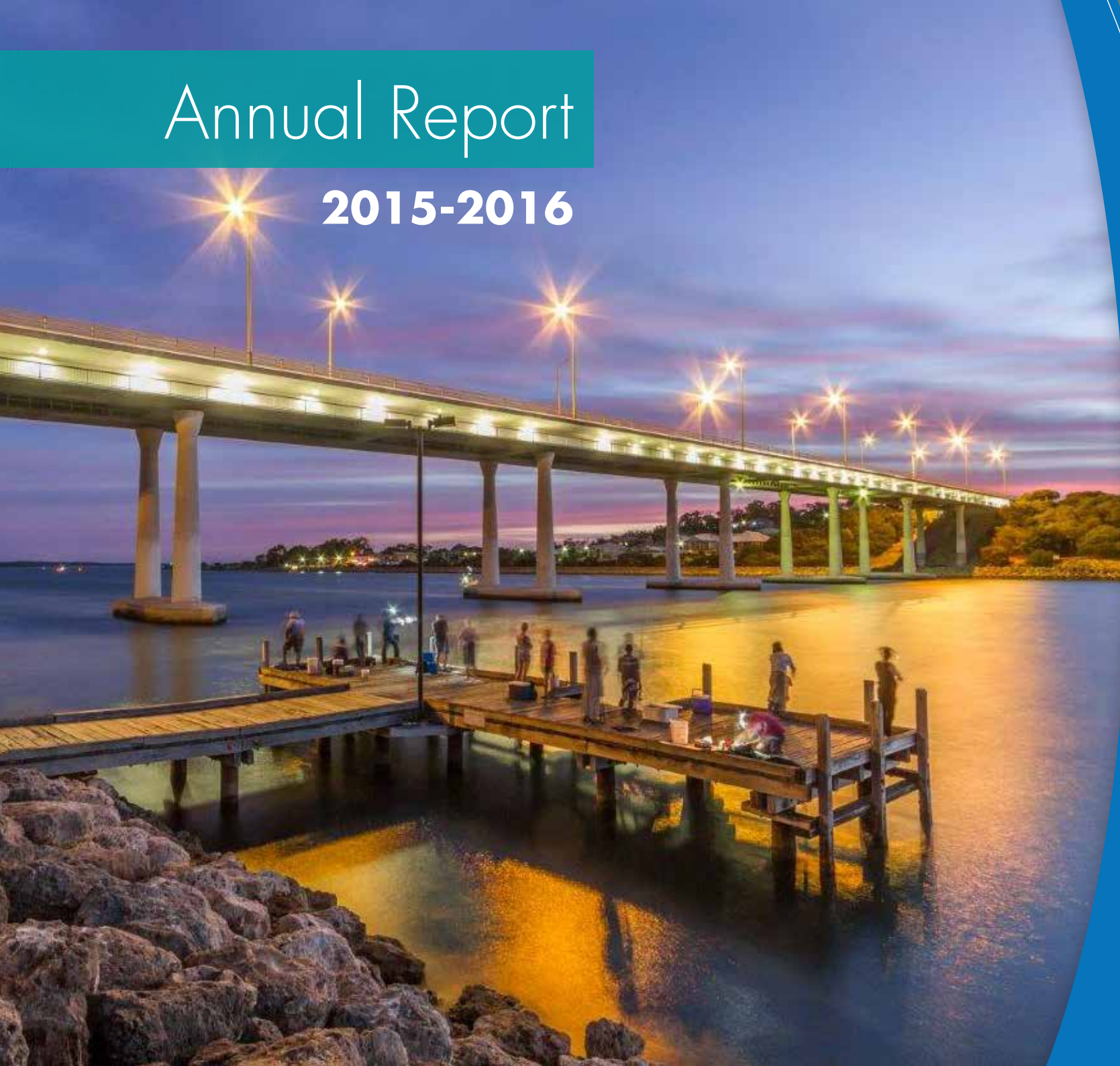


Annual Report

2015-2016





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

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

City Profile

Land area in square kilometres	173.5km ²
Land area in hectares	17,350ha
Coastline	51km
Distance from Perth	72km
Time by car from Perth	50 mins – 1 hr
Time by train from Perth	48 mins
Population (2014)*	79,482
Number of households (2014)*	33,131 approx.
Population per square kilometre*	458/km ² approx.
Households per square kilometre*	191/km ² approx.
Total length of roads	712km approx.
Total length of canal waterways	22km approx.
Number of bridges (including footbridges)	27
Bridges managed by other agencies	8
Paths and boardwalks	511km

Conservation Area – City of Mandurah	46.5932ha
Conservation Area – Other Agencies	3,956.58ha
Foreshore Area – Developed	78ha
Foreshore Area – Natural State	497.6397ha
Recreation – Bushland	447.925ha
Recreation – Used for Recreation	309.5ha
National Parks: Yalgorup, Peel Regional Park, Creery Island, Channel Island	
Parks and Reserves	500
Playgrounds	110
Annual Maximum temperature range	17° – 28°C
Annual Minimum temperature range	10° – 18°C
Average WA rainfall for 2014	406mm

*Source: Forecast ID



City's Role and Vision

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

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

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

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

Our Strategic Community Plan is built on the values of connected, innovation, courage, excellence, and integrity.

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

Reconciliation Action Plan

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

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

Vision

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

Purpose

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

Principles

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

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

Values

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

Acknowledgement of Country

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

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



Message from the Mayor and CEO

It's been another busy and exciting year where looking after our environment, creating a better community, expanding our economy and meeting the infrastructure needs of our growing community have been part of our key areas of focus.

We make every endeavour to work in partnership with the state and federal governments, the private sector, other local governments in the region and our community to achieve great outcomes for our residents and visitors.

Mandurah's population continues to grow at a rate that is much higher than state and national averages. Mandurah continues to be one of Australia's fastest growing cities, and is now home to close to 84,000 people.

In 2015/16, the total Council Budget exceeded \$152 million, with \$106.6 million of this for operating expenditure and \$46.3 million for capital expenditure. The City continues to strive to keep fees and charges increases as low as possible. This occurs despite considerable growth in costs from other areas of government. Our own growth requires us to maintain an ever-expanding asset base of roads, drainage, parks and public buildings.

The City manages assets with a value of nearly \$1 billion. As with many other local governments, the City is challenged constantly to balance the need to provide new community infrastructure while maintaining its existing assets in an acceptable condition.

We are worried about the worsening unemployment rate within the City, and we are keen to see this improve. However, this is not something that we can tackle in isolation - it's a larger economic issue which requires support and input from business, government and non-government agencies.

There have been a number of important milestones achieved and here are some highlights:

- History was made on 27 September 2015 as the \$21 million aquatic redevelopment was officially opened at the Mandurah Aquatic and Recreation Centre. The aquatic facility has been completely transformed and now boasts close to three times the water space of the original facility.
- Construction work on the Old Mandurah Traffic Bridge Replacement commenced in April 2016. The project is progressing well to deliver this vital piece of infrastructure to help meet our future needs.

- Work commenced in May 2016 to replace the ageing Eastern Foreshore seawall and is due for completion in late 2016.

In the past three years, the City has reduced its greenhouse gas emissions by 10.7 percent through consistent investment in renewable energy which has also significantly decreased energy consumption and operating costs.

We've also had a number of amazing major events this year including the Mandurah Crab Fest and the spectacular Wearable Art Mandurah. Our festivals and events, including our smaller capacity-building workshops and activities, continue to connect our community, build the skills and contribute to our local economy.

Mandurah is brimming with many volunteers who give up their time to help with a huge range of activities, events, programs and services. Without dedicated, passionate people, our services would not run as smoothly as they do.

We would like to thank our community for continually working with us to achieve our vision.



Marina Vergone
Mayor, City of Mandurah



Mark Newman
Chief Executive Officer,
City of Mandurah

2015 - 2016 Performance Highlights

Environment

- The State Government announced \$6 million funding for Peel-Harvey waterways research, scientific modelling and on-ground restoration works under the \$20 million Regional Estuaries Initiative
- The Australian Research Council Linkage 2-year Peel-Harvey waterways research partnership project, Balancing Estuarine and Societal Health in a Changing Environment, commenced
- In response to Mandurah's long-term waterways conservation needs, the City developed and implemented Coastal and Waterways Strategy
- The City installed solar photovoltaic systems at the Mandurah Small Business Centre, Merlin Street Pavilion, Mandurah Ocean Marina Operations Centre, Falcon eLibrary and Community Centre, and Meadow Springs Sports Facility

Social

- Under the Family Friendly Foreshore project, the City's CCTV network expanded to the Western Foreshore. Stage 2 funding currently being sought
- Mandurah Active Recreation Strategy was endorsed by Council, with Ocean Road Active Reserve the first project delivered
- Council endorsed the Mandurah Skate and BMX Facilities Feasibility Study to guide future provision of facilities within the city. The first project was minor improvements at the Falcon Skate Park

- The City continues to deliver the annual Channel 7 Mandurah Crab Fest, Stretch Festival and Wearable Art Competition, children's festival, Christmas pageant, New Year's Eve and Australia Day events. The art component of Crab Fest was strengthened following a two-year sponsorship from Healthway

Economic

- State Government announced \$49.3 million for the Transform Peel initiative, a 30-year program comprising Peel Business Park Nambelup, Peel Food Zone, and Peel Integrated Water Initiative. Transform Peel will create over 30,000 jobs and provide economic output of over \$16 billion
- The City supported and assisted the Peel Development Commission's release of its Peel Regional Investment Blueprint. The Blueprint has a strong focus on industry creation and diversification, with particular emphasis on the agriculture and food innovation industry
- The City was invited to participate in Round 2 of the WA Government's Regional Centres Development Plan. The City will partner with the Shire of Murray and Peel Development Commission to create a Growth Plan that outlines its objectives, strategies and actions to drive socio-economic development
- The City continued the successful Entrepreneurial Capacity Building Program, comprising Mumpreneur101, Artpreneur101, Migrant Women

Entrepreneurial program and Power Up program. New programs currently being introduced

- The City commenced City Centre place-activation project Shape Mandurah
- The City provided \$130,000 to support Make Place activities

Infrastructure

- Stage 1 of the Mandurah Aquatic and Recreation Centre Redevelopment completed, and Stage 2 commenced
- New Mandurah Traffic Bridge construction works commenced
- Eastern Foreshore Seawall Replacement works commenced
- Developed plan for new Lakelands Library and Community Centre in partnership with PEET Ltd

Identity

- Yaburgurt Public Art project design development phase commenced
- The Arts, Heritage and Culture Strategy 2014-2020 implementation commenced
- The City continues to sponsor the Mandurah and Peel Tourism Organisation

Leadership

- The City collaborated with Peel Regional Leaders Forum to update their Strategic Priorities Plan 2016-2020
- Mandurah's 'regional capital' role was

highlighted by the City during April 2016 State Cabinet Meeting in Mandurah

- The City provided submission to the Australian Government's Smart Cities Strategy, calling for Australian Government to invest in the Transform Peel program
- City continues to engage with peak organisations including WA Local Government Association, Australian Coastal Councils Association, Growth Areas Alliance Perth and Peel and Cities for Climate Protection
- The City provided a detailed submission on Perth and Peel @ 3.5million

Organisational Excellence

- The City's Risk Management Policy and Framework revised, forming the basis of the City's Risk Management Plan
- Review of Operations Services commenced
- Four Indigenous trainee positions created across the City, supported by an external indigenous mentor
- The City's 3-year OSH Plan completed and endorsed by Council
- Community consultation undertaken for Mandurah Public Art Strategy, Community Safety and Crime Prevention Survey, Sutton's Farm Structure Plan and Black Swan Wetland Management Plan, largely utilising the Have Your Say Mandurah website



Plan for the Future

In 2012/13 as a part of the Western Australian Government's Integrated Planning and Reporting Framework (IPRF), the City of Mandurah developed and implemented its Strategic Community Plan 2013-2033. The Strategic Community Plan was adopted by Council in April 2013.

Outcomes of the Strategic Community Plan have been incorporated into the City's Corporate Business Plan 2014-2017, adopted by Council in June 2013. The Corporate Business Plan outlines specific detailed projects and actions to be undertaken by the City and also informs existing Council plans such as Asset Management Plans and the Annual Budget. The Corporate Business Plan also incorporates the City's One Year Operational Plan, which details major projects, actions and activities for the year ahead.

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

In June 2015, the City undertook a 'desktop review' of its Strategic Community Plan, as a requirement of the IPRF process, and a report was present to Council in July 2015. The desktop review recommended that the City develop and implement an Integrated Transport Strategy. It also recommended that the City incorporate consideration of Cultural and Linguistic Diversity (CALD) communities when developing future strategies and plans, and also when reviewing existing strategies and plans, where relevant.

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

External Influences and Challenges

In addition to being a rapidly growing area, Mandurah has comparatively high numbers of older residents and low numbers of young adults. It also suffers from high unemployment. Mandurah's current unemployment rate is 10.1 percent (June 2016), which compares unfavourably with the WA average of 6.0 percent. Mandurah is currently the Peel Region's highest unemployment local government area, and is also among the highest unemployment areas within the Perth Greater Capital City Statistical Area.

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

- Creating jobs and improving access to local employment
- Improving education and training outcomes
- Growing and diversifying the regional economy
- Reduction and/or more competition around funding opportunities
- Ensuring community health and wellbeing, safety and security
- Preserving the natural environment and waterways
- Attracting and retaining young people
- Meeting community infrastructure needs
- Addressing social disadvantage, including affordable and crisis housing needs

Future Highlights

The City is always working towards the goals set out in the 20 Year Strategic Community Plan 2013-2033, which our community helped to create. Here are some of the key projects and highlights for 2016/17.

Environment

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

Social

- Obtain Port Bouvard Surf Lifesaving Club second-storey \$1 million funding commitment pledged by Australian Government during 2015 Canning by-election
- Continue to implement Mandurah Active Recreation Strategy
- Finalise Mandurah Crab Fest review

Economic

- Commence development of Mandurah Murray Growth Plan under WA Government's Regional Centres Development Plan
- Obtain Australian Government financial commitment to 'Transform Peel' program
- Obtain Federal commitment for Mandurah to be included in the Australian Government's Regional City Deals Program.

Infrastructure

- Complete Mandurah Aquatic and Recreation Centre Redevelopment
- Complete Mandurah Traffic Bridge Replacement

- Complete Eastern Foreshore Seawall redevelopment works
- Commence Eastern Foreshore Waterfront Revitalisation project (funding dependent)
- Commence Ocean Road toilets, changerooms and sports flood lighting installation.
- Commence Peelwood Reserve flood lighting installation and upgrade.

Identity

- Complete Yaburgurt Public Art project
- Continue to implement Arts, Heritage and Culture Strategy

Leadership

- Continue to work collaboratively with regional partners in the delivery of social, economic and environmental outcomes for the Peel Region
- Persuade Australian Government to financially support 'Transform Peel'
- Ensure WA Government honours funding commitment to commence Round 2 of the Regional Centres Development Plan in 2016/17.

Organisational excellence

- Undertake a major review of the Strategic Community Plan 2013-2033
- Complete Operations Services review
- Review the City's Customer Service Strategy
- Develop and implement an Integrated Transport Strategy
- Develop and implement Environmental Offset Strategy

Elected Members



Mayor Marina Vergone

Councillor (2011-2013)

Mayor (October 2013-present)

Committees October 2013 - October 2015:

- Audit and Risk Committee
- Governance and Infrastructure Committee
- Executive Committee (Chair)
- City of Mandurah Convention Scholarship Assessment

Panel

- Peel Regional Leaders Forum
- Reconciliation Action Plan Steering Group
- South West Regional Road Group
- WALGA/Peel Country Zone
- Waste Management Alliance Board

Committees October 2015-present:

- Audit and Risk Committee

- Executive Committee
- City of Mandurah Convention Scholarship Assessment Panel
- Community Assistance Grants Scheme
- Reconciliation Action Plan Steering Group
- South West Regional Road Group
- WALGA: Peel Country Zone
- Waste Management Alliance Board



Deputy Mayor Councillor Darren Lee

East Ward

Committees 2013-October 2015:

- Audit and Risk Committee
- Planning, Community Development and Sustainability Committee
- Executive Committee
- Mandurah Bushfire Advisory Committee (Deputy Member)
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme
- Coodanup Community Advisory Group

- Development Assessment Panel
- Mandurah Liquor Accord
- Peel Mosquito Management Group (Deputy Member)
- Rivers Regional Council (Deputy Member)
- South West Regional Road Group (Deputy Member)
- WALGA/Peel Country Zone
- Waterside Canal Waterways Advisory Group
- Mainers Cove Advisory Group

Committees October 2015-present:

- Audit and Risk Committee (1st Deputy Member)
- Executive Committee
- Planning Committee (2nd Deputy Member)

- Waterside Canal Waterways Advisory Group
- Mariner's Cove Waterways Advisory Group
- Australia Day Awards Selection Panel
- City of Mandurah Convention Scholarship Assessment Panel
- Peel Mosquito Management Group (Deputy Member)
- Murdoch University Undergraduate Nursing Scholarship Selection Panel
- Coodanup Community Advisory Group
- Rivers Regional Council (Deputy Member)
- Development Assessment Panel



Councillor Shannon Lawson

Coastal Ward

Committees 2013-October 2015:

- Planning, Community Development and Sustainability Committee
- Mandurah Coastcare Coordinating Advisory Group
- Mandurah Performing Arts Inc Board
- Peel Chamber of Commerce and Industry Board
- Port Bouvard Waterways Advisory Group

Committees October 2015-present:

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



Councillor Don Pember

Coastal Ward

Committees 2013-October 2015:

- Audit and Risk Committee (Chair)
- Planning, Community Development and Sustainability Committee
- Australia Day Awards Selection Panel
- City of Mandurah Convention Scholarship Assessment Panel

- Local Emergency Management Advisory Committee
- Port Bouvard Waterways Advisory Group
- Peel Development Commission Board



Councillor Tahlia Jones

Coastal Ward

Committees October 2015-present:

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



Councillor Peter Rogers

Town Ward

Committees 2013-October 2015:

- Governance and Infrastructure Committee
- Family Friendly Foreshore Project Reference Group

Committees October 2015-present:

- Planning Committee (Chair)
- Audit and Risk Committee
- Mandurah Community Museum Advisory Group
- Reconciliation Action Plan Steering Group
- Family Friendly Foreshore Project Reference Group

- Rivers Regional Council (Deputy Member)



Councillor Ron Wortley

North Ward

Committees 2013-October 2015:

- Planning, Community Development and Sustainability Committee
- CoastSwap (formerly South West and Peel Regional Coastal Management Group)
- Development Assessment Panel (Alternative Member)

- Disability Access Advisory Group
- Mandurah Coastcare Coordinating Advisory Group (Deputy Member)
- Mandurah Roadwise Advisory Group

Committees October 2015-present:

- Planning Committee
- Access and Inclusion Advisory Group
- Mandurah Coastcare Coordinating Advisory Group

- Mandurah Roadwise Advisory Group
- CoastSwap



Councillor Jane Field

Town Ward

Committees 2013-October 2015:

- Governance and Infrastructure Committee
- Mandurah Bushfire Advisory Committee
- Port Mandurah Canal Waterways Advisory Group

Committees October 2015-present:

- Planning Committee (1st Deputy Member)
- Mandurah Roadwise Advisory Group
- Mandurah Environmental Advisory Group (Deputy Member)
- Access and Inclusion Advisory Group (Deputy Member)
- Mandurah Bushfire Advisory Committee (Deputy Member)
- Mandurah Community Museum Advisory Group (Deputy Member)

- Local Emergency Management Advisory Committee
- Kids Teaching Kids: School Selection Panel - Interstate Conference
- City of Mandurah Sports Awards
- Mandurah Performing Arts Inc Board



Councillor Lynn Rodgers

East Ward

Committees 2013-October 2015:

- Governance and Infrastructure Committee (Chair)
- Executive Committee
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme

- Healthy Active Mandurah Advisory Group
- Mandurah Environmental Advisory Group
- Reconciliation Action Plan Steering Group
- Coodanup Community Advisory Group (Deputy Member)

Committees October 2015-present:

- Planning Committee

- Executive Committee
- Mandurah Environmental Advisory Group
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme
- Reconciliation Action Plan Steering Group
- Coodanup Community Advisory Group



Councillor Caroline Knight

North Ward

Committees 2013-October 2015:

- Planning, Community Development and Sustainability Committee
- Audit and Risk Committee (Deputy Member)
- Governance and Infrastructure Committee (2nd Deputy Member)
- Australia Day Awards Selection Panel
- City of Mandurah Convention Scholarship Assessment Panel

- Development Assessment Panel
- Healthy Active Mandurah Advisory Group
- Mandurah Environmental Advisory Group
- Peel Harvey Catchment Council
- Sea Change Task Force

Committees October 2015-present:

- Audit and Risk Committee (2nd Deputy)
- Executive Committee (Chair)
- Planning Committee

- Mandurah Environmental Advisory Group
- Peel Harvey Biosecurity Group
- City of Mandurah Convention Scholarship Assessment Panel
- Kids Teaching Kids: School Selection Panel - Interstate Conference
- Murdoch University Undergraduate Nursing Scholarship Selection Panel
- WALGA: Peel Country Zone (Deputy Member)
- Peron Naturaliste Partnership (Deputy Chair)
- Development Assessment Panel



Councillor Peter Jackson

North Ward

Committees 2013-October 2015:

- Audit and Risk Committee
- Governance and Infrastructure Committee
- Planning, Community Development and Sustainability Committee (2nd Deputy Member)

- Community Assistance Grants Scheme
- Mandurah Liquor Accord
- Peel Chamber of Commerce and Industry Board (Deputy Member)

Committees October 2015-present:

- Audit and Risk Committee (Chair)
- Executive Committee
- Planning Committee

- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme
- Mandurah Liquor Accord
- Mandurah and Peel Tourism Organisation (MAPTO) Board



Councillor Shane Jones

East Ward

Committees 2013-October 2015:

- Planning, Community Development and Sustainability Committee
- Governance and Infrastructure Committee (1st Deputy Member)
- Community Assistance Grants Scheme

- Development Assessment Panel (Alternative Member)
- Rivers Regional Council
- WALGA/Peel Country Zone (Deputy Member)

Committees October 2015-present:

- Community Assistance Grants Scheme
- City of Mandurah Sports Awards
- Coodanup Community Advisory Group (Deputy Member)
- Rivers Regional Council

- South West Regional Road Group (Deputy Member)
- Development Assessment Panel (Alternative Member)



Councillor Dave Schumacher

Town Ward

Committees 2013-October 2015:

- Planning, Community Development and Sustainability Committee (Chair)
- Audit and Risk Committee (Deputy Member)
- Australia Day Awards Selection Panel

- Reconciliation Action Plan Steering Group
- Rivers Regional Council (Deputy Member)

Committees October 2015-present:

- Mandurah Liquor Accord
- Port Mandurah Canal Waterways Advisory Group
- Australia Day Awards Selection Panel
- Reconciliation Action Plan Steering Group
- City of Mandurah Sports Award

- Peel Chamber of Commerce and Industry Board (Deputy Member)



Hon Councillor Fred Riebling JP

Coastal Ward

Committees 2013-October 2015:

- Audit and Risk Committee
- Governance and Infrastructure Committee
- Planning, Community Development and Sustainability Committee (2nd Deputy Member)
- Disability Access Advisory Group

- Mandurah Quay Waterways Advisory Group
- Mandurah Roadwise Advisory Group
- Peel Mosquito Management Group
- Rivers Regional Council
- Development Assessment Panel (Alternative Member)

Committees October 2015-present:

- Audit and Risk Committee

- Planning Committee
- Mandurah Bushfire Advisory Committee
- Port Bouvard Waterways Advisory Group
- Mandurah Quay Waterways Advisory Group
- Local Emergency Management Advisory Committee (Deputy Member)
- Peel Mosquito Management Group
- Rivers Regional Council
- Development Assessment Panel (Alternative Member)



Council Meeting Attendance

Name	Council Meeting*	Special Council Meeting
Total meetings held	18	4
Mayor M Vergone	15	3
Cr D Lee	18	4
Cr L Rodgers	15	2
Cr S Jones	14	3
Cr F Riebeling	15	4
Cr T Jones (Oct - Jun 2016)	14 of 14	3 of 3
Cr S Lawson	14	2
Cr R Wortley	17	1
Cr C Knight	17	4
Cr P Jackson	18	4
Cr D Schumacher	15	4
Cr J Field	13	3
Cr P Rogers	17	3
Cr D Pember (Jul - Oct 2015)	3 of 4	1 of 1

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

Executive Management



Mark Newman

Chief Executive Officer

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

Responsible for the overall operation
of the organisation and for the
economic development portfolio.



Lesley Wilkinson

Director People and Communities

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

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



Allan Claydon

Director Works and Services

MEM; BE (Hons), GradDipBus,
GradDipEng

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



Tony Free

Director Sustainable Development

BA (Urban Studies), MBA, MPIA

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



Graeme Davies

**Executive Manager Strategy and
Business Performance**

GradDipBus, MBA

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



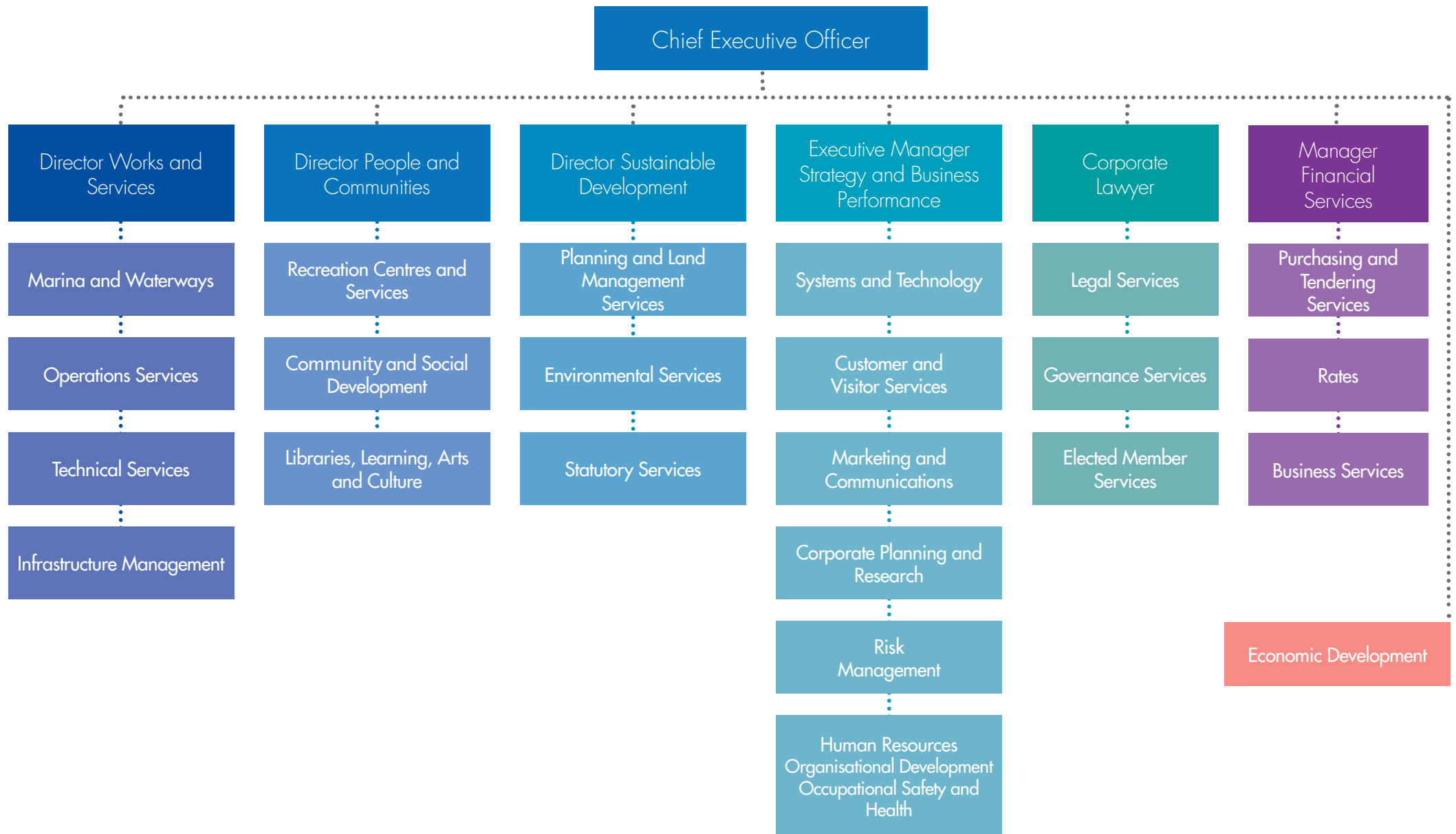
Wido Peppinck

Corporate Lawyer

B.JURIS, LL.B

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

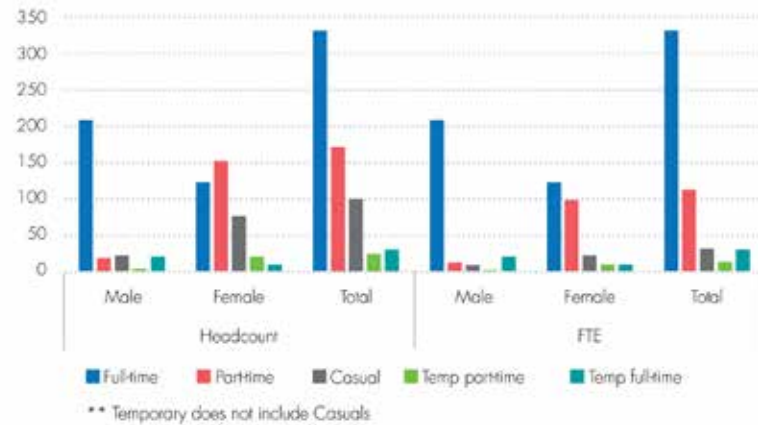
Organisational Structure



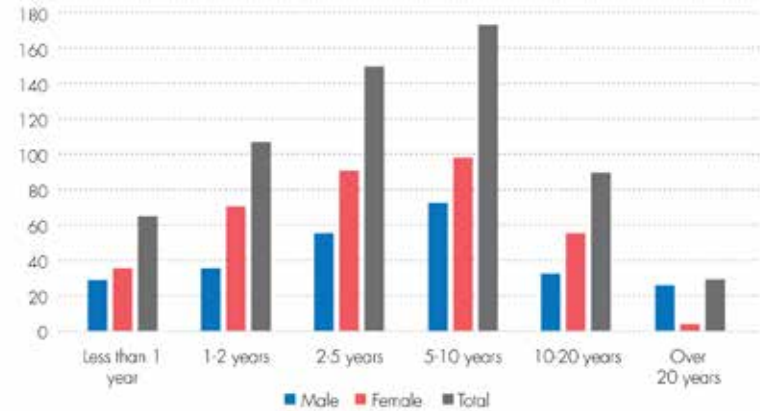
Staff Profile

The City of Mandurah has a diverse workforce, currently employing 632 staff in many varied fields. Volunteers are also an important extension of our workforce.

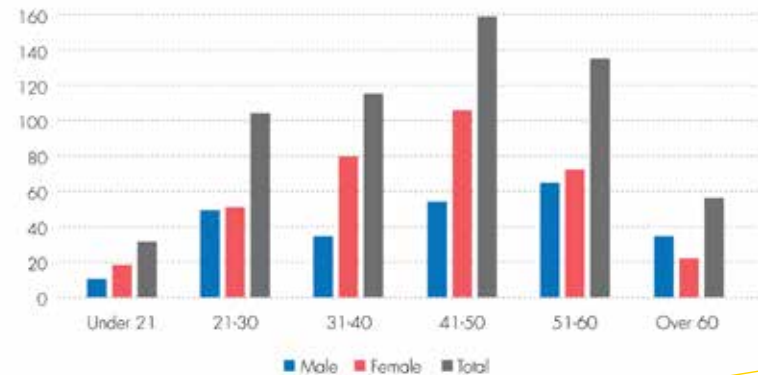
City of Mandurah Employees 2015/2016



City of Mandurah Employees by tenure 2015/2016



City of Mandurah Employees by age 2015/2016



About the Annual Report

The Annual Report 2015-2016 will provide an update of the City's achievements against the Corporate Business Plan 2014-2017 which was developed from the Strategic Community Plan 2013-2033.

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

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

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





The Annual Report 2015-2016 meets our commitment to transparent performance reporting, in line with the Integrated Planning and Reporting Framework required of all local governments throughout Western Australia.

Reading the Report

The City of Mandurah Annual Report 2015-2016 is structured based on the Strategic Community Plan's seven Key Focus Areas (KFA). The sections to follow will provide;

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

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

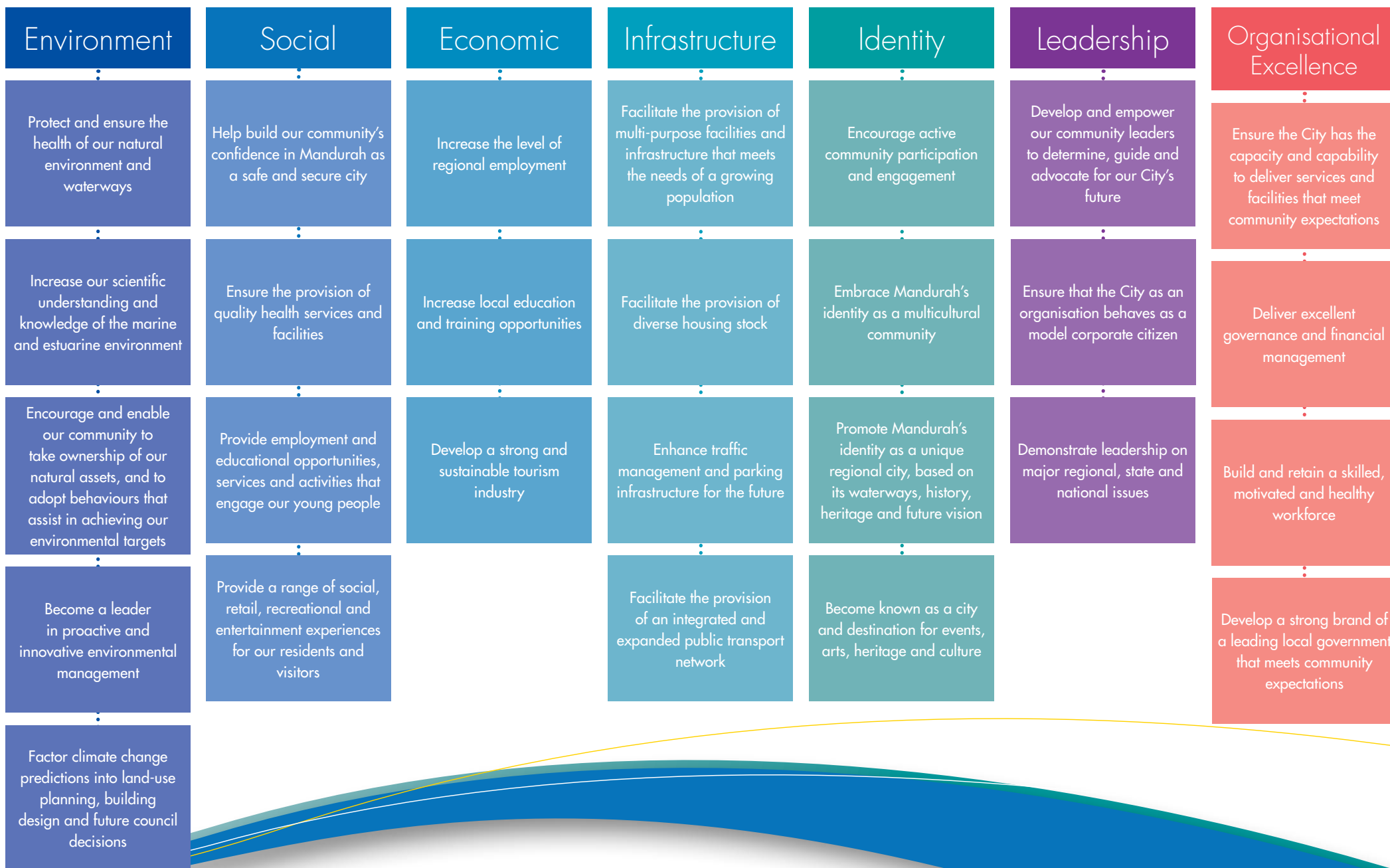
-  **Completed:** Projects/Initiatives completed during the financial year under review, as planned in the Corporate Business Plan 2014-2017
-  **In Progress:** Projects/Initiatives commenced during the financial year under review, as planned in the Corporate Business Plan 2014-2017, and not yet completed, with delivery falling due after the financial year 2015/2016, or delayed due to varied reasons
-  **Ongoing:** Projects/Initiatives completed during the financial year under review, as planned in the Corporate Business Plan 2014-2017, and will be delivered annually for a given period of time
-  **Not Commenced:** Projects/Initiatives not commenced during the financial year under review, as planned in the Corporate Business Plan 2014-2017 due to varied reasons

Overall Strategic Direction

Major projects/initiatives highlights for the KFA

Performance Scorecard for the KFA

Strategic Direction



Key Focus Area: Environment

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

Environmental partnerships

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

The City's key environmental partners include:

- Rivers Regional Council – an alliance of councils providing sustainable waste minimisation and recycling service. As part of the alliance, the City has entered a contract with Phoenix Energy to treat the City's putrescible waste for the next 20 years.
- Peron Naturaliste Partnership (PNP) – a coordinated regional approach to coastal adaptation. In May, the PNP (which the City of Mandurah is host partner) was awarded the 2016 Australian Coastal Award for Climate Adaptation at the Australian Coastal Council Conference.
- Murdoch University - The City partnered with Murdoch University for a successful Australian Research Council (ARC) grant for the Backyard Bandicoots research project. The City also partnered with Murdoch and other lead stakeholders for nutrient modelling of the estuary and catchment, with a separate ARC grant.
- Peel Harvey Catchment Council (PHCC) – the City continues its support the PHCC, working together to

meet mutual objectives, mainly water quality projects aimed at protecting the health of the vital estuary waterway.

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

Community engagement and education

From big picture planning and action to community-level engagement, the City tackles environmental management from many angles.

Close to 40,000 plants were put into the ground during the year's tree planting season.

Fifteen community tree planting events were held in partnership with CoastCare and BushCare groups,

business partners and community groups. More than 10,000 native seedlings were planted across bushland, coastal and estuarine reserves by over 200 volunteers.

Close to 4000 native bushland plants were planted on National Tree Day at Marlee Reserve by more than 150 volunteers.

In partnership with Men of the Trees Peel, the City held 10 school planting events at seven different sites, and close to 20,000 seedlings were planted by City crews and contractors across 19 sites.

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

During the reporting period, the City hosted its 4th annual Perth and Peel Regional Kids Teaching Kids Conference, which aims to engage young people in the environment. The event was hugely successful and popular, attracting more than 330 students who shared their knowledge and taught fellow students about local environmental projects.

In November, Mayor Vergone and Member for Dawesville Dr Kim Hames MLA officially opened stage one of the Ocean Road Active Reserve and Waste Water Reuse Project in Dawesville.

The project has delivered an environmentally sustainable water supply for the irrigation of the two primary school ovals and created a new, two-hectare active reserve for the well-being of the growing local community.

The project was also named a finalist in the Institute of Public Works Engineering Australasia WA Engineering Excellence Awards.

Energy saving measures

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

Just some of the initiatives are:

- Solar Plan – working to reduce greenhouse gas emissions, operating costs and electricity consumption. The system has saved more than 400 tonnes of CO₂-emission from being released into the atmosphere. The City also held a series of free solar panel workshops for local businesses.
- Geothermal heating project – the City has progressed the geothermal heating project as part of the Mandurah Aquatic and Recreation Centre's redevelopment. This is the biggest energy efficiency project the City has

undertaken. Upon completion, this project aims to reduce the City's overall greenhouse gas emissions by close to 10 percent.

- LED Plan – this plan targets the retrofitting of all fluorescent lights in Council buildings with 2,500 units to be replaced to LED. This represents an annual cost saving of more than \$49,000, and an emissions reduction of more than 100 tonnes of CO₂-emission. More than 1000 City-owned street lights will also be retrofitted. This will achieve a 40-60 percent decrease in energy consumption and emissions.








Waterwise Council re-endorsement

The City's approach to water conservation and efficiency once again achieved the organisation re-endorsement as a Waterwise Council.








The Waterwise Council Program is jointly run by the Water Corporation and the Department of Water to achieve reductions in scheme water and groundwater annually.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
1.1. Protect and ensure the health of our natural environment and waterways	1.1.1 Protect and maintain high quality areas of biodiversity		Identification and protection of Glossy Leafed Hammer Orchid (Declared Rare Flora) at Jubata Gardens Reserve. Installation of boulders at Bird Sanctuary to restrict access to Ramsar site. Provided support to Birdlife Australia to present educational workshop about Mandurah's Black Cockatoos at Marlee Reserve.
	1.1.2 Advocate for the implementation of a dedicated governing body for the Peel-Yalgorup Wetland System		The Peel-Harvey Estuary Management Committee was established in early 2014, which delivered little results. The State Government has recently announced \$6million funding for Peel waterways under Regional Estuaries Initiative in April 2016. Various erosion control projects are currently under way.
	1.1.3 Develop and implement policies and practices that deliver environmentally sustainable outcomes		Ongoing
	1.1.4 Integrate the protection of waterways and bushland into land-use planning		Council supported many of the actions and initiatives from this comprehensive environmental commitments and approvals for the Perth and Peel Region's to a population of 3.5million, however expressed concern with the funding and governance model associated with the plan.
1.1. Protect and ensure the health of our natural environment and waterways	1.1.5 Implement and review the State of the Environment Report and Action Plan		The State of the Environment Report was reviewed as part of an internal review of current strategies. Recommendations will be put to Council next financial year.
	1.1.6 Expand national and international recognition of the Peel-Yalgorup Wetland System		Background paper prepared. Discussions occurred with Department of Parks and Wildlife, and Department of Premier and Cabinet. Progress to be reported to Council, with recommendation to include increase in community engagement to obtain support for the proposal.
	1.1.7 Ensure that our planning and activities maintain a sustainable balance between urban growth, the environment and social values		City has developed a planning strategy for the provision of active recreation space in Mandurah's southern corridor. Mandurah Active Recreation Strategy was endorsed by Council in July 2015. The City is working on implementing priority projects.



Strategy	Strategic Initiative	Progress	Comment
1.2. Increase our scientific understanding and knowledge of the marine and estuarine environment	1.2.1 Engage in collaborative research partnerships with the education sector and other stakeholders		The City partnered with Murdoch University for successful Australian Research Council (ARC) grant plus \$20,000 for Backyard Bandicoots. Also partnered with Murdoch University and other lead stakeholders for nutrient modelling of estuary and catchment, via a separate ARC grant.
	1.2.2 Facilitate the replenishment of fish stocks and habitats		Extensive work has been undertaken locally in the field of sustainable recreational fishing and this was recognised by the Marine Stewardship Council certification in June 2016.
	1.2.3 Respond to environmental challenges based on scientific evidence		The City is supporting research into Water-Sensitive Urban Design (WSUD) as a participant in the nation-wide Cooperative Research Centre for Water Sensitive Cities.
	1.2.4 Work collaboratively with local government and other stakeholders to enhance our understanding of the environmental challenges we face		City of Mandurah is participating in Peel-Harvey waterways research under the \$20m Regional Estuaries Initiative, and also participating in Australian Research Council (ARC) linkage project, 'Balancing Estuarine and Societal Health in a changing environment'. The City continues to participate in the Peron Naturaliste Partnership. The City has funded Murdoch University to undertake research into the impacts of digging mammals on bushland health, and separately on estuary health.
1.3. Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets	1.3.1 Educate the community on the role they can play in conserving our local environment		The City coordinated the school tours for year 12 geography students, teaching them about the work that the City's environment team does. The City hosted the Peel Regional Kids Teaching Kids Conference, inspiring students to teach other students about environmental values.
1.3. Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets	1.3.2 Reduce per capita waste generation and waste-to-landfill		Initiatives through education campaigns have been the mainstay of reducing waste. Work is continuing to focus on the potential introduction of a Tip Shop to recycle goods.
	1.3.3 Report to our community on progress implementing the State of the Environment Report and Action Plan		Ongoing

Strategy	Strategic Initiative	Progress	Comment
1.4. Become a leader in proactive and innovative environmental management	1.4.1 Develop a plan to assist our community to reduce energy use and adopt clean energy technologies	●	The City conducted energy efficiency audits at five community facilities and implemented energy savings measures such as replacement of lighting with LED and motion sensor installation.
	1.4.2 Develop and implement waste-to-energy solutions for residential and industrial waste	●	The City via its membership of the Rivers Regional Council has signed a contract with Phoenix Energy to treat the City's general waste for the next 20 years. Treatment will be via a waste to energy plant with the outcomes being electrical power provided to the state's power grid and residue ash being used to manufacture bricks. Commencement expected in November 2019.
	1.4.3 Reduce energy and greenhouse gas emissions in City buildings, vehicles and community facilities	●	The City installed solar photovoltaic systems on the Small Business Centre, Merlin Street Pavilion, Marina Operations Centre, Falcon eLibrary and Community Centre and Meadow Springs Sports Facility.
	1.4.4 Reduce our community's per capita water consumption	●	The City was re-endorsed as a Waterwise Council in April 2015.
	1.4.5 Promote and encourage the development of environmentally sensitive built form	●	Medium/long-term goal. Developed sustainable house plans for online distribution. Reviewed the Environmentally Sensitive Design checklist for new City facilities.
1.5. Factor climate change predictions into land-use planning, building design and future council decisions	1.5.1 Ensure that the City's planning and activities incorporate current and future climate predictions	●	The City is currently implementing its Climate Change Response Plan. The old Eastern Foreshore seawall is currently being constructed higher to allow for future sea level rises.
	1.5.2 Demonstrate leadership in meeting the challenges of climate change at regional, state and national level	●	The City continues to participate in the Peron Naturaliste Partnership, International Council for Local Environmental Initiatives and National Seachange Taskforce.



Key Focus Area: Social

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

Community Safety and Crime Prevention

The City continues to work together with State and Federal government, local Police, businesses, community groups and residents to ensure community safety has a well-rounded approach.

Key outcomes during 2015/16 include:

- The Family Friendly Foreshore project delivered enhancements to the Western Foreshore space with new seating, lighting, CCTV cameras, an urban art installation and pathways. During summer, the foreshore hosted the successful Summa Beatz youth events, and the new Disc Golf course was officially opened.
- MyPark Grooves was a series of free community events held in four local parks and was developed in response to vandalism in our parks and reserves.
- The Mandurah Liquor Accord is a vital component of the City's ongoing actions and demonstrates how we can work together on community safety.

Achievements include the Pilot Radio Project; upgraded signage, lighting and additional CCTV cameras installed in the CBD; and strengthened relationships between venues.

Feedback, research and community survey results are being used to inform the 2017-2022 Community Safety and Crime Prevention Partnership Plan.

Active community

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

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

In April, the City launched the Our Mandurah Community Youth Alcohol Strategy which provides a framework to address underage drinking, promotion of alcohol-free events and to increase harm-reduction messages within the community.

The Mandurah Junior Council now includes representatives from every primary school in Mandurah. The City is proud of the Junior Council's commitment to the community and environment, which was demonstrated in the 2015 Clean City, Cool City campaign.

One way of positively affecting our ageing community is through Ac-cent Mandurah. Ac-cent continues to be a great place for people over 55 and now has more than 1,900 active members.

During 2015/16, almost 7000 visitors explored the region's interesting Aboriginal, colonial and maritime history on display at the Mandurah Community Museum. The museum provides a unique experience through static and audio records, plus 10 exhibitions and many value-added learning activities and programs during the year.

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

Access and Inclusion Plan

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

The City's Access and Inclusion Plan 2015-2020 was launched this year. The plan provides a framework for implementing a range of initiatives and projects aimed at addressing inequalities faced by people with disability. Outcomes from the plan also help improve access for elderly people, families and those with temporary mobility-related impairments.

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

Supporting our community

The City supports our community at a 'grass roots' level to build skills and opportunities available. Here are some examples during 2015/16.

- Community Assistance Grants Scheme - supports community groups who create opportunities for community participation and give them greater access to services, through two funding streams.
- Community Association Fund - supports local community groups to deliver projects to Mandurah residents. The Fund has two rounds per financial year.

Round one provided \$14,725.10 in grants to 20 community groups.

Round two provided \$33,411.47 in grants to 16 community groups.

- Partnership Fund - aims to assist community organisations to provide increased community access to essential programs and services over a three year period. During 2015/16, \$119,450 was given to 29 groups.
- Community Event Support Grant - supports events run by community groups through a grant. In 2015/16, 11 grants (totalling \$30,000) were provided contributing to an active and vibrant community.
- Kidsport - Local children again benefited from a partnership between the City and the State Government through Kidsport funding. During 2015/16, 1547 vouchers (totalling \$205,000) were provided for financially disadvantaged young people to join sporting clubs.
- Club Grant Program - the City provides significant funding support to local recreation and sporting clubs and this year 20 groups benefited from the City's Club Grant program, with \$20,000 distributed. The City also provided financial assistance to 67 (\$14,000) athletes and officials representing their sport at state, national or international level.
- Murdoch University scholarship - In September 2015, Council agreed to increase the Murdoch University nursing students scholarship program from \$4000 to \$11,000 per year for the next three years, which included a new scholarship for indigenous students. The City is a long-time supporter of scholarships, and has awarded nearly \$20,000 to 19 nursing students at the Peel Campus since 2011.

Community events

The City of Mandurah once again delivered and facilitated a number of spectacular events during the financial year.



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

The City also partnered with a number of organisations to deliver events including the NAB Cup, Fremantle vs Richmond match, Ironman 70.3 Mandurah, Ride to Conquer Cancer and the Peel Pro.







City of Mandurah major events






- **Children's Festival** - October 25
25,000 attendance
- **Community Christmas Celebration** - December 1
25,000 attendance
- **New Year's Eve** - December 31
30,000 attendance
- **Australia Day Celebrations** - January 26
5,000 attendance
- **Mandurah Crab Fest** - March 18-20
120,000 attendance
- **Stretch Arts Festival** - May 7-8
24,000 attendance
- **Common Threads Wearable Art Showcase** - May 7
800 attendance (sold out)







Scorecard

Strategy	Strategic Initiative	Progress	Comment
2.1. Help build our community's confidence in Mandurah as a safe and secure city	2.1.1 Implement and review the Community Safety and Crime Prevention Plan 2011-2016		<p>The City is providing ongoing administrative, business communications and project support to the Mandurah Liquor Accord.</p> <p>The City has implemented the Night Time Taxi Ranks project to increase security infrastructure at Mandurah's city centre taxi ranks, including establishing a new rank on Ormsby Terrace.</p> <p>The City recently completed stage one of the Western Foreshore Family Friendly Foreshore project, including the appointment of a project officer. Stage two funding was being sought.</p> <p>The City has partnered with Police, the Peel Chamber of Commerce and Industry and local businesses to deliver community safety education and awareness opportunities, including a business breakfast.</p> <p>The City continues to expand the CCTV network largely through grant funding.</p> <p>Review of the Community Safety Plan was completed, including achievements, and was endorsed by Council. Community consultation for 'Perceptions of Crime 2016' was completed to inform the new plan.</p> <p>Community Safety and Crime Prevention Plan 2017-2022 framework is being developed in partnership with broad stakeholders.</p>
	2.1.2 Lobby State Government regarding the need for appropriate levels of service, particularly for policing		<p>The City called for the re-introduction of a standalone regional policing model for Mandurah, during the April 2016 State Cabinet Meeting.</p> <p>The City has invested in community education and awareness of the new policing model, including facilitating a monthly eWatch newsletter.</p> <p>The City continues to work with the sector to develop non-profit accommodation.</p> <p>A range of State Service delivery issues were raised with ministers at April's State Cabinet meeting held in Mandurah.</p>

 Complete
  In Progress
  Complete for current year and ongoing
  Not Commenced

Strategy	Strategic Initiative	Progress	Comment
2.1. Help build our community's confidence in Mandurah as a safe and secure city	2.1.3 Ensure that our planning, design and infrastructure provision enhances community safety		<p>The CCTV network has been expanded to parts of the western foreshore in 2015/16, with stage two to be undertaken once funding is secured.</p> <p>CCTV placement for new traffic bridge negotiated with Main Roads WA.</p> <p>Western foreshore lighting completed and business engagement strengthened.</p>
2.2. Ensure the provision of quality health services and facilities	2.2.1 Define the key health needs of our community, and lobby State and Federal Government for the delivery of required facilities and services, including hospitals, mental health, and aged care		<p>The need for a Peel Rural Clinical School, and also regional student accommodation was outlined in the Peel Regional Leaders Forum's Strategic Priorities Plan 2016-2020.</p> <p>City has been part of Mental Health Strategic Planning in 2016 following a number of youth suicides.</p> <p>The City supported a successful \$52,500 funding application by Curtin University to undertake feasibility study into Peel Rural Clinical School.</p> <p>City representatives participated in the Needs Assessment facilitated by Perth Coastal Medicare Local, where the health needs of the community were identified.</p>
	2.2.2 Continue the delivery of best-practice mosquito control		<p>The City continues to proactively collaborate with key stakeholders, including the Department of Health, to further develop the programs capacity and resources to deliver and enhance mosquito control for public health, amenity and community wellbeing.</p> <p>The City was a member of the state Mosquito Control Advisory Committee and was successful in lobbying for improved helicopter provision and application equipment.</p> <p>The City was also a pilot site for the state-wide Fight the Bite Public Education Campaign to reduce mosquito-borne disease.</p>
	2.2.3 Encourage more medical specialists to relocate to the Peel Region		<p>A number of new general practices have opened in Mandurah in the past 12 months to match the growing need. Ramsay Health Care, who manage the Peel Health Campus, are working to attract more specialist services to Mandurah to match the growing need. Curtin University continue to work on the establishment of a Regional Medical School.</p>
	2.2.4 Facilitate and advocate for support for seniors in their own homes		<p>The City is implementing programs under the Active Ageing Plan 2013-2017.</p> <p>The City has a role on a regional goal 'Ageing in the Peel', and has partnered with the Peel Development Commission and service providers to strategically plan for an ageing population.</p>
	2.2.5 Develop, implement and review the Mandurah Active Ageing Plan		<p>The City is implementing programs and services suitable for the Active Ageing target market, including those delivered at recreation centres.</p> <p>The City also hosts regular Active Ageing meetings, and is currently considering a number of new active ageing projects with a focus on building the capacity of the sector.</p>

Strategy	Strategic Initiative	Progress	Comment
2.2. Ensure the provision of quality health services and facilities	2.2.6 Advocate for and facilitate the provision of high quality preventative health initiatives		The City's Recreation Centres continue to provide a wide range of targeted sport, leisure, recreation and fitness programs and services, i.e. Beat the Feet, Heartmoves and Walking Groups. The Public Health Act 2016 revisions will guide proactive health actions by the City moving forward.
	2.3.1 Advocate for and facilitate improved education and training outcomes in Mandurah		The City continues to work with schools and training providers to increase the presence of training in the city. The City is advocating for the State Government to develop an Education Strategy for Mandurah.
	2.3.2 Develop, implement and review the Mandurah Youth Development Strategy to attract and retain young people		The Mandurah Youth Development Strategy 2014-2018 was endorsed by Council in October 2014, and is progressively being implemented. A business improvement review for youth development was completed in 2014 and endorsed by the Audit and Risk Committee and subsequently the Council. The City has increased significantly its provision of Youth Outreach programs in the northern and southern corridors. The City has strengthened its Youth Provider partnerships to ensure where possible other agencies take a lead role in service provision.
2.3. Provide employment and educational opportunities, services and activities that engage our young people	2.3.3 Implement and review the Better Start, Better Future - Early Childhood Strategy 2012 - 2016		The City is promoting literacy in early years settings by working with partners to increase literacy opportunities for children aged under five and their families. As part of this, Library Services continued to deliver Rhymetime, Storytime and School Holiday activities. The City partnered with several agencies to deliver a 'Mandurah Families Guide 2014' which was updated in 2015. These guides are widely distributed and valued.
	2.3.4 Support the development of Mandurah's future community leaders		38 new Junior Councillors were elected in March 2016 with elections for Junior Mayor and Junior Deputy Mayor held in April 2016. The young women's leadership program was strengthened, and new partners engaged to facilitate several new youth programs.

Strategy	Strategic Initiative	Progress	Comment
2.3. Provide employment and educational opportunities, services and activities that engage our young people	2.3.5 Implement and review the Mandurah Skate and BMX Strategy 2012-2022		Mandurah Skate and BMX Facilities Feasibility Study was undertaken in 2015, and adopted by Council in January 2016, to guide future provision of facilities within the city. Bill Bowler Skate Park improvements on hold pending final design of new Mandurah Traffic Bridge. Minor improvements for Falcon Skate Park currently being undertaken. Potential sites for Lakelands and Dawesville Skate Parks are under consideration as part of future public open space and community centres provision.
2.4. Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	2.4.1 Actively promote community arts, music and entertainment programmes, activities and events, including the provision of world-class public art		The City continues to deliver the annual Mandurah Crab Fest, as well as the Stretch Festival and Wearable Art Mandurah, Children's Festival, Christmas Pageant, New Year's Eve and Australia Day events. The art component of Crab Fest strengthened following the City obtaining a two-year sponsorship from Healthway. A Public Art Strategy has been developed with Artsource. An audit of all public art was carried out to create an Asset Management Plan. Engaged with community artists and stakeholders to create draft Public Art Strategy to be presented to Council in late 2016.
	2.4.2 Implement and review the Arts and Cultural Framework and the Civic and Cultural Precinct Master Plan		Mandurah Arts, Heritage and Culture Strategy 2014-2020 was adopted by Council in May 2014, and is progressively being implemented. The potential of regional art gallery in Mandurah is currently being explored.
	2.4.3 Improve the retail and entertainment experience in Mandurah, focusing on creating a city centre with a vibrant and safe evening and night economy		The City has developed and is implementing a City Centre Activation Strategy, focussing on central Mandurah, the Eastern and Western foreshores, and the Mandurah Ocean Marina precinct. The City has more than 35 businesses engaged through the Mandurah Liquor Accord, and delivered projects that sought to improve night time safety. The City has implemented an alcohol awareness campaign in the entertainment precinct.
	2.4.4 Develop, implement and review the Mandurah Active Recreation Strategy		Mandurah Active Recreation Strategy was endorsed by Council in July 2015. The City is working on implementing priority projects. Priority one, the Ocean Road Active Reserve project, was delivered in November 2015, and planning has commenced on subsequent priorities.
	2.4.5 Increase the capacity of Mandurah's community, recreation and volunteer organisations		The City continues to deliver actions outlined in the Club Support Program, helping to create sustainable clubs. The City has a representative on the Peel Volunteer Resource Centre Board and actively supports Annual Volunteer Awards for Mandurah residents.

Strategy	Strategic Initiative	Progress	Comment
2.4. Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	2.4.6 Maximise the use of technology to enhance social inclusion	●	<p>The City's new website is mobile enabled and provides improved access for people with disabilities.</p> <p>The focus of the City children's library spaces remains early literacy and learning and these spaces have been enhanced with new children's PCs with fun and educational software.</p> <p>The new Fab Lab 'maker space' has opened at Falcon elibrary with a 3D printer for the public to learn new skills.</p> <p>The installation of self-issue at Mandurah Libraries, currently underway, will change the way our libraries operate so that staff will spend less time processing and issuing books and more time running programs with public generating richer community outcomes.</p> <p>Arts and Events officers are using the City's newly installed WiFi to get more accurate figures on attendance at City events, which aids future planning and safety of our events. The planning of our new shopfront library and community centre in Lakelands will also be informed by this digital approach, having modern technology for the public to use, whilst City staff (and other agencies) are freed up to engage the public in activities and learning programs.</p> <p>A new website, Our knowledge, Our land, has been created bringing to life Bindjareb history and heritage through the digital medium.</p>
	2.4.7 Facilitate opportunities for lifelong sport, leisure and recreational participation	●	<p>Stage one of the MARC redevelopment was completed and stage two commenced.</p> <p>The Mandurah Active Recreation Strategy 2015-2025 was endorsed by Council.</p> <p>The Ocean Road Active Reserve project was delivered in November 2015.</p>

Key Focus Area: Economic

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

Building our community

The City continues to implement a number of strategies, projects and programs to empower the community and activate places, spaces and local businesses.

As part of the efforts to activate city centre spaces, the City appointed landscape and urban design company Skate Sculpture to help the space come alive with people and activity.

The overall project was dubbed 'Shape Mandurah' which has delivered a series of family friendly activities and events, aiming to bring the community and businesses together to take ownership of the space. In 2015, a Christmas Bazaar was held in the Smart Street Mall, and in January, family friendly activities were held simultaneously in the city centre.

From December to March, a series of free Sundowner Summer Concerts were held at Keith Holmes Reserve in the Mandurah Ocean Marina. The concerts were all well-attended, and was an initiative of the City Centre Activation Strategy 2013-2017. One of the City's guiding documents for economic growth, the strategy was designed to develop and facilitate a range of projects and activities that enhance the identity and character of Mandurah's city centre.

Peel Regional Tourism Signage Project

The Peel Regional Leaders Forum, of which the City is a member, progressed with the Peel Regional Tourism Signage Project thanks to a \$1.1m grant from the Country Local Government Fund.

The project delivered 143 new tourism signs installed across the Peel Region from mid-June 2015. This included new entry signage throughout the region and upgrades to directional signage. The signs aimed to create awareness of the Peel Region and deliver a visual link for drivers and visitors. The project also supported the work undertaken by the Mandurah and Peel Tourism Organisation (MAPTO) to boost and strengthen tourism within the region.

Transform Peel

The Transform Peel project received a welcome announcement during the State Government's regional Cabinet meeting in Mandurah in April.

During the Cabinet visit, the State Government announced a \$49.3million Royalties for Regions investment towards Transform Peel, which would allow the first stage of a major new agricultural and industrial precinct to be built in Nambeelup.

Phase one of Transform Peel (Peel Business Park) will commence in 2016/17, while business cases for the Peel Integrated Water Initiative and the Peel Food Zone are currently being prepared. It will create more than 30,000 jobs by 2050 in the light industrial, transport, warehousing, logistics, retail, agriculture, energy, water, manufacturing and engineering sectors.

Perth and Peel @3.5million

The State Government's Western Australian Planning Commission (WAPC) released the Perth and Peel @3.5million plan for public comment, to which the Council made its submission in August 2015.

Along with the main plan, the WAPC also released four draft sub-regional planning frameworks which includes the South Metropolitan Peel sub-region.

Perth and Peel @3.5million is an overarching document that builds on the vision set out in Directions 2031 and Beyond, and provides a link across the four sub-regional planning frameworks that define the spatial plan of the Perth and Peel Regions up to 2050.

The Council's submission included a number of recommendations, including linking public transport with urban development, planning for centres and protection of the Peel-Harvey Estuary.

Entrepreneur programs

The City's Economic Development team ran three highly successful entrepreneur programs during the reporting period, Artpreneur 101, Mumpreneur 101 and a Migrant Women Program.

These courses were designed to empower local people to develop their own business and entrepreneurial ideas,

thus having a positive effect on the local economy and job creation.

The Artpreneur program was designed for visual artists, crafts persons, writers, designers and all creative talents who want to improve their knowledge and get tools to sell and promote their products. This program attracted 46 participants, and led to the creation of the Vivid Art Collective Group.

The Mumpreneur program was designed for mothers operating from home to assist in developing their business, and attracted 81 participants, and 21 have gone onto the next stage Power Up program.

The Migrant Women Entrepreneur Program attracted 21 participants and focused on migrant women who wanted to start a home-based business.

Scorecard



Complete



In Progress












Complete for current year and ongoing



Not Commenced

Strategy	Strategic Initiative	Progress	Comment
3.1. Increase the level of regional employment	3.1.1 Identify, target and attract industry sectors that diversify Mandurah's economy		<p>The City is working with its regional partners to identify new and emerging industries in the Peel Region and the recent commencement of the Transform Peel initiative is a major step in that regard.</p> <p>The City supported and assisted the Peel Development Commission's December 2015 release of its draft Peel Regional Investment Blueprint. The Blueprint has a strong focus on industry creation and diversification, with particular emphasis on the agriculture and food innovation industry.</p> <p>The City will participate in round two of the Department of Regional Development's Regional Centres Development Plan. Participants will create Growth Plans that will outline each regional centre's long-term objectives, strategies and actions to drive socio-economic development.</p>
	3.1.2 Facilitate the development of industrial and commercial land in Mandurah and the Peel Region		<p>The City is working with the Peel Development Commission and local landholders on its Transform Peel initiative, a 30-year program comprising Peel Business Park Nambelup, Peel Food Zone, and Peel Integrated Water Initiative. Transform Peel will create over 30,000 jobs and provide economic output of over \$16 billion.</p>
	3.1.3 Implement and review the e-Mandurah Strategy, enhancing the City's electronic service delivery, and enabling new business and employment opportunities		<p>The City has established a free WiFi network in the Mandurah City Centre, as part of the eMandurah Strategy.</p>

Strategy	Strategic Initiative	Progress	Comment
3.1. Increase the level of regional employment	3.1.4 Facilitate and advocate for the relocation of government agencies to Mandurah		The City and Peel Regional Leaders Forum continued to advocate for the relocation of State Government offices to Mandurah under the Government Accommodation Master Plan 2012-2018.
	3.1.5 Ensure that our land-use planning framework facilitates the development of high-quality commercial office and major retail developments within the Mandurah City Centre		The City Centre Precinct Plan (adopted under the Local Town Planning Scheme) is in place to provide for a range of commercial development in the city centre. The City's longer term goal is to develop and implement a City Centre Strategy and Masterplan.
3.2. Increase local education and training opportunities	3.2.1 Facilitate an increase in university and other tertiary courses and programmes in Mandurah		The City is actively supporting nursing programmes and scholarships at the Murdoch University Nursing Campus. The City is also supporting a proposal by Curtin University to establish a Peel Clinical School in Mandurah.
	3.2.2 Actively pursue international partnerships in the delivery of educational and research and development programmes		This initiative is a medium/long-term goal.
	3.2.3 Facilitate the provision of infrastructure that supports electronic and distance learning		The City's WiFi network attracts approximately 30,000 unique connections daily across the City's Public Open Spaces and buildings supporting electronic and business learning. The Digital Hub has been in place for several years to support electronic learning.
	3.2.4 Facilitate opportunities for participation in lifelong learning		The Fab Lab collaborative learning space was established at Falcon eLibrary and Community Centre in late 2015, featuring a 3D printer. The Digital Hub continues to operate successfully. The City introduced the Entrepreneurial Capacity Building Program in 2014 since then have run Mumpreneur101, Artpreneur101, Migrant Women Entrepreneurial program and business improvement Power Up program.
3.3. Develop a strong and sustainable tourism industry	3.3.1 Facilitate implementation and review of the Mandurah Tourism Strategy 2011-2016		The City continues to partner with the Mandurah and Peel Tourism Organisation (MAPTO) to support it to deliver the Mandurah Tourism Strategy 2011-2016. A review will be undertaken as part of Mandurah Murray Growth Plan.
	3.3.2 Inspire the community to become ambassadors for Mandurah's visitor experiences		The Peel Tourism Signage Strategy is being implemented, to adopt a consistent regional approach to tourism signage and branding. MAPTO ran a number of digital campaigns during the year asking people to share their images of the Peel Region. The Visitor Centres also assist by showcasing visitor experiences across the region.
	3.3.3 Promote and sponsor significant regional, state and national-based festivals, sporting and cultural events		The City collaborated with the Peel Regional Leaders Forum to commence the Regional Sports Attraction Strategy in 2014/15. The City secured the 2018 Australian Police and Emergency Services Games, a major national event, along with a range of other smaller events.



Key Focus Area: Infrastructure

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

Mandurah Aquatic and Recreation Centre

History was made on 27 September 2015 as the \$21 million aquatic redevelopment was officially opened at the Mandurah Aquatic and Recreation Centre. The aquatic facility has been completely transformed and now boasts close to three times the water space of the original facility with the addition of a new 50 metre pool.

Mandurah Road Pedestrian Bridge

On 6 November 2015, the footbridge at the Mandurah Transit Station was officially opened with safety and connectivity among the benefits the new pedestrian bridge will bring to local residents, commuters and future Mandurah communities.

The footbridge provides a direct link between the transit station and two transit-oriented housing developments on either side of the station.

The project won the local government category at the 2016 Institute of Public Works Engineering Australasia WA Engineering Excellence Awards.

Old Mandurah Traffic Bridge Replacement

Construction work on the Old Mandurah Traffic Bridge Replacement commenced in April 2016. The project is progressing well to deliver this vital piece of infrastructure to help meet the community's future needs.

Eastern Foreshore Seawall Replacement

Work commenced in May 2016 to replace the ageing Eastern Foreshore seawall and is due for completion in late 2016.

The new seawall will feature a curved design, reflecting the shapes of the Waugal Serpent, and will extend into the estuary to allow for extra recreation space. The design includes a two-level limestone construction that provides protection against storm surges, and retains the existing connectivity to the water.

Sport and recreation groups

Sporting groups work with the City and the Department of Sport and Recreation in a partnership arrangement, each organisation contributing one third to the total project costs.

In 2015/16, the City partnered with Port Bouvard Small Bore and Pistol Club to upgrade the cover over the activity area at a cost of \$19,652 and with the Dudley Park Bowling Club to resurface a bowling green at a cost of \$105,000. The City also resurfaced ten courts at the Thomson Street Netball Facility at a cost of \$158,000.

Scorecard



Complete



In Progress










Complete for current year and ongoing



Not Commenced

Strategy	Strategic Initiative	Progress	Comment
4.1. Facilitate the provision of multipurpose facilities and infrastructure that meets the needs of a growing population	4.1.1 Implement and review the Mandurah Social Infrastructure Plan 2013-2043		<p>The City has collaborated with the broader health sector to incorporate appropriate medical and health facilities in the Lakelands Community House, and will consult further regarding the proposed Mandurah North District Community Centre.</p> <p>A business case has been developed for the future Mandurah North District Community Centre.</p> <p>The plan for Lakelands Library and Community Centre, at the new Lakelands Shopping Centre, has been developed in partnership with PEET.</p> <p>Sourced \$337,000 from Lotterywest to redevelop the former Wanslea Building (Mandurah Family and Community Centre).</p> <p>Finalised Concept Plans for the provision of homeless showers in Mandurah.</p>
	4.1.2 Redevelop the Mandurah Aquatic and Recreation Centre (MARC)		<p>Stage one of the Mandurah Aquatic and Recreation Centre (MARC) Redevelopment commenced in 2014, with completion occurring in late 2015. The Official Opening of the MARC stage one redevelopment was held on Sunday, 27 September 2015. The Opening Ceremony was attended by a number of VIPs. The event combined the VIP Ceremony with a free Community Open Day with over 3,300 people attending.</p> <p>The City has also submitted an award application through Parks and Leisure Australia (PLA) for the project. The City recieved a high commendation through PLA for the MARC stage one.</p> <p>The construction contract for stage two was awarded in July 2015 with construction now commenced. Completion expected in mid-2017.</p> <p>Geothermal Heating project is ongoing.</p>
	4.1.3 Facilitate the provision of an additional high-quality arts and cultural facility		<p>In June 2015, Council approved a business case to be established for a regional gallery in Mandurah.</p> <p>Contemporary Arts Spaces Mandurah continues to deliver arts events and programs.</p>
	4.1.4 Ensure community and infrastructure assets are managed and maintained for future generations		<p>Asset management requirements currently being factored into the City's Long Term Financial Plan. New asset management software has been installed to improve efficiency of data collection.</p>

Strategy	Strategic Initiative	Progress	Comment
4.2. Facilitate the provision of diverse housing stock	4.2.1 Implement and review the Mandurah Affordable Housing Strategy		First stage elements of the Mandurah Affordable Housing Strategy have been incorporated into the new Town Planning Scheme to be re-presented to Council.
	4.2.2 Facilitate and advocate for the provision of social and crisis housing in Mandurah		The City continues to participate in the Peel Homelessness Networking Group. The City partially-funded and participated in the development of a vision for affordable/crisis accommodation in the city.
	4.2.3 Develop and implement a housing strategy that meets the needs of the City's future population		Urban form and housing formed part of the City's Planning Framework, which has been adopted by Council and sent to the WA Planning Commission. The framework will be incorporated into the new Town Planning Scheme to be re-presented to Council. The City has been actively involved in the establishment of a Secure Housing Strategy project to tackle affordable housing in the Peel Region and via the Peel Region Homelessness Steering Groups. This includes the City funding in partnership with Peel Development Commission and Lottery West.
4.3. Enhance traffic management and parking infrastructure for the future	4.3.1 Implement and review the Mandurah City Centre Car Parking Strategy		The Strategy was adopted by Council in 2011 and is being monitored.
	4.3.2 Plan and advocate for Mandurah's long-term traffic needs, including redeveloping the Old Mandurah Bridge, and providing pedestrian and bicycle connections		The City has been successful in obtaining the required funding to allow the replacement of the Mandurah Traffic Bridge. Construction work has commenced. A pedestrian bridge linking the Mandurah Transit Station precinct to Greenfields has been completed, servicing the growing residential and commercial developments and the University. A Path Plan will be presented to Council in 2016/2017 for endorsement.
4.4. Facilitate the provision of an integrated and expanded public transport network	4.4.1 Expand the reach of public transport to encourage people to switch from car use		The City continues to expand the use of bicycle lanes in the transport network as an alternative travel mode for residents Work has commenced on an Integrated Transport Strategy and further work on the strategy expected in the next financial year.
	4.4.2 Actively encourage the use of non-vehicular transport e.g. bicycles and walking		The City continues investment in path renewal and construction.



Key Focus Area: Identity

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

Arts Culture Heritage Strategy

The strategy has enabled the City to partner with a wide range of local people, state-wide and national agencies to enhance the cultural life of the city, with increased funding for Wearable Art Mandurah and the Yaburgurt Public Art Project.

This means that more local people will be able to participate and attend the Wearable Art Mandurah showcase, which sold out at the Mandurah Performing Arts Centre this year. Additionally the Yaburgurt Project was able to record more oral histories with local people due to our partnership with Community Arts Network WA and provide stimulating educational resource packs for local schools and children.

Artistic community

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

This is demonstrated through many activities including:

- Continual development and mentoring of artists through Contemporary Arts Spaces Mandurah (CASM)
- Stretch Arts Festival
- Wearable Art Mandurah event and Showcase
- Greater awareness and celebration of Australian/ Aboriginal culture through the Yaburgurt public art project
- Sponsoring the Bindjareb Art Awards
- Funding opportunities through the Creative Mandurah Grants Scheme
- Mandurah Readers and Writers Festival

Yaburgurt public art project

The City has been working with the Yaburgurt Reference Group to develop an artwork which honours Yaburgurt, following the 100th anniversary of his passing.

During this year, the lead artist and designers were appointed, a series of community workshops were held, and the 'Know Y' Yaburgurt Education Program was launched. The colourful, interactive artwork will be installed in Mandjar Square in late 2016.




This project has been made possible by a significant grant from the State Government's Royalties for Regions Peel Regional Grants Scheme.





Citizenship ceremonies







The City welcomed 552 new Australian citizens throughout the year at six citizenship ceremonies.




The Australia Day ceremony is regarded as one of the most poignant and in 2016 more than 80 people, from around the world, becoming Australians.





Scorecard

Strategy	Strategic Initiative	Progress	Comment
5.1. Encourage active community participation and engagement	5.1.1 Integrate community consultation processes into the City's decision-making		<p>The City continues to consult and engage the Mandurah community in decision-making, as appropriate.</p> <p>Consultation has taken place in relation to many projects in 2015/16 including the Mandurah Public Art Strategy, 2016 Community Safety and Crime Prevention Survey, proposed structure plan for Sutton's Farm and Black Swan Wetland Management Plan to name a few.</p> <p>The Have Your Say Mandurah website continues to grow its audience size.</p>
	5.1.2 Identify, engage and promote community champions and high achievers as mentors within the community		<p>The City provided \$130,000 in support to the Make Place centre in Tuckey Place.</p> <p>The City established a new \$5,000 fund (up to \$250 allocations) to celebrate and provide a level of financial support for youth achievements in Mandurah.</p>
	5.1.3 Leverage arts and culture to build more cohesive community		<p>The City submitted successful Royalties for Regions funding application to undertake the Yaburgurt Public Art project. Funding of \$190,000 was announced in June 2015. Artist Peter Farmer was appointed. The artwork is now in design development phase after a detailed community art workshop.</p> <p>Three performances of Whispering Leaves, a play that features the life and times of Yaburgurt, were presented and extensive education programs on Yaburgurt were also introduced.</p> <p>The Arts, Heritage and Culture Strategy was launched in January 2015.</p> <p>The City continues to deliver the Stretch Arts Festival, Wearable Art Mandurah, and operate Contemporary Art Spaces Mandurah. The Department of Culture and Healthway invested \$20,000 and \$10,000 respectively into the Wearable Arts event.</p> <p>The Creative Mandurah grant program was introduced.</p>

 Complete
  In Progress
  Complete for current year and ongoing
  Not Commenced

Strategy	Strategic Initiative	Progress	Comment
5.2. Embrace Mandurah's identity as a multicultural community	5.2.1 Implement and review the Reconciliation Action Plan 2012-2014		<p>The City of Mandurah continues to support the Bindjareb Art Awards as an annual event. Gnoonie Cup has been held annually in October from 2013. The NAIDOC celebration also continues to be an annual event supported by the City.</p> <p>Of the four Aboriginal traineeships the City has implemented, three traineeships remain while the other is now being employed at the City.</p> <p>The Student Aspiration and Incentive Program (scholarship) is still being delivered in the three local public high schools (John Tonkin College, Halls Head Community College, Coodanup Community College). The City provides two scholarships per school.</p>
	5.2.2 Develop indigenous tourism opportunities		<p>Potential opportunities are currently being explored with the Peel Development Commission, Mandurah and Peel Tourism Organisation, and Mandurah Performing Arts Centre.</p> <p>Opportunities will also be explored as part of Mandurah Murray Growth Plan.</p>
	5.2.3 Continue to promote Mandurah as a dual language (English and Indigenous) location		The City continues to be committed to dual signage. A dual signage sub-committee is currently being re-established to progress action.
	5.2.4 Celebrate and promote our natural, indigenous and European history		<p>The City submitted successful Royalties for Regions funding application to undertake the Yaburgurt Public Art project. Funding of \$190,000 was announced in June 2015 with a range of initiatives being undertaken to celebrate the life and times of Yaburgurt. The public art structure is in the design development phase.</p> <p>The City continues to deliver ANZAC 2015 centenary celebrations projects, including establishing an oral history seat at the Mandurah War Memorial site, and continues to deliver ANZAC celebrations on an annual basis.</p>
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.1 Advocate for Peel Region local government structural reform		This initiative is on hold following the State Government's decision to cease metropolitan local government reform process. The Peel Regional Leaders Forum continues to work co-operatively on a range of economic, environmental and social projects such as the Transform Peel project.
	5.3.2 Advocate for Mandurah's continuing regional city status		The City highlighted Mandurah's regional capital role during the April 2016 State Cabinet Meeting in Mandurah.

Strategy	Strategic Initiative	Progress	Comment
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.3 Promote community pride in Mandurah		<p>The City continues to run major community events, actively support community groups and conduct Citizenship ceremonies.</p> <p>The annual Australia Day Celebrations was delivered and include the Active Citizenship Awards in three categories: Youth, Individual over 25, and Groups.</p> <p>A broad range of community events that facilitated and supported people coming together were delivered. The City runs or supports five major events and many smaller activities to help connect our community.</p>
5.4. Become known as a city and destination for arts, heritage and culture	5.4.1 Develop and implement a dedicated arts, culture and heritage strategy for Mandurah		The Arts, Heritage and Culture Strategy 2014-2020 endorsed by Council in May 2014 and launched in January 2015. Implementation is in progress.
	5.4.2 Continue to promote the development of local arts, culture, heritage, music and creative activity		<p>The 15th annual Stretch Arts Festival took place in May 2016, attracting close to 24,000 people. The 2016 Wearable Art Mandurah presented by Act-Belong-Commit played out in front of a sell-out crowd of more than 800 people at Mandurah Performing Arts Centre showcasing extravagant, provocative and revolutionary works of art on the body.</p> <p>CASM continues to operate effectively, both showcasing local and other artists and also developing artists of the future.</p> <p>Mandurah Crab Fest strengthened its arts component with a two year Healthway sponsorship and a range of art elements.</p>

 Complete
  In Progress
  Complete for current year and ongoing
  Not Commenced

Key Focus Area: Leadership

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

Service reviews

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

Service reviews continued this year and focussed on CityParks (completed) and CityWorks (commenced). The service reviews of CityParks involved investigating best practice in both public and private organisations and will result in efficiencies by having the right supervisory spans of control in place, improved work scheduling, allowing work to be allocated directly to the field and improved occupational health and safety outcomes.

The City has a further program of reviews planned for 2016/17.

Regional partnerships

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

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

- Western Australian Local Government Association (WALGA)

- Australian Coastal Councils Association Inc
- Growth Alliance Perth and Peel
- International Council for Local Environmental Initiatives (ICLEI)
- Peel Harvey Catchment Council
- Rivers Regional Council
- Australia Day Awards Selection Panel
- Peel Mosquito Management Group
- Reconciliation Action Plan Steering Group
- Mandurah Roadwise Advisory Group
- Peel Regional Leaders Forum
- Mandurah and Peel Tourism Organisation (MAPTO)
- Mandurah Performing Arts Centre board
- Waste Management Alliance Board
- Peel Development Commission
- Peel Chamber of Commerce and Industry
- The Makers
- Cleanaway Waste Alliance

The City recognises the need to be able to work with different community groups, organisations, private

business and other levels of Government to deliver many positive outcomes for the community.

Conferences, memberships and associations

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






State Government Cabinet Meeting

Premier Colin Barnett and his Cabinet held their meeting in the City's Council Chambers in April and announced several funding packages to boost Mandurah and the Peel region's economy, community, waterways and young people, including the significant Transform Peel project.

The City was able to make a presentation to Cabinet, emphasising the City's priorities and rapid population growth, which is tipped to reach 123,000 by 2036.

Scorecard

Strategy	Strategic Initiative	Progress	Comment
6.1. Develop and empower our community leaders to determine, guide and advocate for our City's future	6.1.1 Attract, develop and retain Elected Members with the capacity and diversity to provide strategic direction and advocacy for our community	●	Elected Members continue to participate in national and international forums and attend a wide range of conferences.
	6.1.2 Advocate with other levels of government and partner with industry to ensure that community expectations are met	●	The City assisted the Peel Development Commission with the development of Peel Regional Investment Blueprint, launched in December 2015, and collaborated with the Peel Regional Leaders Forum to update their Strategic Priorities Plan 2016-2020. The City also supported Regional Development Australia in the development of their Peel Region Arts and Culture Strategy 2015-2020.
	6.1.3 Advocate for and continue to build relationships with our diverse cultural community	●	The City developed and implemented the Reconciliation Action Plan 2015-2017. The City continues to meet with the Office of Multicultural Affairs and provides funding for different groups through the Community Assistance Grants program. The City facilitated a Community Round Table with the Federal Department of Social Services to provide the sector to engage at the highest level with the Commonwealth (2014). The City is lobbying and supporting findings from this.
6.2. Ensure that the City as an organisation behaves as a model corporate citizen	6.2.1 Ensure accountability through transparent reporting that is easily accessible to the community	●	The 2014/15 Annual Report was released in early 2016. The Annual Report reports against the objectives of the City's Corporate Business Plan 2013-2017.
	6.2.2 Continue to be an innovative organisation that constantly strives to achieve best practice	●	The City conducted a series of service reviews in 2013/14 that involved identifying best practice, benchmarking against leading organisations resulting in improvements in service delivery and a reduction in operational costs. The City continued the service review process in Operations Services, resulting in positive outcomes. Implementation to commence in mid-2016. A range of quick-wins have been implemented along the way. The City has made considerable progress in the implementation of digital services at the City. These include the implementation of the eMandurah digital strategy, the City's new website, and the Mobility Strategy. The City carried out an initial investigation of the various options for implementing a business improvement methodology.

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



Key Focus Area: Organisational Excellence

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

Digital improvement

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

During 2015/16 the City implemented the following digital initiatives:

- The eMandurah digital strategy continues to be implemented to ensure that the City capitalises on the economic, social and environmental benefits this technology delivers.
- The new City website was launched in February 2016 to considerably improve functionality, accessibility, provide a better user-experience and provide more e-services.
- A Mobility Strategy was introduced to maximise the use of technology to improve service delivery and productivity. This strategy focuses on field-based staff receiving their work direct to a tablet device and allows them to operate continuously in the field.

Innovation through business system implementation

Considerable investment has been made in implementing

three new business systems during 2015/16. All are aimed at improving productivity and achieving best practice.

The City has rolled out new systems in Electronic Document Record Management System (WeConnect), Asset Management, and a Web Content Management System which supports the back end of the City's new website.

The organisation-wide rollouts included provision of software, implementation, staff training and transition, migration of existing data, and maintenance and support services.

Leadership in Emergency Management

This year the City has taken important steps forward in improving the long-term, regional approach to emergency management for the safety of the Mandurah community.

An outcome on local emergency management planning saw Mandurah's aged care and independent living facilities agree to work together and support each other in the case of an emergency.

The award-winning Beyond the Gate project saw

the participation of 16 residential aged care and independent living facilities in an emergency planning partnership in July. The MOU is a first for the City of Mandurah.

In December, the Emergency Management Memorandum of Understanding was signed between the City of Mandurah, City of Rockingham and Shire of Murray.

The agreement reflects the joint commitment to public safety and community recovery following a large scale emergency and puts our communities in a better position to handle emergencies.

Doing business with the City now easier

As part of ongoing service improvements, the City has worked to strengthen interactions between businesses and the City.

Some key focuses:

- The City has amended its Town Planning Scheme to reduce the need for planning approvals on a variety of matters, to make it easier for business owners and operators. Further reviews are planned.

- A new step-by-step guide has been produced to help new businesses and investors to successfully navigate regulatory planning processes.
- A 'one point of contact' to facilitate engagement with other relevant units of the City, particularly beneficial if needing to deal with multiple teams.
- The addition of the Small Business Enquiry Form to our website, designed to assist small business with enquiry quickly and easily.
- The City's Economic Development team continue to work closely with local businesses and roll-out the City Centre Activation Strategy 2013-2017.

Information Management

Record Keeping Plan

The City is committed to meeting the requirements of the State Records Act 2000. The City's Record Keeping Plan 2011008/1 expired in April 2016. Due to the City procuring and implementing a replacement record keeping system, a Record Keeping Plan Review Report was submitted in April 2016 and the State Records Office WA granted approval for an Amended Record Keeping Plan to be submitted by 31 May 2017.

Record keeping systems, training and awareness

The City implemented SharePoint and Record Point in May 2016 to comply with State Records Act 2000. As a result of this all record keeping procedures are currently being reviewed.

Staff are provided with the following training:

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

Occupational Health and Safety

During 2015/16, the City has reinforced its commitment to promoting, securing, and further improving the safety and health of all persons in the workplace, including employees, contractors, volunteers and authorised visitors.

A number of initiatives commenced in 2015/16 including:

- A 3 year OSH Strategic Plan
- A WorkSafe Plan to comply with the Occupational Safety and Health Act 1984
- A coordinated approach to Risk Management including OSH
- An increased focus on reduction of manual handling injuries through training and education of the workforce
- Improvements in the City's preventative health and wellness program
- An increased focus on hazard identification and control
- A revised OSH Policy and an introduction of Fitness for Work Policy
- Approved Operating Practice for Isolated and Remote Work

While the number of Lost Time Injuries was at a similar level to previous years in 2015/16 there was a significant reduction in the number of days lost due to injuries.

Risk Management

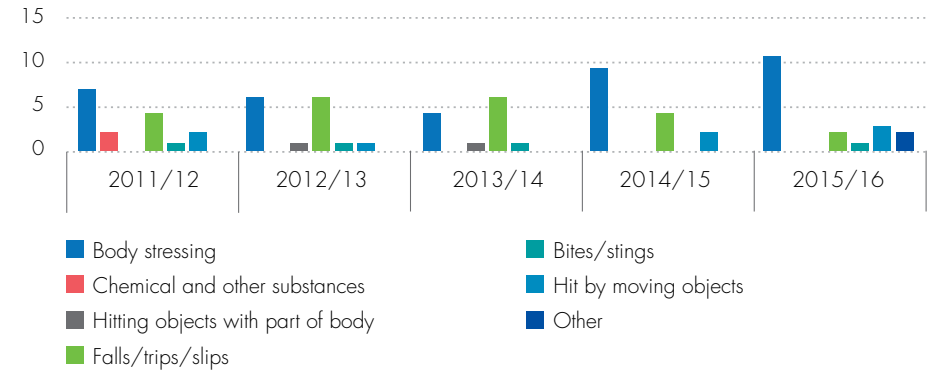
The City recognises that as a public authority, it is exposed to a broad range of risks which, if not properly managed, could adversely impact on the organisation.

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 Australian Standard for Risk Management - AS/NZS ISO 31000:2009.

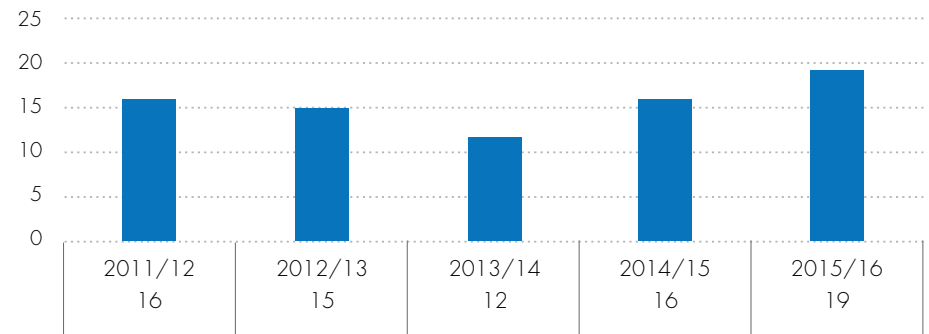
A range of activities have been implemented to embed risk management principles into the organisation, including risk management awareness training for all staff, utilisation of the Risk Register, integration of risk assessments into the City's annual business planning process, and improving the quality 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.

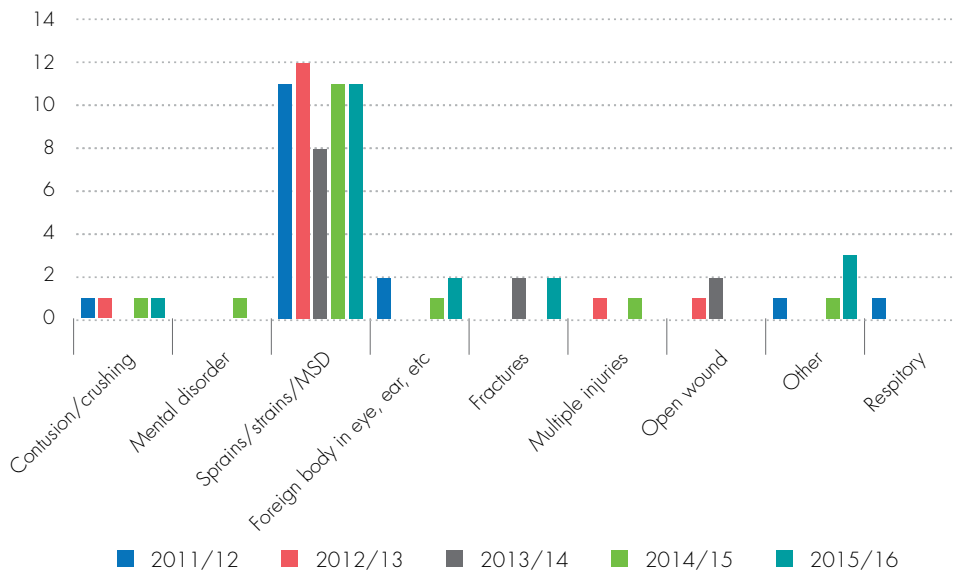
Cause of lost time injuries - last five years



Lost time injuries - last five years



Nature of lost time injuries - last five years



Audit and Risk Committee

The Audit and Risk Committee reports to Council and key areas considered by the Committee during this reporting period included:

- Annual audit and compliance audit results
- Outcomes from service reviews
- The City's occupational health and safety performance
- The City's risk management performance
- Use of leasing to finance vehicles, plant and equipment

- Appointment of the City's auditors
- Changes in certain legislation and the impact on the City
- Financial and risk related policy matters

The City's Audit and Risk Committee includes five Elected Members and two external representatives with financial and risk management expertise.

Planning Committee

Following the 2015 Council meeting restructure, a new Planning Committee was established and the first meeting was held in June.

Financial Management

At the moment, the City has a healthy financial position. Its debt levels, and the ability to service that debt, sit well within guideline levels. Liquidity is good and the Balance Sheet reflects a financially stable organisation.

Many improvements have been made to the regular financial reporting to Council to provide more meaningful and transparent information. This reporting demonstrates a good level of budgetary control within the City. The City's financial compliance is excellent. Financial activity and reporting receives scrutiny from a range of auditors. Regular discussions are held with the Audit & Risk Committee which has been established to oversee the critical areas of finance and risk.

In considering its longer term financial future, the City has identified the imbalances which exist in meeting the demand for new community assets, such as sports

grounds and public open space, and the need to properly maintain existing assets some of which are ageing rapidly.

Future planning must also take into account the need to maintain reasonable levels of rates increases as rates are the City's principal source of income. This area is coming under pressure from the growing number of rate exemptions particularly from affordable housing providers and not-for-profit organisations providing lifestyle units for retirees.

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

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

Asset Management

Asset Management Plans

The City's has a set of plans, incorporating asset management plans for roads, bridges, paths, parks and reserves, drainage, marina and waterways, and buildings. These are documents that identify what infrastructure assets the City has, and how they are managed. The plans identify the management systems

for the asset classes, predictions of future demand and growth, they project replacements over long time frames, and identify critical financial ratios. Each of these asset classes have risks, maintenance needs, and operational needs. All of the assets are there to provide a level of service to the community, in many cases supporting services the City is providing.

The City is to review all of its asset management plans in 2016/2017. Once the work is completed early in 2017, the plans will be aligned with other planning works including: the Long Term Financial Plan, Levels of Service consultations, and the Community Strategic Plan.

Asset Management in practice

The City's asset management activities include:

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

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

The value of the assets currently being managed by the City is as follows:

Growth and Demand

Following several rapid expansion phases, the City's infrastructure assets has now reached \$1.138 billion in value (June 2016). We are continuing to see the city expand and infill, with new developments being completed and inner city zoning creating not only new assets, but bringing in new residents, visitors and

workers. We are also experiencing increasing requests and desire for higher quality infrastructure of all kinds. Aside from the major projects that are underway or planned, there is also a range of forward planning for smaller infrastructure projects that will help the City meet community expectations.

Values rollout

The City rolled out a new set of values - connected, courage, integrity, excellence and innovative - which were developed by the staff of the City. Our values support the culture of the organisation and help guide staff in their everyday interactions with the community.

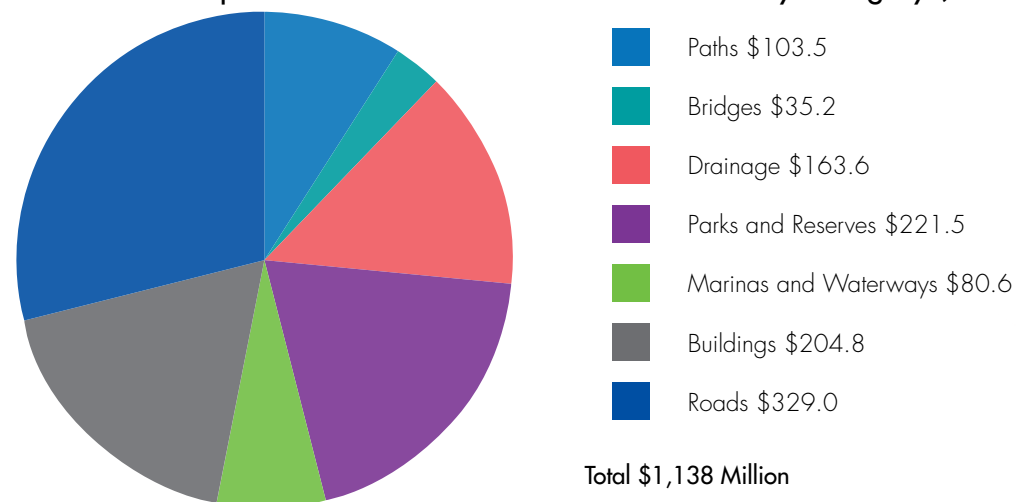
Awards and recognition

The City is proud to be recognised for achievements in various fields and acknowledges the benefits these projects bring to the Mandurah community. During 2015/16, the City received:







- 2015 Resilient Australia Award finalist ('Beyond the Gate' Aged Care Emergency Planning Network project)





- Waterwise Council Program re-endorsement
- 2016 Australian Coastal Award for Climate Adaptation
- National Heart Foundation of Australia's Golden Shoe Awards State and National winner of the Local Coordinator category (awarded to Alison Rowley)
- Leisure Institute of WA Aquatics Presidents Award (awarded to Wendy Cole)
- 2016 Australian Coastal Award for Climate Adaptation awarded to the Peron Naturaliste Partnership which the City of Mandurah is host partner
- Student Excellence Award from the Centre for Pavement Engineering Education (awarded to Louise Hudson)
- 2016 Master Builders Bankwest Housing Excellence Awards finalist
- Institute of Public Works Engineering Australasia awards GK Waters Local Government Engineering Excellence Award finalist for the Ocean Road Active Reserve and winner for Mandurah Road Pedestrian Bridge projects
- 2016 Pool Lifeguard Challenge winner
- 2016 WA Ranger Team of the Year Award
- Finalist in the Department of Sport and Recreation's Industry Awards for the Ocean Road Active Reserve Project.
- Ocean Road Active Reserve Project won an Award for Excellence for Parks and Open Space Development through Parks and Leisure Australia





2016 Gross Replacement Value of Infrastructure Assets by Category (\$ Millions)









Scorecard

Strategy	Strategic Initiative	Progress	Comment
7.1. Ensure the City has the capacity and capability to deliver services and facilities that meet community expectations	7.1.1 Develop and deliver acceptable service levels that meet the expectations of the community		The City's service delivery standards were reviewed and quarterly reporting is due to commence in 2015. Internal performance reporting systems have been established to measure customer outcomes. The City conducted a series of service reviews over the last three years which delivered significant cost savings or improvements to the service delivery. Service reviews are conducted on an ongoing basis.
	7.1.2 Investigate and Implement alternative value for money service delivery models		Over the last three years a range of service reviews have been completed. Investigations are underway to develop a plan for implementing a business improvement methodology into the City.
	7.1.3 Maximise the use of technology to improve service delivery and productivity		<p>The City's Mobility Strategy was finalised and a new printer solution was implemented to reduce the City's carbon footprint.</p> <p>The Systems and Technology Service Strategy implementation is ongoing including a desktop virtualisation business case and the current Systems and Technology Strategic Plan.</p> <p>The City now provides a service that allows for electronic lodgement of building applications. This service has seen continued improved uptake with over 1200 applications received via the online lodgement method during 2015/16.</p>
	7.1.4 Embrace sustainable asset management practices for managing the built environment		Long term asset management requirements are being factored into the Long Term Financial Plan.
	7.1.5 Implement and review the City's Customer Service Strategy		<p>The City's Customer Service Strategy is due to be reviewed in 2016/17.</p> <p>The Contact Centre is maintaining a first point of contact resolution rate of 68 percent for all incoming calls to the City and a customer satisfaction rating consistently above 90 percent.</p> <p>The framework for a digital strategy has been developed and a number of digital initiatives have been implemented that have resulted in improved productivity or improvements in our service delivery.</p>
7.2. Deliver excellent Governance and Financial Management	7.2.1 Implement the Integrated Planning and Reporting Framework		The Integrated Planning and Reporting Framework was implemented by June 2013. The City achieved the standard required by State Government. The two-year desktop review of the Strategic Community Plan (SCP), was completed in June 2015. Preparation work is underway for the four-year major review of the SCP.

 Complete
  In Progress
  Complete for current year and ongoing
  Not Commenced

Strategy	Strategic Initiative	Progress	Comment
7.2. Deliver excellent Governance and Financial Management	7.2.2 Establish and implement an Organisational Risk Plan		<p>Enterprise risks have been identified and included in the City's Corporate Risk Register. Reporting to the Audit and Risk Committee commenced in 2014/15. The City has identified its key strategic risks. Risk management has been integrated into both events and project management activities.</p> <p>The City's Risk Management Policy and Framework have been revised, and form the basis of the City's Risk Management Plan.</p> <p>A three year Strategic OSH Plan has been endorsed by Council and is being implemented.</p>
	7.2.3 Review all council services on a regular basis for need, value for money and method of service delivery		<p>Reviews of the Mandurah Visitor Centre, administration functions, Youth Services, Traffic Management and motor vehicles were completed in 2013/14. The Building Services review and library self-service business case were also completed in 2014/15. The library self-service implementation is expected in November 2016. Implementation has resulted in significant savings.</p> <p>The review of Operations Services commenced in 2015 with City Parks review finalised in May. The City Works review is now underway.</p>
	7.2.4 Meet all governance standards and legislative requirements		<p>The City is compliant with the State Government requirements and the City continues to meet all of its statutory obligations.</p> <p>The City has been a local government leader in Emergency Management and worked to fulfil obligations in accordance with the Emergency Management Act 2005. The City has reviewed the Local Emergency Arrangements, facilitated regular meetings of the Local Emergency Management Group and formulated of emergency management policy and procedures to guide the City's activities.</p> <p>The City has achieved the required Building Act 2011 turnaround times for both certified and uncertified building applications submitted, completing 3392 applications. The City has also undertaken the inspection of 1110 private swimming pools for perimeter fencing compliance.</p> <p>The Ranger Service team followed up on 242 dog attacks, 2162 dog wandering incidents and able to return 364 dogs to their owner, 99 were sent to rescue and only four were required to euthanise.</p> <p>The City completed 975 food premise inspections and collected 199 food samples.</p> <p>The City completed inspections of all properties within the City of Mandurah for compliance and completed extensive fire mitigation works including mechanical works such as slashing and prescribed burning. The City has also maintained effective communications with key agencies via the Bush Fire Advisory Committee.</p>
7.2. Deliver excellent Governance and Financial Management	7.2.5 Ensure a high standard of financial management and planning		<p>Capital projects are prioritised in a Long Term Capital Plan. Eligibility for inclusion in the plan includes an assessment of strategic fit and benefits. Major projects are subject to a full financial assessment and quadruple bottom line analysis to ensure that all aspects of the project are understood.</p> <p>There are few new revenue opportunities available to the City. Work has been concentrated on protecting the existing revenue base.</p>

Strategy	Strategic Initiative	Progress	Comment
7.3. Build and retain a skilled, motivated and healthy workforce	7.3.1 Maintain a values based culture		<p>A range of initiatives are progressively being implemented including leadership development, enhanced recruitment methods and development of a range of human resource policies. The addition of four Indigenous trainee positions across the City, supported by an external indigenous mentor has been implemented and has proved a highly successful program.</p> <p>The City reviewed the values of the organisation through a consultation process with the staff. New values were rolled out and accepted by all staff. A retest of the City's culture was carried out in July/August 2015 and results were shared with staff.</p>
7.3. Build and retain a skilled, motivated and healthy workforce	7.3.2 Ensure a Leadership Succession Plan is in place		Development of leadership competencies has commenced. 360 degree feedback has been obtained for Directors and Managers and the next step is to identify high performing talent for succession planning purposes.
	7.3.3 Increase the City's capacity to advocate on behalf of the Mandurah community		The City and the Peel Regional Leaders Forum regularly advocate on behalf of Mandurah and Peel communities at state and federal levels.
	7.3.4 Develop and implement a Strategic Organisational Health and Safety Plan		<p>An Organisational Safety and Health Plan (OSH) external audit was completed during the year.</p> <p>The City's three-year OSH Plan was completed and endorsed by Council in March 2016. A range of initiatives have been put in place including reporting, revised investigation process, improved communication and issuing of safety alerts.</p> <p>Improvement in hazard/incident reporting and reducing Lost Time Injuries has been included in all Directors/Managers accountabilities.</p>
7.4. Develop a strong brand of a leading local government that meets community expectations	7.4.1 Review, develop and implement the City of Mandurah Community Engagement Strategy		<p>All major community consultation projects have been completed.</p> <p>The City's Community Engagement Strategy is progressively being implemented including use of the Have Your Say Mandurah website. The strategy is due for review in 2016/2017.</p>
	7.4.2 Review, develop and implement the City of Mandurah Marketing and Communications Plan		<p>Each year the City develops and implements an annual marketing plan which is consistent with the Corporate Business Plan.</p> <p>The Social Media Strategy has been endorsed by Council and implementation of the social media initiatives including training are progressing well.</p>

Service Performance



1,770,430

Household refuse bins collected



774,949

Household recycling bins collected



3,392

Building applications approved



17,507

Native seedlings planted at
community tree planting events

Connecting with our community

Number of Customer Service counter visits	47,758
Telephone calls to Customer Services	83,361
Calls resolved at first point of contact (Contact Centre)	68.95 percent
Calls answered within 20 seconds	75.42 percent
Items borrowed from Mandurah Libraries	509,272
New library members	3,905
Active library members	36,632
Library visits	336,029
eBook, eAudio and eMagazine issues	31,782
Ac-cent Mandurah members	1,958
Tonnes of household waste collected	29,204
Tonnes of household recyclables collected	8,774
Tonnes of green waste collected over two verge collections	2,483
Tonnes of junk collected in one junk verge collection	1,418 (plus 436 tonnes scrap metal)
Waste collected from street and park bins	1,675
Reported dog wanders	2,162
Reported dog attacks	242
Number of burials	51
Private swimming pool inspections	1,110
Food premise inspections	975
Water sample collections (swimming beaches)	121
Water sample collections (public swimming pools)	877
Recreation Centre Visits	813,871
Recreation Centre Health and Fitness Members	1729
Swim School Enrolments	3817
Kidsport Applications Processed	1293

Service Performance

Five Year Summary

	2011/12	2012/13	2013/14	2014/15	2015/16
Post transaction customer satisfaction	N/A	N/A	N/A	84.6%	85.2%
Customer request resolution rate (within target)	91.1%	83.9%	79.7%	74.9%	75.2%
First Point of Contact Resolution Rate	48.0%	64.1%	66.9%	66.4%	69.0%
Speed of Answer percent within 20 seconds	73.1%	68.8%	71.7%	77.7%	75.4%
FOI valid applications received and completed	12	24	5	9	5
Development Planning Applications percent processed within statutory time frame	95	97	96	91	89
Subdivisions Planning Applications percent processed within statutory time frame	92	95	94	99	100
Building licences percent processed within statutory time frame	100%	100%	100%	100%	100%

Year on Year Growth

	2011/12	2012/13	2013/14	2014/15	2015/16
Number of library visits (Mandurah and Falcon)	298,962	335,555 12.2%	365,328 8.9%	353,916 -3.1%	336,029 -5.1%
Number of annual visitations to the Mandurah Aquatic and Recreation Centre	593,160	662,013 11.6%	584,875 -11.7%	298,532 -49.0%	687,853 130.4%
Number of annual visitations to the Halls Head Community Recreation Centre	94,843	101,370 6.9%	112,511 11.0%	114,653 1.9%	126,018 9.9%
Number of Ac-cent members (Membership year ends 30 September)	N/A	N/A	N/A	N/A	1958

Community Perception Survey Results

	2003	2004	2005	2008	2010	2015
Avg satisfaction of Mandurah as a place to live and a governing organisation	76%	79%	80%	78%	75%	83%

Financial Performance

Five Year Ratio Summary

Ratio	Actual 2011/12	Actual 2012/13	Actual 2013/14	Actual 2014/15	Actual 2015/16
Current Ratio	1.33	0.91	0.93	1.10	0.97
Operating Surplus Ratio (Financial Performance Ratio)	- 0.1	- 0.14	- 0.09	- 0.26	- 0.17
Asset Sustainability Ratio	0.37	0.4	0.39	0.78	1.01
Debt Service Cover Ratio	1.75	1.87	1.94	1.03	2.32
Asset Consumption Ratio	n/a	0.65	0.64	0.73	0.73
Asset Renewal Funding Ratio	n/a	1.07	0.82	0.78	0.76
Own Source Revenue Coverage Ratio	0.85	0.84	0.87	0.75	0.81

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

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

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

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

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

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

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

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

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

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

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

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

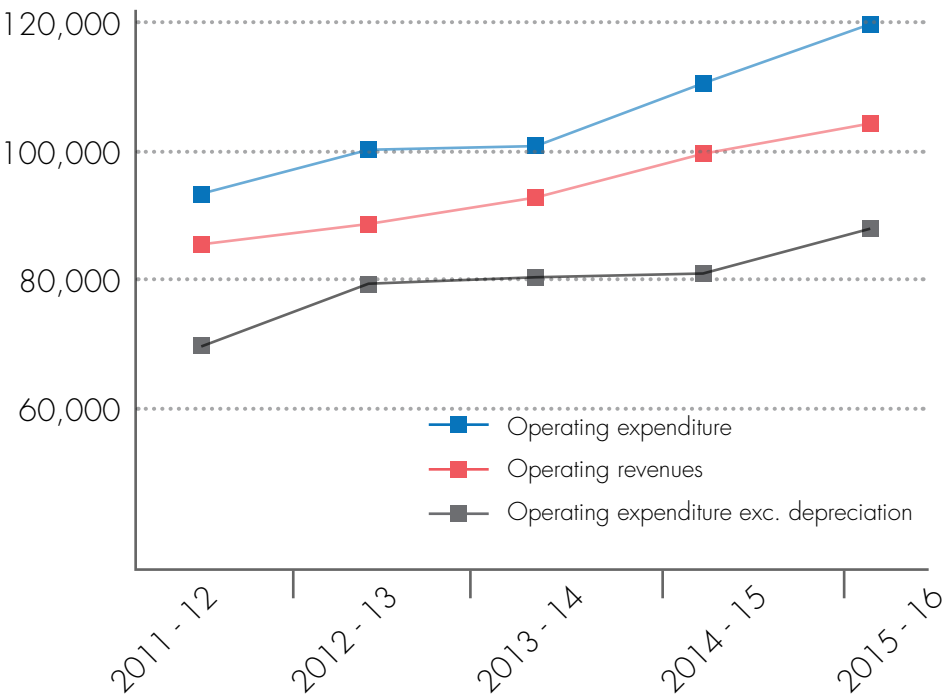
Own source revenue coverage ratio [Own source operating revenue/Operating expense]

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

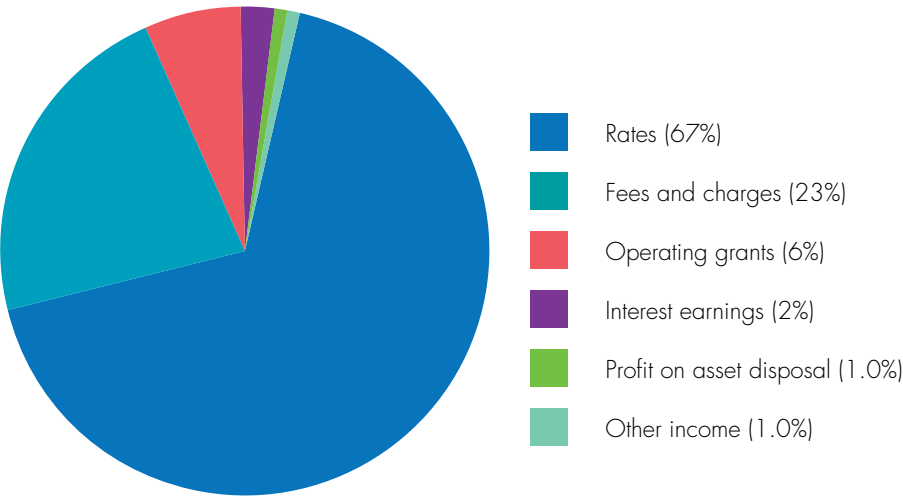
Operating Expenditure Snapshot 2015/2016

Operating expenditure has risen 3.8 percent versus the previous year. After taking into account movements in depreciation, net expenditure has increased by 3 percent. This is primarily due to an increase in operating costs at the Mandurah Aquatic and Recreation Centre as the new wet area came into operation.

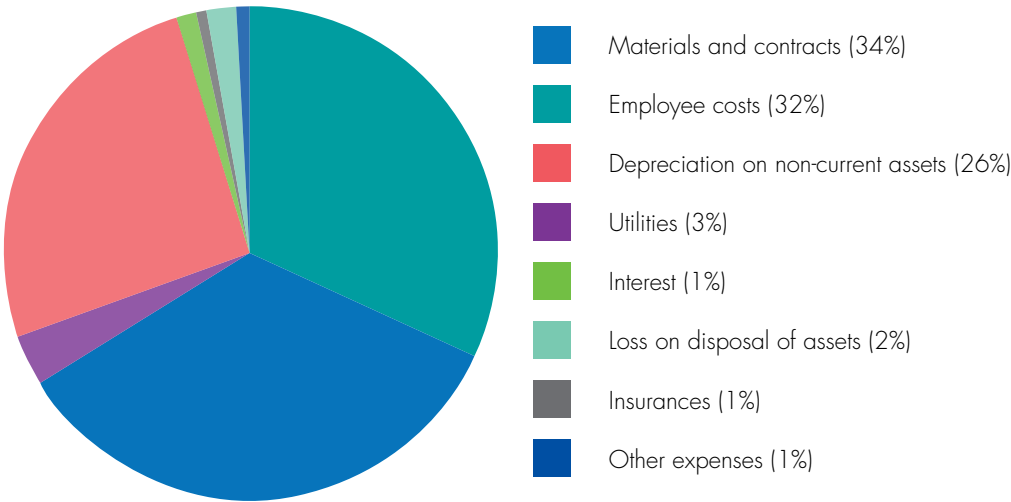
Operating Position



Operating Revenues



Operating Expenditure

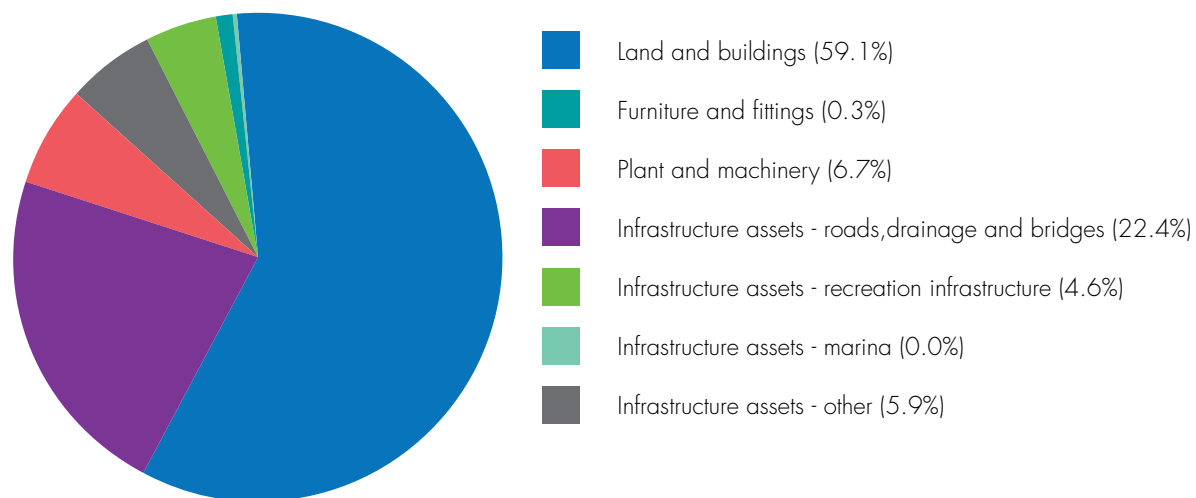


Capital Expenditure Snapshot 2015/2016

Capital expenditure is consistent with the previous year and reflects the continuing costs of major projects such as the redevelopment of the Mandurah Aquatic and Recreation Centre.

2014/2015	\$'000
MARC Redevelopment	8,800
MARC Geothermal	1,614
Mandurah Station Pedestrian Bridge	3,668
Eros Reserve	219
Dower Street Upgrade	411
Mandurah Terrace Upgrade	780
Ocean Road Active Reserve	1,926
SES Building	1,497

Capital Works Program



Capital Expenditure

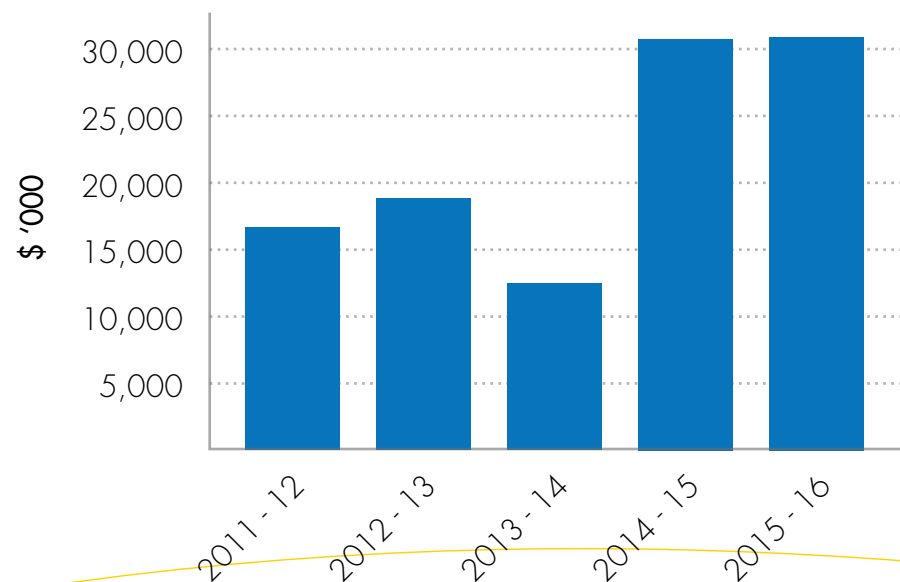


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Page 6: *Cognitive Beauty by Deb Hiller and Cathie Cresswell, 2016, photo by Travis Hayto*

Page 12: *Mandurah Aquatic and Recreation Centre Stage 2 Opening, 2016, Dan Carson*

Page 19: *Solar panels on Administration Building, 2016, City of Mandurah*

Page 21: *Peel-Naturaliste Partnership, 2015 - Peron Naturaliste Partnership*

Page 24: *Access and Inclusion Plan - Gabrielle Jeffery, Mandurah Coastal Times*

Page 35: *Vivid Art Collective, 2015, City of Mandurah*

Page 39: *Mandurah Pedestrian Bridge, 2015, Daniel Wilkins*

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