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For detailed 'Financial Statements' please visit [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au)  
Alternate formats of this Annual Report are available upon request.



## Acknowledgement of Country

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

# City Profile

\*\*Source: Forecast ID



Land area in square kilometres	173.5km <sup>2</sup>
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)*	86,474
Number of households (2018)**	36,851
Population per square kilometre**	498.4
Households per square kilometre**	212.4
Total length of roads	740kms
Total length of canal waterways	22km approx.
Number of bridges (including footbridges)	27
Bridges managed by other agencies	12
Paths and boardwalks	579kms
Foreshore area – Developed	83.6716Ha
Area used for recreation	320.5Ha
National Parks: Yalgorup, Peel Regional Park, Creery Island, Channel Island	
Number of parks and reserves	602
Number of playgrounds	132

# Message from the Mayor and CEO



**Rhys Williams**  
Mayor,  
City of Mandurah



**Mark Newman**  
Chief Executive Officer,  
City of Mandurah

The latter half of this financial year has presented challenges and constraints that we could not have predicted a year ago, but we have risen to those challenges.

Although many people and businesses in our community have felt damaging effects of the pandemic, in true Mandurah spirit, we have continued to support and rally around each other in times of need.

And as a City, we wanted to make sure our entire community felt supported during these hard times, so we set about putting plans into place to achieve this.

The COVID-19 pandemic has meant that the City and the community has had to adapt very quickly with the way we do things. Very early on as the pandemic was unfolding around the world, the City sadly had to cancel its hugely popular and much-loved Mandurah Crab Fest.

Along with our community banding together to find solutions, the City set about helping our people in any way that we could. We conducted check-in phone calls with elderly and vulnerable people in our community. Food packages were delivered to those in need, assistance and support was provided to local businesses doing it tough, and we worked quickly to implement a \$5million Restart Mandurah Fund to help get people back on their feet.

Although it's been a tumultuous end to the year, the City is continuing to develop, monitor and measure ongoing efficiencies in how we conduct business across the organisation.

The 2019/20 Annual Report gives us an opportunity to reflect on the work we have performed alongside the community over the past year, and to celebrate and recognise the

milestones we've achieved. We're lucky that we have been able to continue to deliver and make progress on behalf of our community, despite challenges that have presented along the way.

This report also allows us to reflect upon how we're meeting the objectives of our 20-year Strategic Community Plan and four-year Corporate Business Plan. These are the guiding documents for what the City will deliver for the community in the coming years.

The pandemic has magnified the challenges that already exist in Mandurah. The majority of our jobs are reliant on people spending money in our City. Without that, we have seen job losses and businesses struggling, and the social issues that stem from the stresses and uncertainty that causes.

As Mandurah continues to restart and rebuild following the damaging effects of the pandemic, the need to diversify the local economy and create long-term quality jobs has become even more clear. Mandurah's ambitious plan to address these challenges in its 'Transform Mandurah' economic revitalisation agenda has already drawn significant attention from government, private investors and the education sector. It has the potential to be a game changer for Mandurah.

We will continue to encourage support from all levels of government to progress the work set out in the Transform Mandurah plans, to ensure the future is bright and prosperous for our whole community.





# Elected Members

## Committees and Advisory Groups July 2019 - June 2020



**Mayor Rhys Williams**

**Mayor  
(October 2017 - present)**

- Committee of Council
- Audit and Risk Committee
- Strategy Committee
- Public Art Committee
- Executive Committee (Chairman)
- Arts Grants Panel (Creative Mandurah and Stretch Arts Grants)
- City of Mandurah Convention Scholarship Assessment Panel
- Mandurah Liquor Accord
- Mandurah Matters Steering Group
- Mandurah Roadwise Advisory Group
- Peel Regional Leaders Forum
- Reconciliation Action Plan Steering Group
- South West Regional Road Group
- Strategic Economic Advisory Group
- Strategic Street Present and Homeless Working Group
- WALGA : Peel Country Zone
- Waste Management Alliance Board



**Councillor  
Caroline Knight**

**North Ward  
(2011 - present)  
Deputy Mayor  
(October 2017 - present)**

- Committee of Council
- Strategy Committee
- Public Art Committee (Chairperson)
- Executive Committee
- WALGA : Peel Country Zone
- Peron Naturaliste Partnership
- Arts Grants Panel
- Australia Day Awards Selection Panel
- Mandurah Environmental Advisory Group
- Metro Outer JDAP (until 1/2022)
- Metro South West JDAP (until 4/2020)
- Peel Harvey Catchment Council - Local Gov. (Coastal)
- Australian Coastal Council Association
- Mandurah Coastcare Coordinating Advisory Group (Deputy Member)
- Mandurah Matters Steering Group
- Murdoch University Undergraduate Nursing Scholarship Selection Panel



**Councillor  
Peter Jackson**

**North Ward  
(2013-present)**

- Committee of Council
- Audit and Risk Committee
- Strategy Committee
- City of Mandurah Sports Award
- Eastport Canal Waterways Advisory Group
- Local Emergency Management Advisory Committee
- Rivers Regional Council
- Mandurah Bushfire Advisory Committee
- Mandurah Community Museum Advisory group
- Mandurah Quay Waterways Advisory Group
- Metro Outer JDAP (Alternate Mbr 2 to 26/01/2022)
- Peel Mosquito Management Group (Deputy Member)
- Port Bouvard Canal Waterways Advisory Group



**Councillor  
Ron Wortley**  
**North Ward**  
**(2009 -  
Oct 2019)**

- 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)



**Councillor  
Ahmed Zilani**  
**North Ward**  
**(Oct 2019 –  
present)**

- Audit and Risk Committee
- Executive Committee (Deputy Member)
- Access & Inclusion Advisory Group
- Kids Teaching Kids: School Selection Panel
- Mandurah Matters Steering Group
- Strategic Street Present and Homeless Working Group



**Councillor  
Merv Darcy**  
**Coastal Ward**  
**(2017 - present)**

- Committee of Council
- Strategy Committee
- Eastport Canal Waterways Advisory Group
- Local Emergency Management Advisory Committee
- Mandurah Bushfire Advisory Committee
- City of Mandurah Sports Award
- Mandurah Community Museum Advisory group
- Mandurah Quay Waterways Advisory Group
- Metro Outer JDAP (Alternate Mbr 2 to 26/01/2022)
- Peel Mosquito Management Group (Deputy Member)
- Port Bouvard Canal Waterways Advisory Group
- Rivers Regional Council



**Councillor  
Candice Di  
Prinzio**  
**Coastal Ward**  
**(2019 - present)**

- Australia Day Awards Selection Panel
- Mandurah Matters Steering Group



**Hon  
Councillor  
Fred  
Riebeling**  
**Coastal Ward**  
**(2011 –  
Oct 2019)**

- Committee of Council
- Audit and Risk Committee
- 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 until 4/2020)
- Mandurah Bushfire Advisory Committee (Deputy Member)



**Councillor  
Jenny Green**  
**Coastal Ward  
(2019 - present)**

- Audit and Risk Committee
- Access and Inclusion Advisory Group
- City of Mandurah Convention Scholarship Assessment Panel
- Mandurah Bushfire Advisory Committee (Deputy)
- Mandurah Liquor Accord
- Mandurah Matters Steering Group
- Peel Mosquito Management Group
- Peron Naturaliste Partnership (Deputy)
- Rivers Regional Council
- WALGA AGM Voting Delegate (Deputy)



**Councillor  
Darren Lee**  
**East Ward  
(2005-present)**

- Executive Committee
- Strategy Committee
- Committee of Council (Chairperson)
- Audit and Risk Committee (Deputy)
- Public Art Committee
- Australia Day Awards Selection Panel
- City of Mandurah Convention Scholarship Assessment Panel
- City of Mandurah Sports Awards
- Community Assistance Grants Scheme
- Kids Teaching Kids: School Selection Panel – Interstate Conference
- Mariner’s Cove Canal Waterways Advisory Group
- Waterside Canal Waterways Advisory Group
- Metro Outer JDAP (until 1/2022)
- Metro South West JDAP (until 4/2020)
- Access and Inclusion Advisory Group (Deputy Member)
- Murdoch University Undergraduate Nursing Scholarship Selection Panel
- Rivers Regional Council (Deputy)



**Councillor  
Don Pember**  
**East Ward  
(2019 – present)**

- Audit and Risk Committee (Deputy Member)
- Executive Committee
- Mandurah Matters Steering Group
- Fully Fenced Dog Park Working Group
- Local Emergency Management Advisory Committee (Deputy)
- Murdoch University Undergraduate Nursing Scholarship Selection Panel
- Reconciliation Action Plan Steering Group



**Councillor  
Shane Jones**  
**East Ward  
(2007 - Oct 2019)**

- 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)
- City of Mandurah Sports Awards
- Community Assistance Grant Schemes



**Councillor  
Lynn Rodgers**  
**East Ward  
(2001 – present)**

- Executive Committee (Deputy Member)
- Committee of Council
- Strategy Committee
- Public Art Committee
- Audit and Risk Committee (2nd Deputy Member)
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme
- Mandurah Environmental Advisory Group
- Reconciliation Action Plan Steering Group
- Strategic Street Present and Homeless Working Group



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

- Committee of Council
- Strategy Committee
- Public Art Committee
- Executive Committee
- Access & Inclusion Advisory Group (Deputy Member)
- Mandurah Community Museum Advisory Group
- Mandurah Matters Steering Group
- Metro Outer JDAP (Alternate Mbr 1 to 1/2022)
- Peel Harvey Catchment Council - Local Gov. (Coastal) Nominee
- Port Mandurah Canal Waterways Advisory Group



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

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



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

- Committee of Council
- Strategy Committee
- Australia Day Awards Selection Panel
- City of Mandurah Sports Awards
- Mandurah and Peel Tourism Organisation (MAPTO) Board
- Port Mandurah Canal Waterways Advisory Group (Deputy Member)

# Council Meeting Elected Member Attendance

July 2019 – June 2020

Name	Ordinary Council	Special Council
Mayor Rhys Williams	11 (11)	7 (7)
Councillor Merv Darcy	9 (11)	7 (7)
Councillor Peter Jackson	11 (11)	7 (7)
Councillor Caroline Knight	10 (11)	7 (7)
Councillor Darren Lee	6 (11)	5 (7)
Councillor Lynn Rodgers	6 (11)	7 (7)
Councillor Matt Rogers	11 (11)	7 (7)
Councillor Peter Rogers	10 (11)	6 (7)
Councillor Dave Schumacher	0 (11)	1 (2)
Councillor Ron Wortley	4 (4)	1 (2)
Councillor Shane Jones	3 (4)	2 (2)
Hon Councillor Fred Riebeling	3 (4)	1 (2)
Councillor Candice Di Prinzie	6 (7)	4 (5)
Councillor Jenny Green	7 (7)	5 (5)
Councillor Don Pember	7 (7)	5 (5)
Councillor Ahmed Zilani	6 (7)	3 (5)

The numbers presented within brackets refer to the number of meetings each member was eligible to attend.

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.

## Elected member conduct

Elected member conduct Section 5.121 of the Local Government Act 1995 requires a local government to maintain a register of complaints that result in an action dealing with a minor breach. There were no complaints made under Section 5.121 of the Local Government Act 1995 during the reporting period.

# Our Shared Vision



***'We are built in nature - a meeting place surrounded by unique waterways, where the wellbeing of our people and our environment are nurtured; where business in the community can thrive and entrepreneurship is celebrated. We will be the place where a thriving regional city and the heart of a village meet. This is our Mandjoogoordap.'***

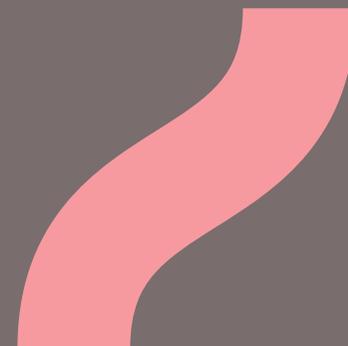
## Planning for the Future

In late 2018, the City of Mandurah launched one of its largest community engagement initiatives to date, Mandurah Matters. At the heart of the conversation was asking residents what matters to Mandurah and how do we create a shared vision and aspiration that will guide the next twenty years of decision making for our Council and community. This project engaged residents, community groups, investors, landowners, specialist advisory groups and the three tiers of government. During this time we collected more than 2000 pieces of information with great ideas, thoughts and energy. The Mandurah Matters Campaign built the foundation for reviewing the Mandurah Strategic Community Plan 2017-2037 and associated strategic priorities, and the feedback from community helped shape the new Mandurah Matters Strategic Community Plan 2020-2040. The Plan was adopted by Council in March 2020 and will be effective from the 2020/2021 financial year.

We look forward to continuing our exciting journey towards achieving our aspiration to be a thriving regional city with the heart of a village and a place we are really proud to call our meeting place, our Mandjoogoordap.

## About the Annual Report

The Annual Report 2019-2020 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. This Annual Report provides 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 projects the City has undertaken during this time. The Annual Report 2019-2020 meets our commitment to transparent performance reporting, in line with the Integrated Planning and Reporting Framework required of all local governments throughout Western Australia.



# Strategic Direction

Environment	Social	Economic	Infrastructure	Identity	Organisational Excellence
Protect and ensure the health of our natural environment and waterways	Help build our community's confidence in Mandurah as a safe and secure city	Increase the level of regional employment	Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population	Encourage active community participation and engagement	Demonstrate regional leadership and advocacy
Increase our scientific understanding and knowledge of the marine and estuarine environment	Ensure the provision of quality health services and facilities	Increase local education and training opportunities	Advocate for and facilitate the provision of an integrated movement network	Embrace Mandurah's identity as a multicultural community	Listen to and engage with our community
Encourage and enable our community to take ownership of our natural assets and to adopt behaviours that assist in achieving our environmental targets	Provide opportunities, services and activities that engage our young people	Develop a strong and sustainable tourism industry		Promote Mandurah's identity as a unique regional city, based on its waterways, history, heritage and future vision	Ensure the City has the capacity and capability to deliver appropriate services and facilities
Become a leader in proactive and innovative environmental management	Provide a range of social, recreational and entertainment experiences for our residents and visitors			Become known as a city and destination for events, arts, heritage and culture	Build and retain a skilled, motivated and healthy workforce
Factor climate change predictions into land-use planning, building design and future council decisions					Deliver excellent governance and financial management

# Focus for 2020-2021

The City continues to strive to achieve the goals set by the community as part of the Strategic Community Plan 2020-2040. Future highlights designed to help achieve these goals include :

## **ECONOMIC:**

- Deliver the Advocacy Strategy, aligned with the Strategic Community Plan
- Deliver Stage 1 of the Waterfront Redevelopment
- Establish the concept and timeframe of Stage 2 of the Waterfront Redevelopment
- Start the Western Foreshore commercial site project
- Support delivery of Trolls in WA project
- Deliver Transform Mandurah objectives as per the Regional Development Leverage Fund (including Yalgorup National Park, Peel-Harvey Estuary Trails, Data Array and City Centre Revitalisation Plan)

## **SOCIAL:**

- Develop a new Arts and Culture Strategy
- Develop a new Youth Development Strategy
- Integrate the Place Management framework into the organisation
- Deliver the Assertive Homelessness and Street Present Outreach trial
- City Centre Safety Summit actions and advocacy

## **HEALTH:**

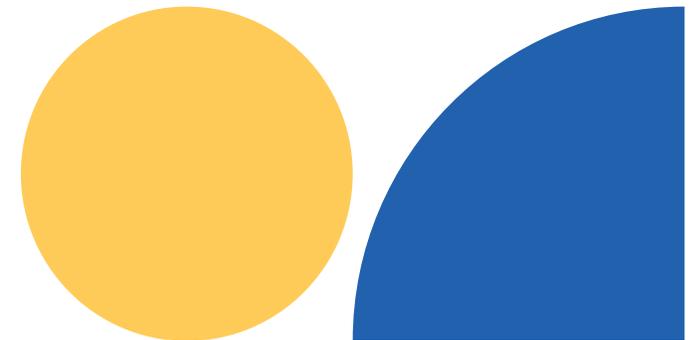
- Implement the Public Health Plan

## **ENVIRONMENT:**

- Implement the City's Greening Mandurah Framework (Street Tree Master Plan, Bushland Protection Strategy)
- Plan for the ongoing mitigation of carbon emissions (District Cooling System feasibility study)

## **ORGANISATIONAL EXCELLENCE:**

- Complete the new Enterprise Resource Planning System including Phase 1 Go Live stage and Phase 2 planning and configuration stage
- Finalise the Strategic Risk Register and commence reporting to the Audit and Risk Committee and Council
- Continue to implement the City's Workforce Plan





# 2019–2020 Performance Highlights

## ENVIRONMENT

### Kwinana Waste to Energy Plant

Construction works continued on the Waste to Energy Plant being built in Kwinana, which once completed in late 2021, will result in a significant reduction in waste going to landfill.

The City will send all of its municipal waste to the new Plant, where it will be converted into electrical energy.

The Plant, the first waste to energy facility in Australia, is being built by Avertas Energy. It will process 400,000 tonnes of municipal solid waste per year, and produce 38 MW of electricity, which is enough to power 52,000 Perth households.

The environmental outcomes speak for themselves – the net reduction in overall carbon emissions will be 400,000 tonnes of CO<sub>2</sub> per year, which is equivalent to taking 85,000 cars off the road.

During construction, the facility has created close to 800 jobs, and once the facility is operational, approximately 60 full-time positions will be created.

The City is working with the Rivers Regional Council on this sustainable, long-term option to process waste.

### Bushland Acquisition Program

The City made its fourth acquisition under its Bushland Acquisition Program, which aims to purchase and protect 150ha of native vegetation that is threatened by development or lack of management. The 10ha property in Herron brings the current Bushland Acquisition total to approximately 65ha. The City set up the Bushland Acquisition Reserve in 2011, committing to set aside \$500,000 a year to fund future purchases.

### Photovoltaic array at MARC

The City has commissioned its largest Photovoltaic array installation to date – 200kW at the Mandurah Aquatic and Recreation Centre (MARC). This is the 19th installation the City has completed, bringing its total solar production

capacity to 650kW. To date, the City's solar production has reduced CO<sub>2</sub> by 852tonnes, and provided annual cost savings of \$330,000.

## SOCIAL

### Mandurah Safety and Leadership Summit

A Safety and Leadership Summit was hosted by the City in October 2019, bringing together key Government leaders, community and business stakeholders and decision makers to plan clear and meaningful steps forward in safety for Mandurah.

Four key priorities were discussed at the Summit, and an action plan was established around:

- A WA Police Force Mental Health Co-Response in Mandurah as a priority,
- Funding for assertive outreach services,
- Increased access to drug treatment services, and
- Increased police presence and proactive patrols, working with security services in the city centre.

As an outcome of the Summit, State Government ministerial support was sought to divert \$350,000 in funding towards an Assertive Outreach Trial project for street present people. The Trial would involve engaging a professional organisation to deliver an assertive outreach case management service within Mandurah. The project aims to improve the health, wellbeing and general outcomes for homeless and street present people, while reducing the impacts of disruptive behaviour caused by the harmful use of alcohol and other drugs.

Additional WA Police resources were also provided in response to the Summit, supported by ongoing liaison and communication with police.

### Implementation of place-based community development model

In 2019, the City set into motion a new approach to community development that would see three Community Development Officers based within the community.

The Place-Based Community Capacity Building Model Implementation was endorsed by Council after a review of the City's Community Development function.

The 'place and community sector support' approach aims to enable and empower communities, neighbourhoods and individuals to arrive at their own solutions. This approach is informed by state and national policy relating to key social trends and emerging issues such as mental health, loneliness, homelessness, child development, family breakdown and local data around community needs.

The place-based approach aims to facilitate community connections, build capacity and leadership and mobilise people to work together in addressing social challenges.

### **Access and Inclusion**

Through the Access and Inclusion Plan (AIP) 2015-2020, the City and its plan partners have provided greater levels of access and opportunities for active participation for people with disability in Mandurah.

The AIP covers seven legislated outcomes all aimed at making sure people with disability have the same opportunities as others in the areas of services and events, buildings and facilities, information, quality of service, feedback and complaints, public consultation and employment.

Under the Disability Services Act 1993, all Western Australian public authorities are required to develop and implement a Disability Access and Inclusion Plan to be reviewed on an annual basis and reported to the Disability Services Commission by 30 June each year. Progress was made across all outcome areas of the AIP this year.

The City's Access and Inclusion Plan incorporates standard requirements of a Disability Access and Inclusion Plan. The City recognises its diverse community and promotes access and inclusion for all. Many initiatives have been put into place this year, including creating better access to buildings, facilities, beaches and public spaces; providing greater social inclusion opportunities; celebrating people with disability; making accessibility a priority when planning new spaces; and strengthening our partnerships with many disability providers in

the region. Some key activities undertaken in 2019-2020 consistent with the City's Access and Inclusion Plan included:

- Program of events delivered on 3 December for International Day for People with Disability to celebrate and recognise the contributions and skills of people with disability.
- Reflecting with Art – an initiative that provides monthly art tours and workshops for people who have dementia. This initiative is a partnership between CASM, Mandurah Libraries and the Mandurah Performing Arts Centre and is led by volunteers.
- Job Customisation Project – a series of workshops were held to support local government staff, service providers, employers and families consider an innovative way of supporting people with significant disabilities into meaningful employment by matching the skills and interests of people with disability to the needs of an employer. These workshops have supported stronger partnerships across key stakeholder groups in the City which will support better outcomes for people with disability.
- Access and Inclusion Advisory Group – The City has utilised the AIAG to receive feedback on the accessibility of City facilities and spaces. For example, the City has engaged with the AIAG throughout the planning stages for the Western Foreshore Play Space and Skate Park, the Coodanup Foreshore Upgrade and the Estuary Pool. The City has also engaged with local therapy providers and community members for input into these projects and many more. The input from people with lived experience and knowledge supports the City to build a more inclusive space for everyone to enjoy.

The City is committed to developing a new five-year Access and Inclusion Strategy, and has engaged widely with the key stakeholders and community to shape the new plan due to be launched early in 2021.

Mandurah has previously been awarded as the 'most accessible regional council', and the new AIP will build on this success by continuing to develop initiatives that support a diverse community, with the support of the City's Access and Inclusion Advisory Group.

## ECONOMIC

### **Mandurah and Murray: A shared economic future**

The City continued to partner with the Shire of Murray to implement the new joint economic development strategy; Mandurah and Murray: A shared economic future.

The strategy gives an overview of Mandurah and Murray's current socio-economic condition and the challenges that the sub-region faces. It also outlines the programs and projects required to achieve shared objectives and vision.

Six broad programs are contained in the strategy – water economy; daytrip capital; arts, culture and sport; City Centre; food and agri-business; and resources and energy. There are also eight inter-related projects across Mandurah and Murray, including the Mandurah Waterways and Hinterland Data Network, Australian Centre for Water Science, Mandurah Western Foreshore Precinct, and Peel-Yalgorup Wetlands Trails.

During the reporting period, the following progress was made towards the strategy:

- Data array business case completed
- Mandurah CBD Revitalisation Plan endorsed
- Yalgorup National Park Recreational Master Plan draft completed
- Peel-Harvey Estuary Trails pre-feasibility study completed
- Murrayfield Airport upgrade business case completed

### **Transform Mandurah**

Council approved the Transform Mandurah – A Revitalisation Plan in January 2020, which is part of the City's strategic economic plan to reposition itself around the water economy.

The 10-year Transform Mandurah Plan comprises three programs; The Water Economy, Mandurah's City Centre Redevelopment, and The Conference Centre Precinct.

It also includes a number of core projects designed to spur the city's economy, including:

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

The plan leverages Mandurah's unique waterways and natural environment, and will deliver short and long-term investment, quality sustainable jobs and education opportunities. It also aims to bring new workers and more pedestrian activation to the city centre.

## INFRASTRUCTURE

### **Mandurah Waterfront Project**

The first stage of the \$22million Mandurah Waterfront Project kicked off in mid-2020 with the redevelopment of the popular Mandurah Skate Park, which was set to be completed in December 2020.

The overall project is set to change the face of Mandurah's City Centre, and deliver iconic foreshore spaces for people to meet, play and rest, as well as supporting local tourism and jobs for the future.

The redevelopment of waterfront spaces will rejuvenate the city and enhance the ways people interact with the waterfront precinct.

The Mandurah Waterfront Project, funded in partnership with the State and Federal Governments, includes a number of components and stages; the Western Foreshore Recreation Precinct, Eastern Foreshore South Precinct, Smart Street Precinct, and the Eastern Foreshore North Boardwalk Precinct.

Many more exciting Mandurah Waterfront projects are set to follow, including the creation of an enclosed, circular estuary pool and the creation of more water-based recreation and tourism opportunities on the Eastern Foreshore, plus a \$2.5million makeover for the Smart Street Mall precinct.

### **Lakelands Park project**

During the reporting period, the City completed the development of the Lakelands Park District Open Space Reserves, which were in use for sporting clubs' activities and general community use. In 2019/20, the \$2.5million clubroom facility was nearing completion, with handover expected in October 2020.

The overall \$7.9million project has received funding from the State Government, Federal Government and the Australian Football League, and will be a well-used community facility for the growing northern suburbs.

The Lakelands Park project will deliver 10hectares of district open space to the community, including three senior sports reserves, first-class clubrooms, cricket wickets and training nets.

The sports reserves will be suitable for a range of sports including AFL, diamond sports, cricket, soccer and hockey, and sports flood lighting will be installed at all three reserves.

The state-of-the-art clubrooms will include a community meeting room, a medium/large function room and kitchen facilities, changerooms/toilets and storage space, designed to be functional for a range of community and social uses.

The City of Mandurah has a shared use arrangement with the Department of Education for the sporting reserves, giving nearby Coastal Lakes College priority access during school hours, with the City managing community bookings at all other times.

### **Activation and revitalisation of foreshore spaces**

Plans progressed during the reporting period to revitalise and activate a number of Mandurah's much-loved foreshore spaces.

The City continued to implement public open space improvements and upgrades at Novara Foreshore and Falcon Bay, and master planning for Coodanup Foreshore and Dawesville Channel were underway.

The community was invited to have a say on the Coodanup Foreshore Reserve Landscape Masterplan in June 2020, which set out to manage a valuable community asset and to address future opportunities.

Council endorsed the South East Dawesville Channel Foreshore Master Plan in August 2019, and prior to that, the community was invited to be involved in the design process.

The key objectives of the Master Plan are to provide public open space for community recreation, create accessible links to the foreshore area, improve access to public amenities, and ensure that future planning considers access to the water and boat launch areas remains unrestricted.

## **IDENTITY**

### **Mandurah Matters vision**

In 2018, the City undertook its biggest community engagement project to date, Mandurah Matters. As part of the project, more than 2000 community members got involved, outlining what is important to the people of Mandurah, and setting a vision and actions to achieve shared goals.

After extensive work alongside the community, Mandurah's new vision was developed:

*'We are built in nature - a meeting place surrounded by unique waterways, where the wellbeing of our people and our environment are nurtured; where business in the community can thrive and entrepreneurship is celebrated. We will be the place where a thriving regional city and the heart of a village meet. This is our Mandjoogoodap.'*

This vision is key in forging a roadmap for transforming the city's future as part of the Strategic Community Plan, which was adopted by Council in March 2020.

### **New brand for Visit Mandurah**

Mandurah's fresh new tourism brand, 'Mandurah, relaxed by nature', was introduced by Visit Mandurah time for summer.

The brand was designed to reflect the city's laid-back personality, with the double meaning also promoting Mandurah's outstanding natural assets.

The brand promises visitors an authentic moment of connection with self, family and friends as well as stripped back, relaxed, barefoot indulgence.

The new brand was introduced to improve awareness and give Mandurah one voice for everyone to use from government to media and local businesses.

Key regional stakeholders were consulted during the brand development phase including Tourism WA, Destination Perth and local tourism businesses. It was developed as one of the outcomes of the Mandurah Matters project.

## Organisational brand and identity refresh

In December 2019, Council adopted a refreshed brand and identity for the City of Mandurah and community.

Mandurah's growth and community story are reflected in the new brand, creating a clear and shared vision for the organisation and the people it serves.

The new brand strategy and identity have been developed in line with the community vision and aspiration from the Mandurah Matters project, in which the City uncovered what drives its people and community, ultimately creating a shared, citizen-led vision for the future.

The new brand encompasses stories and elements to represent Mandurah's new vision, and also embraces the City's organisational values and four strategic pillars into a cohesive framework.

The City has never had a comprehensive brand strategy, and had not had a logo refresh for close to 20 years.

The flexible overarching brand strategy will allow the City to speak with one voice about the many things it delivers for and with the community. It will also enable the City to communicate clearly and consistently, which was a priority outcome from the MandurahMatters community engagement process.

Central to Mandurah's story are the environment and waterways, as well as the spirit of our meeting place, or Mandjoogordap.

As part of the new brand roll-out, four City-owned buildings are being renamed with dual language:

- Billy Dower Youth Centre – *Moorditj Mia*
- Administration Building – *Yoolin Mia*
- Council Chambers – *Boordiya Mia*
- Mandurah Seniors and Community Centre – *Danjoo Kaadadjan Mia*

## ORGANISATIONAL EXCELLENCE

### One Council

The City started to implement the core systems project to improve both productivity and customer service through the harnessing of better technology. The project has been titled One Council.

Phase one of the implementation included several business units, and was due to be rolled out in July 2020, but was postponed until October due to restrictions presented by the COVID-19 pandemic.

### Strategic and corporate planning

As a result of Mandurah Matters campaign, the 20 Year Strategic Community Plan (SCP) was developed and adopted by Council in March 2020. Community outcomes and focus areas important to community has been embedded in how the City operates and delivers services.

The milestone SCP was shaped with the help of more than 2000 community members, outlining what's important to the people of Mandurah and setting out a vision and actions to achieve shared goals over the next 20 years.

Based on what the community highlighted as priorities, the SCP has four key focus areas of economy, social wellbeing, health and environment, which will form the basis of everything the City does moving forward.

The Corporate Business Plan outlines the City's commitment to delivering on the SCP, and is a guiding document for what the City will deliver for the community over the next four years.

The Corporate Business Plan focuses on the growth and development of the five key areas of economic, health, social, environment and organisational excellence, which aligns with the Strategic Community Plan. It is also a key component of the City's fulfilment of the State Government's Integrated Planning and Reporting Framework.

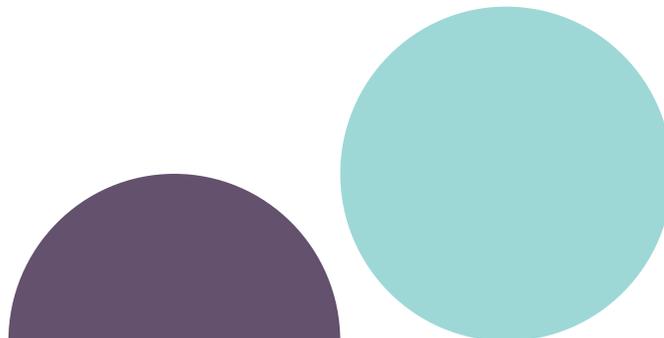
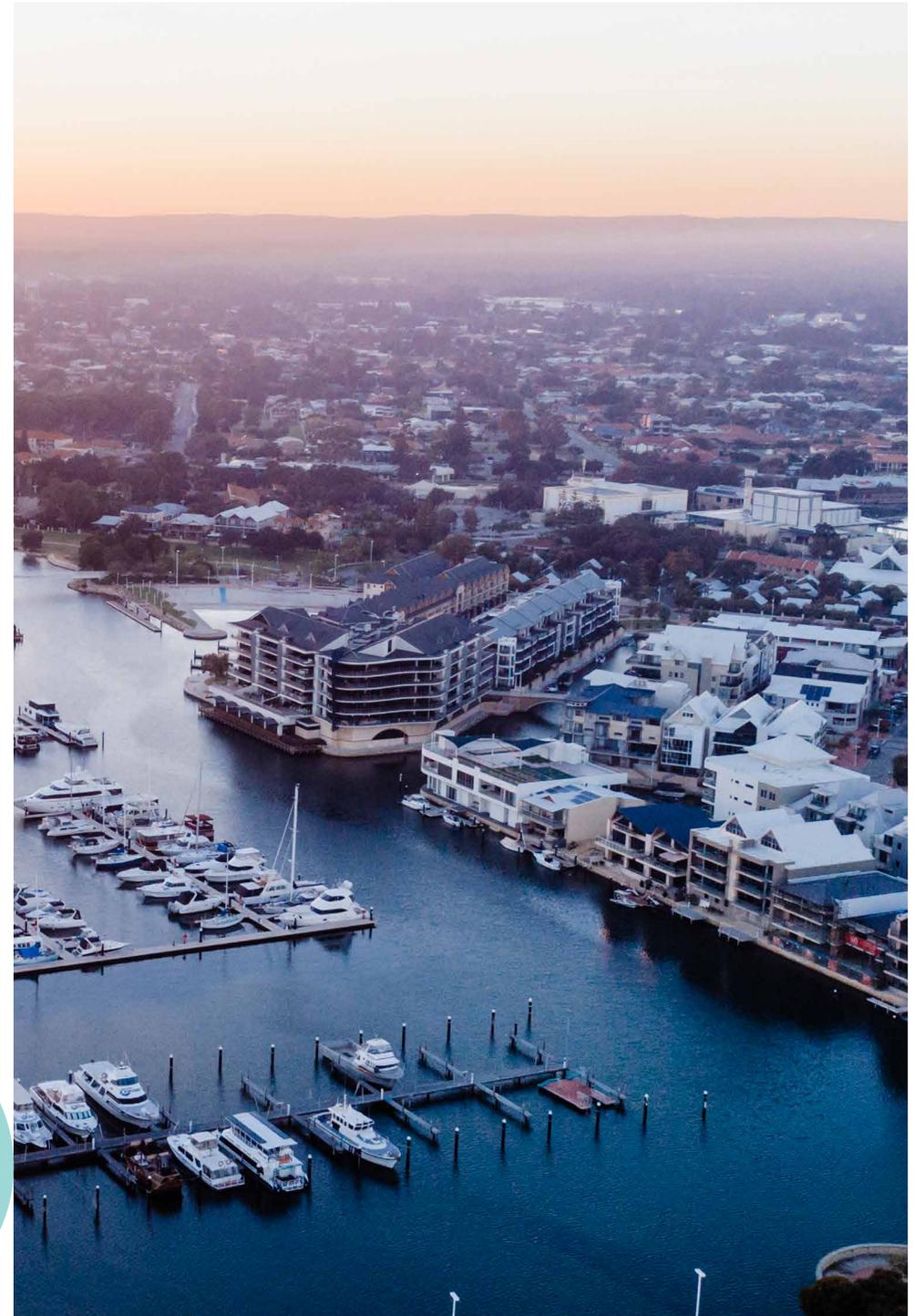
A performance framework has been developed to report back to community on the performance against both these plans.

## **Occupational Safety and Health (OSH) efforts rewarded**

The City achieved a Silver award in an LGIS assessment of the City's safety and health systems.

In June, LGIS assessed documentation, conducted site visits and spoke with all levels of employees, resulting in a score of 82 percent for the City.

This score reflected the focus that all City employees have shown over the last few years to ensure they are working in a safe and successful workplace.



# Environment

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

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>1.1 Protect and ensure the health of our natural environment and waterways</b>	1.1.1 Ensure appropriate strategies and programs are in place to maintain Mandurah's biodiversity	<p>Six new Environmental Management plans for City-managed nature reserves have been developed and three plans have been reviewed and updated.</p> <p>The City has partnered with Peel-Harvey Catchment Council (PHCC) to undertake restoration work at the Hexham Bushland Acquisition property, with 3500 seedlings planted across 2.5ha, and to protect Banksia Woodland Reserves through 1ha revegetation with 1,000 seedlings, seed collection and feral animal control.</p> <p>Seascapes Community Association obtained Federal funding to undertake weed mapping and restoration works along the 2.6 km of Halls Head coast between Gretel Drive and Daydream Plaza.</p>
	1.1.2 Support the development of a clear governance structure for Peel waterways management	<p>The Council has identified this issue as 'critical' in its Advocacy Framework. An advocacy strategy for this issue is being developed accordingly.</p>
	1.1.3 Ensure appropriate strategies and actions are in place for Mandurah's coast and waterways	<p>Progress of the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) was delayed due to COVID-19 and will be relaunched following a Council report at the July Council meeting.</p>
	1.1.4 Integrate the protection of waterways and bushland into land use planning	<p>A submission on the Environment Protection and Biodiversity Conservation (EPBC) Act Review was prepared and provided, expressing concern for the efficacy of the Act. Feedback was also provided on the Native Vegetation in Western Australia issues paper on four initiatives to improve consistency, transparency and evidence based on government decision-making for native vegetation.</p>
	1.1.5 Proactively manage storm water to reduce the impact on the natural environment	<p>Strategic prioritisation of the Water Sensitive Urban Design project is underway with strong stakeholder involvement.</p> <p>Water Sensitive Urban Design projects were undertaken, including Pinjarra Road carpark.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	1.1.6 Reduce the City's water consumption	The City reached its Water Efficiency Action Plan water use goal earlier than planned, through a reduction in corporate water use of 7% by 2021 to 93,000kL a year. Water use decreased by almost 20,000kL from 2018 to 2019 to exceed the target with the consumption being 89,475kL in 2019. Gold Waterwise re-endorsement was achieved again.
<b>1.2 Increase our scientific understanding and knowledge of the marine estuarine environment</b>	1.2.1 Engage in collaborative research partnerships with the education sector and other stakeholders	<p>Support of Mandurah Fairy Tern Sanctuary and environmental education continued, as well as Dolphin Research partnerships with Murdoch University. The City developed and submitted an Australian Research Council (ARC) Linkage project application focusing on the development of a best-practice tool for reducing bushfire risk and fuel load with minimal impact on biodiversity.</p> <p>The City is an active participant in the Water Sensitive Cities Cooperative Research Centre.</p>
	1.2.2 Lobby State Government to ensure the sustainability of fish and crustacean stocks and habitats	A Fisheries Management paper, on the protection of blue swimmer crabs in WA's South West Region, was submitted in November 2018. In August 2019, the WA Government announced new measures to protect blue swimmer crabs, including a new seasonal crabbing closure.
	1.2.3 Respond to environmental challenges based on scientific evidence	<p>The City is an active participant in the Water Sensitive Cities Cooperative Research Centre, with the research informing how the City manages storm water to reduce impacts on water quality.</p> <p>The City partnered with UWA, UNSW and other support organisations in an ARC Linkage study investigating the feasibility of developing an early storm warning system to predict coastal erosion during severe weather events.</p> <p>Coastal engineering consultants Damara were commissioned to review Peel-Harvey Estuary foreshore dynamics and assess how the foreshores may be susceptible to higher water levels in the future.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<p><b>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</b></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 continued to meet regularly, providing networking and capacity-building opportunities for environmental volunteers in Mandurah. Other environmental volunteer initiatives included the installation of two sea bins at Mandurah Ocean Marina, community events such as World Wetlands Day, Reel It In (in conjunction with DBCA and PHCC) and regular clean-up activities. A Clean Waterways Campaign was developed for community engagement and the City supported the development of a community Organic Waste Network.</p> <p>The City also engaged with 19 prospective Embrace a Space groups and continued to deliver a diverse range of environmental events including the Kids Teaching Kids Conference and National Tree Day. The City supported the Junior Council aim in 2019 to reduce plastics in waterways, and the Junior Council did a beach clean-up and promotion at the Mandurah Children's Festival as their key projects to achieve this.</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 have them recycled/processed.</p> <p>A waste oil and car battery recycling program at the kerbside was introduced in 2018/19 and is still in operation. The Paintback recycling program commenced at the Waste Management Centre where unwanted paint is collected and treated/recycled offsite.</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>
	<p>1.3.3 Assist our community to reduce energy use and adopt clean energy technologies</p>	<p>Second Western Power Community Powerbank installed at Falcon Oval.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	1.3.4 Assist our community to reduce water consumption	Continued implementation of the Waterwise Council Water Efficiency Action Plan including the Waterwise Verge Incentive Scheme, which transformed over 100 verges.
	1.3.5 Promote and encourage the development of environmentally sensitive built form	Partnered with volunteers and Solar Dwellings to deliver a series of community workshops on sustainable house design and living.
<b>1.4 Factor climate change predictions into land-use planning, building design and future Council decisions</b>	1.4.1 Ensure strategies are in place for climate change adaptation including greening of the City	The City is currently developing a Coastal Hazard Risk Management Plan, which will allow for sea level rise and inundation risks to be factored into land use planning and future decision-making.
	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 key activity centres. The draft Scheme 12 and Planning Strategy were advertised for public comment during 2019/20 and adopted by Council and sent for final approval to the State Government.
	1.4.3 Reduce the City's carbon footprint	<p>Ongoing annual Photovoltaic array installations; 200kW at MARC completed July 2020 and budget allocated in 2020/21 for the Seniors and Community Centre. The District Cooling Project concept design was finalised and moves to detailed design in 2020/21, with construction budgeted for 2021/22.</p> <p>Data dongles installed in some of the City's passenger vehicle fleet to identify opportunities for switching to electric vehicles and hybrids. The City's vehicle list is currently underway to accommodate these types of vehicles.</p>

# Social

A community that is safe, resilient, healthy and engaged

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>2.1 Help build our community's confidence in Mandurah as a safe and secure City</b>	2.1.1 Put in place strategies and actions that make people feel safe	<p>During extensive community consultation, the need for outreach was identified as the number one priority in Mandurah. Planning began for relocation of the Peel Community Kitchen from Sutton Hall to the Tuart Avenue facility to form a support services hub for vulnerable people. A CPTED (Crime Prevention through Environmental Design) assessment was undertaken on the Mandurah Library precinct, which encompasses the Tuart Avenue facility, to ensure any safety issues were identified in consultation with local stakeholders and residents.</p> <p>A Safety and Leadership Summit was hosted by the City with attendance by the Hon. David Templeman, Police Minister Michelle Roberts, Deputy Police Commissioner Gary Dreibergs, Mental Health Commissioner Jennifer McGrath and key community and business stakeholders and decision makers. Four key priorities were discussed and an action plan established around funding for assertive outreach services, increased access to drug treatment services, a WA Police Force Mental Health Co-Response in Mandurah as a priority and increased police presence and proactive patrols, working with security services in the city centre. As an outcome of the Summit, State Government ministerial support was sought to divert the funds to an assertive outreach trial project for street present people.</p> <p>Continued maintenance and management of the City's CCTV infrastructure.</p>
	2.1.2 Advocate to ensure appropriate levels of community policing including the re-establishment of a regional police presence	<p>Security patrols are ongoing in the city centre and designed to improve perceptions of safety. Additional WA Police resources have been provided in response to the Safety and Leadership Summit and supported by ongoing liaison and communication with police.</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>Crime Prevention Through Environmental Design (CPTED) principles applied across all design stages of City street infrastructure projects.</p>
	2.1.4 Continue to promote Mandurah as a great place to live	<p>The City promoted events and activities available to the community and continued to provide services and facilities at a high level, with the promotion of Mandurah as a great place to live.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>2.2 Ensure the provision of quality health services and facilities</b>	2.2.1 Advocate to ensure that Mandurah's health care needs are met including the provision of a significant regional hospital	Peel Health Campus expansion of current site listed as a 'critical' item in the City's Advocacy Framework. An advocacy strategy for this issue is being developed accordingly.
	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 and equipment improvements.
	2.2.3 Ensure City services and facilities are accessible to all	<p>Billy Dower Youth Centre upgraded its entryway to meet modern accessibility standards. Flooring of the Environment Gallery at Mandurah Community Museum was renovated to improve accessibility throughout the Museum and the rear door was replaced, increasing both accessibility and compliance.</p> <p>The Seniors and Community Centre members transport service acquired a new bus, fitted with a wheelchair lift for those with restricted mobility.</p>
	2.2.4 Implement strategies and actions that meet the needs of seniors within our community	<p>Home Library Service continued to be delivered through Mandurah Libraries to housebound community. During COVID-19 closures, Library team members called 3,003 library members over the age of 65 to check their welfare, advise of facilities closure, update details and assist with digital resource access. As a result, 761 emails on how to access eBooks were sent.</p> <p>The Seniors and Community Centre continued provision of 37 regular weekly activities, quality services and therapies as well as special events for seniors including the expansion of the Murdoch University Chiropractic partnership to two days per week. A variety of networks with community and not-for-profit organisations were continually developed during, pre and post COVID-19, which assisted in providing information and assistance to seniors.</p> <p>Seniors and Community Centre staff aided in the establishment of the City's COVID-19 welfare call centre and the development of the City's Seniors Facebook group saw growth of almost 1000 seniors and family members. With the closure of the Centre during COVID-19, Facebook was successful in engaging seniors with online classes, tutorials and conversations.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<p><b>2.3 Provide opportunities, services and activities that engage our young people</b></p>	<p>2.3.1 Provide facilities, events and spaces that meet the needs of young people</p>	<p>Continued to provide high quality recreation services for young people across Mandurah with After School Drop, Thrive Young Womens and Young Yorgas programs, and a new Young Mens program. Other spaces continue to be activated across Mandurah throughout school holidays.</p> <p>Billy Dower Youth Centre received a significant artwork upgrade, involving young people in the process. An outdoor decking area, refurbished half court and basketball backboard and grassed area was installed making the space more youth friendly and accessible.</p> <p>The RYDE program trialled an automatic car for young people to obtain log book hours, in addition to the manual vehicle already provided.</p> <p>During COVID-19 response phase a number of digital projects were delivered including Facebook Profiles for Youth Development Team, Mandurah Youth Instagram and Youth Facebook Group Facebook. Adaptation during COVID-19 of some youth programs supported young people to participate online, such as game club.</p> <p>Mandurah Library and Heritage continued to provide facilities and spaces that welcome young people. Activities included Homeschool Workshops, CoderDojo, Homework Help and Chess Knights.</p> <p>The Wearable Art Mandurah Youth Category, Take1 Film Festival and Masterpieces Youth Art Exhibition demonstrated the inclusion of children and young people in arts and culture delivery.</p>
	<p>2.3.2 Connect young people to information, people, programs and education that allows them to achieve their life goals</p>	<p>Delivered the 2019 Perth and Peel Regional Kids Teaching Kids Conference, and sponsored six students and two teachers from one local school to attend the National Kids Teaching Kids Conference in Melbourne.</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>In partnership with the State Library of WA, Mandurah Libraries participated 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.</p> <p>1,219 packs were delivered to 20 primary schools and three child care centres. Three primary schools cancelled their deliveries due to COVID-19, and these visits were rescheduled for the second half of the 2020 calendar year.</p>
	<p>2.3.4 Support the development of Mandurah's future community leaders</p>	<p>The Junior Council and Youth Leadership Group provided opportunities for young people at different ages to learn about leadership, public speaking, event and project management. The group successfully delivered the summer events Beats Under the Bridge and Beats at the Pool and co-designed the youth alcohol awareness campaign Living My Best Life, which included the delivery of a Youth Forum.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
		Youth Dream Big Fund. This saw 100% take up and provides small financial incentives for young people to pursue their aspirations.
<b>2.4 Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors</b>	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	High quality arts and culture experiences in collaboration with the City Centre activation team provided vibrant and unique evening events in Mandurah's city centre, encouraging visitation and spending.
	2.4.2 Recognise the importance of open spaces for community wellbeing	Supported the community to embrace open spaces through the Embrace a Space program.
	2.4.3 Increase the capacity of Mandurah's community, recreation and volunteer organisations	Continued to support the Peel Volunteer Resource Centre via community partnership grants, professional advice, partnership on multiple community initiatives and ongoing support in assisting the City's various volunteers.  Continued the Club Connect program, providing local clubs with support and resources to ensure effective and sustainable operations.
	2.4.4 Provide people with the infrastructure, skills and knowledge to effectively participate in the digital age	Mandurah Library staff participated in the national MyHealth pilot training program and the Digital Hub continued to provide digital literacy training to individuals, small groups and community groups. Coder Dojo was offered in the FabLab at Falcon Library and STEAM programs were offered across the libraries and museum. Public access computers and informal training was 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.
	2.4.5 Encourage wellbeing through healthy lifestyle, sport, social and recreational activities	The City received funding through Department of Local Government, Sport and Cultural Industries (DLGSC) to deliver Night Skillz, a recreation program in Lakelands promoting a healthy lifestyle through recreation.  In 2019/20 Mandurah Libraries had 29,500 active members. 246,000 people visited Mandurah Libraries and Museum, participating in 1,824 programs. During COVID-19 response phase, 43 programs were delivered online.  Inclusive cultural activities provided community members the opportunity to express their identity and tell their stories encouraging connection and promoting a dynamic, healthy community both for residents and visitors.  The Seniors and Community Centre had 1,994 financial members and 82,679 people visited the facility, averaging 8,268 per month.

# Economic

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

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>3.1 Increase level of regional employment</b>	3.1.1 Develop and implement a Mandurah Murray Growth Plan with our regional partners	Data Array business case was completed 4th quarter 2019/20 and Mandurah CBD Revitalisation Plan was endorsed by Council in January 2020. Peel-Harvey Estuary Trails pre-feasibility study was completed in March 2020 and Yalgorup National Park Recreational Master Plan draft completed in May 2020. Murrayfield Airport upgrade business case was also completed in March 2020 (part-funded by City of Mandurah).
	3.1.2 Engage, advocate and collaborate with regional partners to ensure the delivery of Transform Peel	Ongoing support and collaboration, and Mandurah/Murray Emerging Industries Desktop Analysis was provided to the City in April 2020.
	3.1.3 Advocate for and facilitate the technological infrastructure necessary for business growth and educational and training opportunities	The City supported a private consortium delivering a State-funded feasibility study into identifying opportunities for the region, in particular in the Peel Business Park/Agri-Innovation Precinct, to be a hub for renewable hydrogen mobility related economic activity
	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 provided 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 (PCCI) under the PCCI Business Membership Agreement, providing subsidised membership of both the CCI WA and regional Chamber. 2020/2021 will be the last year of the current sponsorship.
	3.1.6 Ensure council regulations and procurement activities support local economic growth where possible	The Buy Local Procurement Policy was endorsed by Council and implemented. Maximising employment opportunities by utilising the City's purchasing power was trialled.
<b>3.2 Increase local education and training opportunities</b>	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 was a priority, with a focus on employment outcomes post-traineeship to be increased in the 2020/21 financial year. Continued to lobby State Government on improving educational outcomes.

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	3.2.2 Actively pursue partnerships in the delivery of educational and research and development programs	A Youth Development and Jobs and Skills Centre partnership delivered job readiness skills workshops for young people. Each school holidays a range of workshops are delivered for young people.
	3.2.3 Provide opportunities for the community to participate in lifelong learning	Opportunities are provided for people of all abilities and ages through professional development programs and workshops delivered by CASM and the Wearable Art Mandurah program, as well as capacity building through community led arts initiatives for the Mandurah Arts Festival.
	3.2.4 Develop a creative and entrepreneurial community	The City's highly successful Entrepreneurial Capacity Building Program reached its 7th 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 \$8m to Mandurah's economy.
<b>3.3 Develop a strong and sustainable tourism industry</b>	3.3.1 Continue to support and fund the Mandurah and Peel Tourism Organisation (MAPTO)	The City continued to fund and support Visit Mandurah (formerly known as MAPTO) in the 2019/20 financial year.
	3.3.2 Ensure infrastructure is in place and maintained to support both domestic and international tourism	City's Peel-Yalgorup Wetlands Trails project grew 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 Yalgorup National Park Recreational Master Plan draft was completed in May 2020 and the Peel-Harvey Estuary Trails pre-feasibility study was completed in March 2020.
	3.3.3 Promote Mandurah as a place to be, and facilitate the delivery of events that achieve positive local economic outcomes	<p>The City delivered an internal events calendar in the 2019/20 financial year consisting of the Mandurah Children's Festival, Mandurah Christmas Pageant, and the New Year's Eve Celebrations. A total of 49,500 people attended these events, and 56 local businesses were engaged. Unfortunately, two major events were cancelled, Mandurah Crab Fest and Winter in Mandurah Festival, due to COVID-19.</p> <p>The City also secured 32 externally delivered events over the 2019/20 financial year, with a total economic impact of approximately \$7.1 million. This resulted in an average return on investment of \$45.93 per dollar contributed by the City, and a total of 43,884 visitors. The largest of these events was the Mandurah Boat, Caravan, 4WD and Camping Show which attracted more than 15,000 people across the three-day event.</p>

# Infrastructure

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

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<p><b>4.1 Advocate for and facilitate the provision of infrastructure that matches the needs of a growing population</b></p>	<p>4.1.1 Ensure a strategy is in place for the delivery of social and recreational infrastructure</p>	<p>The City completed the development of the Lakelands Park District Open Space Reserves, which are now in use for sports clubs' activities and community general use. The clubroom facility is nearing completion with handover expected in October 2020.</p> <p>The City completed an upgrade of the Tuart Avenue Pottery and Historical facility, including the outdoor area with a new garden, fencing replacement and pathway alignments.</p> <p>The City undertook several facility upgrade projects including South Mandurah Football Club Change rooms, Rushton North Pavilion Changerooms and Falcon Pavilion Changerooms. In addition, a new Pump Track was built at Madora Bay in McLennan Park. Club supported projects through CSRFF included resurfacing at South Mandurah Tennis Club, Mandurah Tennis Club and Dudley Park Bowling Club, which also included lighting upgrades. These upgrades allow sport and community clubs to have greater access to facilities and options for increased usage.</p>
	<p>4.1.2 Provide and activate localised places and spaces that encourage social interaction and activity</p>	<p>Continued improvement and upgrading of public open space at Novara Foreshore and Falcon Bay.</p> <p>Master planning of Coodanup foreshore and Dawesville channel underway.</p>
	<p>4.1.3 Ensure community and infrastructure assets are managed and maintained for future generations</p>	<p>Continued Regional Road Group funding for the renewal and upgrade of key road infrastructure, including Peel St and Pinjarra Rd.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	4.1.4 Ensure strategies are in place to provide for affordable and crisis housing in Mandurah	<p>The City supported the establishment of a Core Project team, including representatives from specialist services, to provide support to people experiencing homelessness. This team has drafted a Homeless Strategy with the key outcomes of:</p> <ol style="list-style-type: none"> <li>1. Increasing the stock and variety of accessible accommodation</li> <li>2. Delivering effective support systems</li> <li>3. Supporting meaningful systemic changes</li> <li>4. Ensuring safety and security of people experiencing homelessness</li> </ol> <p>The City worked in collaboration with Department of Communities to deliver the Women's Therapeutic Refuge, currently under construction.</p>
<b>4.2 Advocate for and facilitate the provision of an integrated movement network</b>	4.2.1 Ensure that access to the Mandurah City Centre caters for all forms of transport	<p>Working group established to review and update the Integrated Transport Strategy. Group has Engineering, Planning and Environment representation.</p> <p>Funding secured to review and update existing transport models including the detailed city centre model which will provide for multi-modal transport needs.</p>
	4.2.2 Plan and advocate for Mandurah's long-term traffic needs, including improved pedestrian and bicycle connections	<p>Council endorsed update to the City's Cycling Plan with alignment with the WA Department of Transport's Long-Term Cycle Network plan. This will enable joint funding applications for path network upgrade projects.</p>
	4.2.3 Work with key partners to ensure transport options efficiently link people to jobs, services, recreational and sporting activities	<p>Working group established to review and update the Integrated Transport Strategy.</p> <p>Funding secured to review and update existing transport models including the detailed city centre model, which will provide for multi-modal transport needs. Transport models utilised activity centres such as schools, sporting and shopping facilities to assess transport needs.</p>

# Identity

Mandurah is recognised as the Waterfront Capital of the Peel Region

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>5.1 Encourage active community participation and engagement</b>	5.1.1 Build on the community's strong sense of pride and purpose	On completion of the Community Development Review, an internal restructure of Community Development was completed, resulting in the integration of Place-Based Community Development Officers in the north, central and south.
	5.1.2 Identify, engage and promote community champions and high achievers as mentors within the community	The City supported a range of scholarships to promote Mandurah's education future leaders with programs such as Junior Council, Youth Leadership Group and the ATAR awards all celebrating excellence and promoting the development of leadership skills.
	5.1.3 Leverage arts, heritage and culture to build a cohesive community	<p>Wearable Art Mandurah was cancelled in 2020 due to funding reallocation and COVID-19 and its current format is being reviewed to better deliver strategic outcomes in 2021. Mandurah Arts Festival has been re-directed to help Mandurah's local creatives recover after COVID-19. CASM continued to offer support and professional development opportunities for local visual artists as well as facilitate workshops and deliver a program of exhibitions.</p> <p>Mandurah Community Museum engaged Extent Heritage Advisors to undertake an archaeological dig over three days in January, to explore beneath the floor in the Environment Gallery. The program also had three public engagement streams.</p> <p>The Mandurah Reader's and Writer's Festival was held in January, with 15 West Australian authors and illustrators presenting over four days at Seashells.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	5.1.4 Provide programs that embrace diversity	<p>Youth Development programs were designed to celebrate and support diversity from the development of young indigenous women through Young Yorgas, to providing unique experiences for young people, such as online gaming and tailored events such as art and sport through school holiday programming.</p> <p>Embracing diversity is at the core of arts and culture delivery ensuring that people of all races, ages, abilities and backgrounds are offered opportunities to be involved in arts events and programs at every level.</p> <p>Community audio descriptors were developed to accompany the Wearable Art exhibition in CASM. Chorus clients entered a garment as well as Aysha Vale, a little girl with Downs Syndrome. Nang van Nguyen, a local para-athlete modelled and performed a garment made to fit his basketball wheelchair. Our local Bindjareb community was represented on stage along with ethnically diverse performers.</p>
	5.1.5 Ensure the City's procurement practices are inclusive	The Regional Price Preference Policy was endorsed by Council and implemented. The Buy Local Procurement Policy was endorsed by Council, requiring staff to engage local businesses for quotes for under \$250k.
<b>5.2 Embrace Mandurah's identity as a multicultural community</b>	5.2.1 Implement and review the Reconciliation Action Plan 2018-2020	<p>The Reconciliation Action Plan 2019 -2020 – the City's third – was endorsed by Council and Reconciliation Australia.</p> <p>During COVID-19 the City worked closely with the Mandurah Aboriginal community, including assisting with emergency relief, improving access to technology through schools and providing improved localised health information</p>
	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. 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. The City supports Peel Multicultural Association through partnership Grants and Community Grants.

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	5.2.3 Continue to promote Mandurah as a dual-language (English and Indigenous) location	<p>The City's rebranding resulted in four City-owned buildings being renamed with dual language:</p> <p>Billy Dower Youth Centre – <i>Moorditj Mia</i>  Administration Building – <i>Yoolin Mia</i>  Council Chambers – <i>Boordiya Mia</i>  Mandurah Seniors and Community Centre – <i>Danjoo Kaadadjan Mia</i></p> <p>A further seven of the City's buildings have been identified for renaming.</p>
	5.2.4 Celebrate and promote our natural, Indigenous and European history	Youth Development actively promoted cultural identity through sourcing indigenous facilitators to deliver art, language and other cultural workshops, celebrating NAIDOC to support young people's pride in culture and country and the Mandjoogoordap area.
<b>5.3 Promote Mandurah's identity as a unique regional city, based on its waterways, history and future vision</b>	5.3.1 Continue to work with regional stakeholders on issues of regional significance	The City continued to play an active role in the Peel Alliance to drive/address issues of significance.
	5.3.2 Promote and advocate for formal recognition of Mandurah's regional city status	An Advocacy Framework was developed and this issue will be considered accordingly.
	5.3.3 Advocate for restoration of the regional service delivery model to Mandurah and the Peel region	<p>An Advocacy Framework was developed and this issue will be considered accordingly.</p> <p>Mandurah is once again a Regional District Office for WA Police and a Superintendent and three Inspectors are based here.</p>
	5.3.4 Review the City's brand to ensure it is consistent with the aims and aspirations of the community	The brand strategy was approved by Council in December 2019 and was due to launch in May 2020, however with COVID-19 the launch was delayed until a suitable date. The launch is planned for July 2019 which includes a refreshed website, brand and dual naming of four key city buildings including the Council Chambers, Administration Building, Billy Dower Youth Centre and the Mandurah Seniors and Community Centre. The brand will continue to roll out as new assets are acquired or need replacing.

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<p><b>5.4 Become known as a city and destination for events, arts, heritage and culture</b></p>	<p>5.4.1 Ensure strategies and programs are in place that enhance the City's arts, heritage and culture</p>	<p>The Mandurah Arts Festival was held over three weekends in the City Centre, themed on place, people and stories. 87 community members participated in the Faces of Mandurah project, which was installed along the new bridge wall. A Rogue Forrest was established in Tuckey Lane and paired with a Top of the Terrace event featuring local musicians. Local Musicians also performed in the free family-friendly Musical Fruit event at Keith Holmes Reserve.</p> <p>Wearable Art was embedded into the community with a site-specific travelling parade, delivered in partnership with WA Opera and Metro Modelling agency. Prior to COVID-19 entries for the 2020 Wearable Art program had been received, with 11 from international artists and 21 from interstate.</p> <p>The Courtroom Gallery of Mandurah Museum was officially opened and nominated for a Museum and Galleries Australia National Award (MAGNA). Mandurah heritage was explored further in the Archaeological Dig undertaken between the Old Schoolroom and the old Police Station Cells on the Mandurah Museum site.</p> <p>The Mandurah Readers and Writers Festival was held over four days in January with 16 authors delivering presentations, panel discussions and workshops.</p>
	<p>5.4.2 Continue to promote the development of local arts, culture, heritage, music and creative activity</p>	<p>Local creative and heritage activity continues to be supported through the City with the 2020 Readers and Writers festival being held in January, art exhibitions in CASM and an Archaeological Dig at the Mandurah Museum.</p>

# Organisational Excellence

An organisation that leads, serves and provides for its community

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>6.1 Demonstrate regional leadership and advocacy</b>	6.1.1 Build strong leadership capabilities within Council	A Talent Strategy was rolled out and succession put in place for key roles. The Talent and Succession System in OneCouncil (the City's Enterprise Resource Planning system) to be configured in 2021.
	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 Alliance, the City helped develop a regional advocacy platform, outlining local and regional priorities ahead of the State election.
	6.1.3 Advocate on behalf of the community	Ongoing advocacy was undertaken broadly with State Government seeking improved outcomes in education, law and order, domestic violence, multiculturalism, Aboriginal affairs, youth outcomes, and homelessness and housing. The City also developed an advocacy strategy aligning with the Strategic Community Plan.
<b>6.2 Listen to and engage with our community</b>	6.2.1 Have a community that actively engages with the City and its decision-making	<p>There are a number of different levels of engagement with our community. The City actively follows the IAP2 principles for engagement across our projects through to the place-based model which increases our level of connection and engagement with community members.</p> <p>Broadly across Community Development, the focus is shifting from working for the community to working with the community, with an emphasis on community led initiatives. This includes the Mandurah Mental Health initiative, funded by WAPHA.</p>
	6.2.2 Communicate with our community and partners in mediums that suit their needs	The City has a strategic communications plan as well as individual project/initiative communications plan. This ensures the City communicates with our community and other stakeholders in the channels that suit their needs across all digital and off-line platforms. This includes but is not limited to website, social media, radio, cinema and print.

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<p><b>6.3 Ensure the City has the capacity and capability to deliver appropriate services and facilities</b></p>	<p>6.3.1 Develop and deliver appropriate services and associated quality of service to serve the needs of the community</p>	<p>The recommendations of the Community Development Review focused on establishing a team that has the skills and capacity to meet the needs of the community through the delivery of appropriate services and facilities. This, in conjunction with the formal and informal feedback received by Library &amp; Heritage Services, feeds into the development and delivery of programs, the maintenance of facilities and the delivery of services. The establishment of the Vulnerable Communities project structure illustrates how the integration of feedback into service delivery meets the needs of the community,</p> <p>Complementing the service delivery is the provision of continuous professional development, including Spydus training and Leadership Training, to build, establish and maintain staff capacity.</p>
	<p>6.3.2 Use technology to support transformation within Council and proactively address community needs</p>	<p>The City invested in a new Enterprise Resource Planning solution. This will cover core enterprise systems including Finance, Human Resources, Payroll and assets in the first phase.</p>
	<p>6.3.3 Embrace sustainable asset management practices for managing the built environment</p>	<p>Asset Management Strategy entered a review phase with Asset Management Working Group involvement.</p> <p>OneCouncil was aligned with financial allocations to assets, providing a greater understanding of the City's assets and allowing for the informed update to the City's Asset Management Plans. This will filter sustainable asset management practices across the organisation.</p>
<p><b>6.4 Deliver excellent governance and financial management</b></p>	<p>6.4.1 Continually improve business practices to remove barriers and ensure quality matches the needs of the community</p>	<p>Phase 1 of the ERP implementation included finance, HR and payroll, works orders, and asset management. The re-design of processes as part of the project will make a significant contribution to both productivity and efficiency. Phase 1 was due for implementation on July 1 but was postponed to October 1 due to COVID-19.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
	6.4.2 Meet all governance standards and legislative requirements	<p>The following were developed and delivered:</p> <p>Strategic Internal Audit Plan 2020-2023, Operational Internal Audit Plan 2020/21, Internal Audit Manual and establishment of Internal Audit function.</p> <p>Risk Management Framework and Council Risk Policy.</p> <p>Regulation 17 Audit on governance, risk and internal control and ongoing implementation of recommendations.</p> <p>Council Policy Plan (new) and development of new policies and prioritised by Elected Members.</p> <p>Review of Delegations of Authority and implementation of more efficient processes.</p> <p>Detailed Elected Member Induction Program.</p> <p>Extensive procurement and probity education training program for City employees.</p> <p>Supported the organisation during COVID-19 for contract management and contract variation.</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 2018/2019 Annual Report was released in early 2020, showing progress towards objectives of the City's current Corporate Business Plan.</p> <p>The City commenced reporting on the Strategic Community Plan 2020-2040 in the 3rd Quarter of 2019/20.</p>
	6.4.5 Manage the organisation's risk	<p>Risks have been identified and risk action plans put in place. Reports on the City's risk profile and corporate risk action plans were reported to the City's Audit and Risk Committee.</p>

OBJECTIVES	STRATEGIES	STATUS AS AT 30 JUNE 2020
<b>6.5 Build and retain a skilled, motivated and healthy workforce</b>	6.5.1 Develop a flexible, capable and engaged workforce that meets the changing needs of the community	The 2019/20 Talent Strategy identified talent and successors for future advancement.
	6.5.2 Build strong leadership capabilities within the City of Mandurah	Succession plans were developed, and rotational opportunities are building knowledge and capability. Work commenced on the new talent and succession framework and OneCouncil module.
	6.5.3 Provide a safe working environment by implementing an Occupational Safety and Health Plan	The 2020 LGIS OSH Audit produced a result of 82% against a target of 80%.
	6.5.4 Develop a shared focus on accountability and performance	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.  Quarterly reporting of accountabilities is in place and annual reporting to the community takes place via the Annual Report.



# Service Performance



**1,900,331**

Household refuse bins collected



**857,056**

Household recycling bins collected



**2,081**

Building applications approved



**30,000**

Native seedlings planted at community tree planting events

## Connecting with our community

Number of customer service counter visits 35,270

Telephone calls to customer service 74,617

Calls resolved at first point of contact (contact centre) 84.6%

Calls answered within 20 seconds 76.8%

Items borrowed from Mandurah libraries 343,657

New library members 3,818

Active library members 29,417

Number of digital hub training participants 481

Library visits 240,678

eBook, eAudio and eMagazine issues 60,800

Mandurah Seniors and Community Centre members 1,928

Tonnes of household waste collected (tonnes) 30,415

Tonnes of household recyclables collected (tonnes) 8,681

Tonnes of green waste collected over two verge collections (tonnes) 2,968

Tonnes of junk collected in one junk verge collection

1,594 tonnes (plus 542 tonnes of scrap metal)

Waste collected from street and park bins (tonnes)

1,423

Reported dog wanders

2,323

Reported dog attacks

328

Number of burials

65

Ashes niche placements

46

Private swimming pool and spa inspections

2,023

Food premise inspections

1,054

Water sample collections (swimming beaches)

144

Water sample collections (public swimming pools)

760

Seniors and Community Centre Visits

82,679

Recreation centre visits

725,782

Recreation centre health and fitness members

3,709\*

Swim school enrolments

3,329\*\*

Kidsport applications processed

1,020

*\*Please note all memberships were suspended from 23rd March and will be taken off suspension on 20th July 2020*

*\*\* No term 2 2020 registrations due to COVID*

## Five Year Summary

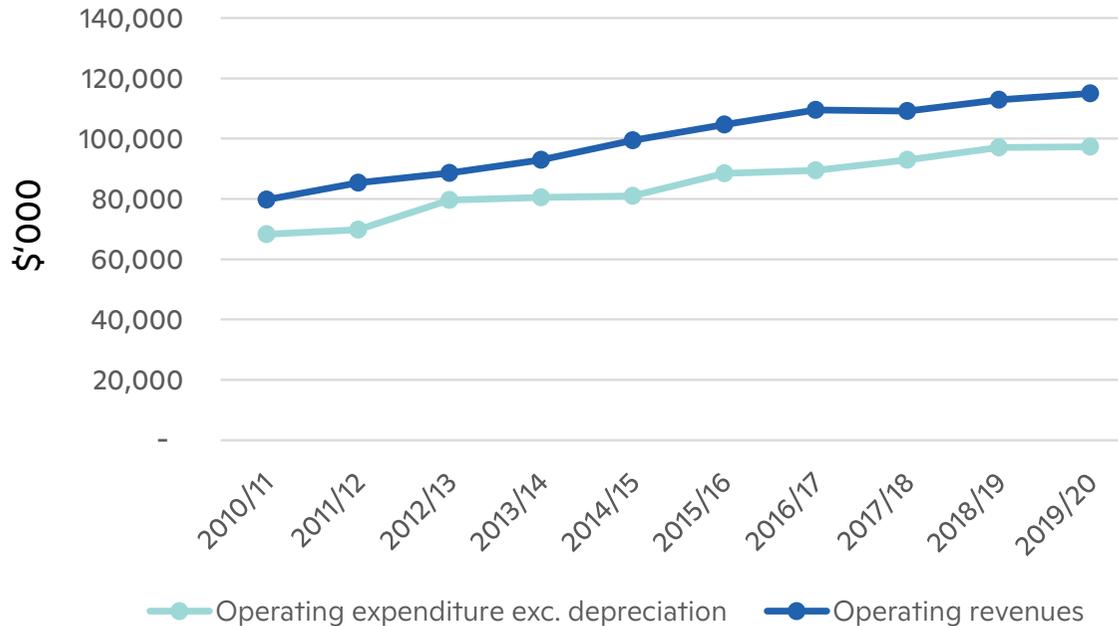
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Post transaction customer satisfaction	90%	89%	92%	94%	91%
First point of contact resolution rate	69.0%	73.5%	81.6%	82.4%	84.6%
Speed of answer % within 20 seconds	75.4%	71.6%	71.6%	71.9%	76.8%
FOI valid applications received and completed	5	4	3	3	2
Development applications % processed within statutory time frame	96%	99.5%	98%	95%	94%
Subdivisions applications % processed within statutory time frame	100%	98%	96%	98%	97%
Building licences % processed within statutory time frame	100%	100%	100%	100%	100%

## Year on Year Growth

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Number of library visits	336,029 -5.1%	308,808 +8.1%	355,464 +15.1%	335,041 -5.7%	240,678 -28.2%
Number of annual visitations to the MARC	687,853 +130.4%	852,576 +23.9%	874,592 +2.6%	877,166 0.3%	658,410 -24.9%
Number of annual visitations to the HHCRC	126,018 +9.9%	120,784 -4.2%	99,302 -17.8%	96,858 -2.5%	67,372 -30.4%
Number of Mandurah Seniors and Community Centre (formerly Ac-cent Mandurah) members (Membership year ends 30 Sep)	1,958	2,080 +6.2%	2,074	1,996 +1.2%	1,928 -3.4%

# Financial Management

## Operating Revenues and Expenditure



The City's balance sheet shows a strong financial position. Debt levels, and the ability to service that debt 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 unqualified audit reports). Regular discussions are held with the Audit and Risk Committee, which oversees the critical areas of finance, governance 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 adopted a long term financial plan in March 2020. 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. It also sets out the City's path to improvement in all reportable financial ratios.

## Financial Ratios

	2020 Actual	2019 Actual	2018 Actual
Current ratio	0.72	1.05	1.11
Asset consumption ratio	0.72	0.73	0.73
Asset renewal funding ratio	1.06	1.08	1.42
Asset sustainability ratio	0.45	0.61	0.54
Debt service cover ratio	2.67	2.77	2.25
Operating surplus ratio	(0.16)	(0.17)	(0.09)
Own source revenue coverage ratio	0.82	0.82	0.87

### **Current Ratio (Current assets - restricted assets/Current liabilities - liabilities associated with restricted assets)**

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

### **Operating Surplus Ratio (Operating revenue minus operating expense/ Own source operating revenue)**

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

### **Asset Sustainability Ratio (Capital renewal and replacement expenditure/Depreciation)**

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

### **Debt Service Cover Ratio (Annual operating surplus before interest and depreciation/Principal and interest)**

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

### **Asset Consumption Ratio (Depreciated replacement cost of depreciable assets/Current replacement cost of depreciable assets)**

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

### **Asset renewal funding ration (NPV of planned capital renewals over 10 years/NPV of required capital expenditure over 10 years)**

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

### **Own source revenue coverage ration (Own source operating revenue/ Operating expense)**

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

# Asset Management

## Asset Management Strategy

The City's Strategic Management 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.

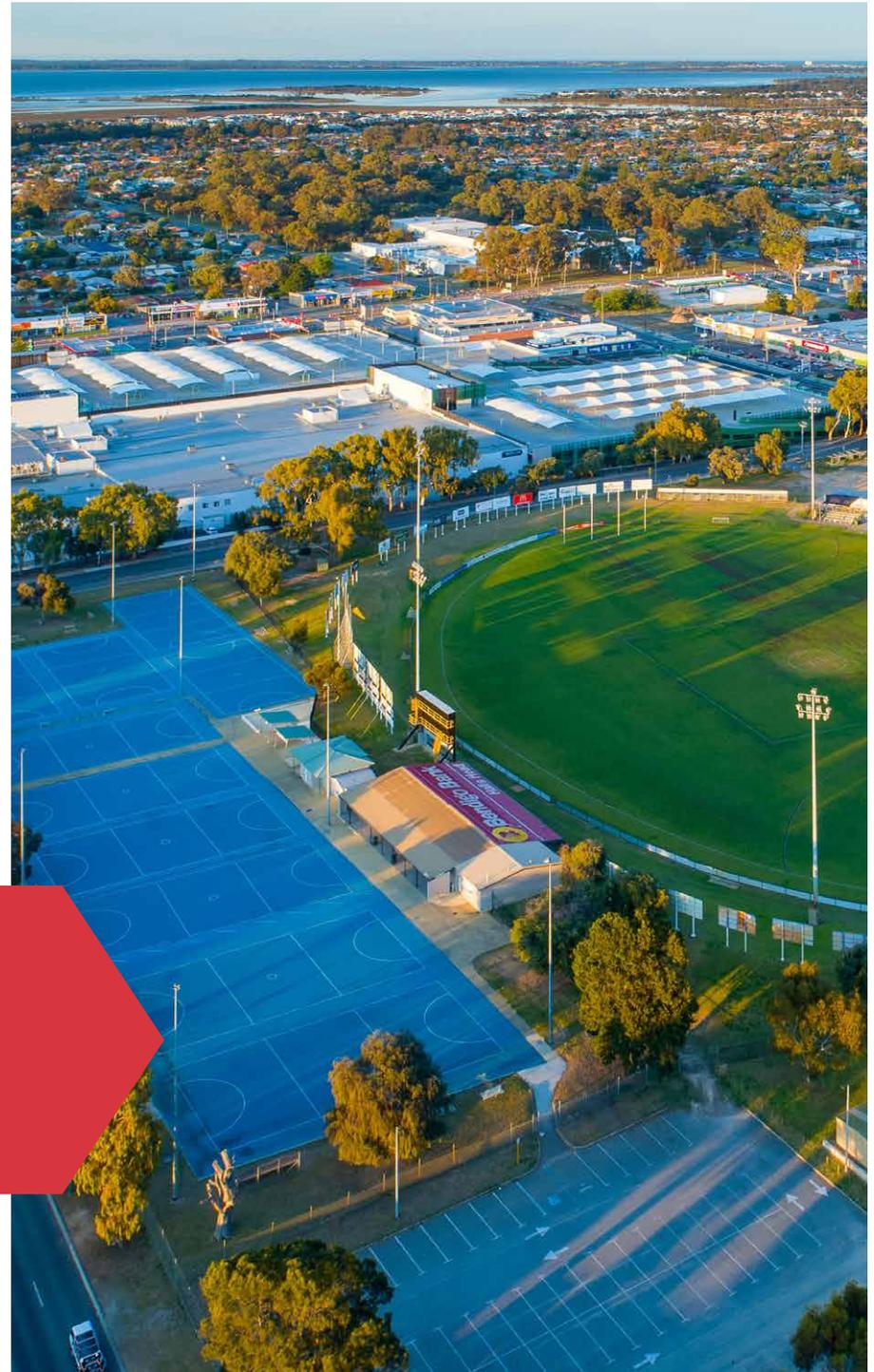
The Improvement Plan actions identified in the Asset Management Strategy will guide the activities of the asset management team in prioritising and resourcing to ensure infrastructure assets in the City's asset portfolio are managed according to community and projected demands.

## Asset Management in Practice

The City's asset management activities include:

- A three to five 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 2021.



# Awards & Recognition

The City is proud to be recognised for achievements in various fields and acknowledges the benefits these projects bring to the Mandurah community.

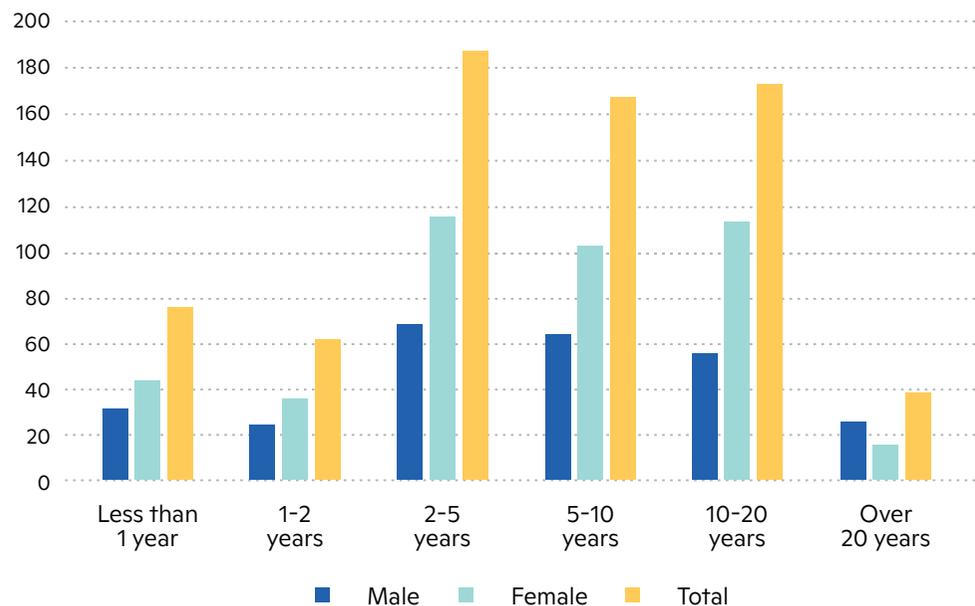
## Awards received during 2019/20 included:

- The City's decade-long commitment to water-saving efforts was recognised at the WA Local Government Convention in August 2019. As part of the award, the City received a commemorative bench seat which was installed at the Meadow Springs Sporting Facility.
- City was Highly Commended in the Local Government category at the 2019 Resilient Australia Awards for the Prepare the Peel Tourism Project.
- The 2018 Australasian Police & Emergency Services Games received an Award for Excellence (Major Events category) at the Parks and Leisure Australia National Conference in October 2019.
- City's Health Services team received the Environmental Health Local Government Team of the Year at the Environmental Health Australia WA Conference in September 2019.
- The Channel 7 Mandurah Crab Fest was inducted into the Perth Airport WA Tourism Awards Hall of Fame in November 2019. The event was inducted after winning Gold in the Major Festivals and Events category for three consecutive years.
- Mandurah celebrated 30 years of City status in April 2020.

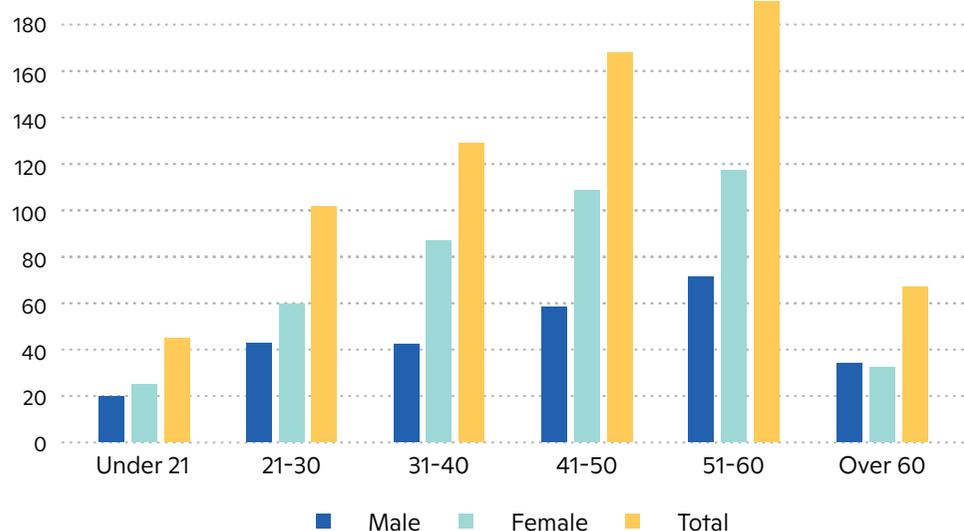


# Staff Profile

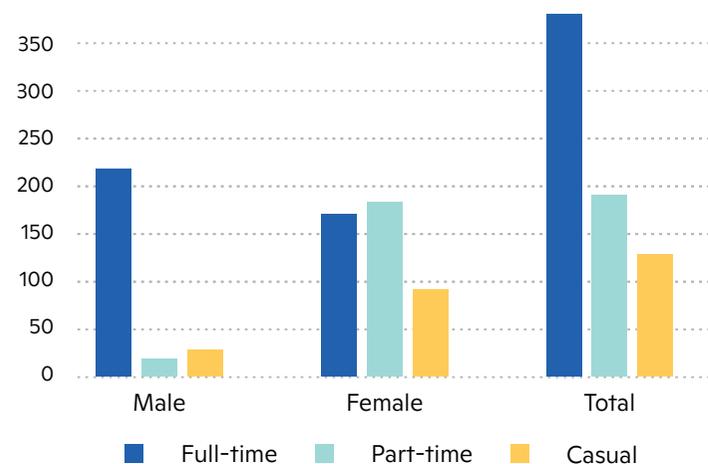
## City of Mandurah Employees by tenure 2019/2020



## City of Mandurah Employees by age 2019/2020



## City of Mandurah Employees 2019/2020\*



## City of Mandurah Employee salaries 2019/2020

Salary Range	No of Employees	
	2018/2019	2019/2020
\$100,000 - \$109,999	21	26
\$110,000 - \$119,999	11	13
\$120,000 - \$129,999	8	4
\$130,000 - \$139,999	2	-
\$140,000 - \$149,999	1	5
\$150,000 - \$159,999	-	3
\$160,000 - \$169,999	4	1
\$170,000 - \$179,999	-	2
\$180,000 - \$189,999	-	2
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	2	-
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	-	1
\$240,000 - \$269,999	-	-
\$270,000 - \$279,999	1	1

# Occupational Safety and Health

The City is now operating under our second 3-Year Strategic OSH Plan which was developed alongside the 2018 LGIS Worksafe Plan Audit outcomes and known legislative requirements. The 2019-2020 OSH performance is reflective of the considerable work completed within the City.

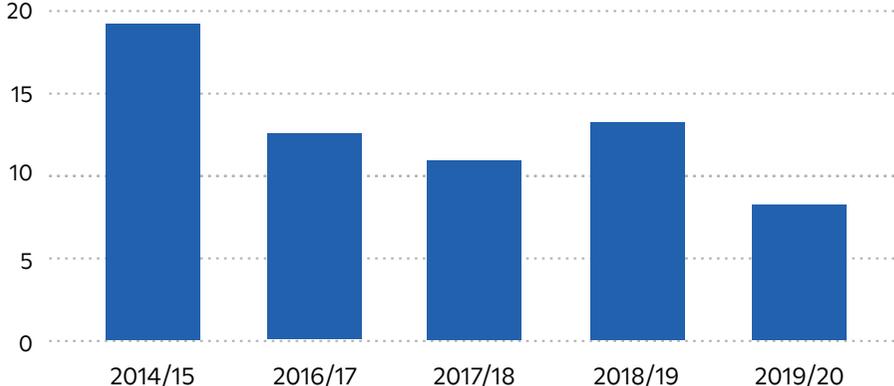
**Some of the 2019-2020 OSH highlights included:**

In June 2020, Local Government Insurance Services (LGIS) were engaged to conduct an assessment into the City’s Occupational Safety and Health (OSH) management systems. The assessment is scored against five elements and the final score received by the City was 82% which represents a LGIS Silver Diligence in Safety Award.

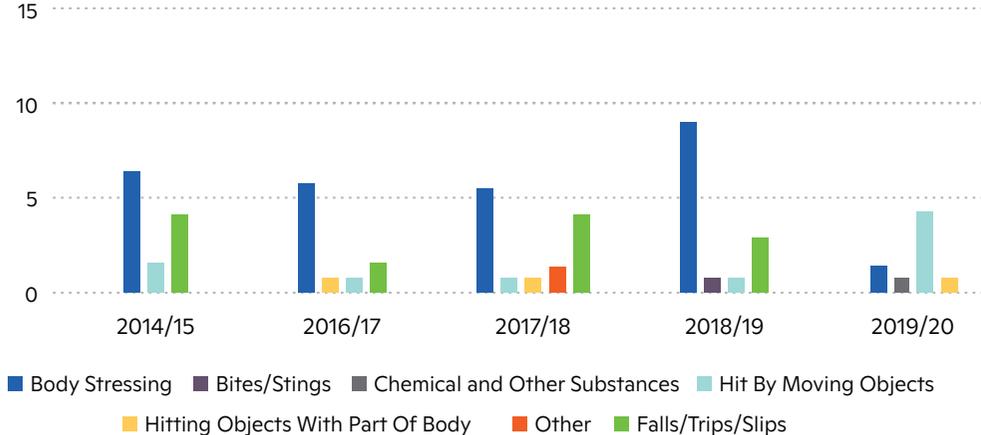
During COVID-19 shutdown the COVID-19 New Normal Back to Work Plan was created to assist the City to re-open safely. The plan was developed referencing Worksafe and WA Health Department requirements and was utilised by City employees to implement relevant actions to ensure compliance with legislation.

Significant improvements have occurred in the City’s OSH performance in 2019/20

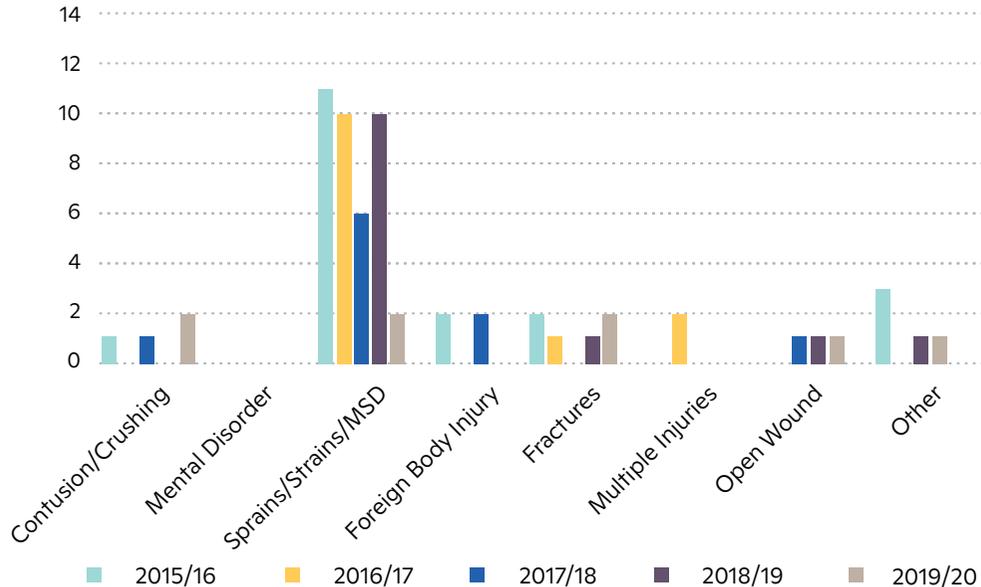
**Lost time injuries - last five years**



**Cause of lost time injuries - last five years**



**Nature of lost time injuries - last five years**



## **Image credits**

*Page 1: 2019 Mandurah Christmas Pageant*

*Page 2: Mandurah Arts Festival Launch Event 2019*

*Page 3: Summer in Mandurah, Top of the Terrace 2019*

*Page 5: Visit Mandurah and Russell Ord Photography*

*Page 19: Visit Mandurah and Russell Ord Photography*

*Page 13: City of Mandurah Waterfront Project, City Centre Masterplan*

*Page 44: Rushton Park Netball Courts and Footy Oval*

*Page 45: Perth Airport Tourism Awards, Crab Fest Hall of Fame Induction*



**CITY OF  
MANDURAH**

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