

Annual Report

2018-2019



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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 173.5km²

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 (2018)* 85,302

Number of households (2018)** 35,893

Population per square kilometre** 491.7

Households per square kilometre** 206.9

Total length of roads 738kms

Total length of canal waterways 22km approx.

Number of bridges (including footbridges) 28

Bridges managed by other agencies 12

Paths and boardwalks 562kms

Conservation Area – City of Mandurah 63.0933Ha

Conservation Area – Other Agencies 3956.58Ha

Foreshore Area – Developed 83.6716Ha

Foreshore Area – Natural State 491.6397Ha

Recreation – Bushland 447.925Ha

Recreation – Used for Recreation 320.5Ha

National Parks: Yalgorup, Peel Regional Park, Creery Island, Channel Island

Parks and Reserves 587

Playgrounds 129

*ABS data

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

The City's Strategic Community Plan and operational focus is built on the values of connected, innovation, courage, excellence and integrity.

These values guide the behaviours of our staff and Elected Members while working with our community.

Reconciliation Action Plan

The City's Reconciliation Action Plan (RAP) was developed in 2018 and will be delivered over three years (2019-2022). The City will continue to use a substantive equality approach to provide opportunities for the Aboriginal community to celebrate culture and language and build and develop strong relationships. The RAP builds on the outcomes that the City achieved in the first two RAPs and brings together the joint aspirations of the City, the RAP Steering Group and Mandurah's Aboriginal 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 Binjareb people – the traditional custodians of this land – and pay respect to all Elders, past and present.



Message from the Mayor and CEO

The City of Mandurah's Annual Report provides the opportunity to reflect on the work we have done in the past year, and celebrate the achievements and milestones reached. We can also take stock and make sure the City is meeting its objectives in line with our Strategic Community Plan 2017-2037.

The Strategic Community Plan guides the City in delivering activities, infrastructure and services that are in line with the expectations of our community. It also provides key stakeholders with a clear view of our future aspirations and shared vision.

One of the City's highlights during the 2018/19 financial year was our Mandurah Matters project, where we reached out to the community to understand what is most important to them.

Mandurah Matters was launched in late 2018, and was one of our biggest community engagement projects to date. At the heart of the project, we wanted to find out what drives our people and community.

More than 1600 people have contributed to Mandurah's shared vision, a vision about what Mandurah will look and feel like in years to come. The feedback we received will be central to how we plan into the future.

We'd like to thank those who took part in this important project, and we look forward to rolling out the goals and objectives in the near future.

We're also really proud of the progress we've made this year to assist in diversifying the local economy. Creating jobs for our people and addressing long-term unemployment challenges is always front of mind, and we've been busy exploring new ways of doing this.

There are a number of short and long-term initiatives in the pipeline to address Mandurah's economic challenges, which will in turn provide opportunities for our workforce, including our young people. This will be done by exploring new partnerships, tourism opportunities and creating vibrant places and spaces in order to strengthen our economic wellbeing into the future.



Rhys Williams
Mayor, City of Mandurah



Mark Newman
Chief Executive Officer,
City of Mandurah

2018 - 2019 Performance Highlights

Environment

- Water science initiatives progressed with the Regional Waterways Data Array and Waterways Centre of Excellence projects
- Work progressed on the Coastal Hazard Risk Management and Adaptation Plan, which will determine how vulnerable the City is to coastal erosion and inundation
- Mosquito management activities continued with 13 aerial larviciding treatments undertaken between July 2018 and June 2019, covering a total of 1438.4 hectares
- City of Mandurah re-endorsed as a Gold level Waterwise Council under the Waterwise council program
- Council voted to phase out the use of single-use plastics by the City of Mandurah

Social

- The City employed a Healthy Communities Officer to oversee the development and implementation of the Public Health Plan, which provides a strategic direction to help improve the health and wellbeing of the community
- The Channel 7 Mandurah Crab Fest was awarded Gold for the third consecutive year in the Major Events and Festivals category at the Perth Airport WA Tourism Awards

- The City of Mandurah launched one of its biggest community engagement projects to date, Mandurah Matters. More than 2000 people contributed to Mandurah's shared vision

Economic

- The City's entrepreneurial programs continued to grow – 159 participants attended Mumpreneur 101, Start Up Smart Creative, Power Up and Leverage courses
- Progressed concept plans for the City Centre Waterfront Project
- Commenced joint economic development partnership with Shire of Murray – Mandurah and Murray: a shared economic future

Infrastructure

- The City delivered an \$18.8million program of capital works to create, refurbish and renew buildings, road and park assets and infrastructure to benefit the community
- A \$2million second storey extension was added to the Port Bouvard Surf Lifesaving Club's clubhouse facilities
- The City completed the development of the ovals for the Lakelands District Open Space project

Identity

- Further dual language signage installed at local parks
- Wearable Art Mandurah competition attracted 100 entries, 1500 people to Showcase events and close to 1200 people visited the subsequent exhibition at Contemporary Art Spaces Mandurah
- The City welcomed 570 new Australian citizens throughout the year at six citizenship ceremonies

Organisational Excellence

- Started two-year project to replace City's core enterprise system to a modern, cloud-based product
- The customer contact centre maintained a first point of contact resolution rate of 82% for all incoming calls
- Close to 450 employees took part in the Employee Engagement Survey, with safety scoring the highest favourable result with 88% out of the 18 topics
- Mandurah Bridge awarded the Engineers Australia's Engineering Excellence Award (WA Division)

Plan for the Future

In July 2018, Council passed a notice of motion to establish a framework for facilitating a city-wide community engagement campaign aimed at establishing a clear, citizen-led vision for Mandurah's future. The findings of this process will be used as a foundation for reviewing the Mandurah Strategic Community Plan 2017-2037 and associated strategic priorities.

This project, Mandurah Matters, engaged residents, community groups, investors, landowners, specialist advisory groups and the three tiers of government. It was one of the City's biggest community engagement projects to date. Facilitated by the City of Mandurah, our community will be responsible for creating a future vision for Mandurah and building a joint plan to collectively deliver this vision.

Since late 2018, more than 1600 people have contributed to Mandurah's shared vision through Mandurah Matters, a vision about what Mandurah will look and feel like in years to come. We look forward to continuing our exciting journey towards a vibrant and sustainable Mandurah – a place we are proud to call home.

External Influences and Challenges

Mandurah is Western Australia's largest regional city, and it is the 11th largest local government area by population. The population has grown from just over 3,000 in 1966 to more than 85,000 in 2018. The City is expected to reach nearly 120,000 by 2036.

The City has high rates of social disadvantage. Our Socio-Economic Indexes for Areas (SEIFA) rating is the lowest in Greater Perth. In simple terms, what this means is that Mandurah has a relatively high number of households with low incomes.

This is partly a result of the number of older people on pensions that live in Mandurah and the fact that we have relatively high unemployment rates. In March 2019, Mandurah's unemployment rate was 6.7 percent compared to the Western Australian average of 6.2 percent, and the national average of 5.2 percent. The City has one of the higher youth unemployment rates in Australia.

Mandurah also has comparatively low Year 12 completions and University enrolments and high levels of disability.

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

- Growing and diversifying the regional economy and creating local jobs
- Improving education and training outcomes
- Preserving the natural environment and waterways
- Ensuring community health and wellbeing, safety and security
- Attracting and retaining young people
- Meeting community infrastructure needs
- Addressing social disadvantage, including affordable and crisis housing needs

We do have challenges, but we also have unique competitive advantages. No other local government area has the natural environment we have, in such close proximity to the huge population base of the Perth metropolitan area.

We are a 'destination' in a way that no other place is in such close proximity to Perth.

Future Highlights

The City continues to strive to achieve the goals set by its community, outlined in the Strategic Community Plan 2017-2037. Key projects for 2019/20 that are designed to help achieve these goals include:

Environment

- Continue implementation of the Biodiversity Strategy
- Maintain efforts to reduce the City's carbon footprint

Social

- Ensure Crime Prevention through Environmental Design principles are front and centre in all design
- Ongoing implementation of the Mandurah Active Recreation Strategy
- Implement place-based community development model

Economic

- Continue to partner with the Shire of Murray to implement the new joint economic development strategy, Mandurah and Murray: a shared economic future.
- Continue to partner with the Peel Chamber of Commerce and Industry to support local small businesses
- Further growth and diversification of key events and festivals

Infrastructure

- Continue to activate the Mandurah City Centre precinct and foreshore
- Continue the development of the Waterfront Revitalisation Project, including the skate park, play space, estuary pool and Smart Street Mall
- Continue to develop the Lakelands Public Open Space including the clubroom facilities
- Development of the Mandurah Mustangs football facility

Identity

- Support the Mandurah based tourism organisation (Visit Mandurah) and actively promote the new brand
- Use the outcomes of the Mandurah Matters visioning project to actively promote Mandurah and engage the community in that vision

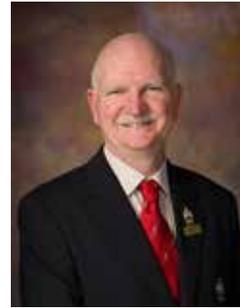
Organisational Excellence

- Implement the core systems project to improve both productivity and customer service through the harnessing of better technology
- Continue to drive the eight strategies to the Workforce Plan to ensure a happy, healthy, motivated and productive staff
- Integrate the outcomes of Mandurah Matters into the City's Strategic and Corporate planning

Elected Members

| Name of Elected Member | Committees and Advisory Groups July 2018 - June 2019 |
|--|--|
|  <p>Mayor Rhys Williams Councillor (2009 - October 2013) Mayor (October 2017 - present)</p> | <ul style="list-style-type: none"> • Committee of Council • Audit and Risk Committee • Strategy Committee • Public Art Committee • Executive Committee (Chairman) • Mandurah Liquor Accord • Mandurah Roadwise Advisory Group • Peel Regional Leaders Forum • Reconciliation Action Plan Steering Group • South West Regional Road Group • WALGA : Peel Country Zone • Waste Management Alliance Board • Mandurah and Peel Tourism Organisation Board • Port Mandurah Canal Waterways Advisory Group |

| | |
|--|--|
|  <p>Councillor Caroline Knight North Ward (2011 - present) Deputy Mayor (October 2017 - present)</p> | <ul style="list-style-type: none"> • Committee of Council • Strategy Committee • Public Art Committee (Chairman) • Executive Committee • Mandurah Environmental Advisory Group • Peron Naturaliste Partnership • WALGA : Peel Country Zone • Metro South West JDAP • Peel Harvey Catchment Council - Local Government (Coastal) • Australian Coastal Council Association • Mandurah Coastcare Coordinating Advisory Group (Deputy Member) |
|--|--|

| Name of Elected Member | Committees and Advisory Groups July 2018 - June 2019 |
|--|--|
|  <p>Councillor Ron Wortley North Ward (2003-2007 2009 – present)</p> | <ul style="list-style-type: none"> • Committee of Council • Audit and Risk Committee • Strategy Committee • Access and Inclusion Advisory Group • Mandurah Roadwise Advisory Group • Local Emergency Management Advisory Committee (Deputy Member) • Mandurah Community Museum Advisory Group (Deputy Member) |

| | |
|--|--|
|  <p>Councillor Peter Jackson North Ward (2013-present)</p> | <ul style="list-style-type: none"> • Committee of Council • Strategy Committee (Deputy Chairman) • Audit and Risk Committee (1st Deputy Member) • Mandurah Liquor Accord • Peel Chamber of Commerce & Industry Board • Executive Committee |
|--|--|

| | |
|--|---|
|  <p>Councillor Lynn Rodgers East Ward (2001 – present)</p> | <ul style="list-style-type: none"> • Committee of Council • Strategy Committee • Public Art Committee • Audit and Risk Committee (2nd Deputy Member) • Reconciliation Action Plan Steering Group |
|--|---|

Name of Elected Member

**Committees and Advisory Groups
July 2018 - June 2019**



**Councillor
Darren Lee**
East Ward
(2005-present)
Deputy Mayor
(2007-October
2017)

- Executive Committee
- Committee of Council (Chairman)
- Audit and Risk Committee
- Public Art Committee
- Strategy Committee
- Mariner's Cove Canal Waterways Advisory Group
- Waterside Canal Waterways Advisory Group
- Metro South West JDAP
- Access and Inclusion Advisory Group (Deputy Member)



**Councillor
Shane Jones**
East Ward
(2007-present)

- Committee of Council
- Strategy Committee
- Rivers Regional Council
- South West Regional Road Group (Deputy Member)
- Waterside Canal Waterways Advisory Group (Deputy Member)
- Mariner's Cove Canal Waterways Advisory Group (Deputy Member)



**Councillor
Dave Schumacher**
Town Ward
(2009 – present)

- Committee of Council
- Strategy Committee

Name of Elected Member

**Committees and Advisory Groups
July 2018 - June 2019**



**Councillor
Peter Rogers**
Town Ward
(2014-present)

- Executive Committee
- Committee of Council
- Audit and Risk Committee
- Strategy Committee
- Mandurah Performing Arts Inc Board
- Reconciliation Action Plan Steering Group
- Rivers Regional Council (Deputy Member)



**Councillor
Matt Rogers**
Town Ward
(October
2017-present)

- Committee of Council
- Strategy Committee
- Public Art Committee
- Access & Inclusion Advisory Group
- Mandurah Community Museum Advisory Group
- Port Mandurah Canal Waterways Advisory Group (to May 2019)



**Councillor
Tahlia Jones**
Coastal Ward
(2015 – 6
June 2019)

- Executive Committee
- Committee of Council
- Audit and Risk Committee
- Strategy Committee (Chairman)
- Mandurah Coastcare Coordinating Advisory Group
- Mandurah Environmental Advisory Group
- Metro South West JDAP (alternate representative)

Name of Elected Member

Committees and Advisory Groups
July 2018 - June 2019



Hon Councillor Fred Riebeling
Coastal Ward (2011 – present)

- Executive Committee
- Committee of Council
- Audit and Risk Committee (Chairman)
- Strategy Committee
- Peel Mosquito Management Group
- Reconciliation Action Plan Steering Group
- Rivers Regional Council
- Eastport Canal Waterways Advisory Group
- Mandurah Quay Waterways Advisory Group
- Port Bouvard Canal Waterways Advisory Group
- WALGA : Peel Country Zone (Deputy Member)
- Peel Chamber of Commerce & Industry Board (Deputy Member)
- Metro South West JDAP (alternate representative)
- Mandurah Bushfire Advisory Committee (Deputy Member)



Councillor Merv Darcy
Coastal Ward (October 2017-present)

- Committee of Council
- Strategy Committee
- Eastport Canal Waterways Advisory Group
- Local Emergency Management Advisory Committee
- Mandurah Bushfire Advisory Committee
- Mandurah Quay Waterways Advisory Group
- Port Bouvard Canal Waterways Advisory Group
- Rivers Regional Council (Deputy Member)
- Peel Mosquito Management Group (Deputy Member)

Council Meeting Attendance

July 2018 – June 2019

| Name | Ordinary Council | Special Council |
|---|------------------|-----------------|
| Mayor Rhys Williams | 10 | 5 |
| Cr Caroline Knight | 11 | 4 |
| Cr Darren Lee | 11 | 5 |
| Cr Ron Wortley | 10 | 4 |
| Cr Peter Jackson | 11 | 5 |
| Cr Lynn Rodgers | 8 | 4 |
| Cr Shane Jones | 10 | 5 |
| Hon Cr Fred Riebeling | 9 | 5 |
| Cr Tahlia Jones (Resigned as Cr in June 2019) | 8 | 5 |
| Cr Merv Darcy | 11 | 5 |
| Cr Dave Schumacher | 6 | 3 |
| Cr Peter Rogers | 10 | 4 |
| Cr Matt Rogers | 11 | 3 |

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, Economic
Development and Projects.



Allan Claydon

Director Works and Services

B.E. (Hons), GradDipBus, Grad
Dip. Eng, MEM (Cut), MIEAust,
CPEng

Responsible for Operation Services,
Infrastructure Management,
Engineering Technical Services,
Waste Management, Marinas and
Waterways.



Tony Free

Director Sustainable Communities

BA (Urban Studies), MBA, MPIA

Responsible for Environmental
Services, Planning and Land
Services, Statutory Services,
Arts and Culture, Community
Development and City Centre.



Graeme Davies

Deputy Chief Executive Officer (May 2019)

GradDipBus, MBA

Responsible for Recreation Centres
and Services, Strategy and
Corporate Planning, Corporate
Communications, Customer
Services, Human Resources and
Organisational Development,
Elected Member Support,
Information Management, Festivals
and Events.

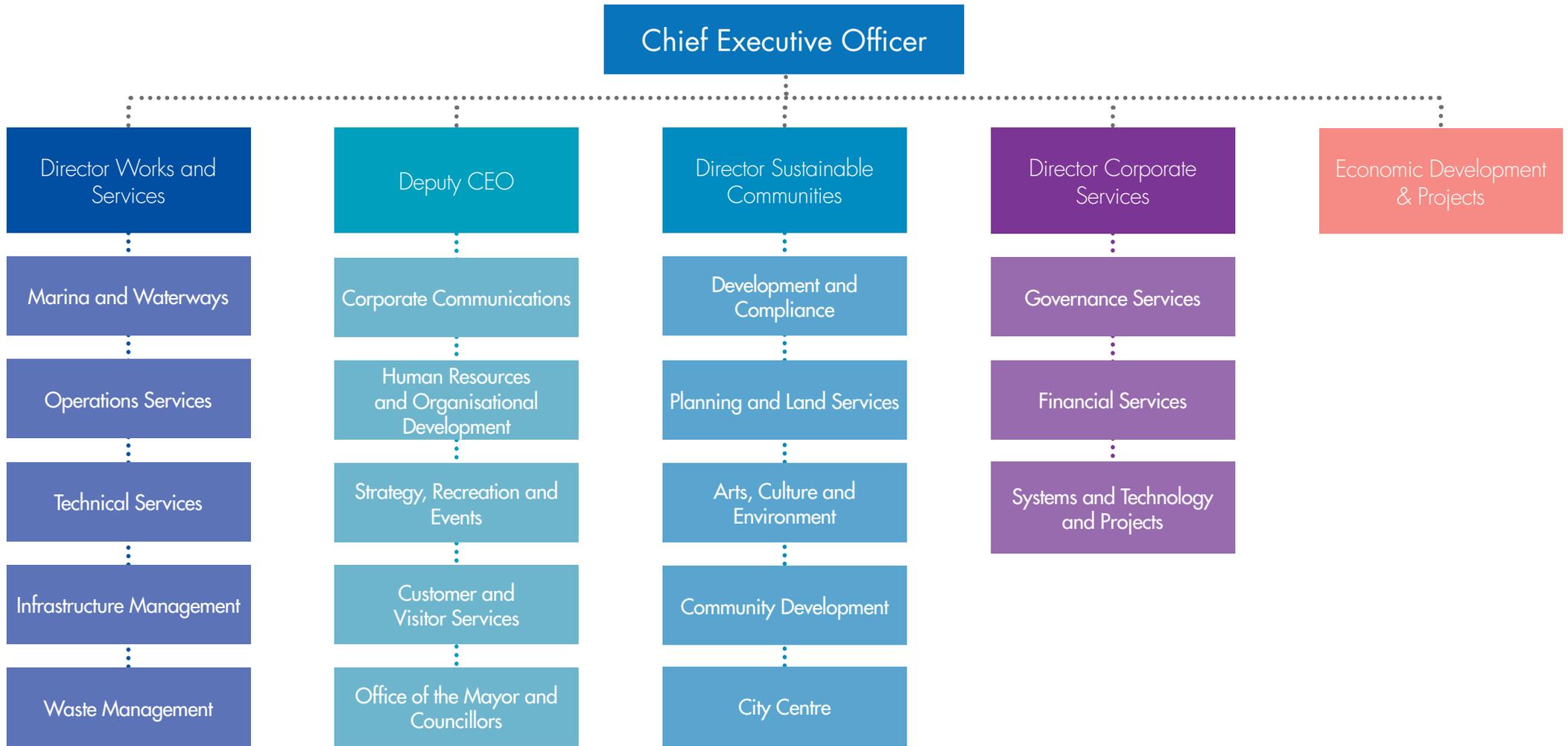


David Prattent

Acting Executive Manager Finance and Governance

Responsible for Legal, Governance,
Procurement, Finance Services and
Information Technology

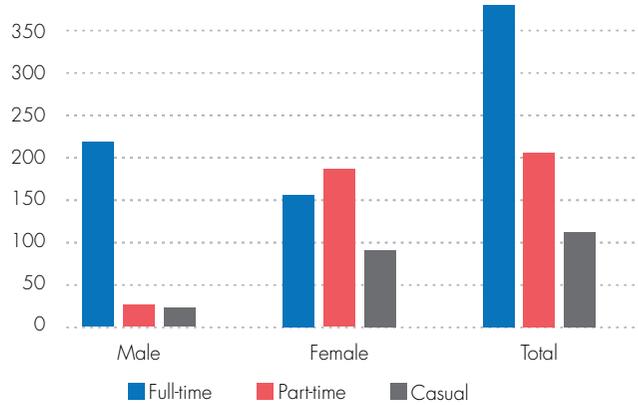
Organisational Structure



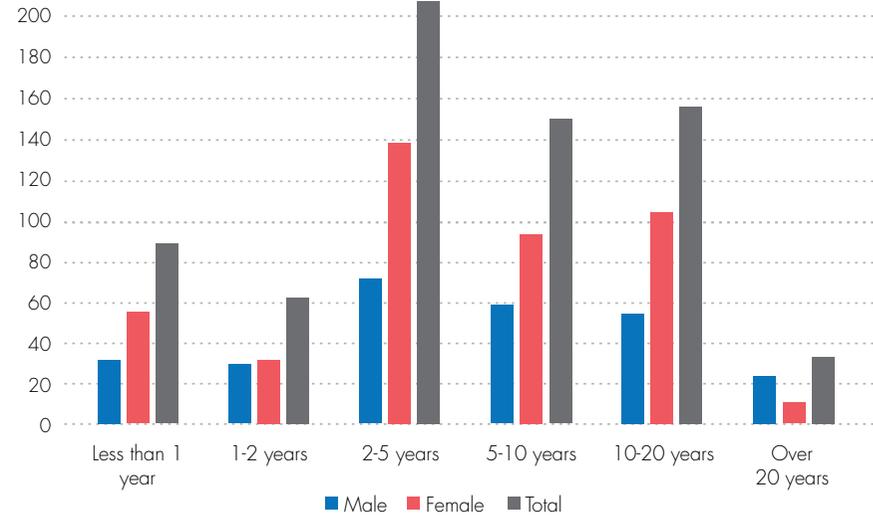
Staff Profile

The City of Mandurah has a diverse workforce, currently employing 698 staff in many varied fields. Volunteers are also an important extension of our workforce.

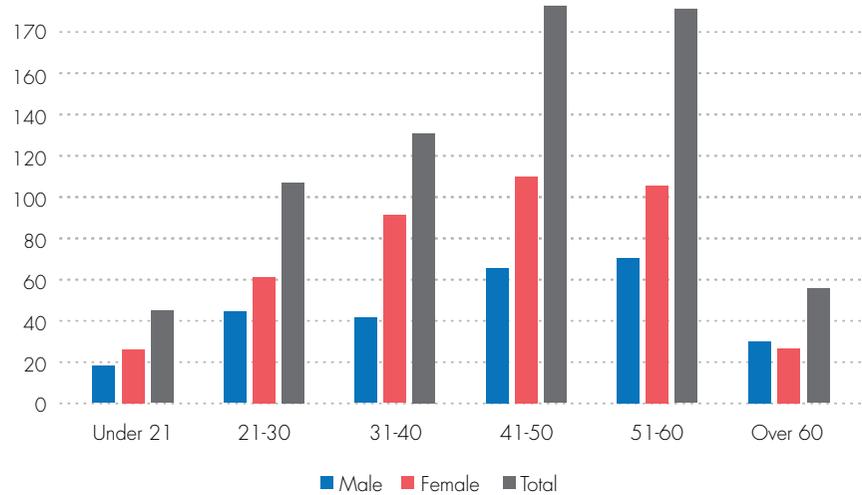
City of Mandurah Employees 2018/2019*



City of Mandurah Employees by tenure 2018/2019



City of Mandurah Employees by age 2018/2019



About the Annual Report

The Annual Report 2018-2019 will provide an update of the City's achievements against the Corporate Business Plan 2018-2021 which was developed from the Strategic Community Plan 2017-2037.

The objectives in both plans focus on six key areas; Environment, Social, Economic, Infrastructure, Identity and Organisational Excellence.

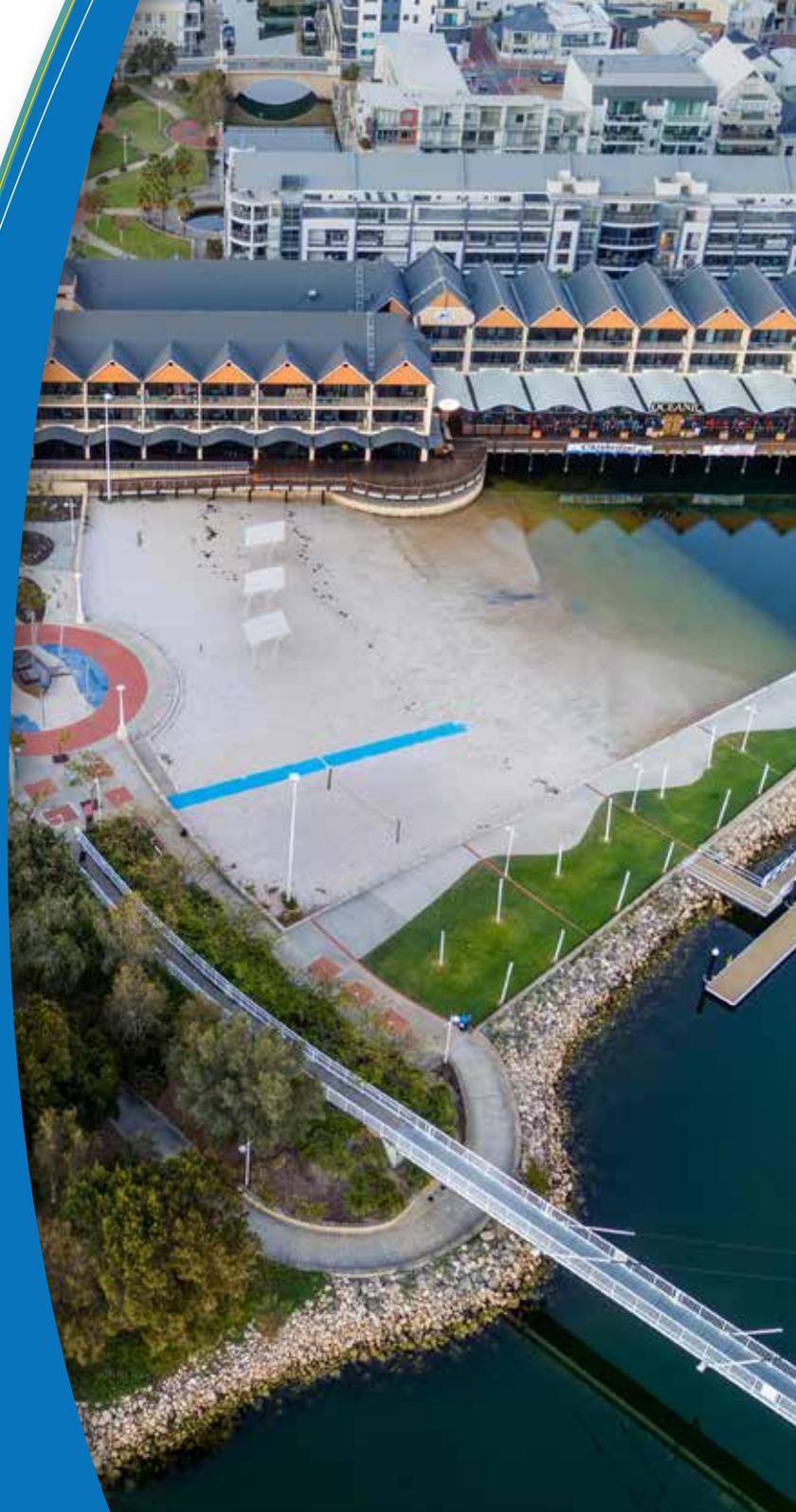
For each of the identified objectives, strategies, projects, actions and activities have been identified in the Corporate Business Plan 2018-2021. Performance indicators were also identified in the plan which are measured quarterly to ensure that the City delivers on its Strategic Community Plan. We will in this Annual Report, provide an overview of our performance, detailing the strategies 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 2018-2019 meets our commitment to transparent performance reporting, in line with the Integrated Planning and Reporting Framework required of all local governments throughout Western Australia.

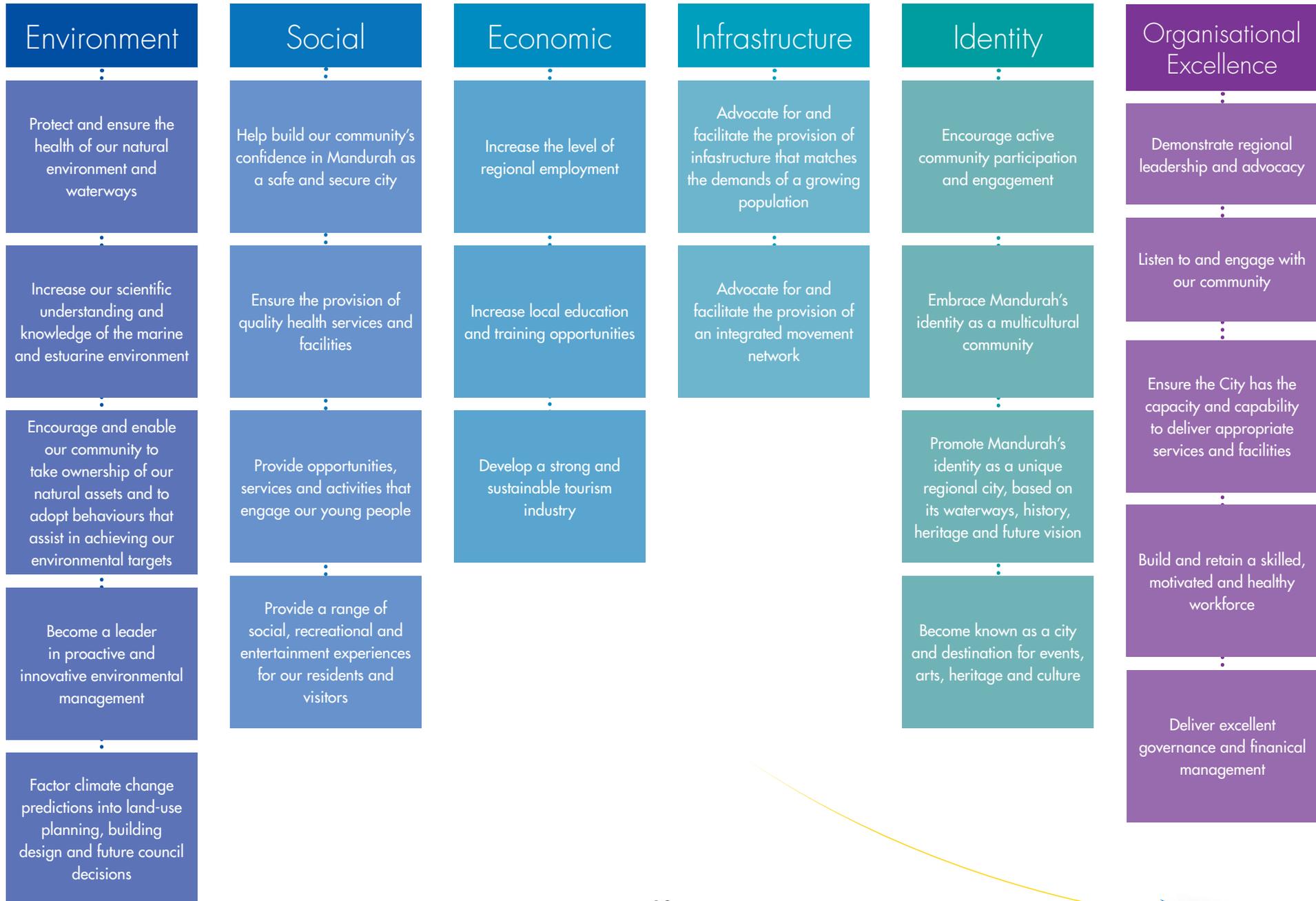
Reading the Report

The City of Mandurah Annual Report 2018-2019 is structured based on the Strategic Community Plan's six Key Focus Areas (KFA). The sections to follow will provide;

- A snapshot of our strategic direction, derived from the Strategic Community Plan 2017-2037
- 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 2018-2021 – The Dashboard



Strategic Direction





Key Focus Area: Environment

A community that is a leader in proactive and innovative environmental management.

Waterwise Initiatives

The City has been recognised as a Waterwise Council since 2009, highlighting a commitment to reducing water use in the community and maintaining it in years to come.

For a number of years, the City has achieved Gold and Platinum status in the Waterwise Council Program, which is jointly run by the Water Corporation and the Department of Water. This status recognises the City's achievements across a number of waterwise projects, including waste water reuse schemes and the Waterwise Verge Incentive scheme.

The City also continued implementation of the Waterwise Council Water Efficiency Action Plan, retrofitting close to 100 conventional verges to low water using native gardens as part of the Waterwise Verge Incentive scheme.

As part of the City's new joint economic development strategy with the Shire of Murray, Mandurah and Murray: a shared economic future, planning continued for two major waterways-based projects:

- **Regional Waterways Data Array:**

This project is a region-wide project that will create an open platform for regional science, research and industry to cluster, collaborate and innovate on the collective vision of maintaining and enhancing the

region's environmental and economic future. The Waterways Data Array will comprise a network of test stations and sensors that will drive a collection of big-data streams with real-time, location-specific data and monitoring.

- **Waterways Centre of Excellence:**

The Regional Waterways Data Array is the first stage of a two-part project that will pave the way to the future Stage 2 – the Waterways Centre of Excellence. The Waterways Centre of Excellence will provide a permanent centralised hub for water science research and related business activity regionally, nation-wide and internationally. The centre will accommodate a range of agencies and organisations already located within the Peel Region, including government agencies and research institutions. The centre will also potentially incorporate tourism and indigenous cultural elements, including interactive public foyer space, data displays, cultural gallery, office spaces, laboratories and conference facilities.

Mosquito Management

The Peel Mosquito Management Group (PMMG) consists of the City of Mandurah, Shire of Murray, City of Rockingham and the Shire of Waroona. In partnership with the Department of Health Western Australia, the

group works hard to minimise the impact of mosquitos across the Peel Region.

The 2018/19 season was noted as being far less intense than recent seasons in relation to the number of aerial treatments required, and the overall number of hectares treated.

The combination of environmental conditions throughout the season limited inundation and hatching events and made managing mosquito populations much easier than recent years.

Thirteen aerial larviciding treatments were done between July 2018 and June 2019, covering a total of 1438.4 hectares.

The City and the PMMG also continued to provide community education on ways to 'fight the bite'.

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.

Key environmental partners include:

- Peel Preservation Group – the group secured \$11,000 in funding towards the installation of two seabins in the Mandurah Ocean Marina. Marina and Waterways and Environmental Services supported this community group with this project

- A fourth property was purchased under the City's Bushland Buyback program, which is located on Lakeside Parkway in Herron. This purchase adds a further 10ha to the City's target of purchasing 150ha of high conservation bushland
- Mandurah Environmental Volunteer Alliance – the Alliance met on a bi-monthly basis from July-December, changing to a monthly basis in 2019. An Embrace the Space toolkit was developed to show the community how to become a steward for their local community space
- Environmental Education Research Project partnership with Murdoch University. The partnership will research the impact from three of the City's environmental education programs. This research is ongoing.
- Peel Harvey Catchment Council – the Council focused on wetland water quality, and macroinvertebrate identification with Mandurah Primary School
- Bouvard Coastcare Group – The group delivered an experimental 'Seed Bomb' planting at Melros Beach
- Continuing efforts to reduce the City's carbon footprint, solar photovoltaic arrays were installed on a further three facilities; the Waste Management Facility, Mandurah Visitor Centre and Lakes Cemetery
- Continued partnership with the Mandurah Environmental Advisory Group, which represents the Mandurah community in commenting on key environmental matters

Community Education and Engagement

The environment has been identified as one of the community's top priorities.

The City is committed to working with the local community to taking action to decrease our impact on the environment in a number of different ways and ensure our young people understand the value of our unique environment.

Our key achievements include:

- Lake Clifton Bioblitz – close to 130 people attended this day-long event, which was run by a volunteer steering group with the support of the City
- Single-use plastics ban – The Council voted to phase out the City's use of single-use plastics. As part of this, the City engaged local businesses in campaigns such as The Last Straw and Responsible Cafes to reduce the use of single plastics across Mandurah. 25 businesses took part in these campaigns. The movement was helped to be brought about by students from Mandurah Baptist College
- Community Planting Season: More than 35,000 plants were planted within reserves and coastlines across 12 events. These activities were attended by more than 250 volunteers
- Kids Teaching Kids Conference: 290 students from 12 schools in the Perth and Peel regions attended the two-day 2018 Kids Teaching Kids Conference. Mandurah Baptist College students won the City of Mandurah scholarship to attend the National Water Kids Teaching Kids conference. This was the seventh year the City has held the event.

- Volunteer Support: The City continued to support community-led volunteer initiatives such as Osprey WA, Coastal Waste Warriors, Mandjar Wildlife Guardians and Mandurah Dolphin Rescue
- The City provided a submission into the Senate enquiry into Australia's faunal extinction crisis. The submission outlined how Mandurah is impacted, including examples of local extinctions, and solutions-based recommendations at a national scale
- The City continued advocating for better legislation to reduce the impact of cats on native fauna, including establishing a Cat Working Group to improve cat management within the city. Key actions for the group included:
 - development of a Cat Local Law for the City
 - identifying changes needed to the Cat Act 2011
 - cat management around priority sites
 - education & campaigning for increased sterilisation, registration and chipping of cats.

Environment: A community that is a leader in proactive and innovative environmental management

| Objectives | Strategies | Status as at 30 June 2019 |
|--|--|--|
| 1.1 Protect and ensure the health of our natural environment and waterways | 1.1.1 Ensure appropriate strategies and programs are in place to maintain Mandurah's biodiversity | A further seven Environmental Management plans for City managed nature reserves have been reviewed. A fourth property has been purchased under the City's bushland buyback initiative contributing a further 10ha to the target of purchasing 150ha of high conservation bushland. 16,300 seedlings have been planted in revegetation sites across the City this planting season. |
| | 1.1.2 Support the development of a clear governance structure for Peel waterways management | The City is currently developing an advocacy framework which will include Council's position on a number of important issues including the development of a clear governance structure for Peel waterways management. |
| | 1.1.3 Ensure appropriate strategies and actions are in place for Mandurah's coast and waterways | The City is currently undertaking a Coastal Hazard Risk Management and Adaptation Plan which will determine how vulnerable the City is to coastal erosion and inundation and will assess the community's values and what they feel would be an acceptable risk and how this risk should be managed into the future. GHD were awarded the tender and the study is partly funded by the State Government. |
| | 1.1.4 Integrate the protection of waterways and bushland into land use planning | Provided submission into the Senate inquiry into Australia's faunal extinction crisis. Continued advocating for better legislation to reduce impact of cats on native fauna, including establishment of a cat working group with key stakeholders. |
| | 1.1.5 Proactively manage storm water to reduce the impact on the natural environment | Strategic priorities for Water Sensitive Urban Design project to be undertaken in the 2019/20 financial year. Strategic Waterwise Working Group created with cross functional representation. Senior drainage engineer employed to further progress stormwater initiatives. |
| | 1.1.6 Reduce the City's water consumption | Continued implementation of the Waterwise Council Water Efficiency Action Plan and once again obtained Gold Waterwise council status in 2018/19 |
| 1.2 Increase our scientific understanding and knowledge of the marine estuarine environment | 1.2.1 Engage in collaborative research partnerships with the education sector and other stakeholders | Finalised the Australian Research Council partnerships Backyard Bandicoots and Balancing Estuarine and Societal Health. Continue to support Sustainable Dolphin Tourism and Fairy Tern research with Murdoch University. Environmental Education PhD research partnership has entered into its final year |
| | 1.2.2 Lobby State Government to ensure the sustainability of fish and crustacean stocks and habitats | In November 2018 the City put in a submission in response to the Department of Fisheries (DPIRD) Management Paper No. 288 – Protecting breeding stock levels of the blue swimmer crab resource in the south west. The City supported a range of management options in its submission, including night-time curfew on recreational crabbing, extending the closed season, and implementing a mix of management options. |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|---|--|
| <p>1.2 Increase our scientific understanding and knowledge of the marine estuarine environment</p> | <p>1.2.3 Respond to environmental challenges based on scientific evidence</p> | <p>As part of its joint economic development strategy with the Shire of Murray (adopted by Council in October 2018), the City of Mandurah is currently planning two major waterways-based projects:</p> <ul style="list-style-type: none"> • Regional Waterways Data Array – comprises a network of test stations and sensors that will drive a collection of big-data streams, providing real-time, location-specific data and monitoring. This in turn will create an open platform for regional science, research and industry to cluster, collaborate and innovate on waterways sustainability. • Waterways Centre of Excellence – will provide a permanent facility for water science research and related business activity located in central Mandurah, including government agencies and research institutions. |
| <p>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</p> | <p>1.3.1 Provide information and events that enable people to understand and care for the environment</p> | <p>The Mandurah Environmental Volunteer Alliance continues to meet on a monthly basis. The Embrace A Space toolkit was created to offer community members a guide on how to act as a steward for their local park/nature reserve.</p> <p>Continued to deliver a diverse range of environmental events including Kids Teaching Kids conference, National Tree Day, Future Vehicles Expo and Lake Clifton Bioblitz.</p> |
| | <p>1.3.2 Reduce waste-to-landfill</p> | <p>The City implemented programs at the Waste Management Centre to divert green waste, scrap metal, waste oil, tyres, e-waste, mattresses, car batteries, household batteries, paint and Household Hazardous Waste, from landfill and recycled.</p> <p>Commencement of the waste oil and battery recycling program at the kerbside was another initiative in the 2018/19 financial year.</p> <p>The City also continued the recycling education programs (Primary School Recycling Education Program and Bin Tagging Program) to help improve the community's recycling performance.</p> <p>A significant reduction in waste going to landfill is expected to be achieved in late 2021 when the City sends all of its municipal waste to the Waste to Energy plant in Kwinana (currently under construction) where it will be converted into energy.</p> |

| Objectives | Strategies | Status as at 30 June 2019 |
|---|---|---|
| 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 | 1.3.3 Assist our community to reduce energy use and adopt clean energy technologies | The City is working with Western Power to install a second battery powerbank in Falcon. The City also hosted the Future Vehicle Expo showcasing hydrogen fuel cell and electric vehicles to the community. |
| | 1.3.4 Assist our community to reduce water consumption | Continued implementation of the Waterwise Council Water Efficiency Action Plan including retrofitting 97 conventional verges to waterwise verges. |
| | 1.3.5 Promote and encourage the development of environmentally sensitive built form | Solar orientation in new subdivisions and new dwellings will form part of the City's assessments, together with the location of public open space and street design to maximise tree retention. |
| 1.4 Factor climate change predictions into land-use planning, building design and future Council decisions | 1.4.1 Ensure strategies are in place for climate change adaptation including greening of the City | <p>The development of the Mandurah Bushfire Risk Management Plan 2019-2023 and Treatment Schedule for 2019/20. Building internal capacity and utilising DFES Bushfire Risk Management System to identify and assess assets at risk.</p> <p>Successfully applying for Mitigation Activity Funding and All West Australians Reducing Emergencies Funding to manage and treat bushfire risk.</p> |
| | 1.4.2 Increase dwelling density around activity-centres and key transport links | The City's draft Planning Scheme 12, Local Planning Strategy and Central Mandurah Activity Centre Plan set out the dwelling densities around the key activity centres. The draft scheme 12 and Planning Strategy will be advertised for public comment during 2019/20 following endorsement by the Western Australian Planning Commission. |
| | 1.4.3 Reduce the City's carbon footprint | Solar photovoltaic arrays have been installed on a further two facilities. An investigation into the feasibility of a district cooling system in the Civic precinct is underway. |



Key Focus Area: Social

A community that is safe, resilient, healthy and engaged.

Community Safety and Crime Prevention

The City continues to ensure a well-rounded approach to community safety and crime prevention by working together with the State and Federal Governments, local police, businesses, community groups and residents.

Key achievements during 2018/19 include:

- A Memorandum of Understanding (MOU) was developed between the City and WA Police, which works to provide clarity around the strategic priorities of each party relating to community safety
- The City continued to apply Crime Prevention Through Environmental Design (CPTED) principles across all design and delivery stages of City facilities and infrastructure projects, to enhance community safety. This year's CPTED highlights included:
 - Mandjar Square redevelopment – lighting, controlled vehicle access and opening the visual corridor through the site
 - Waterfront Redevelopment concept planning including Smart Street Mall, Eastern Foreshore north and south precincts, and Western Foreshore recreation precinct
 - Access to Mandurah Ocean Marina via Ormsby Terrace – installation of direct path, lighting upgrade and Closed Circuit Television

- Eastern Foreshore seawall path lighting upgrade
- Upgrades to Birchley Reserve, Novara Foreshore and Falcon Bay Reserve
- The fourth series of My Park Grooves free community events was held at four local parks – Madora Bay's McLennan Park, Halls Head's Santalum Reserve, Wannanup's Village Beach and Meadow Springs' Kirkland and Landley Link. The aim of the events is to increase activation of the City's parks, increase reporting of graffiti or vandalism and increase community involvement with neighbours, community groups and local spaces. In 2018, each location attracted between 200-800 people, and live music, family friendly activities and community education were available. A survey conducted across the four locations showed that 99 percent of respondents would be keen to attend a similar event in the future, and 74 percent would be more likely to report graffiti and damage at parks having attended the event.
- Mandurah Liquor Accord - The Accord is made up of licensed premises, police, security, taxis, street chaplains, Department of Sporting and Culture Industries and the Community Safety team. Key focus areas for the Liquor Accord are:
 1. Reduced anti-social behaviour in and around licensed premises

2. Reduced alcohol related violence, ill health or other harm
3. Increased responsible service of alcohol

Key achievements of the Accord in 2018/19 were:

- Launch of Project SMART, which is a positive messaging campaign that aims to educate patrons to be safe, respectful and considerate of one another within and around Mandurah venues, day and night. This project was also an opportunity to tell the community about the great hospitality and activities available in Mandurah.
- The internationally recognised venue safety campaign, Ask for Angela, was trailed at Norma Jeans Retro Bar and was rolled out across the Accord and Mandurah licensed premises during 2019. This campaign aims to promote safety in licensed premises for patrons, where bar staff are trained to support any patrons that may feel vulnerable, uncomfortable or unsafe.

Healthy and active community

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

With close to 2000 members, the Mandurah Seniors and Community Centre continued to offer a number of exciting programs, activities, concerts, information sessions and opportunities to connect for people aged over 55 years. A number of new activities were introduced including a drama group and Zumba fitness. In partnership with Murdoch University and a local business, the centre has also introduced allied health services including podiatry, chiropractic, and general health checks at low or no cost to members on a weekly basis.

Close to 10,000 people per month access the Mandurah Seniors and Community Centre for City-run activities and events, as well as other independent classes. A community bus is also offered for seniors with limited mobility or transport options, making the services more accessible for all.

The City also revised the Vulnerable Communities Plan and renewed the Aged Care Emergency Management Memorandum of Understanding for a further three years, thereby empowering groups and organisations to support each other in times of need and encourage resource sharing between 18 aged care and independent living facilities.

The City works closely with a number of partners to support young people and develop Mandurah's future community leaders. The City has more than 150 programs, events and activities for young people to get involved in annually at locations including libraries, the Mandurah Community Museum, recreation centres and Billy Dower Youth Centre.

In 2018/19, the City launched a weekly after school drop-in program at Lakelands, hosted Scooter Jam, Youth Jam, Summer Youth Festival other events, including Beats Under the Bridge which was delivered by the Youth Leadership Group in January attracting more than 400 people.

The City's supports youth across all spectrums and provides programs that aim to support and enrich more vulnerable young people as well as stretch high achieving youth. The City supports an afterschool drop in program in Mandurah and now Lakelands, Comedy Club, STEM Clubs, arts program, barista training program, gaming clubs as well as activities across school holidays. The City also supports Friday Nightfields and Saturdaze programs to provide recreational activities enabling young people to socialise in safe spaces.

The Dream Big Youth Fund, which provides grants of \$350 for individuals and \$500 for organisations, helps young people to upskill and achieve their dreams. In the reporting period, the fund delivered 25 grants to young people, including two organisations. The recipients, aged 11-23 years, used their funds for entrepreneur activities, formal training, attending workshops or interstate/overseas opportunities.

The Mandurah Junior Council consists of 38 year six students from all 19 primary schools across Mandurah. This is a unique initiative that gives young people a chance to learn about local government.

In 2018/19, the Junior Council's project focussed on plastics in waterways, with Junior Councillors raising awareness of this issue by hosting a community beach clean-up at Town Beach (in partnership with Coastal Waste Warriors) and running a stall at the 2019 Mandurah Children's Festival to educate children and parents about the impacts of plastics through fun activities.

The City employed a Healthy Communities Officer to oversee the development and implementation of the Public Health Plan, which provides a strategic direction to help improve the health and wellbeing of the community. The initial role of the Healthy Communities Officer has been to establish connections with key internal staff and external stakeholders to gain an understanding of their activities and goals, and identify any opportunities where 'quick wins' can be achieved to reach positive health outcomes.

A draft Public Health Plan has been developed with close linkages to the Mandurah Matters community engagement feedback, in addition to internal and external consultation with key stakeholders. The draft plan will be presented to Council for endorsement.

The City also continued to advocate for Mandurah's health care needs, a highlight of which was the opening of the Peel Health Hub in December 2018. This state-of-the-art facility brings together key health services to assist people in the Peel region.

City of Mandurah major events 2018/2019:

- **Stretch Arts Festival Mandurah** (5 & 6 May) 14,000 people
- **Mandurah Children's Festival** (21 October) 14,500 people
- **Australasian Police & Emergency Services Games** (October 28 – November 3 2018) 3,341 participants from six countries
- **Community Christmas Celebration** (30 November) 25,000 people
- **New Year's Eve** (31 December 2018) 22,000 people
- **Australia Day Celebrations** (26 January) 5,000 people
- **Mandurah Crab Fest** (16 & 17 March) 107,000 people
- **Wearable Art Mandurah Showcase** (15 & 16 June) 1500 people and close to 1200 people at subsequent CASM exhibition

Festivals and events

The City is proud to have again delivered or facilitated a number of spectacular events during the financial year, including Mandurah's award-winning signature annual event, the Channel 7 Mandurah Crab Fest. Mandurah's exciting calendar of events provides fun activities for local residents and visitors, as well as economic opportunities and benefits to our community and tourism sector.

The City actively seeks to attract events which add vibrancy and economic value to the city, and give more people the opportunity to experience for themselves what a special place Mandurah is.

The City has a stellar record of producing and attracting major events, which provide significant boosts to local businesses and drive job creation.

The City continued its partnership with Sports Marketing Australia for the placement of a number of events. Across nine key events, the estimated spend within Mandurah was \$4.7million.

In 2018, the Channel 7 Mandurah Crab Fest was awarded Gold for the third consecutive year in the Major Events and Festivals category at the Perth Airport WA Tourism Awards.

Crab Fest is WA's biggest free regional event, and Mandurah's signature annual tourism event, with an average yearly attendance of more than 100,000 local, intrastate, interstate and international visitors. It is also a popular highlight of the Western Australian events calendar.

Showcasing the best food and entertainment the Peel Region offers, the two-day festival includes entertainment, unique dining and food experiences, and Mandurah's famous blue swimmer crabs, all set on the backdrop of beautiful waterways. The festival is an integral part of the state and delivers economic and social benefits to local businesses and the community.

The 17th Australasian Police & Emergency Services Games, held in Mandurah from October 28 - November 3, 2018, was a great success. The Games saw a record 3341 participants from six countries

gather in Mandurah to compete and volunteer. A total of 50 different sports were offered across seven days, and a range of social and tourism opportunities were provided for all. Competitors and supporters travelled from all over Australia, New Zealand and New Caledonia, in addition to invited guests from Hong Kong, Singapore and China, to be part of the largest multi-sport event to take place in WA in the last decade.

The 2018 Games saw the introduction of the Firefighter Race, Fire Truck Pull and Downwind Ocean Surf Ski Race, as well as the return of Water Polo.

Highlights of Mandurah's Australasian Police & Emergency Services Games were:

- \$6.1m - economic impact to WA
- 252 volunteers
- 3341 participants from six countries
- 72 sports coordinators
- 2000 competitions
- 50 sports
- 28 venues
- 7 days

Mandurah was chosen as the host city for a number of reasons, including our award-winning waterfront dining, aquatic adventures and world-class golf courses; significant redevelopments to Mandurah Aquatic and Recreation Centre, Mandurah Forum Shopping Centre and foreshore precincts; and City's desire to partner with the event and organisers to showcase the region and facilities as a major sporting and tourism destination.

Supporting our community

The City supports the community in a range of ways to build capacity and create opportunities.

Examples during 2018/19 include:

- Community Assistance Grants Scheme – this scheme supports community groups who create opportunities for community participation providing greater access to services. Two grants are available, the Community Association Fund and the Partnership Fund.
 - » The Community Association Fund supports local community groups to deliver projects to Mandurah residents. The fund has two rounds per year in which groups can be granted between \$500 to \$2000.
- Round one: \$35,557 for 28 community groups
- Round two: \$33,727 for 21 community groups
 - » The Partnership Fund assists community organisations to provide increased access to essential programs and services over a three year period. This financial year 25 groups were funded a total of \$127,303.
- Kidsport grants – 1382 vouchers (totalling \$196,356.13) were approved and provided for financially disadvantaged young people to join local sporting clubs. These grants are processed by the City and funded by the State Government.
- The Club Connect Club Grant program delivered \$14,284 among 29 local sporting clubs in 2018/19.
- Seventy-seven local residents benefited from the Outstanding Representative Donation with a total of \$16,700 allocated to athletes and officials representing WA and Australia in sport.

In October, a new facility on Tuart Avenue opened its doors to provide a safe space for homeless people to have a warm shower and get changed, a service which has previously not been available. The purpose-built facility is designed to make the lives of Mandurah's vulnerable people a little easier, and is close to other services including retail spaces, the library, Lotteries House and public transport. In a new co-location model, services and facilities for local vulnerable people can now be in one place.

The project can also facilitate links between facility users and other organisations and service providers. The shower block includes two showers, two change spaces and associated infrastructure.

Mandurah Matters

In late 2018, the City of Mandurah launched one of its biggest community engagement projects to date, Mandurah Matters. At the heart of the project, the City wanted to find out what is important to our community. The city-wide campaign aimed to provide a framework to facilitate a citizen-led vision for Mandurah's future. More than 1600 people contributed to Mandurah's shared vision, a vision about what Mandurah will look and feel like in years to come.

During the first phase surveys, the community voiced that the City's focus should be on the environment, the economy, social aspects, and health. The City will use those four pillars to drive future planning.



These pillars were explored during a series of workshops in the second stage of the project, where the community discussed what they wanted Mandurah to be known for. These conversations laid the ground work for the Future of Mandurah Summit. At this Summit, a group of delegates worked together to develop Mandurah's Story.

This story forms the basis of our shared vision. The vision will be shared with the broader community.

Access and Inclusion

The City of Mandurah is committed to ensuring that the community is accessible for and inclusive of people with disability, their families and carers.

The City has ongoing partnerships with a number of community and disability service organisations, as well as people with disabilities and their families. These partnerships have enabled the City to deliver a number of great new initiatives which support an increase in access and inclusion for all members of our community.

Some of the 2018/19 highlights include:

- The City included requirements of the universal Accessibility and Disability Discrimination Act into the design of all new and refurbishment building projects in the city, including the Port Bouvard Surf Lifesaving Club's second storey extension, Tuckey Room refurbishment, Blue Bay, Warrangup Springs and Mandurah Yacht Club ablution upgrades. The Mandurah Performing Arts Centre also received additional ramp entries and a lift for public access.

- In 2018, the City was awarded Most Accessible Regional City in WA by the Western Australian Local Government Association (WALGA). The City was awarded for improving the accessibility of Council infrastructure and public open spaces, inclusive communication technology and information initiatives, leadership on community attitudes and perceptions, and accessible and inclusive Council services, programs and events. In 2019, the City received a 'Highly Commended' acknowledgement.
 - In early 2019, the City partnered with Sport and Recreation Peel and Rebound WA to promote and facilitate a seven-week inclusive basketball program that was delivered at the Mandurah Aquatic and Recreation Centre. People with a mobility disability were provided with the opportunity to play a team sport with their family and peers in a welcoming and shared community space.
 - In 2018/19, the City's Community Capacity Building team partnered with Inclusion Solutions through the Socially Inclusive Communities Western Australia (SICWA) partnership project. Four local clubs/groups (Mandurah Mustangs Football Club, Mandurah Surf Life Saving Club, Peel Little Athletics Club and the Inclusive Mandurah group) were selected for receiving mentoring and training support to increase access and inclusion for all members of the community.
- City staff received Disability Awareness and Social Inclusion training as part of the project. The City's Youth and Recreation teams have been successful in applying for the SICWA round two project, which will further promote access and inclusion throughout both the organisation and the wider community.
- With support from the SICWA project between Inclusion Solutions and the City of Mandurah, the Mandurah Mustangs Football Club introduced their first integrated football team in 2019. This team has enabled a group of local men to play competitive football and to develop friendships, actively participate in their community and fulfill valued roles. The team plays in the integrated league, however they are included in all other aspects of the football club alongside the other leagues.
 - The Inclusive Mandurah Group aims to create awareness in the community around disability, access and inclusion, and acts as an information source for community, and a conduit between the City and community. The City acknowledges the positive impact that the group has in promoting access and inclusion, and as such the group is supported throughout the year by the dedicated Access and Inclusion officer in the Community Capacity Building team.



Social: A community that is safe, resilient, healthy and engaged

| Objectives | Strategies | Status as at 30 June 2019 |
|---|--|---|
| <p>2.1 Help build our community's confidence in Mandurah as a safe and secure City</p> | <p>2.1.1 Put in place strategies and actions that make people feel safe</p> | <p>Continued to maintain and manage the City's CCTV infrastructure.</p> <p>Reached consensus on an approach to homelessness supported by the Community Services sector interagency group which includes a working group model with five focus areas, safety and security, social facilities review, housing, capacity building and support systems. A core project team comprised of services who work directly with people experiencing homelessness are progressing with a collaborative approach to attract funding.</p> <p>Continued to encourage a shared responsibility in emergency management via staff induction, training, building internal capacity and organisational resilience.</p> <p>Reviewed membership of Mandurah Local Emergency Management Committee and encouraged active participation.</p> <p>Renewed Local Government Emergency Management MOU with City of Rockingham, Shire of Murray and Shire of Waroona.</p> <p>Undertook a joint LG Recovery Exercise, focussing on natural, built, social and economic recovery environments and continuity of City services.</p> |
| | <p>2.1.2 Advocate to ensure appropriate levels of community policing including the re-establishment of a regional police presence</p> | <p>Memorandum of Understanding (MOU) developed between the City of Mandurah and WA Police, endorsed by Council at its April 2019 meeting. The objectives of the MOU is to provide clarity of the strategic priorities of each party relating to community safety.</p> |
| | <p>2.1.3 Ensure the City's planning, design and infrastructure provision enhances community safety by embracing Crime Prevention through Environmental Design principles</p> | <p>Crime Prevention Through Environmental Design (CPTED) principles are applied across all the design and delivery stages of City facilities and street infrastructure projects. Below are projects in the past financial year that has utilised CPTED design principles.</p> <ul style="list-style-type: none"> • Mandjar Square Redevelopment – the last stage of works included the delivery of the Catenary functional and feature lighting system, controlled vehicle access, opened up the pedestrian access and visual corridor through the site. • Waterfront Concept proposals/planning - Smart Street Redevelopment , Eastern Foreshore North Precinct, Eastern Foreshore South Precinct, Western Foreshore Recreation precinct – including detailed Skate and Activity Space Concept Design. • Ormsby Tce access to Marina – direct path installation, lighting upgrade, CCTV. • Eastern Foreshore seawall path lighting upgrade • Birchley Reserve upgrade – staged upgrade including new playground and fitness/sport facilities and path connections/circuit to encourage activity and use. • Novara Foreshore upgrade – continuation of staged upgrade with playground and facilities to encourage activity and use. • Falcon Bay Reserve – staged upgrade including new shelter and picnic facilities, lighting upgrades |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|---|--|
| 2.1 Help build our community's confidence in Mandurah as a safe and secure City | 2.1.4 Continue to promote Mandurah as a great place to live | The City has promoted events and activities available to our community and continued to provide services and facilities at a high level, with the promotion of Mandurah as a great place to live. |
| 2.2 Ensure the provision of quality health services and facilities | 2.2.1 Advocate to ensure that Mandurah's health care needs are met including the provision of a significant regional hospital | The City employed a Healthy Communities Officer to oversee the development and implementation of the Public Health Plan. The Peel Health Hub opened in Mandurah in December 2018. The facility is state of the art and brings together key youth services within the one hub servicing the Peel region. |
| | 2.2.2 Continue partnerships to ensure the delivery of best-practice mosquito control | Continued Best Practice Mosquito Control with ongoing advocacy for the continuation of winter treatment. Ongoing public awareness programs undertaken. |
| | 2.2.3 Ensure City services and facilities are accessible to all | Incorporated universal Accessibility and Disability Discrimination Act requirements in the design of all new and refurbishment building projects across the City, including Port Bouvard Surf Lifesaving Club Second Storey Extension, Tuckey Room Refurbishment, Blue Bay and Warrangup Springs Ablution refurbishments and Halls Head Parade Sports and Community Facility Universal Access Toilet Refurbishment. |
| | 2.2.4 Implement strategies and actions that meet the needs of seniors within our community | <p>The Seniors and Community Centre continues to provide a variety of activities and events specifically for people over the age of 55 years that engages mind, body and encourages social connection with a number of new activities instigated including a drama group and Zumba fitness. In partnership with Murdoch University and another local business the Seniors and Community Centre has introduced a number of new allied health services including Podiatry, Chiropractic and General Health Check clinics, at low or no cost, on a weekly basis.</p> <p>The Seniors Centre has a membership base of approximately 2000 people and welcomes around 10,000 through the doors every month who attend both City facilitated activities and events as well as other independent classes. Assistance for those with limited mobility or transport options is available through the provision of a Seniors community bus service.</p> <p>Mandurah Libraries offers a Home Library Service to community members who are housebound, with fortnightly deliveries of reading material and resources. In 2018/19 Mandurah Libraries introduced new programs in collaboration with the community and service providers to meet the needs of those living with dementia – Memory Café and Reading and Reminiscing Club. This builds on the successful Reflecting with Art and Intergenerational programs.</p> <p>Continued participation in the Ramsay Health Aged Care Professional and Providers Network, sharing emergency management initiatives and learnings.</p> <p>Revised the Vulnerable Communities Plan and renewed Aged Care Emergency Management MOU for a further 3 years. Empowering the industry to support each other in times of need, encouraging resource sharing register between 18 aged care and independent living facilities.</p> |

| Objectives | Strategies | Status as at 30 June 2019 |
|---|--|--|
| <p>2.3 Provide opportunities, services and activities that engage our young people</p> | <p>2.3.1 Provide facilities, events and spaces that meet the needs of young people</p> | <p>Launched a weekly afterschool drop in program in Lakelands. Hosted Scooter Jam, Youth Jam and the Beats Under the Bridge Summer Youth Festival. Started a Dungeons and Dragons Club out of Falcon eLibrary. Continued activating various spaces across Mandurah throughout each school holidays.</p> <p>After piloting taster sessions, Homeschool Workshops were introduced to the Mandurah Libraries and Heritage program, providing opportunities for young people to work collaboratively with their peers and explore topics including Auslan, environmental projects, and engineering.</p> <p>RT Kids, an afterschool art program run out of CASM, facilitated by a practising artist and administered by Mandurah Libraries continues to provide opportunities for young people to engage with creative art. In the 2017 calendar year an internship for a young artist to work with RT Kids and CASM was introduced. The third intern in the program commenced in January 2019.</p> <p>Annual Mandurah Children's Festival was successfully delivered providing free activities, entertainment and education opportunities for children aged 3-12 years.</p> <p>Family friendly activities delivered within Crab Fest aimed at young people.</p> <p>Volunteering opportunities at City events (in particular Crab Fest and Children's Festival) to engage youth and provide engagement and participation opportunities.</p> <p>The City continued to deliver ongoing children's programs at the City of Mandurah Recreation Centres, and piloted a new Pool Party programme/event at the MARC aimed at providing a safe and active activity for youth aged 12-16.</p> <p>City Kids is a marketing campaign that pulls together all the programmes, activities and events that are provided for 0-17 year olds. This brings together over 100 programmes, activities and events in one place, making it easy for our community to choose what is right for them.</p> |
| | <p>2.3.2 Connect young people to information, people, programs and education that allows them to achieve their life goals</p> | <p>Mandurah Youth's Facebook page has gained more followers and improved engagement. Provided Barista, resume and interview training to young people. Provided Youth Officers to be mentors to the AIME program which encourages and supports Aboriginal high school students to aim for university. Launched the RYDE program which provides a vehicle and a mentor to young people to complete their hours needed to obtain their driving licence.</p> |
| | <p>2.3.3 Develop strategies and actions that ensure that people are given the best start in life from early childhood</p> | <p>Key stakeholders from the Early Years sector in Mandurah engaged in a strategic round table forum hosted by the City of Mandurah in July 2019. The focus was to review and analyse the Australian Early Development Census (AEDC) data released in 2019 and re-establish priorities which reflect a need for a targeted approach in Halls Head and greater emphasis on emotional maturity development.</p> <p>In partnership with the State Library of WA Mandurah Libraries participates in the Better Beginnings program, providing literacy resources and reading material to newborns, in collaboration with child health nurses, and kindy packs to children attending schools and childcare. 1181 packs were delivered to 20 primary schools and 2 child care centres, with team members visiting 16 primary schools and delivering storytime to 908 students.</p> |

| Objectives | Strategies | Status as at 30 June 2019 |
|---|--|--|
| 2.3 Provide opportunities, services and activities that engage our young people | 2.3.4 Support the development of Mandurah's future community leaders | Through Junior Council and the Youth Leadership Group provided upskilling in public speaking, event, and campaign and project management to young people. The Youth Leadership group successfully delivered the summer event "Beats Under the Bridge" which had over 400 young people attend. Rebranded and made the "Youth Dream Big Fund" more accessible. |
| 2.4 Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors | 2.4.1 Improve the retail and entertainment experience in Mandurah, focusing on enhancing the city centre with a vibrant and safe evening and night economy | The City Centre team has established a positive working relationship with a number of City Centre businesses. Progress is being made towards a business led approach with regards to the activation of public spaces and to increasing the night time entertainment options in the City Centre. |
| | 2.4.2 Recognise the importance of open spaces for community wellbeing | <p>Continued the implementation of the Mandurah Active Recreation Strategy. The current focus is the delivery of the Lakelands District Open Space project to accommodate the needs of residents in the northern corridor.</p> <p>The City undertook community consultation for the SE Dawesville Channel Master Plan, to gauge the communities' feedback on the proposed design. The design was to activate the space with passive recreation elements.</p> <p>The Falcon Bay Foreshore Reserve upgrade included additional parking closer to the foreshore, and a new groundwater bore and tank system installed to irrigate the foreshore which was previously irrigated by Scheme water.</p> <p>A significant coastal protection structure was installed to provide long term protection to the foreshore reserve.</p> <p>The first stage of expansion of the recreational area west of the toilet block was completed including new paths, grassed spaces, lighting, coastal garden beds, extra shade trees, shower, drinking fountain, seating areas and custom shelters with picnic tables.</p> <p>The Novara Foreshore Reserve upgrades included a new all ages adventure playground, new paths, and irrigation to large expansive grassed areas. New shade trees, park signage with dual naming, new BBQ's, picnic shelters and tables, exercise equipment nodes were installed, along with increased natural foreshore vegetation. A new outdoor performance space with lighting and seats, a viewing platform and connecting paths on the southern side of the boat ramp carpark were also installed with references to Indigenous culture included in the design outcomes.</p> |
| | 2.4.3 Increase the capacity of Mandurah's community, recreation and volunteer organisations | <p>Continued to support the Peel Volunteer Resource Centre via community partnership grants, professional advice, partnership on multiple community initiatives and via their ongoing support in assisting the City's various volunteers. Local Drug Action Plan workshops undertaken with sporting volunteers to upskill in service of alcohol.</p> <p>The City launched the new Club Connect Program, previously known as the Club Support Program. The program provides local clubs with support and resources to ensure effective and sustainable operations.</p> |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|---|---|
| <p>2.4 Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors</p> | <p>2.4.4 Provide people with the infrastructure, skills and knowledge to effectively participate in the digital age</p> | <p>The Digital Hub at Mandurah Library continues to provide digital literacy training to individuals, small groups and community groups. The Digital Hub trainer works across the three libraries and the Mandurah Seniors and Community Centre. Coder Dojo is offered in the FabLab at Falcon Library and STEAM programs are offered across the libraries and museum. Public access computers and informal training is provided by library team members as the community increasingly requires access to online platforms for life administration. The FabLab and the Digital Hub are available for hire.</p> |
| | <p>2.4.5 Encourage wellbeing through healthy lifestyle, sport, social and recreational activities</p> | <p>Range of activities and programs supported across the City's Youth Team, Seniors Centre and recreational facilities leading to improved health and wellbeing.</p> <p>In 2018/19 Mandurah Libraries had 31,500 active members. 335,000 people visited Mandurah Libraries and Museum, participating in 1,153 programs.</p> <p>The City of Mandurah Recreation Centres recorded total attendances of 974,024 over the year, 3478 Health and Fitness and Aquatics memberships, 4,685 Swim School Enrolments and 4585 Outside School hours Care Attendances.</p> <p>The Recreation Centres hosted a number of Junior and Senior sporting clubs including Swimming, Waterpolo, Squash, Badminton, Netball, and Basketball.</p> <p>The MARC Café was the first WA local government recreation centre to take part in the new Fuel to Go and Play program, offering 43% healthy green choices across its revised menu. This is a WA School Canteen Association program, supported by Healthway that uses the 'traffic light system' for rating food and drinks based upon their nutritional value.</p> |



Key Focus Area: Economic

A prosperous community with a skilled workforce that has accessible education and employment opportunities.

Mandurah and Murray: a Shared Economic Future

In October 2018, Council adopted a newly created joint economic development strategy, Mandurah and Murray: a shared economic future. The strategy is a partnership between the City of Mandurah and the Shire of Murray, aimed at addressing shared regional challenges and opportunities faced by both Councils. The strategy is a 'living' document that will change and evolve according to Mandurah and Murrays' changing objectives, priorities and opportunities, with a current focus on water science, agri-innovation, tourism trails and emerging industries attraction.

Two major waterways-based projects – the Regional Waterways Data Array and the Waterways Centre of Excellence – form a major part of this economic partnership.

Other economic development opportunities identified within the partnership are:

- **Peel-Yalgorup Wetlands Trails:** The Peel-Yalgorup Wetlands project aims to grow the Peel Region's tourism potential by developing a diverse range of environmentally sustainable tourism attractions to the wetland system that will promote its natural beauty, wildlife, recreational opportunities and Aboriginal culture. These could potentially include walk,

mountain bike, equestrian and paddle trails, pop-up dining, bird watching and wildlife tours, Indigenous interpretive trails and tours, and a variety of eco-accommodation options.

The project consists of two components:

- **Yalgorup National Park** – a partnership between the City of Mandurah and the Department of Biodiversity, Conservation and Attractions (DBCA), the project will expand the park's range of nature-based recreation and tourism trails, activities, attractions and accommodation. The project was expected to start in 2019/20 with the development of a Recreational Master Plan by the DBCA, in partnership with the City.
- **Peel-Harvey Estuary Trails** – a partnership between the City of Mandurah and the Shire of Murray to build on the existing network of local recreation trails around the estuary to create an iconic trails offering. The project will create a range of shared-use and dedicated trails around the Peel-Harvey Estuary and its tributary rivers that grow the estuary's recreation and tourism offering. The project was expected to start in 2019/20 with the development of a pre-feasibility study and trails audit that provides

a list of potential trails, activities, services and infrastructure that would help achieve sustainable waterways-based tourism growth in Mandurah/Murray.

- **Dwellingup Tourism and Trails** - The Dwellingup Tourism and Trails project will create a network of new multi-purpose trails in Dwellingup, including:
 - Dwellingup Trails and Visitor Centre expansion
 - New Skate Park and Pump Track
 - Dwellingup Adventure Trails - additional mountain bike, walk and canoe trails
 - Upgrade of Captain Fawcett 4WD track between Lane Poole and Quindanning
 - Establishment of pop-up café and hire facilities at Baden Powell Reserve
 - 80m suspension bridge over the Murray River at Baden Powell Reserve
- **Agri-Innovation Precinct, Peel Business Park** - A key component of 'Transform Peel', the Agri-innovation Precinct focuses on innovative, high-quality food production and processing, allowing for stronger connections between agricultural and logistics chains, to build critical capacity, business capability and export readiness. It will also include

a research and product development cooperative to broaden WA's economic base with enterprise product development and production for domestic and international markets.

- **Murrayfield Airport Upgrade** - Murrayfield Airport, located on Lakes Road in the Shire of Murray, was established in 1919, and is a registered airfield owned and operated by the Royal Aero Club of Western Australia. Murrayfield is a non-controlled aerodrome with activities including commercial flights, scenic flights, charter flights and flight training. The airport upgrade involves providing expanded light aircraft hangar facilities, a sports aircraft hub, engineering and maintenance capabilities, drone pilot training and Royal Australian Air Force Cadet training. Potential also exists to establish new commercial pilot training programs, with longer term potential to establish national and international freight and logistics capabilities.

Entrepreneur Programs

In an innovative bid to stimulate local job creation and small business growth, in 2014 the City began delivering a series of free entrepreneurial programs for Mandurah small business start-ups. These programs were delivered to a range of target groups, including parents, artists, migrant women and unemployed people seeking to start their own business. Since the launch of the City's Entrepreneurial programs, more than 950 Mandurah residents have participated in 23 workshops between 2014 and 2019.

The aim of the entrepreneurial programs is to help people starting their own business to achieve economic independence and small business success. A vibrant

and innovative entrepreneurial environment contributes significantly to a region's growth and economic development, and the City's program has played a significant role in achieving this.

The City's Entrepreneurial Capacity Building Programs have to date resulted in the creation of more than 80 full-time jobs and contributed \$6.51 million to Mandurah's gross regional product per year. Further, around 65 percent of all participants have registered for an ABN, with most trading part-time. This has created around 400 additional part-time jobs.

During 2018/19, 159 participants attended Mumpreneur 101, Start Up Smart Creative, Blogging, Power Up and Leverage courses.

City Centre revitalisation

The City Centre Team continued work on a number of activations and established positive working relationships with City Centre businesses to create a more vibrant Mandurah. The team is working towards a business-led approach for the activation of public spaces and increasing night-time entertainment options in the City Centre.

To help create vibrancy during winter and bring people to the City Centre businesses during the colder months, in July 2018, the City supported the popular Winter Wonderland which included a pop-up ice skating rink on the Eastern Foreshore. It was the second year the event was held in the City Centre. Winter Wonderland featured family ice-skating and winter activities including a cabin bar with music and entertainment. Local foreshore businesses got behind the event by offering themed bar nights, carnival rides, arts and craft markets, nightly venue

specials, family fun activities, and a winter lounge. The 2018 Winter Wonderland event attracted close to 30,000 people across the ticketed ice skating rink and wider event activities, and had a direct economic impact of close to \$700,000.

City Centre Waterfront Project

The City continued to develop plans for a large-scale redevelopment of the City Centre Waterfront, designed to enhance public spaces and entice visitors and new business opportunities to add vibrancy to the area and boost our tourism standing. From April to May in 2018, the City invited the community to be involved in shaping the vision for the City Centre Waterfront area including the Eastern Foreshore Reserve (from the Boardwalk Precinct to the Bridge) and the Western Foreshore Reserves, including foreshore areas to the north and south of the bridge, under the bridge and Hall Park.

The community was asked to share what they love about the foreshore spaces, identify opportunities for improvements and prioritise the areas that most require change. During this community consultation phase, it was identified that the Smart Street Mall was also a priority for improvements.

Concept designs were developed over four priority precincts with a view to progress to detailed design and delivery of projects in line with available funding commitments.

The Waterfront Redevelopment has had \$10million committed by the State Government as part of its Plan for Peel. The aim of this project is to deliver an iconic Mandurah foreshore precinct that supports local tourism and local jobs.

Additional funding contributions to deliver the projects and continue the redevelopment of the City's waterfront spaces are also being sought.

The four precincts are:

- **Western Foreshore Recreation Precinct** – key proposals include:
 - Large scale play space including an adventure play area with elevated climbing structures, offering views of the waterways and a fully fenced area with a variety of play structures and nature play elements
 - Destination level Skate and Activity Space with separate skill zones and supporting recreation facilities and social spaces
 - Custom designed components, artworks and interpretive elements to celebrate our cultural heritage
 - New toilet facilities to replace the existing
 - Barbecues, picnic tables and seating, shelters
 - Parking – including pick-up/drop-off and bus bays

Council Adopted the Western Foreshore Recreation Precinct concept plans at its meeting on February 26, 2019.

- **Eastern Foreshore South Precinct** – key proposals include:
 - An enclosed swimming area in the location of historical 'Robert Day Memorial Pool' with circular floating jetty platform, terraced steps and ramp access to water.

- Upgraded jetty and boat parking facilities
- Ticketing outlet to facilitate water-based recreation and tourism opportunities
- Upgraded flexible grass and paved activity space connecting foreshore and City Centre

Council Adopted the Eastern Foreshore South Precinct concept plans at its meeting on February 26, 2019.

- **Eastern Foreshore North Boardwalk Precinct** – key proposals include:
 - Reconfiguring existing carpark to provide widened foreshore area and new access off Cooper Street roundabout
 - Widened paved promenade connecting the boardwalk precinct and Eastern Foreshore with additional shade trees and seating
 - Central activity area with grass, small stage, shade canopy and feature lighting
 - Expanded and enhanced alfresco dining areas adjacent to existing eateries
 - Activation spaces and water based tourist activity trading area

Council Adopted the Eastern Foreshore North Precinct concept plans at its meeting on February 26, 2019.

- **Smart Street Precinct** - The Smart Street working group (including representation from landowners, tenants and local residents) has guided the development of the Smart Street upgrade concept.

In order to create a more vibrant City Centre, three concept options were shared with the broader community in November 2018 along with the City Centre Waterfront proposals. Following this consultation, a final concept design for the upgrades has been prepared.

A complete infrastructure upgrade is proposed with the primary focus being to create an adaptable, pedestrian focused, activated street. The final upgrade design was adopted by Council at its meeting on April 30, 2019.

The City is working on a range of initiatives in conjunction with property owners and businesses to reenergise the economy, now and into the future, including:

- Encouraging a diverse, quality tenant mix with a focus on food and beverage outlets
- Activation programs including a busker/street performer program, markets and events
- Alfresco incentive programs

Waste to Energy project

In mid-2018, the City of Mandurah teamed up with five other councils under the collective name Rivers Regional Council to attract a new system to deal with the issue of what to do with the City's waste.

This issue became urgent due to a number of issues, including a State planning strategy that does not allow for any more landfills on the Swan Coastal Plain, and no new landfills for putrescible (likely to decay) waste are going to be approved at all.

The Waste to Energy project is a cost-effective and

clean waste recovery arrangement for the next 30 years. Construction of a state-of-the-art waste to energy facility started in Kwinana in late 2018, a project which is more than a decade in the making. Practical completion is due for 2021.

The plant will manage the waste recovery for 525,000 people or 27 percent of the Perth population.

Visit Mandurah

From July 1, 2019, the Mandurah and Peel Tourism Organisation (MAPTO) took over operations of the Mandurah Visitor Centre (MVC). MAPTO also changed its name to Visit Mandurah to clearly identify Mandurah as a destination.

The focus of the organisation continues to be governed by an independent board and will determine the tourism strategies for Mandurah.

The changes were made to lead to a better Visitor Centre experience for tourists and members alike, and so Visit Mandurah could better use the centre's assets to help boost tourism in the region.

The changes followed a 2017 Council Notice of Motion to devote the expertise and resources of MAPTO to focus on growing Mandurah's tourism sector, and MAPTO's physical relocation to the Mandurah Visitor Centre.



Economic: A prosperous community with a skilled workforce that has accessible education and employment opportunities

| Objectives | Strategies | Status as at 30 June 2019 |
|--|---|--|
| 3.1 Increase level of regional employment | 3.1.1 Develop and implement a Mandurah Murray Growth Plan with our regional partners | Joint economic development strategy 'Mandurah and Murray: a Shared Economic Future' was endorsed by Council in October 2018, with its Implementation Plan endorsed in November 2018. A Memorandum of Understanding between the two Councils was endorsed by Council in March 2019, and signed in April 2019. The strategy's projects are currently being rolled out. |
| | 3.1.2 Engage, advocate and collaborate with regional partners to ensure the delivery of Transform Peel | One of the projects contained in 'Mandurah and Murray: a Shared Economic Future' is the Agri-Innovation Precinct, Peel Business Park. The City and Shire are collaboratively promoting the project to both Government and private sector investors. The Australian Government provided \$21.75 million to the project in October 2018 via the Regional Growth Fund. |
| | 3.1.3 Advocate for and facilitate the technological infrastructure necessary for business growth and educational and training opportunities | City of Mandurah continues to support establishment of the Agri-Innovation Precinct, an agricultural innovation hub designed to create a highly skilled workforce in the fields of high-tech food production, value-added food processing, and research and development. The City is creating the Regional Waterways Data Array, a network of test stations and sensors that will drive a collection of big-data streams, providing real-time, location-specific data and monitoring. |
| | 3.1.4 Ensure the land-use planning framework facilitates the development of high-quality commercial office and major retail developments within the Mandurah City Centre | The Central Mandurah Activity Centre Plan has been prepared and adopted by Council to provide direction and guidance for the development of the City Centre. |
| | 3.1.5 Support local business growth and development | The City continued to sponsor the Peel Chamber of Commerce and Industry under the Peel CCI Business Membership Agreement. The sponsorship agreement provides subsidised membership of both the CCI WA and regional Chamber, giving Peel small businesses access to CCI WA's extensive business services, including employee relations and occupational health and safety (OH&S) services. The City also provided one-off business development funding to Peel CCI in 2018/19 financial year to help ensure the Chamber's financial sustainability and the growth of the business community. The City Centre's place vision is to reinvigorate the City Centre as a sociable, lovable place that showcases the best of Mandurah places, people and businesses. Over the last 12 months, the City has delivered 7 business partnership projects, with over 20 businesses which achieved; <ul style="list-style-type: none"> • Growing the offer of City Centre experiences with an additional 35 events • The City's partnership event expenditure of \$214k instigated a business investment of \$350k. • Total combined investment totalled \$564k, being 62% Business; 38% City • Established improved shared marketing and communication outcomes • Developing a greater trust based relationship between the business community and the City |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|---|--|
| 3.1 Increase level of regional employment | 3.1.6 Ensure council regulations and procurement activities support local economic growth where possible | Buy Local Procurement Policy endorsed by Council and implemented. Maximising employment opportunities by utilising the City's purchasing power was trialled. |
| 3.2 Increase local education and training opportunities | 3.2.1 Advocate to ensure improved education and training opportunities are provided in Mandurah | Continuation of apprenticeship and trainee programs within the organisation itself. Continued to lobby State Government on improving educational outcomes. |
| | 3.2.2 Actively pursue partnerships in the delivery of educational and research and development programs | City of Mandurah continues to support establishment of the Agri-Innovation Precinct, which will deliver research and development partnerships between government, private and university sectors. City's Waterways Centre of Excellence project will provide a permanent centralised hub for water science research and related business activity, located in the Mandurah City Centre. |
| | 3.2.3 Provide opportunities for the community to participate in lifelong learning | The City provides a comprehensive program that provides opportunities for lifelong learning, across a number of business units. Mandurah Libraries and Heritage Services delivered 1,153 learning programs across the year, with 588 in the 0-4 age group, 569 in the 5 – 12 age group, 448 for adults and 136 outreach and Intergenerational. Mandurah Libraries was recognised by Alzheimer's WA as being a Dementia Aware Library Service. The libraries and museum also partnered with scientist Richard Rennie, archaeologist Sue Carter, Astronomical Society of WA, 350 Perth, Switch Your Thinking, Australian Museum and National Science Week to deliver the STEAM Festival. |
| | 3.2.4 Develop a creative and entrepreneurial community | The City's highly successful Entrepreneurial Capacity Building Program is now in its sixth year, having hosted more than 950 course participants, creating more than 80 new full-time jobs and 300 part-time jobs, and contributing more than \$8 million to Mandurah's economy. |
| 3.3 Develop a strong and sustainable tourism industry | 3.3.1 Continue to support and fund the Mandurah and Peel Tourism Organisation (MAPTO) | The City continued to fund and collaborate with the Mandurah and Peel Tourism Organisation to promote regional tourism. In July 2018, Council resolved to change MAPTO's funding arrangement, with its exclusive focus to be on the development of Mandurah's visitor economy. Prepared the Peel - National Disaster Resilience Project, working with MAPTO, DFES, LGs of the Peel Region and short term accommodation sector to raise emergency preparedness and awareness within the transient community. |
| | 3.3.2 Ensure infrastructure is in place and maintained to support both domestic and international tourism | City's Peel-Yalgorup Wetlands Trails project aims to grow the region's tourism potential by developing a diverse range of environmentally sustainable tourism attractions. The project consists of two sub-projects; Yalgorup National Park, and the Peel-Harvey Estuary Trails. The project is due to commence in 2019/20. |

| Objectives | Strategies | Status as at 30 June 2019 |
|---|---|--|
| <p>3.3 Develop a strong and sustainable tourism industry</p> | <p>3.3.3 Promote Mandurah as a place to be, and facilitate the delivery of events that achieve positive local economic outcomes</p> | <p>Council endorsed the City of Mandurah Events Strategy 2019-2023 during the 2018/19 financial year.</p> <p>The City delivered the 21st annual Crab Fest and a successful series of events including New Year's Eve, Children's Festival, Australia Day, Christmas Pageant, and Stretch Arts Festival Mandurah and Wearable Art Mandurah. The 2018/19 Crab Fest attracted 107,000 people to Mandurah with an Economic Impact of \$8.3m.</p> <p>The City strengthened its partnership with Sports Marketing Australia for the placement of a number of events in Mandurah during 2018/2019.</p> <p>26 external events were attracted and delivered during the year with a total audience of 34,935 and external economic impact of \$9.4m. The largest external event for 2018/2019 was the 17th Australasian Police and Emergency Services Games. Over the course of seven days, almost 3500 athletes and their supporters came to Mandurah from six countries to compete in over 50 sports. The AP&ES Games alone generated a \$6.1 million economic return for the region. This return was widespread amongst local hoteliers, accommodation providers, food and beverage vendors, tourism operators, equipment suppliers and local sporting clubs.</p> |



Key Focus Area: Infrastructure

A place where the infrastructure matches the demands of a growing regional city.

Lakelands District Open Space project

The City completed the development of the ovals for the Lakelands District Open Space project. The overall project is set to provide sport and recreation facilities for sporting groups and the wider community from mid-2020. The \$7.9million venture sits over a 10-hectare site on the corner of Mandurah Road and Banksiadale Gate in Lakelands.

In early 2018, the City received a \$1.3m Community Sport and Recreation Facility Fund (CSRFF) grant towards the development of the three active reserves and the sports flood lighting.

The project will also deliver a shared sports facility including:

- District-level clubroom facilities including kitchen, meeting room, and function space, designed to be functional for many different community and social uses
- Toilets/changerooms
- Parking
- Activity zone and playground (subject to future funding)

Waste Management Centre moving floor

Mandurah became the first in Western Australia to implement moving floor technology at its Waste Management Centre. The centre was built in 1997 as the waste management hub for the City, receiving a diverse range of waste and recyclable materials each day.

A moving floor is a hydraulically driven floor conveyance system for moving large volumes of waste material automatically. After the waste is placed on the moving floor, which is made up of a series of metal planks, it is taken to a compactor and then loaded into specially designed trailers. The process eliminates the need to use front end loaders to push waste into the compaction system.

The City decided to investigate the new technology when the existing concrete pit was showing serious signs of deterioration and needed to be repaired or replaced. The new \$1.25m system enables the City's Waste Management Centre to manage existing waste streams more efficiently and safely, and also manage future waste volumes as the population increases.

The facility includes two moving floors, separating commercial and residential waste, which feed into one main area. A large metal deck is located at the end of

the residential moving floor to allow for the recovery of recyclable material including scrap metal, e-waste, cardboard and hazardous products.

Port Bouvard Surf Life Saving Club second storey

A second storey extension was added to the Port Bouvard Surf Lifesaving Club's clubhouse facilities, catering for the club's future growth and increased participation in surf lifesaving activities.

The \$2million addition to the Pyramids Beach facility includes a dedicated training room, kitchen facilities and ablutions. There is also a function room with balcony ocean views.

The original clubhouse was built in 2010, with provision made at the time for a second storey to be added in the future. City officers worked with the club to successfully project manage the extension.

Program to maintain and manage the City's built infrastructure

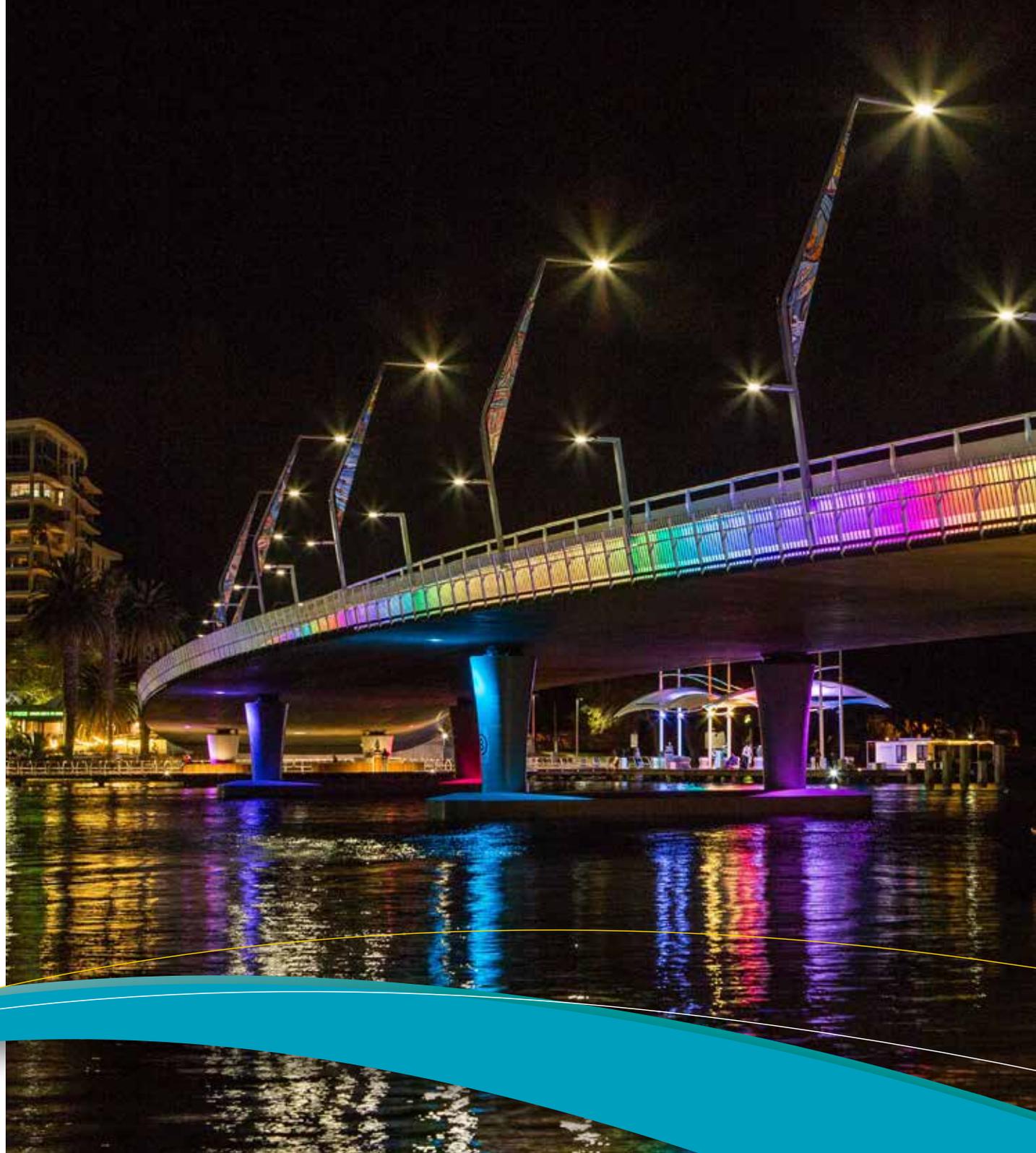
The City implemented an organisation-wide Asset Management Working Group to focus on asset management education, knowledge sharing and improvements.

A \$27.5million program was delivered to maintain and manage the City's built infrastructure for future generations. This included offices, community halls, recreation centres, public ablutions, libraries, bridges, roads, carparks and much more.

The City also delivered an \$18.8million program of capital works to create, refurbish and renew buildings, road and park assets and infrastructure to benefit the community.

As part of this, over 200 projects were delivered including:

- Blue Bay ablutions
- Civic Centre Tuckey Room
- Mandurah Seniors and Community Centre roof replacement
- Mandurah Foreshore boardwalk stage 3
- Mandurah Indoor Sports Centre roof replacement
- Peelwood Parade and Bortolo Reserve sports lighting upgrade
- Merlin Street Waste Water Reuse Scheme
- Eastern Foreshore path lighting
- Aldgate Street road link
- Dower Street upgrade
- Upgrades to Mandjar Squaree, Birchley Reserve, Falcon Bay Foreshore and Novara Foreshore



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

| Objectives | Strategies | Status as at 30 June 2019 |
|---|--|---|
| 4.1 Advocate for and facilitate the provision of infrastructure that matches the needs of a growing population | 4.1.1 Ensure a strategy is in place for the delivery of social and recreational infrastructure | <p>The City has completed the development of the Lakelands District Open Space ovals, with procurement and construction of the club house and change room facilities expected in 2019/20.</p> <p>The upgrade of the Tuart Avenue shower facility, Mandurah Family and Community Centre, an accessible toilet at Halls Head Parade community facility and the Seniors Centre new hall extension were all completed in the 2018/19 financial year.</p> <p>The City undertook several facility upgrade projects including South Mandurah Football Club change rooms, Northport Reserve toilets as well as floodlighting upgrades at Bortolo and Peelwood reserves. These upgrades allow sport and community clubs to have greater access to facilities and options for increased usage.</p> |
| | 4.1.2 Provide and activate localised places and spaces that encourage social interaction and activity | <p>Continued implementing public open space improvements and upgrades at Novara Foreshore and Falcon Bay.</p> <p>Commenced significant upgrade of Birchley Reserve, with a nature play theme, after considerable public consultation.</p> |
| | 4.1.3 Ensure community and infrastructure assets are managed and maintained for future generations | <p>Continued focus on improvement plans stemming from the endorsed Asset Management Strategy.</p> <p>Implementation of an organisation wide Asset Management Working Group to look at Asset Management education, knowledge sharing and improvements.</p> <p>Delivered a \$ 27.5 million program to maintain and manage the City's built infrastructure, including offices, community halls, recreation centres, public ablutions, libraries, cultural precinct, pavilions, operations centres, bridges, leased buildings, street lighting, roads, carparks and parks facilities.</p> <p>Delivered an \$18.8 million program of capital works to create, refurbish and renew buildings, road and park assets and infrastructure for community benefits. Over 203 projects were delivered, including Dudley Park Bowling Club Roof replacement, Merlin Street Waste Water Reuse Scheme, Aldgate Street Road Link, Coodanup Drive Upgrade, Mandjar Square Upgrade, Birchley Reserve Upgrade, Falcon Bay Foreshore Upgrade, Novara Foreshore Upgrade, Westbury Way Reserve Upgrade, Falcon Bay Seawall, Mandurah Entrance Seawall Upgrade.</p> |
| | 4.1.4 Ensure strategies are in place to provide for affordable and crisis housing in Mandurah | <p>Council endorsed an approach to homelessness and street presence including the establishment of collaborative sector approach to advocate for increased housing.</p> |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|--|---|
| 4.2 Advocate for and facilitate the provision of an integrated movement network | 4.2.1 Ensure that access to the Mandurah City Centre caters for all forms of transport | Cycle and Walkability Plans endorsed by Council. Integrated Transport Strategy Working Group established to review accessibility to the City Centre with alignment to town planning and land use changes. |
| | 4.2.2 Plan and advocate for Mandurah's long-term traffic needs, including improved pedestrian and bicycle connections | Cycle and Walkability Plans endorsed by Council. |
| | 4.2.3 Work with key partners to ensure transport options efficiently link people to jobs, services, recreational and sporting activities | Working with WA Department of Transport (DoT) on aligning their Long Term Cycle Network Plan for Perth and Peel with the City's adopted Cycle and Walkability Plans. Working with the Public Transport Authority (PTA) on implementing the Mandurah Train Station Access Strategy. |

Key Focus Area: Identity

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

Lifelong learning and our artistic community

The City is passionate about offering learning, art and cultural opportunities to the community in a range of different ways. Throughout many of the City's facilities, a range of educational, cultural and artistic learning programs, workshops and exhibitions are held. Below is an example of just some of the ways the City supports and encourages lifelong learning to help people prosper and create constructive community engagement.

In 2018/19, Mandurah Libraries (including Lakelands Library, Mandurah Library and Falcon eLibrary) had 31,500 active members, and more than 445,000 items were borrowed. The libraries were visited more than 335,000 times for a range of programs and activities, or just to use the space or loan an item. The Libraries continued to offer a Home Library Service to community members who are housebound, with fortnightly deliveries of reading materials and resources. In 2018/19, Mandurah Libraries introduced new programs (in partnership with service providers) to meet the needs of those living with dementia; Memory Café and Reading and Reminiscing Club. This builds upon the success of the Reflecting with Art and Intergenerational programs.

Close to 1000 people took part in training through the Digital Hub, which provides digital literacy training to individuals and small groups.

Nine Writers in the Library events were held, in addition to a Readers and Writers Festival. These events give community members the opportunity to engage with local and national authors.

The Mandurah Community Museum lead heritage walks throughout the year and worked collaboratively with the Mandurah Historical Society to educate and engage the community in Mandurah's heritage. The Museum's Courtroom gallery was refurbished to showcase the story of Mandurah's European settlement and economic development. The Courtroom, originally built in 1964, now features displays, artefacts and oral histories about Mandurah's first settlers, the local fishing and canning industry, festivals, and crossings and farming.

The 2019 Wearable Art Mandurah Competition, which includes the Showcase and Exhibition events, was once again an impressive display of artistic and design flair for everyone to enjoy.

The annual Showcase event featured 43 finalists, which were a mix of beautiful, imaginative and even confronting garments, in a spectacular live performance accompanied by music, theatre and dance at the Mandurah Performing Arts Centre. More than 1500 people attended the Showcase events in June.

The 2019 competition received close to 100 entries from across Australia and overseas including New Zealand, America and Romania. Entries included

original creations reflecting the natural environment, social and world issues, folklore, myths and fairy tales. Capacity building workshops held in the lead up to the Competition provided many value-adding experiences.

Wearable Art Mandurah is regarded as Australia's premiere wearable art event for artists of all skill levels, ages and design forms.

The 2019 Showcase garments were featured in an exhibition at Contemporary Arts Spaces Mandurah in August and September, attracting close to 1200 people.

Contemporary Arts Spaces Mandurah (CASM) held 9 exhibitions and a number of events aimed at supporting the local arts community.

Embracing Mandurah as a multicultural community

A new Reconciliation Action Plan (RAP) Steering Committee was established, and a morning tea was held to engage Aboriginal community Elders and Leaders in the RAP process.

Some key achievements of the RAP during the reporting period were art wards, scholarships, traineeships, ongoing support for the Winjan Aboriginal Corporation, and celebrations including NAIDOC Week, Gnoonie Cup and Reconciliation Week.

The City continued to promote Mandurah as a dual-language (English and Indigenous) location, and in 2018/19 a number of parks were dual named including Coodanup Foreshore Reserve, George Robinson Gardens and Henry Sutton Reserve. Aboriginal heritage site Winjan Place was given an official Aboriginal name (Yaburgurt Kaaleepga) to reflect its cultural significance.

The City is also involved in other ways to embrace Mandurah's identity as a multicultural community, including programs at many facilities that are accessible to all ages and abilities, and are culturally supportive and appropriate. This includes Harmony Week events and the Young Yorgas program. The Clontarf Academy was supported by the City to continue to deliver Aboriginal youth development and pathways programs at Coodanup College.

Citizenship ceremonies

The City welcomed 570 new Australian citizens throughout the year at six citizenship ceremonies.

There are two significant days for Australian Citizenship. On Australia Day 2019, 86 new citizens from 16 different countries took the pledge. On Australian Citizenship Day – September 17, 2018 - 87 new citizens from 19 different countries made the pledge.



Identity: Mandurah is recognised as the Waterfront Capital of the Peel Region

| Strategy | Strategic Initiative | Comment |
|--|--|--|
| 5.1 Encourage active community participation and engagement | 5.1.1 Build on the community's strong sense of pride and purpose | <p>The City commenced a formal review of its Community Development section. A new model for community development is proposed that shifts focus and resources towards place based capacity building. The final review will be complete by August 2019 with implementation from September 2019 – June 2020.</p> |
| | 5.1.2 Identify, engage and promote community champions and high achievers as mentors within the community | <p>The City delivered and partnered with agencies on a range of programs that address community champions and mentors. These include programs via BDYC (including Thrive women's program, young yorga's and Saturdaze), via scholarships which promote Mandurah's education future leaders and events such as Junior Council, Youth Leadership Group and the ATAR awards.</p> |
| | 5.1.3 Leverage arts, heritage and culture to build a cohesive community | <p>Planning is underway for the inaugural Mandurah Arts Festival to be held in November 2019. Wearable Art Mandurah events were held including two showcase events, a gallery exhibition and a meet the designer evening. CASM facilitated numerous workshops and exhibitions with a focus on developing and supporting local artists.</p> <p>The Writers in the Library program provides the opportunity for community members to engage with local and national authors, on their books, their writing methods and style. Mandurah Libraries delivered nine Writers in the Library events in addition to the Readers and Writers Festival.</p> <p>Mandurah Libraries maintain 93 Book Club Collections which are utilised by 26 Book Clubs within the community.</p> <p>Mandurah Museum lead heritage walks and work collaboratively with Mandurah Historical Society to engage the community in the City's heritage.</p> |
| | 5.1.4 Provide programs that embrace diversity | <p>The City undertakes social planning to identify the broad social needs of community and facilitates programs and services to address these needs. Strategic planning workshops were conducted with the community service organisations who service families with children 0 – 8 to strengthen program coordination and identify gaps. As a result additional numeracy and literacy programs were introduced by the City's Library team to the Lakelands Library and Community Centre. The City continued to deliver the Community Grants program which aims to build capacity of community groups and increase community participation. The Clontarf Academy was supported by the City to continue to deliver Aboriginal youth development and pathways program at Coodanup College. The City delivers programs through its youth and recreation centres, libraries, museum and seniors centre that are accessible to all ages and all abilities, and are culturally supportive and appropriate. An example is the Socially Inclusive Communities WA club mentoring and capacity building project delivered in May 2019.</p> <p>Events delivered by Libraries and Museum are Auslan interpreted and Dementia Aware.</p> <p>To ensure that the whole community can access City of Mandurah events, a number of initiatives have been implemented including accessible shuttle buses (Crab Fest), Sensory Rest Stops (quiet zones) at major events, AUSLAN interpreters on stage, event footprint design to ensure accessibility to all areas, accessible temporary toilets and parents room, 'pick up/drop off zones' for families with prams, wheelchairs and other accessibility aids.</p> |

| Strategy | Strategic Initiative | Comment |
|---|---|--|
| 5.1 Encourage active community participation and engagement | 5.1.5 Ensure the City's procurement practices are inclusive | Buy Local Procurement Policy endorsed by council and implemented. |
| 5.2 Embrace Mandurah's identity as a multicultural community | 5.2.1 Implement and review the Reconciliation Action Plan 2018-2020 | A new Reconciliation Action Plan (RAP) Steering Committee was established. A morning tea was held to engage Aboriginal community Elders and Leaders in the RAP process. Key achievements for the RAP have been; art awards, scholarships, traineeships, celebrations (NAIDOC, Gnoonie Cup, Reconciliation Week) and ongoing support for Winjan Aboriginal Corporation. |
| | 5.2.2 Ensure the City's planning and service provision embrace and encourage Mandurah's culturally and linguistically diverse community | The City delivers programs through its youth and recreation centres, libraries, museum and seniors centre that are accessible to all ages and all abilities, and are culturally supportive and appropriate. The City's Youth team delivered a youth event during Harmony week to celebrate multiculturalism and create awareness about the benefits and strengths of culturally diverse community. English Conversation Classes are held at all three Mandurah Libraries to assist CALD community members navigate the complexities of English and its application to everyday life. Mandurah Libraries maintain a comprehensive collection of CALD resources that reflects the community. |
| | 5.2.3 Continue to promote Mandurah as a dual-language (English and Indigenous) location | A number of parks were dual named including Coodanup Foreshore Reserve, George Robinson Gardens and Henry Sutton Reserve. Aboriginal Heritage registered site Winjan Place was given an official Aboriginal name, Yaburgurt Kaaleepga, to reflect its cultural significance. Dual language reflected in local parks, nature play elements, signage and seating. |
| | 5.2.4 Celebrate and promote our natural, Indigenous and European history | Developed Young Yorga's program specifically for young Aboriginal women. Cultural Awareness training delivered onsite at the City's Recreation Centre. Encouraged and supported community to deliver their own NAIDOC week events in partnership with Bindjareb NAIDOC committee. First community-led Reconciliation Week event supported Refurbished the Courtroom Gallery at the Mandurah Museum to reflect the history of Mandurah's first settlers, the local fishing and canning industry, festivals, and crossings and farming through displays, artefacts and oral histories. |
| 5.3 Promote Mandurah's identity as a unique regional city, based on its waterways, history and future vision | 5.3.1 Continue to work with regional stakeholders on issues of regional significance | The City plays an active role on the Peel Regional Leaders Forum to drive/address issues of significance. |
| | 5.3.2 Promote and advocate for formal recognition of Mandurah's regional city status | The City is currently developing an advocacy framework which will include Council's position on a number of important issues including Regional City status. |

| Strategy | Strategic Initiative | Comment |
|---|---|---|
| 5.3 Promote Mandurah’s identity as a unique regional city, based on its waterways, history and future vision | 5.3.3 Advocate for restoration of the regional service delivery model to Mandurah and the Peel region | Police services have been restored in Mandurah. The City is now in discussions with the police in terms of an increased presence in the City Centre. |
| | 5.3.4 Review the City’s brand to ensure it is consistent with the aims and aspirations of the community | The City is in the process of reviewing its brand, and it is expected the final review will be completed at the end of next financial year. The review was undertaken in line with the community visioning project (Mandurah Matters) undertaken by the City during the second half of the 2018/19 financial year, to ensure the aspirations of the community are included. |
| 5.4 Become known as a city and destination for events, arts, heritage and culture | 5.4.1 Ensure strategies and programs are in place that enhance the City’s arts, heritage and culture | <p>The City has conducted a review of the Arts program with the following major findings:</p> <p>Mandurah has important cultural assets in the Mandurah Performing Arts Centre (ManPAC) and Contemporary Art Spaces Mandurah (CASM) that provide excellent spaces for community engagement.</p> <ul style="list-style-type: none"> • Wearable Art Mandurah, and its showcase, is a unique local initiative • The current direct service delivery model is effective • The local arts, heritage and culture ‘ecosystem’ is vibrant • The budget requires realignment to more accurately reflect current/ future resourcing requirements <p>The key recommendations from this review are that:</p> <ul style="list-style-type: none"> • Council makes a commitment to promoting Mandurah as a cultural city • Wearable Art Mandurah is embedded in the community to increase accessibility and engagement in a staged process through 2019 and 2020. • The Stretch Arts Festival Mandurah becomes a longer calendar of initiatives with a focus on October/ November under the ‘Stretch Arts Season’ banner. |
| | 5.4.2 Continue to promote the development of local arts, culture, heritage, music and creative activity | Local creative activity is promoted through community art exhibitions held in Mandurah Libraries and Museum, engaging local artists to facilitate Reflecting with Art Outreach, and delivering the Local Creatives workshop series. In 2018 the Friends of the Museum published its latest book - Remembering Them: Men of the Mandurah District who served in World War One. |



Key Focus Area: Organisational Excellence

An organisation that leads, serves and provides for its community.

Digital improvement

The City continues to explore ways in which it can take advantage of the potential offered by the very rapid changes and advancements in technology. The principal developments during the reporting period were:

- The commencement of a two-year project to replace the City's core enterprise system to a modern, cloud-based product. This system provides the following advantages:
 1. The ability to develop online business communications with the community,
 2. Better integration of the City's data so that enquiries can be dealt with faster,
 3. Further development of mobility solutions which will improve productivity for a large part of the workforce, and
 4. Seamless transactions to reduce manual processing and allow a greater focus on the development of analytics which help measure and improve the performance of the organisation.
- The continued development of new approaches to analysing data to provide better information to business unit managers. Examples of this are:
 1. The deployment of sensors to monitor estuarine water levels and better inform the management of mosquitos,
 2. The placement of sensors to measure usage of certain facilities such as ablution blocks,
 3. A test program aimed at obtaining continuous data regarding the water quality in the Peel-Harvey Estuary.

Customer Service Strategy

One of the City's key strategic goals is to provide its community, ratepayers and stakeholders with efficient, responsive and accessible customer service.

The Customer Service Strategy 2017-2020 has a number of key initiatives aimed at improving the quality and access to services. This includes resolving the majority of customer service enquiries at the first point of contact and continued development of electronic solutions to improve the volume of services offered electronically.

Key achievements for 2018/19 include:

- The contact centre maintained a first point of contact resolution rate of 82% for all incoming calls
- Customer satisfaction rating consistently above 90%
- 80% of Customer Request Management (CRMs) are actioned within defined delivery times
- Community Perceptions Survey – received a score of 67 against industry standard of 61
- Increased use of digital channels for community engagement
- Widening use of social media channels
- Continued development of a mobile enabled website and workforce

Occupational Health and Safety

The City is now operating under its second 3 Year Strategic OSH Plan. In 2018/19 we continued to focus on improving/reviewing our occupational health and safety systems and culture. The strategic plan supports the overarching OSH/Risk Strategy of ensuring the City effectively identifies, manages and mitigates its corporate risks while embedding a safety culture.

Some of the 2018/19 OSH highlights included:

- In June, close to 450 employees completed an Employee Engagement Survey. The survey was designed to measure our employee's attitude at work, how they think, feel and act towards helping the City meet its goals. Out of the 18 response topics, safety scored the highest favourable result with 88%
- OSH Key Performance Lead and Lag Indicators have been developed for all positions within the City
- There was a 23% reduction of incidents involving injuries and the number of reported incidents had slightly increased from the previous year
- The Local Government Insurance Services (LGIS) Safety Audit resulted in a 72% score, which was above the target of 70% set in the 3 Year Strategic OSH Plan

Financial Management

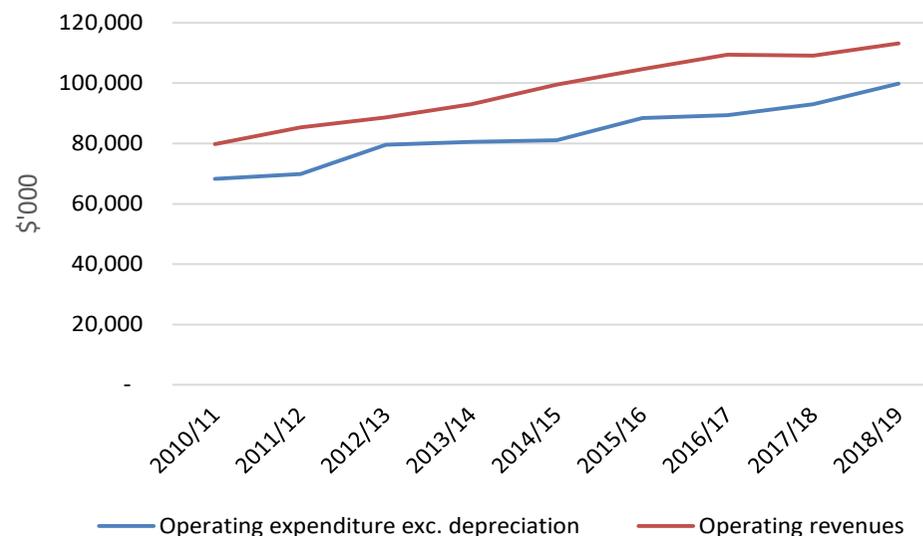
The City's balance sheet shows a strong financial position. Debt levels, and the ability to service that debt, which has improved significantly, sit well within guideline levels. Coupled with sound liquidity, the City is a financially stable organisation. Regular reports to Council on the City's financial performance demonstrate a good level of budgetary control. The City continues to receive unmodified audit reports. Regular discussions are held with the Audit and Risk Committee, which oversees 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, particularly buildings, are ageing rapidly.

Future planning must also take into account the need to maintain reasonable levels of rates increases, while recognising the needs of the community, in relation to their capacity to pay. 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.

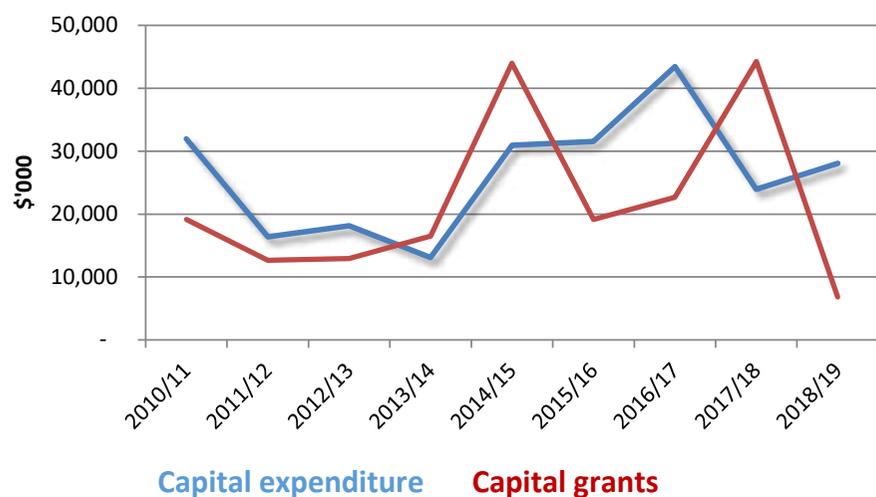
The City is developing a long term financial plan. This plan, which is to be reviewed at least annually not only identifies future capital priorities and how they may be funded, but is also a useful tool in informing debate and decision-making.

Operating Revenues and Expenditure



The key element in understanding the City's financial performance is to view its operations, excluding capital expenditure, over time. The City's operating position reflects the revenues earned from rates and other income, such as fees and charges, and the expenses incurred in providing a wide range of services such as libraries, roads, building and parks maintenance, and environmental and ranger services. The difference between revenues and expenditure represents the funds generated for capital expenditure and other items such as debt servicing. The surplus is a critical element in the funding of community infrastructure. For some time, the City has had a target of increasing these funds so that additional community investment can be made.

Capital Expenditure

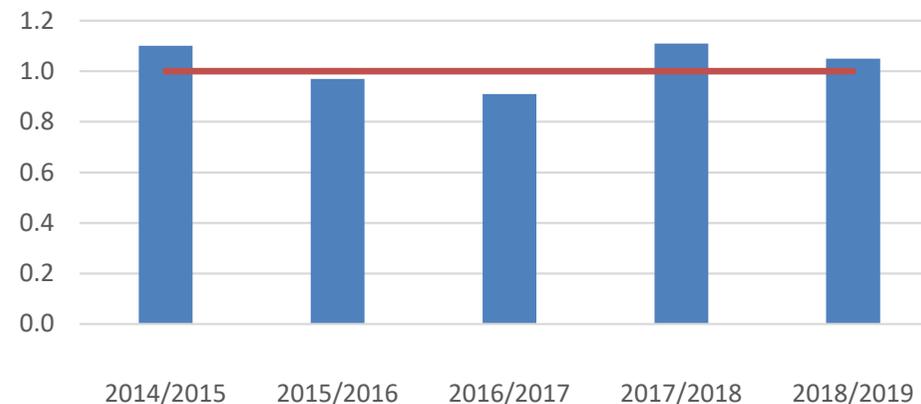


Year on year capital expenditure is highly variable because, apart from funding available from its operating activities, the City is also dependent on grant revenue to carry out its major projects.

Liquidity

Liquidity is an important issue for any organisation. It measures the ability of an enterprise to settle all of its liabilities, which are due over the next 12 months, at the same time. The benchmark measure of 1 indicates the fact that an organisation can settle its liabilities. In the City's case, its results indicate a healthy cash position but the ratio is not so high as to give rise to concerns about excess funds being held.

Liquidity

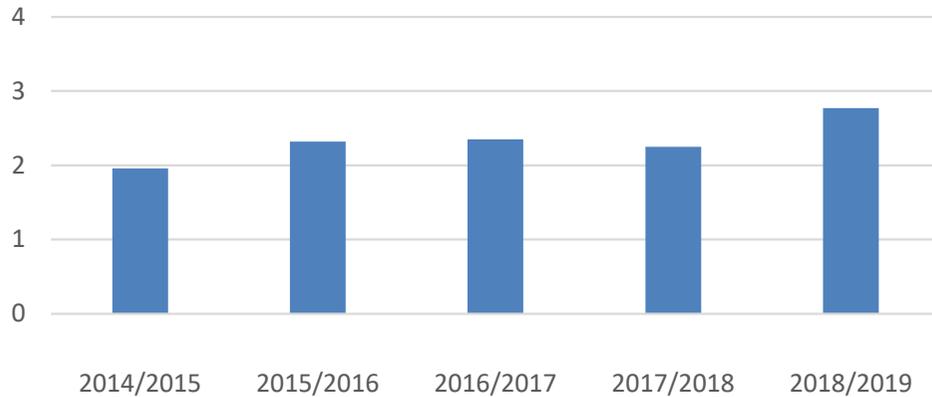


Outstanding Debt



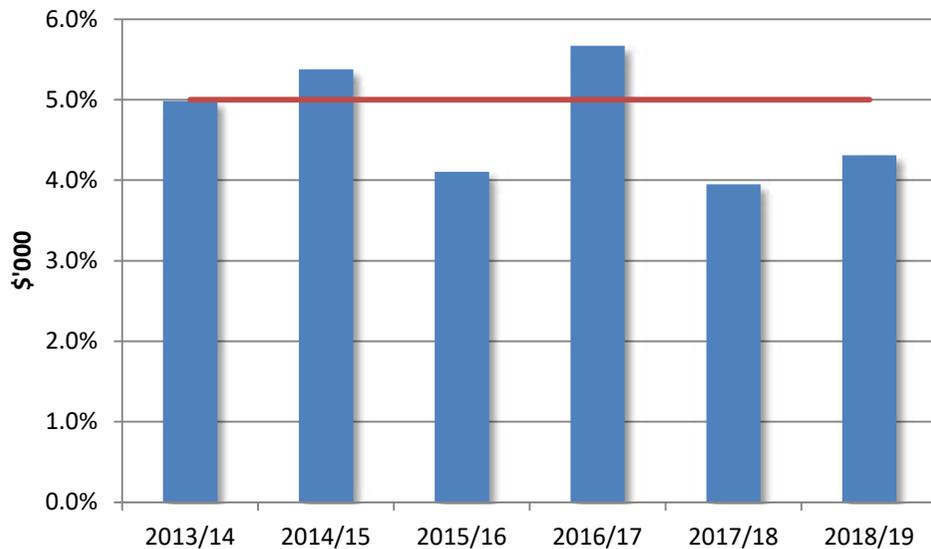
The City utilises borrowings as part of its funding plan for capital expenditure. Overall debt levels are monitored to ensure they stay within acceptable parameters. The generally accepted benchmark for debt levels is that outstanding debt should represent no more than 60% of revenues.

Debt Service Cover



The ability to repay debt, as opposed to the amount of debt, is measured by the debt service cover ratio. This ratio assesses how many times annual principal and interest payments could be paid after operating revenues and expenditure are taken into account.

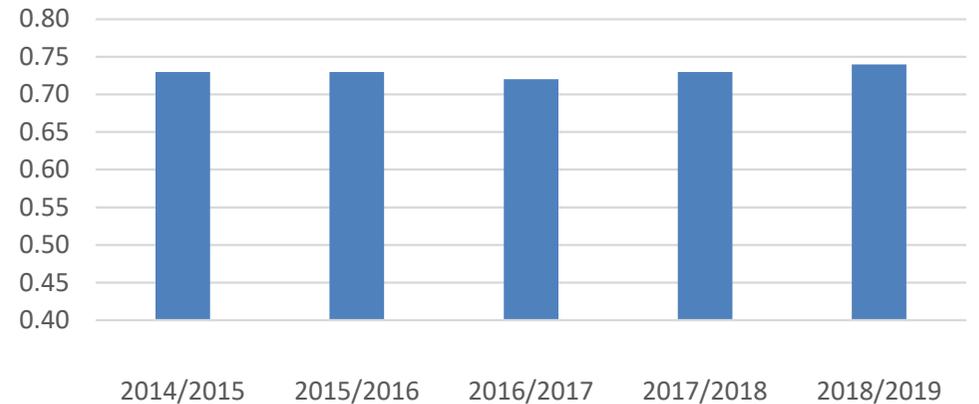
Outstanding Rates %



Cash management is an all-important issue for local government. The primary source of revenue, the City's property rates, is monitored closely to ensure that payment is maximised. In order to achieve this the City has a range of payment options available to help match the needs of the community in being able to pay and the requirements of its cash flow.

The City manages a wide range of infrastructure assets such as roads, bridges, parks and reserves, jetties and buildings. Ensuring that these assets remain in a condition so that they may be enjoyed by the community is a priority. Although asset management is a complex issue, the overall measure of the City's asset condition is positive.

Asset Consumption



Information Management

Record Keeping Plan

The City is committed to the management of records in accordance with legislative requirements and best practice standards.

The City's Record Keeping Plan was approved by State Records on 24 October 2017, in accordance with section 28 of the State Records Act 2000.

The plan will next be reviewed and submitted by 24 October 2022.

Record Keeping Systems, Training and Awareness

The City implemented SharePoint and Record Point in May 2016 as its mandated primary record keeping system.

This system integrates with the City's Core zEnterprise System. All record keeping procedures are reviewed annually or as required.

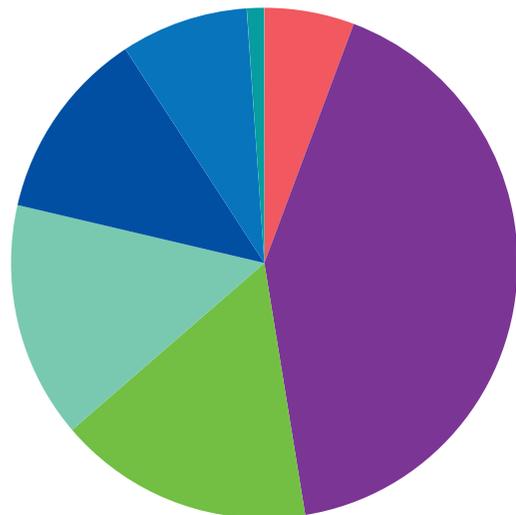
The City continues to provide the following training and awareness support to staff:

- Compulsory online record keeping awareness, focussing on obligations under the State Records Act 2000

- Record keeping system training on induction and refresher sessions
- Broadcasting weekly record keeping tips
- Provision of a wide range of training material

Asset Management

Asset Management: 2018/2019 Gross Replacement Value of Infrastructure Assets by Category (\$ Millions)



| | |
|---|--|
| ■ | Bridges \$71.93 |
| ■ | Roads, footpaths, kerbs and seals \$522.70 |
| ■ | Parks \$203.98 |
| ■ | Drainage \$187.76 |
| ■ | Buildings \$152.01 |
| ■ | Coastal and estuary \$101.73 |
| ■ | Work in progress \$13.94 |
| | Total \$1.254 Billion |

Asset Management Strategy

The City's Strategy Committee approved an Asset Management Strategy in 2018 to provide a clear

direction for the City's management of infrastructure assets. The asset management strategy provides a financial overview on the various infrastructure assets under the City's jurisdiction and a review on systems/resources supporting the management of the assets.

The Improvement Plan actions identified in the Asset Management Strategy will guide the activities of the asset management team in prioritising and resourcing to ensure infrastructure assets in the City's asset portfolio are managed according to community and projected demands.

Asset Management in Practice

The City's asset management activities include:

- A three yearly cycle of condition inspections of all infrastructure assets
- Collecting information on assets and maintaining asset registers in a centralised database system
- Updating asset registers for assets created under capital works or maintenance programs
- Updating asset registers for assets created in subdivision developments such as new roads, parks, waterways and drainage systems
- Mapping asset locations and providing information to the organisation to help service the community more effectively
- Completing annual valuations for financial and legislative reporting
- Preparing forward programs for the renewal of assets that are rated as poor or very poor condition

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.

Growth and Demand

The City's infrastructure assets have now exceeded \$1.0 billion in value. As the City expands from new subdivisions and with an increasing population, the assets coming into the care of the City also increase. The increase in assets leads to an increase in resources and costs required to manage the assets efficiently. The growth and demand projections are currently estimated using best practice methods highlighted in the IPWEA asset management manual.

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.

Awards received during 2018/2019 included:

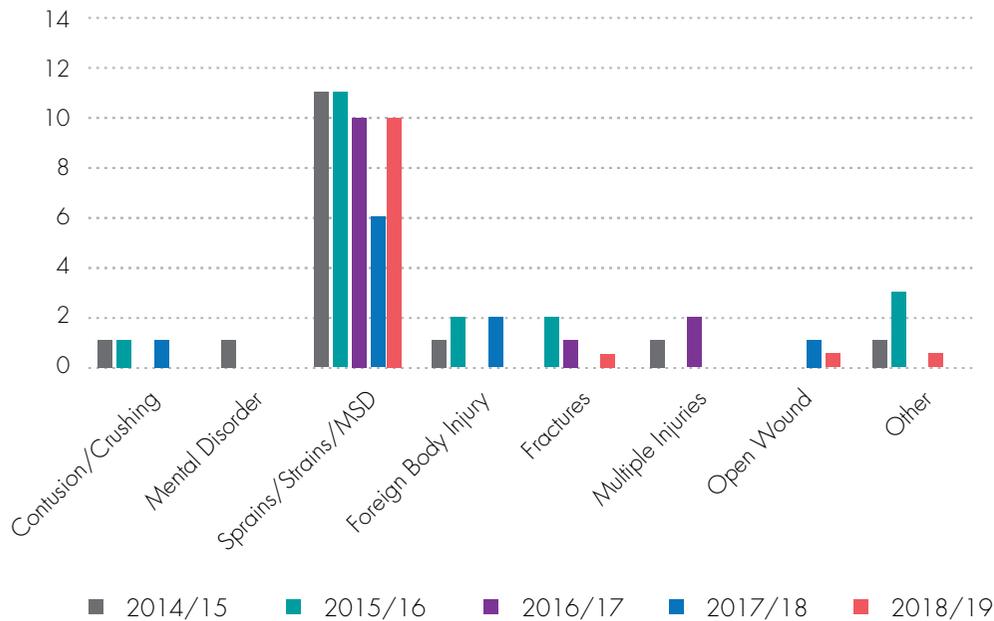
- Australasian Police and Emergency Services Games received a WA Parks and Leisure Australia award for Major Event of the Year
- Awarded Most Accessible Regional City in WA by Western Australian Local Government Association (WALGA)
- Received an Injury Prevention Award at the Public Health Advocacy Institute of WA – 2018 Children's Environment and Health Local Government Policy Awards
- Mandurah Bridge awarded the Engineers Australia's Engineering Excellence Award (WA Division)

- Mandurah named Top Tourism Town 2018
- Mandurah Crab Fest won Gold Award at the WA Tourism Awards for the third year in a row
- City of Mandurah re-endorsed as a Gold level Waterwise Council under the Waterwise council program

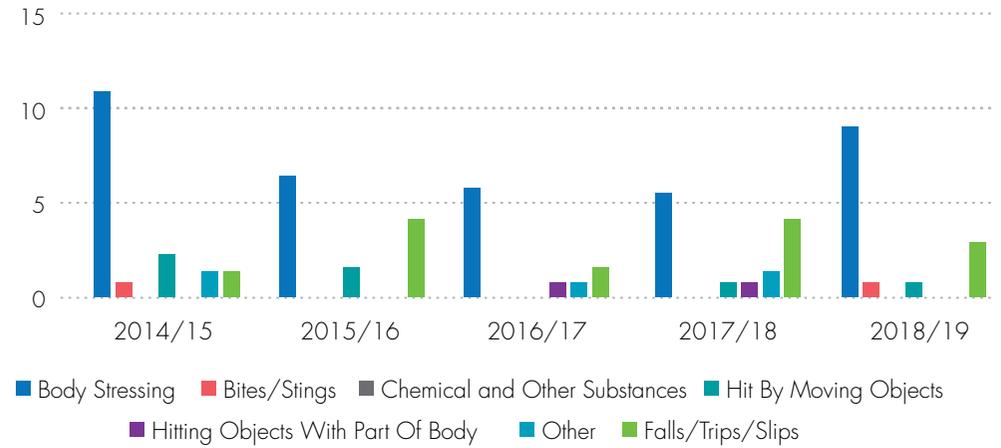
Risk Management

The City's Risk Management Policy (POL-RKM 01) commits to a risk management framework in accordance with the requirements of the International Standard ISO 31000:2018 risk management guidelines. The City uses Promapp Risk and Compliance Module, a cloud based risk management process to record risk action plans, existing controls in place and agreed risk treatment actions including timelines, to manage the mitigation of the City's corporate risk register. Promapp generates reports which are utilised to support updates to Council's Audit and Risk Committee. Future enhancements will allow operational and project risks to be managed using Promapp.

Nature of lost time injuries - last five years

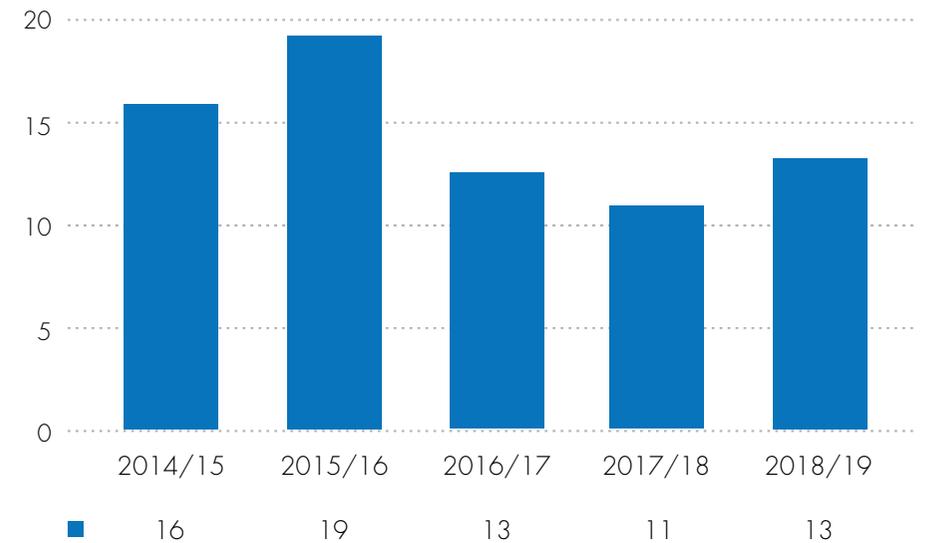


Cause of lost time injuries - last five years



Body stressing caused 63% of all serious injuries. The majority of body stressing claims involved moving plant or equipment. Falls, slips and trips have accounted for 32% of all serious injuries over the last 5 years.

Lost time injuries - last five years



Organisational Excellence: An organisation that leads, serves and provides for its community

| Objectives | Strategies | Status as at 30 June 2019 |
|---|---|---|
| 6.1 Demonstrate regional leadership and advocacy | 6.1.1 Build strong leadership capabilities within Council | Talent Strategy rolled out to Coordinator level and succession plans in place for key executive roles as a first step in implementing the Talent Strategy. |
| | 6.1.2 Work collaboratively with Peel councils and other stakeholders to achieve sustainable regional growth | As part of its active role in the Peel Regional Leaders Forum (PRLF) the City helped develop a regional advocacy platform, outlining local and regional priorities. |
| | 6.1.3 Advocate on behalf of the community | Advocacy undertaken broadly with State Government seeking improved outcomes in Education, Law & Order, Domestic Violence, Multiculturalism, Aboriginal Affairs, Youth outcomes and homelessness and housing. |
| 6.2 Listen to and engage with our community | 6.2.1 Have a community that actively engages with the City and its decision-making | Finalisation of the Community Development review and approaches, moving to a place based model, which is increasing the connection with community members across Mandurah leading to a citizen led, asset based approach. |
| | 6.2.2 Communicate with our community and partners in mediums that suit their needs | Continued to communicate with the community and partners in multiple mediums depending on audience and topics. This included print, digital including social media, newsletters and web. The City's social media audiences continued to grow. |
| 6.3 Ensure the City has the capacity and capability to deliver appropriate services and facilities | 6.3.1 Develop and deliver appropriate services and associated quality of service to serve the needs of the community | Mandurah Libraries and Museum engage with the community through events, programs and activities across a number of platforms including Culture Counts post event surveys, feedback forms and verbal and written communication. This feedback has been used to develop and prototype new programs in collaboration with community and service providers. These programs include Home School Workshops, Sewing Club and Sensory Play. |
| | 6.3.2 Use technology to support transformation within Council and proactively address community needs | A new Enterprise Resource Planning solution will be in place for implementation in 2020. This will cover core enterprise systems including Finance, Human Resources, Payroll and assets in the first phase. |
| | 6.3.3 Embrace sustainable asset management practices for managing the built environment | The Assets module of the new Enterprise Resource Planning solution will set a platform for future practices. An Asset Management Working Group has been established, with cross-functional representation from asset custodians and users, in order to educate and facilitate constant improvement in sustainable asset management practices. |
| 6.4 Deliver excellent governance and financial management | 6.4.1 Continually improve business practices to remove barriers and ensure quality matches the needs of the community | The new Enterprise Resource Planning solution will be a starting point for improvement of many core business practices. |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|--|--|
| 6.4 Deliver excellent governance and financial management | 6.4.2 Meet all governance standards and legislative requirements | <p>Continued to meet and comply with statutory obligations. Ongoing review of local laws, policies, procedures, delegations of authority and authorised officers to reduce red tape and meet the needs of the community and the organisation.</p> <p>Reviewed Delegations of Authority.</p> <p>A desktop review of the authorised officers schedule was also undertaken. A full review to be undertaken in 2019/20 financial year.</p> <p>Code of conduct, social media and IT training continued to be delivered to all staff.</p> |
| | 6.4.3 Ensure long term sustainability through good financial practices, resource planning, land use planning, sound business planning and management | <p>Continued to review the corporate business plan, and prioritise capital projects in a long term capital Plan.</p> <p>The Local Planning Strategy sets out the long term land use showing a focus on consolidated growth in and around the City Centre.</p> <p>Continued to review asset management ratings and standards to ensure facilities provided to the community are of the highest standard.</p> |
| | 6.4.4 Ensure community accountability through transparent and accessible reporting | <p>The 2017/2018 Annual Report was released in early 2019. The Annual Report reports progress against the objectives of the City's current corporate business plan.</p> |
| | 6.4.5 Manage the organisation's risk | <p>The City of Mandurah is committed to the principles of risk assessment as established in Australian Standards. Risks have been identified and risk action plans put in place. Reports on the City's risk profile and corporate risk action plans reported to the City's Audit and Risk Committee.</p> <p>Commenced the establishment of Procurement, Contracts, Conflicts of Interest, Complaints, Intellectual Property and Fraud and Corruption Prevention frameworks. To be implemented in 2019/20 financial year as part of the City's Policy Plan for 2019/20.</p> |
| | 6.5 Build and retain a skilled, motivated and healthy workforce | 6.5.1 Develop a flexible, capable and engaged workforce that meets the changing needs of the community |
| 6.5.2 Build strong leadership capabilities within the City of Mandurah | | <p>Our succession plans have been developed, and rotational opportunities are building knowledge and capability.</p> |

| Objectives | Strategies | Status as at 30 June 2019 |
|--|--|--|
| 6.5 Build and retain a skilled, motivated and healthy workforce | 6.5.3 Provide a safe working environment by implementing an Occupational Safety and Health Plan | <p>A new 3 year Occupational Safety and Health (OSH) Plan has commenced. The Employee Engagement Survey in June 2019 shows 88% of staff have a very positive awareness of safety at the City of Mandurah.</p> <p>The City has engaged a new Employee Assistance Program (EAP) provider with a better local presence. OSH Action Plans are now in place for all Managers.</p> |
| | 6.5.4 Develop a shared focus on accountability and performance | <p>The City's service delivery is based on the Strategic Community Plan and accountabilities are cascaded from top management down to other levels of staff, aligned to the objectives and strategies set out in the Plan.</p> <p>Quarterly reporting of accountabilities is in place and annual reporting to the community takes place via the annual report.</p> |



Service Performance



1,817,780

Household refuse bins collected



822,279

Household recycling bins collected



2,401

Building applications approved



35,000

Native seedlings planted at community tree planting events

Connecting with our community

Number of customer service counter visits **41,439**

Telephone calls to customer service **69,226**

Calls resolved at first point of contact (contact centre) **82.36%**

Calls answered within 20 seconds **71.93%**

Items borrowed from Mandurah libraries **445,852**

New library members **4,760**

Active library members **31,474**

Number of digital hub training participants **963**

Library visits **335,041**

eBook, eAudio and eMagazine issues **51,677**

Mandurah Seniors and Community Centre members **1,996**

Tonnes of household waste collected (tonnes) **28,832**

Tonnes of household recyclables collected (tonnes) **8,559**

Tonnes of green waste collected over two verge collections (tonnes) **2,431**

Connecting with our community

Tonnes of junk collected in one junk verge collection **1,460 tonnes (plus 431 tonnes of scrap metal)**

Waste collected from street and park bins (tonnes) **1,403**

Reported dog wanders **2,358**

Reported dog attacks **316**

Number of burials **57**

Ashes niche placements **47**

Private swimming pool and spa inspections **2,056**

Food premise inspections **1,223**

Water sample collections (swimming beaches) **117**

Water sample collections (public swimming pools) **876**

Seniors and Community Centre Visits **100,775**

Recreation centre visits **974,024**

Recreation centre health and fitness members **3,478**

Swim school enrolments **4,685**

Kidsport applications processed **1,382**

Service Performance

Five Year Summary

| | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|---|-----------|-----------|-----------|-----------|-----------|
| Post transaction customer satisfaction | 84.6% | 90% | 89% | 92% | 94% |
| First point of contact resolution rate | 66.4% | 69.0% | 73.54% | 81.64% | 82.36% |
| Speed of answer % within 20 seconds | 77.7% | 75.4% | 71.61% | 71.64% | 71.93% |
| FOI valid applications received and completed | 9 | 5 | 4 | 3 | 3 |
| Development applications % processed within statutory time frame | 91 | 96 | 99.5 | 98 | 95 |
| Subdivisions applications % processed within statutory time frame | 99 | 100 | 98 | 96 | 98 |
| Building licences % processed within statutory time frame | 100% | 100% | 100% | 100% | 100% |

Year on Year Growth

| | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|---|-------------------|--------------------|-------------------|-------------------|------------------|
| Number of library visits | 353,916 -3.1% | 336,029 -5.1% | 308,808 +8.1% | 355,464 +15.1% | 335,041 -5.7% |
| Number of annual visitations to the MARC | 298,532 -49.0% | 687,853 +130.4% | 852,576 +23.9% | 874,592 +2.6% | 877,166 0.3% |
| Number of annual visitations to the HHCRC | 114,653 +1.9% | 126,018 +9.9% | 120,784 -4.2% | 99,302 -17.8% | 96,858 -2.5% |
| Number of Mandurah Seniors and Community Centre (formerly Ac-cent Mandurah) members (Membership year ends 30 Sep) | N/A | 1,958 | 2,080 +6.2% | 2,074 | 1,996 +1.2% |

Image Credits

| | |
|-----------------|---|
| Cover: | <i>Mandurah Ocean Marina, 2019, City of Mandurah</i> |
| Page 2: | <i>Mandurah Crab Fest, 2019, Stephen Heath</i> |
| Page 3: | <i>A Taste of Crab Fest, 2019, Dan Wilkins</i> |
| Page 5: | <i>Stretch Festival, 2017, Travis Hayto</i> |
| Page 6: | <i>Mandjar Square, 2019, City of Mandurah</i> |
| Page 13: | <i>Western Foreshore, 2019, City of Mandurah</i> |
| Page 17: | <i>Mandurah Ocean Marina, 2019, City of Mandurah</i> |
| Page 19: | <i>Mandurah Bridge Opening Celebration, 2018, City of Mandurah</i> |
| Page 25: | <i>City of Mandurah Staff Tree Planting Day, 2018, City of Mandurah</i> |
| Page 29: | <i>Mandurah Matters, 2018, City of Mandurah</i> |
| Page 31: | <i>Mandurah Crab Fest, 2019, Dan Wilkins</i> |
| Page 37: | <i>Winter Wonderland, 2018, City of Mandurah</i> |
| Page 41: | <i>Eastern Foreshore, 2019, City of Mandurah</i> |
| Page 45: | <i>Dwellingup Mountain Bike Trails, City of Mandurah</i> |
| Page 47: | <i>Mandurah Bridge Celebration Picnic, 2018, City of Mandurah</i> |
| Page 51: | <i>Australia Day on Eastern Foreshore, 2019, City of Mandurah</i> |
| Page 55: | <i>Wearable Art Showcase, 2018, Tony Tropicano</i> |
| Page 65: | <i>Perth Airport Tourism Awards, 2018, City of Mandurah</i> |
| Page 66: | <i>Winter Wonderland, 2018, City of Mandurah</i> |