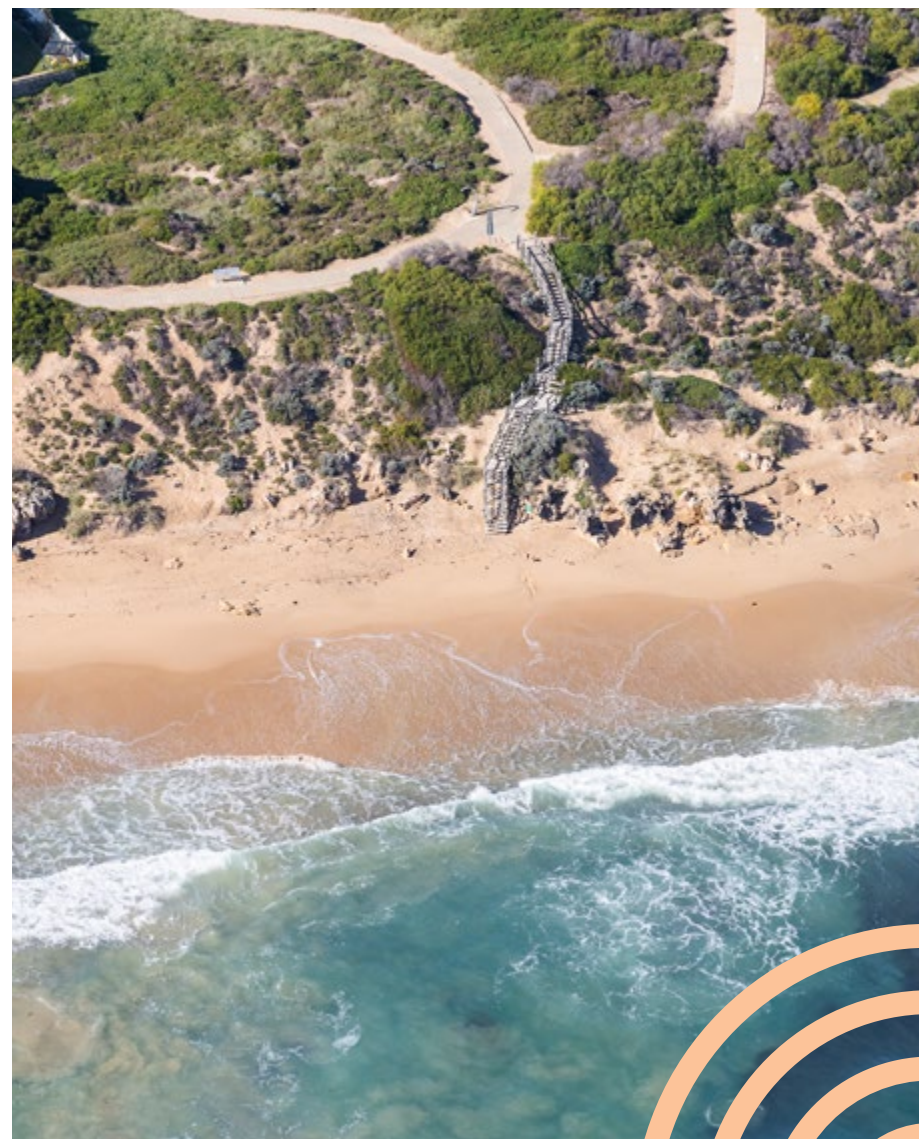




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*For detailed 'Financial Statements' please visit www.mandurah.wa.gov.au
Alternate formats of this Annual Report are available upon request.*



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



Land area in square kilometres	173.5km ²
Land area in hectares	17,350ha
Coastline	51km
Distance from Perth	72km
Time by car from Perth	50 mins – 1 hr
Time by train from Perth	48 mins
Population*	88,080
Number of households**	37,774
Population per square kilometre	507.7
Households per square kilometre	217.7
Total length of roads	742.52kms
Total length of canal waterways	22km approx.
Number of bridges (including footbridges)	27
Bridges managed by other agencies	13
Paths	581.42kms
Foreshore Area – Developed	83.6716Ha
Area used for Recreation	348.7Ha
National Parks: Yalgorup, Peel Regional Park, Creery Island, Channel Island	
Parks and Reserves	611
Playgrounds	137

*ABS; Regional Population Growth, Australia - released 30/03/2021)

**idCommunity; City of Mandurah Population Forecast

Message from the Mayor and CEO



Rhys Williams, Mayor and
Mark Newman,
Chief Executive Officer
City of Mandurah

This year, great strides have been taken and milestones reached on a number of exciting projects in Mandurah, all aimed at transforming Mandurah into the future, and making Mandurah an even better place to live, work and visit.

We have been building on the solid foundations laid for our Transform Mandurah plan, a strategic economic plan to create the right kind of jobs for current and future residents by diversifying our economy. The vision for Transform Mandurah is all about attracting new investment into the city over the next decade, and addressing structural unemployment both for today, and for future generations.

This bold and fresh comprehensive economic diversification plan has well and truly been set into motion, with the city seeing some great new developments in recent times, including the \$22 million Mandurah Waterfront project.

It's great to see our community and visitors enjoying the revitalised foreshore and City Centre spaces, including the Western Foreshore Skate Park and recreation area, which have become a much-loved hive of activity.

The impressive circular Estuary Pool on the Eastern Foreshore is nearing completion, and a world-class Play Space for the young and young at heart is being constructed. The Smart Street Mall is also undergoing a massive facelift, creating an adaptable, pedestrian focused and activated street.

These new spaces give people another reason to visit Mandurah and enjoy everything on offer.

Another highlight of this year is the progress that's been made on our Advocacy Framework, helping us to prioritise what to advocate for and how. The Framework allows us to have a broader strategic approach towards advocacy, and ensure that it's achieved in the most transparent and accountable way, and of course has the greatest chance to realise positive change. If we are to achieve what we want to for Mandurah's future, in line with the City's 20-year Strategic Community Plan, this Framework will help us to get there in partnership with our community, our partners and all levels of government.

We're also very proud of the work that's been done hand in hand with our community services sector to tackle the complex issue of homelessness in Mandurah.

In May, the new Mandurah Homelessness and Street Presence Strategy (2021-2023) was launched, which was a collaborative partnership between the City and our dedicated community services sector to support homeless and street present people in the city.

The Strategy aims to break the cycle of homelessness for up to 80 people currently living rough in Mandurah, and support vulnerable people in the community. People experiencing homelessness shared their lived experiences to help inform the three-year Strategy, which focuses on four main objectives; accessible accommodation, effective support systems, meaningful systemic change, and ensuring safety and security.

The City has also partnered with St Patrick's Community Support Centre in awarding a two-year Assertive Outreach Trial service to help address homelessness. This project was two years in the making, with St Pat's working one on one with rough sleepers, street present and homeless people in Mandurah.

All of these initiatives, and many more either underway or in the pipeline, are working towards the Mandurah we want for the future, and underpin the essence of our vision – woven by waterways, a city with a village heart.



Elected Members

Committees and Advisory Groups July 2020 - June 2021



Mayor Rhys Williams

- Committee of Council
- Audit and Risk Committee
- City of Mandurah Convention Scholarship Assessment Panel
- Mandurah Matters Steering Group
- Metro Outer JDAP (06/2021)
- Peel Regional Leaders Forum
- Reconciliation Action Plan Steering Group
- South West Regional Road Group
- Strategic Economic Advisory Group
- Strategic Finance Working Group
- Strategic Street Present and Homeless Working Group
- WALGA: Peel Country Zone
- Waste Management Alliance Board



Councillor Caroline Knight, Deputy Mayor
North Ward

- Committee of Council
- Audit and Risk Committee (Deputy)
- Australia Day Awards Selection Panel
- Coastal Hazard Risk Management Adaptation Planning Steering Committee
- Kids Teaching Kids: School Selection Panel
- Mandurah Environmental Advisory Group
- Mandurah Matters Steering Group
- Metro Outer JDAP
- Murdoch University Undergraduate Nursing Scholarship Selection Panel
- Peel Harvey Biosecurity Group
- Peron Naturaliste Partnership
- Strategic Finance Working Group
- WALGA: Peel Country Zone



Councillor Peter Jackson
North Ward

- Committee of Council (Chairperson)
- Audit and Risk Committee (Chairperson)
- Australia Day Awards Selection Panel
- Mandurah Liquor Accord
- Restart Mandurah Community Grants Fund Panel
- Strategic Street Present and Homeless Working Group



**Councillor
Ahmed Zilani**
North Ward

- Committee of Council
- Audit and Risk Committee
- Access & Inclusion Advisory Group
- Kids Teaching Kids: School Selection Panel
- Mandurah Matters Steering Group
- Restart Mandurah Community Grants Fund Panel
- Rivers Regional Council (Deputy)
- Strategic Street Present and Homeless Working Group



**Councillor
Merv Darcy**
Coastal Ward

- Committee of Council
- City of Mandurah Sports award
- Local Emergency Management Advisory Committee
- Mandurah Bushfire Advisory Committee
- Mandurah Community Museum Advisory Group
- Metro Outer JDAP (Alternate Member 2)
- Peel Mosquito Management Group
- Rivers Regional Council



**Councillor
Candice
Di Prinzio**
Coastal Ward

- Committee of Council (May – Oct 2021)
- Australia Day Awards Selection Panel
- Mandurah Matters Steering Group
- Peel Mosquito Management Group



**Councillor
Jenny Green**
Coastal Ward

- Committee of Council
- 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
(Oct 2005 – Jan 2021)**

*Resigned
effective 19 Jan
2021*

- Executive Committee
- Audit and Risk Committee (Deputy)
- Australia Day Awards Selection Panel
- City of Mandurah Sports award
- Metro Outer JDAP
- Rivers Regional Council (Deputy)



**Councillor
Don Pember**
East Ward

- Committee of Council
- Audit and Risk Committee (Deputy)
- 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
- Strategic Finance Working Group



**Councillor
Lynn Rodgers**
East Ward

- Committee of Council
- Australia Day Awards Selection Panel
- Mandurah Environmental Advisory Group
- Reconciliation Action Plan Steering Group
- Restart Mandurah Community Grants Fund Panel
- Strategic Street Present and Homeless Working Group



**Councillor
Matt Rogers**
Town Ward

- Access & Inclusion Advisory Group (Deputy)
- Mandurah Community Museum Advisory Group
- Mandurah Matters Steering Group
- Metro Outer JDAP (Alternate Member 1)



**Councillor
Peter Rogers**
Town Ward

- Committee of Council
- Audit and Risk Committee
- Mandurah Matters Steering Group
- Mandurah Performing Arts Inc Board
- Reconciliation Action Plan Steering Group
- Rivers Regional Council (Deputy)
- Strategic Finance Working Group
- WALGA AGM Voting Delegate (Deputy)



**Councillor
Dave
Schumacher**
Town Ward

- Restart Mandurah Community Grants Fund Panel

Gender, linguistic background, country of birth and age of council members

No. of male members	9
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No. of female members	4
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No. of members who speak a language other than English (1 Dutch; 1 Bengali)	2
---	---

No. of members born outside Australia	6
---------------------------------------	---

(2 New Zealand, 2 UK, 1 Guernsey Channel island, 1 Bangladesh)

No. of members aged:	
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25 - 34	3
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35 - 54	0
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55 - 64	3
---------	---

> 64	2
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Age not disclosed	2
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No. of members who identify as Aboriginal or Torres Strait Islander	0
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Please note that the data for three Elected Members was not available for inclusion.



Council Meeting Elected Member Attendance

1 Jul 2020 - 30 Jun 2021

Elected Member	Council Meeting	Special Council Meeting	Audit & Risk Committee	Committee of Council Mar - Jun 2021	Executive Committee Jul - Oct 2020
Total Meetings / Year	12	3	4	4	2
Mayor R Williams	12	3	4	4	2 (Chairperson)
Councillor M Darcy	12	2	-	3	-
Councillor C Di Prinzio	10	2	-	2 (2)* (From 27/04)	-
Councillor J Green	12	3	3	3	1
Councillor P Jackson	12	3	4 (Chairperson)	3 (Chairperson)	-
Councillor C Knight	11	3	4 Deputy from 20/01	4	2
Councillor D Lee <i>(Resigned as at 19/01)</i>	6 (7)*	0 (2)*	0 (2)* Deputy to 19/01	-	0
Councillor D Pember	12	3	0 (Deputy)	4	2
Councillor L Rodgers	11	2	-	2	0 (Deputy)
Councillor M Rogers	8	1	-	1	0
Councillor P Rogers	12	3	4	4	2
Councillor D Schumacher	11	3	-	3	-
Councillor A Zilani	12	3	3	4	2 (Deputy)

*Bracketed numbers refer to number of meetings the Elected Member was eligible to attend

Elected member conduct

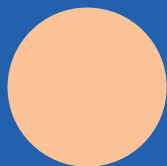
Section 5.121 of the Local Government Act 1995 requires a local government to maintain a register of complaints that result in an action dealing with a minor breach. There were no complaints recorded in the register of complaints during the reporting period.

No remuneration or allowances were paid by the City of Mandurah under Schedule 5.1, clause 9 of the Local Government Act 1995 during the financial year.

No payments were made to the City of Mandurah under section 5.110(6)(b)(iv) of the Local Government Act 1995 during the financial year.



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 line with the requirements of the Western Australian Government's Integrated Planning and Reporting Framework (IPRF), the City undertook a major review of its 20 Year Strategic Community Plan during the 2019/20 financial year. The Strategic Community Plan 2020-2040 was formally adopted by Council at its meeting in March 2020 and effective from the 2020/2021 financial year.

Extensive community engagement was undertaken when reviewing the Strategic Community Plan, and during this process there were some clear themes that developed. The themes were economic, social, health and environment, and underpinning these themes the fifth key focus area is Organisational Excellence which reflects how we do business. These five key focus areas drive the Strategic Direction of the City.

City officers subsequently finalised the next stage of the IPRF process, which involves the development of the City's 4 Year Corporate Business Plan. The Corporate Business Plan lists the City's priority projects, initiatives and actions that will be undertaken over the next four years in response to identified community priorities.

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 2020-2021 will provide an update of the City's achievements against the Corporate Business Plan 2020-2024 which was developed from the Strategic Community Plan 2020-2040. The objectives in both plans focus on five key areas; Economic, Health, Social, Environment, and Organisational Excellence.

For each of the identified objectives under the key focus areas, projects/initiatives have been identified in the Corporate Business Plan 2020-2024. 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 and projects/initiatives undertaken for each key area and our progress to date. The Annual Report 2020-2021 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

Economic	Social	Health	Environment	Organisational Excellence
Promote and foster business investment aimed at stimulating economic growth	Facilitate safe neighbourhoods and lifestyles by influencing the built form through urban design	Facilitate and partner with key service providers including State and Federal Government to ensure health outcomes are aligned with community needs and expectations	Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all strategy development and decision making	Demonstrate regional leadership and advocate for the needs of our community
Facilitate and advocate for sustainable local job creation and industry diversification	Promote a positive identity and image of Mandurah and the contributions of its youth	Advocate for and facilitate the provision of a technologically advanced, quality health care system in Mandurah	Protect and manage our local natural environment and ensure that our actions to manage land based assets don't adversely impact our waterways	Listen to and engage with our community in the decision making process
Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability	Facilitate opportunities that promote community led initiatives and build local capacity and capability	Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community	Create opportunities for our community to celebrate and preserve our local natural environment	Build and retain a skilled, agile, motivated and healthy workforce
Advocate for and facilitate opportunities for improved pathways to education and learning outcomes in Mandurah	Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging	Provide quality health and wellbeing programmes and services that target whole of life health from infants to seniors	Educate our community on global environmental sustainability issues and demonstrate leadership in the field	Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management
Leverage partnerships with key stakeholders to achieve improved economic outcomes with due consideration to environmental impacts	Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in	Promote the importance of a healthy, active lifestyle and the role the natural environment plays in preventative health, within our community	Partner and engage with our community to deliver environmental sustainability outcomes	Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values
	Advocate for and facilitate the provision of diverse and environmentally sustainable places and spaces for people to enjoy an inclusive and active lifestyle			

Focus for 2021 – 2022



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:

- Progress Waterfront project including the completion of Western Foreshore Play Space, and Stage 1 and 2A Smart Street Mall
- Progress the Transform Mandurah group of projects including the development of Yalgorup National Park Project Plan, Western Foreshore Commercial Site EOI and City Centre Master Plan and Parking Plan

SOCIAL:

- Develop a contemporary Community Safety and Crime Prevention Strategy
- Develop a Place Framework to continue to build community capacity through empowering neighbourhoods
- Continue the development of an Arts, Culture and Heritage Strategy

HEALTH:

- Continue to implement the Public Health Plan
- Develop and implement a Public Open Space upgrade program

ENVIRONMENT:

- Develop an Environmental Strategy as an overarching plan to guide the delivery of our environmental objectives, including the development of an action plan to prioritise and resource the delivery of the Strategy
- Develop Strategies for Bushland Protection and Pathogen Management as part of the Greening Mandurah Framework, including the review of the Bushland Management Strategy and development of a Pathogen Management Strategy

ORGANISATIONAL EXCELLENCE:

- Go live with phase 2 of the Working Smarter project
- Implement three Productivity Improvements (Service Level Reviews) in accordance with the Framework agreed to by Council





2020 – 2021 Performance Highlights

ECONOMIC

Advocacy Framework and priorities endorsed

The Advocacy Framework and the 2021 Advocacy Priorities List were endorsed by Council in January 2021. The Framework guides the City and Council on what to advocate for and how, as well as helping to ensure the City's approach to advocacy is transparent, accountable and is delivered in a way that has the greatest chance to realise positive change.

The Framework provides a broader strategic approach for the City's advocacy priorities and efforts, ensuring key priorities and outcomes are identified and achieved for the community. It is also aligned with the vision of the City's 20-year Strategic Community Plan, and assists Council to prioritise the purpose, nature and scale of its advocacy efforts to achieve the Plan's objectives which were shaped by the local community.

The Advocacy Framework was developed with input from Elected Members, who then worked with the City's Executive Management Team to create a list of advocacy priorities for 2021. Priorities included Transform Mandurah projects, a governance structure for the Peel-Harvey Estuary, clarity on the State waste strategy (FOGO vs Waste to Energy) and a Common Ground Housing model in Mandurah.

Mandurah Waterfront Redevelopment Project

The Waterfront Redevelopment Project is changing the face of the City Centre, delivering revitalised spaces for locals and visitors to enjoy for years to come. As well as creating new and refreshed places and spaces, the transformation of the City Centre, Waterfront spaces and Smart Street Mall is also geared towards attracting private investments and stimulating new opportunities for Mandurah's economy.

In Stage One of the project (which includes the Eastern and Western foreshores and Smart Street Mall) the circular Estuary Pool's seawall and floating pontoon curved jetty installation was completed. The remaining works included electrical, lighting, shelters, paving, furniture and landscaping.

The new Mandurah Skate Park at the Western Foreshore Recreation Precinct was officially opened to the public in December 2020, which was well used during the following summer months. New toilet facilities have also been completed.

Off-site works progressed on the new Play Space, and footings were installed for the 12-metre high play tower, which is inspired by the local Sheoak tree. Once completed, the Play Space will include a swing zone, climbing zone, sand and music play zones, balancing logs, a spinning carousel and a human hamster wheel. The exciting new play space will feature expansive canopy cover, incorporate natural materials including salvaged timbers from the Old Mandurah Bridge, and include physical, sensory, social and imaginary aspects of play.

Work on the \$2.5million Smart Street Mall upgrades continued including pedestrian paving, the installation of new concrete planters and other civil works, with the majority of construction expected to be completed by end of October. Designs for the Mall's shelter were completed, with installation likely to take place in early 2022. Once completed, the Smart Street Mall upgrades will deliver an adaptable, pedestrian focused and activated street. It will once again become an iconic Mandurah meeting place, with more opportunities for alfresco dining, parades and other activations (street performers, markets and events).

Concept development for Stage Two of the Waterfront Redevelopment started, which includes delivery of the remaining areas of the Eastern Foreshore. Further community engagement for this project will take place, and is set to be completed in 2023 in line with the approved funding arrangements.

The Mandurah Waterfront Project is being delivered as a joint initiative between City of Mandurah, State and Federal Government. \$10million has been committed by the State Government as part of its Plan for Peel and \$7million from the Federal Government. The City of Mandurah has contributed \$5million.

Western Foreshore Commercial Site

A project plan for the Western Foreshore Commercial Site was approved by Council in June 2021. This site is positioned to be the signature piece of Mandurah's waterfront redevelopment, and the City will go out to the market to determine the best future use of this important site through a competitive expressions of interest process.

This formal process will allow the City to award a long-term lease over this site, meaning the successful proponent will have the certainty needed to make a sizeable investment into the site knowing that the lease tenure will allow a suitable return on that investment.

A report will be presented back to Council by mid 2022 to formally advise on the progress of the project in relation to the project plan.

Trolls in Western Australia project

The City continued discussions with FORM to progress the Trolls in Western Australia project, which will see giant timber sculptures built in a number of Mandurah locations to create a permanent attraction.

The project will involve local community groups, schools, businesses and artists to ensure the trolls – designed by world-renowned artist Thomas Dambo – reflect Mandurah's sense of place. It will be a big boost to local tourism once national and international travel restrictions are lifted.

The Trolls project has been significantly impacted by the pandemic, with timelines changing due to travel restrictions and the availability of the artist.

Transform Mandurah

The Transform Mandurah strategic economic program is designed to diversify the local economy and reduce Mandurah's historical unemployment problem. The initiative is aligned to the City's Strategic Community Plan 2020-2040 and focuses on leveraging the waterways while still giving the environment a voice.

The Transform Mandurah program has long term objectives centred on attracting private sector investment, building Mandurah's human capital and taking advantage of its unique opportunities. It will include a number of core projects designed to spur the City's economy including the revitalisation of the City Centre, activation of the Yalgorup National Park and development of improved education and training opportunities.

The City and Peel Development Commission submitted a joint grant application to Department of Primary Industries and Regional Development for funding to assist in developing Business Cases for Transform Mandurah, with a consultant appointed in June 2021 to undertake this work.



SOCIAL

Arts and Culture Strategy

The Arts Industry was impacted significantly in 2020-2021 by COVID-19, resulting in the cancellation of the Mandurah Arts Festival and Wearable Art Mandurah. Consequently, the focus for programming in 2021 switched to support local Mandurah and WA artists and performers to reduce the risk of cancellation and aid recovery of the creative industries.

Exhibitions such as *Reflections — COVID-19, The Projection Project — isolation* and *Tiny Treasures Art Market* gave support to the community, a platform to reflect and communicate and also sell works created during the lock-down period.

Work commenced in the development of a new Arts, Culture and Heritage Strategy for completion in 2022.

Youth Development Strategy

The City has developed a new Youth Strategy 2021-2026 which establishes a framework to create opportunities for the diverse range of young people living, studying or working in Mandurah.

It aims for all young people in Mandurah to feel connected with and proud of their community, and see it as a place where they can participate and belong.

The Strategic Community Plan 2020-2040, developed from the voices of the community, clearly outlines that supporting and providing for young people is important to the community.

The Youth Strategy includes the input of more than 120 young people (aged 11-25yrs), broad engagement with the youth sector, the City's Youth Advisory Group, Junior Council, education providers and community.

The strategy provides a framework for ensuring that the City has a clear pathway in the areas that young people say are important to them. A Youth Strategy enables the City to be clear in its direction in engaging young people and ensuring that this is front and centre when designing and delivering projects, places and services.

The Strategy includes four priority areas – Local Spaces and Places, Learning and Working, Connection and Well-being, and Leading and Creating, which

will guide the work of the City's teams in collaboration with the community over the next five years.

Homelessness

The City awarded a two-year Assertive Outreach Trial service to St Patrick's Community Support Centre to help break the cycle and address the complex issue of homelessness in Mandurah. The City endorsed its inaugural Homelessness and Street Presence Strategy.

A project two years in the making, St Pat's will work one on one with rough sleepers, street present and people experiencing homelessness in Mandurah.

The Assertive Outreach service was one of the key priorities identified at the 2019 City Safety Leadership Summit through discussions with local businesses and service providers.

The City worked with the State Government and WA Police to secure the trial, with WA Police providing \$350,000 funding to make the trial possible. The Trial is a step forward in achieving a coordinated approach to homelessness and street presence in the community, and ensuring Mandurah's most vulnerable people are given help to get back on their feet.

City Centre Safety Summit actions and advocacy

In 2019, the City held a Safety Leadership Summit with key Government, Police and community decision makers to develop key proactive actions for community safety and well-being. The aim of the Summit was to focus on realistic initiatives to improve the safety (and perception of safety) for those who work, live and visit Mandurah, and to restore Mandurah's reputation.

The City requested five main actions to help address crime and antisocial behaviour in the city centre, which were a result of ongoing input, ideas and shared expertise from many local businesses, groups and individuals, supplemented by data, expert advice and best practice research.

Since this Summit, a number of actions have been achieved and implemented including:

- Assertive Outreach Trial – the City has partnered with St Pat's to deliver a two-year trial to provide assertive outreach to address the complex issue of homelessness in the community. \$350,000 was provided by WA Police to make this possible,

- Proactive police patrols in the city centre – the City is working with police to deliver more patrols during peak periods for an extended time including bicycle patrols in the City Centre,
- Increased access to drug treatment services – during the election campaign, the Government announced it will expand the Peel region's Community Alcohol and Other Drug Integrated Services to allow more people to access treatment faster. Palmerston has been funded 9.2 FTE for their Clinical Next Step program.
- Improved connection between Police and City Security – since the Summit, the City, Police, Rangers and City Security have been meeting regularly to coordinate their approach to antisocial behaviour and collaborate on initiatives, and
- WA Police Mental Health Co-Response for Mandurah – this is part of the City's ongoing advocacy efforts, and the City continues to work with WA Police and Ministers to progress this.



HEALTH

Implement the Public Health Plan

The City's Public Health and Wellbeing Plan 2020-2023 integrates local knowledge and action, and provides leadership to create and maintain a healthy, happy and safe community.

The Plan aims to enhance the health, wellbeing and safety of all Mandurah residents through aligning with the City of Mandurah's Strategic Community Plan 2020 - 2040 and relevant State and Federal strategies and policy documents.

One of the activities in continuing to implement the 2020-2023 Public Health and Wellbeing Plan has been to review all sections of the City regarding the management of volunteers, with the aim of generating a more cohesive approach to volunteer management across the City to enhance the overall volunteer experience.

Another activity has been focused on two of Mandurah's beautiful natural environment locations – Island Point and Marlee Reserve. These reserves will be showcased via audio-visual materials to help promote the health benefits linked to connecting people with, and protecting, the natural assets. These reserves were identified as areas of natural significance that are underutilised by the community.

During the reporting period, the City engaged the Public Health Advocacy Institute of WA to deliver an 'Advocacy in Action' workshop, which was held with 20 staff from across the organisation. A critical element of the success of public health planning includes having a workforce that is equipped with knowledge of public health considerations that can be incorporated into their daily activities. The aim of the workshop was to explore why advocacy is important, the key components that should be considered, tips and tools and how to work within an advocacy framework.

Lastly, a series of free outdoor group fitness classes were delivered in Mandjar Square to provide a low impact exercise option for people with minimal equipment required. The group fitness classes were led by the MARC staff and were accompanied by a 30-minute video of Mandurah's natural assets to provide a connection with environment.

ENVIRONMENT

Greening Mandurah

The Greening Mandurah Framework, adopted by Council in November, was developed as an overarching structure across the numerous pieces of work conducted around the City with regard to management of trees, bushland and public open space.

The Framework encompasses the Street Tree Masterplan and the Bushland Protection Strategy, and demonstrates the City's leadership in regards to environmental work, specifically around trees and tree management.

The Framework was developed on the back of a study in 2018 that showed Mandurah's urban tree canopy has grown to 19 percent from 13 percent in 2007 across the city, despite advancement in the development of sites.

The City and the community are working together to achieve a healthy and extensive urban canopy, with programs including the Waterwise Verge Program among others.

The Street Tree Masterplan will help the City to achieve the goals and targets set out by the wider Greening Mandurah Framework. With consultation from the community, street tree varieties have been selected for every street in Mandurah, and has been influenced by what residents value most about their streets.

Mitigating carbon emissions

In regards to the City's ongoing plan to mitigate carbon emissions, a District Cooling System (HVAC) feasibility study for the City's Administration building and buildings in the Mandjar Square precinct (including Reading Cinemas and the Mandurah Performing Arts Centre) was completed, with the outcomes presented to the City's Leadership team. The feasibility study will resume once investigations into the roof structures of the buildings are completed.



ORGANISATIONAL EXCELLENCE

Complete the new Enterprise Resource Planning System including Phase 1 Go Live stage and Phase 2 planning and configuration stage

Phase 1 of the new Enterprise Resource Planning System went live on October 1, 2020 which included finance (excluding rates and property), supply chain management (purchasing, contract management), human resources and payroll, asset management and works orders. This was achieved within the defined budget and scope.

During the reporting period, Phase 2 has proceeded with configuration, data migration and functional testing being undertaken. User acceptance testing and organisation-wide training as well as Technology One fixing critical issues will be carried out prior to the go live date for phase two in October 2021.

Finalise the Strategic Risk Register and commence reporting to the Audit and Risk Committee and Council

During the year the City developed a new Risk Management Framework that seamlessly integrates risk management across all levels of the organisation. Strategic risks can affect the sustainability of the City or its ability to deliver on the strategic community objectives. Strategic risks may affect the whole City, a significant part of the organisation, the longer-term interests of the City and the Community and may possibly affect future service delivery. The review of the Strategic Risk Register has enabled the Executive Leadership Team and Audit and Risk Committee to play a greater oversight role in the management and prevention of risks at the City.

Workforce Plan

The 2018-2022 Workforce Plan was reviewed in early 2021 to update and align the workforce strategies with the current environment, and also ensure the City's external analysis and knowledge on critical skills were updated.

Recent strategy work on culture, engagement, training, reward and recognition, leadership development, people systems and safety have seen an improvement in the delivery of leadership development at all levels, action planning on culture and engagement, a more centralised approach to training, advances in payroll, performance and learning systems, and improved safety audits.

In preparation for a new four-year Workforce Plan in June 2022, City of Mandurah Managers are engaging in the development of the new plan in conjunction with the People and Culture Team. The new plan will enable the City to better understand its critical capabilities, develop its people to align with the changing nature of work, and enable the City to attract develop and retain the team needed to achieve to the long-term community and business plans.



ECONOMIC

Objectives





- 1.1.** Promote and foster business investment aimed at stimulating economic growth
- 1.2.** Facilitate and advocate for sustainable local job creation and industry diversification
- 1.3.** Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability
- 1.4.** Advocate for and facilitate opportunities for improved pathways to education and learning outcomes in Mandurah
- 1.5.** Leverage partnerships with key stakeholders to achieve improved economic outcomes with due consideration to environmental impacts





● Above Target
 ● On target
 ● Below target
 ● Attention required

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
1.1	Waterfront Redevelopment Stage 1 (Eastern & Western Foreshore & Smart Street Mall)	1.1, 1.3, 1.5	●	<p>Works on the circular Estuary Pool progressed, with the seawall completed in May and the floating pontoon curved jetty installation completed in June. Remaining works at the site including electrical, lighting, shelters, paving, furniture and landscaping are expected to be completed by end of October 2021.</p> <p>Construction of the Eastern Foreshore North upgrades (Boardwalk Precinct) was proposed to start in July 2021.</p> <p>The Mandurah Skate Park on the Western Foreshore officially opened to the public in December 2020. Offsite and onsite works for the Play Space are progressing, with footings having been installed for the play tower. Expected completion for the Play Space is December due to long lead time for equipment and play tower procurement, fabrication and installation.</p>	Infrastructure Management
1.2	Support sustainable development of centres of excellence (Data Array)	1.5	●	The Council has identified this issue as 'critical' in its Advocacy Framework. An advocacy strategy for this issue is being developed accordingly.	Economic Development

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
1.3	Seek to plan and expand on Yalgorup National Park's nature-based tourism and recreation trails, activities, accommodation and attractions in partnership with the Department of Biodiversity, Conservation and Attractions	1.5	●	<p>Council endorsed the Yalgorup National Park Recreation Master Plan in November 2020 as a DBCA working document. A Beach Access Management Plan stakeholder workshop was held in May 2021 and results of the workshop are currently being analysed, to be followed by further targeted stakeholder engagement.</p> <p>The WA Government committed \$2 million funding for eco-tourism destination development in Yalgorup National Park. In June, the City presented to the Peel Development Commission (PDC), outlining Yalgorup funding priorities. Funding is due to be provided in late 2021.</p>	Economic Development
1.4	Plan and implement the Peel-Harvey Estuary Trails through a network of cycle, walking, running, mountain biking and paddle trails for tourism and recreation use	1.5	●	<p>The WA Government committed \$1.2 million funding for Peel-Harvey Estuary Trails following March 2021 State Election. In June, the City presented to the PDC, outlining Peel-Harvey Estuary Trails funding priorities, with funding due to be provided in late 2021. In June, PDC committed \$50,000 towards the Round the Estuary Trail feasibility study and a Project Execution Strategy document is currently being prepared.</p> <p>Detailed planning for the Halls Head Parade connection is complete with implementation subject to funding. Planning for the paddle launch infrastructure at Riverside Gardens is underway.</p>	Economic Development
1.5	Provide support for the delivery of the 'Trolls in Western Australia' project	1.5		<p>This project has been significantly impacted by the COVID - 19 pandemic with timelines changing on a number of occasions due to travel restrictions and the availability of the artist. The contract is largely finalised; however, it has not been executed pending the timeline being agreed. The current launch date proposed is November 2022.</p>	Festivals & Events
1.6	Complete the planning and design for the Transform Mandurah - City Centre Revitalisation Plan	1.2, 1.4, 1.1	●	<p>Council adopted Transform Mandurah as the City Centre Revitalisation Plan. The City and Peel Development Commission (PDC) formally submitted a joint grant application to Department of Primary Industries and Regional Development for funding to assist in developing a Business Case. A consultant was appointed in June 2021 to undertake the work on the Business Case.</p>	Economic Development
1.7	Regional Water initiative: Emerging Industries - Water and Energy Regional Feasibility Study	1.1	●	<p>The City of Mandurah has partnered with a number of key stakeholders to form the Perth and Peel Hydrogen Cluster. The City is a project manager and funding partner of the group and this work will help inform the potential of hydrogen as a renewable energy source for the Nambeelup Industrial Estate and the broader Peel region.</p>	Economic Development

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
1.8	Emerging Industries Attraction – facilitate growth and development of globally-emerging industries in Mandurah and Murray	1.1, 1.2, 1.3, 1.4, 1.5	●	Perth and Peel Hydrogen Cluster is currently engaging with Murdoch University, South Metro TAFE, Department of Training and Workforce Development, Department of Jobs, Tourism, Science and Innovation, Peel Development Commission and the private sector to determine workforce skills and training requirements for Perth and Peel’s emerging hydrogen industry (City of Mandurah is a member/project manager of the Perth and Peel Hydrogen Cluster).	Economic Development
1.9	Introduce and establish the strategic economic advisory group in line with the City Advocacy Strategy	1.5	●	The City’s new Strategic Economic Advisory Group has been formed and continues to meet regularly to deliver on economic outcomes.	Office of Mayor & Councillors
1.10	Waterfront Redevelopment Stage 2 Develop concept and timeframe	1.1, 1.3, 1.5	●	Stage 2 of the Waterfront Redevelopment will include the delivery of the remaining areas of the Eastern Foreshore. Concept development has commenced and will be available for Council endorsement ahead of further community engagement in October 2021. The timeframe for delivery of Stage 2 is completion in 2023 in line with the approved funding arrangements.	Infrastructure Management
1.11	Commence the Western Foreshore commercial site project and develop a project plan to get to the EOI stage as per resolution of Council	1.1, 1.2	●	A Project Plan for the Western Foreshore Commercial Site was approved by Council in June 2021.	City Planning
1.12	Continue to provide support to Visit Mandurah as the Region’s peak Tourism Organisation	1.1, 1.3	●	The City continued to provide funding to Visit Mandurah and received quarterly performance reports.	Economic Development

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
1.13	Implement the City of Mandurah Events Strategy	1.1		<p>A total of 34 external events were secured for the 2020/21 financial year. This figure includes the Mandurah Masters Golfing Tournament and Action Sports Games.</p> <p>The City measured the total number of local businesses engaged as suppliers, vendors and entertainers across the Australia Day and Mandurah's Endless Long Weekends program to measure the businesses benefitting from being engaged in City events. The result was 75% engagement.</p> <p>With event cancellations impacting the 2020/21 program, customer satisfaction measures were taken across the Mandurah's Endless Long Weekends (COVID Safe events) program, resulting in an average of 89% satisfaction.</p>	Festivals & Events
1.14	Deliver the City's annual Crab Fest event (March 2021)	1.5	N/A	In November 2020, Council made the decision to cancel the 2021 Crab Fest event based on the current Western Australian Department of Health advice preventing large mass participation events.	Festivals & Events
1.15	Deliver the City of Mandurah's other key Major Events (Mandurah Street Party, Mandurah Christmas Pageant, New Year's Eve, Australia Day, Winter in Mandurah Festival)	1.5	N/A	Due to the Western Australian Department of Health's restrictions on large mass participation events, the Mandurah Street Party, Christmas Pageant and New Year's Eve events were all cancelled with budgeted funds either being used to reduce the City's operating deficit or redirected to the delivery of a range of new COVID safe City Centre activations.	Festivals & Events
1.16	Manage the City's External Event Attraction Fund	1.5		<p>A total of \$7.7m direct economic impact has been injected into Mandurah for the 2020/21 financial year, made up of 34 events.</p> <p>The Inaugural Flow State Festival has been secured and will run in February 2022 on a 3-year term.</p>	Festivals & Events
1.17	Support improved Educational and Training outcomes in Mandurah through scholarships, direct funding and advocacy, especially within vulnerable communities	1.2		Youth Dream Big funds widely used for educational and entrepreneurial goals. Murdoch University Scholarships were awarded to three local students, with three-year commitments. The students are studying Criminology/ Psychology (Indigenous scholarship), Medical, Molecular and Forensic Science, and Teaching (Primary & Early Education). Youth Team working to support educational outcomes for disengaged young people through disengaged youth program with Halls Head College. Visits to all public high schools; Halls Head College, Coodanup College, John Tonkin College and Coastal Lakes College (Lakelands) each term.	Youth Development
1.18	Support Youth Employment Programs and Partnerships with local education providers	1.5, 1.4		Job Connectors has developed into a strong flexible program offered during term and school holidays. The Local Jobs Program has been supported to have a license at the Billy Dower Youth Centre (BDYC) for five years commencing August 2021.	Youth Development

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
1.19	Increase Youth access to information on services and opportunities through grants, job skills and networks, and access to education and training	1.2, 1.4		A Jobs and Skills board is up in foyer of the BDYC and job opportunities are regularly placed there. Jobs and Skills are used to deliver short courses and programs for youth on interview and resume building skills.	Youth Development
1.20	Continue with Business and City-led Activation in the City Centre	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5		<p>The 2020/21 'Linger Longer Day' (including the Busking/Street Performer Program (launched); the 'Colours of Mandurah' pathway linking the Marina and Boardwalk precinct and 'Beat Box') and 'Linger Longer Night' (including Christmas in Mandurah, the Christmas Lights Trail, Flight Immersive Theatre and Fringe Mandurah) programs were completed in the third quarter. All projects were delivered on time, within budget and received positive sentiment via online feedback.</p> <p>The Restart Mandurah Industry & Business Incentive Scheme was launched in October 2020. In 2020/21, the Activate Now stream awarded grants to eight City Centre businesses totalling \$53,417.</p>	City Centre
1.21	Implement the Mandurah and Murray: A Shared Economic Future Strategy to facilitate tourism development and industry attraction	1.1, 1.2, 1.3, 1.4, 1.5		City of Mandurah is actively liaising and partnering with the Shire of Murray on its Peel-Yalgorup Wetlands Trails projects, and the Shire's Dwellingup Trails projects. Perth and Peel Hydrogen Cluster is currently liaising with Shire of Murray and Peel Development Commission on potential hydrogen industry opportunities related to Peel Business Park and the WA Food Innovation Precinct.	Economic Development
1.22	Implement City Excelerate Program (now known as Entrepreneurial capacity building) to help Mandurah's growing small business sector to thrive using digital technology and enhanced online presence	1.3	N/A	This program was put on hold in 2020/21 financial year.	Economic Development
1.23	Advocate for, facilitate and support small business development and entrepreneurial capacity building, business grants	1.3		The Restart Mandurah Industry and Business Incentive Scheme was launched in October 2020. In 2020/21, two grants were awarded through the Grow Now funding stream totalling \$53,100.	Economic Development

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
1.24	Building capability of local suppliers to engage in procurement opportunities	1.2, 1.3	●	Workshop material was developed to enhance capability. Restart Mandurah Business Grants - Ready Now will support local businesses to build capability to tender and quote. Restart Mandurah procurement program is expected to provide more opportunities to local suppliers.	Governance Services
1.25	Implement Traineeship and apprenticeship program (City Parks, City Works and City Fleet)	1.2	●	An Annual TAFE and Workplace Competency Training Program successfully delivered.	
1.26	Implementation of the City's Property Strategy	1.3	●	Th City's current Property Strategy is subject to a three-year lease review. Given the current market conditions, adjustments are being made to the timelines of disposals.	City Planning
1.27	Maintain Mandurah Ocean Marina (MOM) and MOM Chalet Park	1.1	●	This project is ongoing.	Marina & Waterways










Objectives

- 2.1. Facilitate safe neighbourhoods and lifestyles by influencing the built form through urban design
- 2.2. Promote a positive identity and image of Mandurah and the contributions of its youth
- 2.3. Facilitate opportunities that promote community led initiatives and build local capacity and capability
- 2.4. Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging
- 2.5. Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in
- 2.6. Advocate for and facilitate the provision of diverse and environmentally sustainable places and spaces for people to enjoy an inclusive and active lifestyle

● Above Target ● On target ● Below target ● Attention required

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.1	Plan for and deliver the Dawesville Community Centre	2.4, 2.5, 2.6	●	The City received confirmation of funding from Lotterywest (\$2.65 million) and is awaiting final confirmation of funding from the Peel Development Commission via election commitments (\$3 million is anticipated). Once all funds are confirmed the City will finalise the project delivery schedule and Council's contribution.	City Planning, Community Capacity Building
2.2	Deliver and maintain an Enclosed Dog Park	2.5, 2.4	●	Site preparation is completed, fencing has been installed and concreting commenced. All costings have been finalised and planning for power and irrigation has been completed.	Ranger Services
2.3	Deliver the City Centre Christmas Decorations Activation	2.5	●	The City Centre Christmas Decorations Activation has been completed successfully in December 2020.	Infrastructure Management
2.4	Deliver Major Public Artworks	2.5	●	Installation of the "Meeting Place" public artwork on the Western Foreshore was progressed in the 2020/21 financial year.	Arts and Culture
2.5	Coordinate the relocation and fit out of the Peel Community Kitchen	2.3, 2.4, 2.5	●	The relocation of the Peel Community Kitchen from Sutton St hall to Tuart Ave, Mandurah, progressed and is due for launch in 2021/22.	Community Capacity Building
2.6	Redevelop the Indigenous Gallery at Mandurah Museum	2.4, 2.5	N/A	This project has been moved to 2021/22 financial year.	Library & Heritage Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.7	Refurbishment of the Billy Dower Youth Centre	2.2	N/A	This project has been deferred pending funding.	Youth Development
2.8	Deliver the Assertive Homelessness & Street Present Outreach Trial	2.3	●	The City entered into a grant agreement to the value of \$350,000 with Western Australian Police Force for the delivery of an Assertive Outreach Trial in the Mandurah LGA in November 2020. Three tender submissions were evaluated and the successful service provider was St Patrick's Community Services, due to commence services in 2021/22.	Community Capacity Building
2.9	Implement a series of community archaeological digs, commencing with the 1830's military barracks	2.3, 2.4, 2.5	N/A	This project has been deferred due to closure of the Museum from March 2021 for roof repairs.	Community Capacity Building
2.10	Provide for new youth leadership programs to engage and empower youth	2.2	●	The Mandurah Youth Advisory Group is a highly effective consultation body for City of Mandurah and the young people are being involved and empowered to contribute to a wide range of City matters.	Youth Development
2.11	Provide day time security patrols	2.4	●	Day-time security patrols have been successfully implemented, and reporting has resulted in a reduction of crime.	Ranger Services
2.12	Prepare and provide for advocacy and funding with a focus on social housing and accommodation, family domestic violence, mental health, social isolation, youth unemployment, and delivery of community infrastructure	2.6	●	The Housing First Support Service coordinated by St Patrick's was established in Mandurah. The Mandurah Homelessness and Street Presence Strategy has been launched in May. Funding was received from WA Police to expand a Family Domestic Violence project, 'Ask for Angela', to hairdressers and beauty therapists. This project was launched in June 2021.	Community Capacity Building
2.13	Activate the Falcon Family & Community Centre under a new management model	2.3	●	The Falcon Community Men's Shed is in negotiation with the City to finalise a portion of the site under lease. The Child Health Nurse currently located at Falcon Family Centre is currently liaising with the City to finalise a new lease at the Falcon Library. The Falcon Playground remains in place.	Community Capacity Building

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.14	Delivery of the Access & Inclusion Plan	2.4		<p>The City's Access and Inclusion Plan was launched in the fourth quarter. Extensive consultation was undertaken in the development of the updated Access and Inclusion Plan, with a total of 432 people (plus approx. 50 staff) contributing. Consultation included:</p> <ul style="list-style-type: none"> • 110 community survey respondents • 37 staff survey respondents • 264 community members, including elected members, in 11 focus groups/forums • 21 staff in one workshop plus a further (approx.) 50 staff in workshops, and one-on-one and small group meetings were facilitated. 	Community Capacity Building
2.15	Deliver the new place-based community capacity building model	2.4		The place-based model was presented to Elected Members in November 2020.	Community Capacity Building
2.16	Facilitate community-led seniors and intergenerational programs	2.1, 2.5, 2.4		A wide variety of senior's activities and events targeting social inclusion, health and wellbeing were delivered throughout 2020/21 (within COVID constraints) with a stronger focus on senior-driven new programs including the establishment of a Glee Club, expanded Digital Help sessions, and a six-week funded trial of Move Your Body classes to improve balance.	Seniors and Community Centre
2.17	Expand library services to include initiatives such as Human Library, Seed Library, expanded Home Library Service and corporate library	2.5		Library service delivery throughout 2020/21 has been re-focused in response to COVID-19. Collection development prioritised eContent and the expansion of the corporate library. Entry into Phase 5 of the COVID-19 Road Map removes many restrictions, allowing for the Seed Library, Human Library and the expansion of Home Library Service.	Library & Heritage Services
2.18	Develop a framework to progress Mandurah as a Cultural City	2.2, 2.3, 2.4, 2.5, 2.6		This project was delayed due to resource limitations. The Arts & Culture Strategy is being developed by City staff under the mentorship of the Cultural Development Network (CDN) in association with Royal Melbourne Institute of Technology (RMIT).	Arts & Culture
2.19	Review and update the Mandurah Active Recreation Strategy and Social Infrastructure Plan	2.3, 2.5, 2.4, 2.6		An internal working group was established and a Scoping Document developed. Procurement for a consultant to be progressed 2021/22.	City Planning
2.20	Develop and implement key Active Reserve Master Plans	2.5, 2.6		Sign-off was obtained on Strategic Projects list in the second quarter.	City Planning

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.21	Delivery of Beach Patrol Services - Contract Management	2.4, 2.5	●	Beach patrols were completed and an acquittal was received from the contractor.	Recreation Services
2.22	Delivery of City of Mandurah Club Connect - Club Development Program	2.3	●	The Club Connect Program was delivered covering four key focus areas of Funding, Communication, Education and Recognition.	Recreation Services
2.23	Delivery of the City of Mandurah Sports Awards	2.2, 2.3	●	The Mandurah Sports Awards were successfully delivered in November 2020.	Recreation Services
2.24	Facilitation of a community sector led action plan to support vulnerable communities: Homelessness, Early Years, Multiculturalism, Family Domestic Violence	2.3	●	The Mandurah Homelessness and Street Presence Strategy was launched on May 19, 2021. A working group has been established to develop a sector-led Family Domestic Violence strategy. Discussions were held with the Multicultural Network to establish priorities with the sector. The second year of the Early Years Action Plan is being implemented. City assisted Pride in Peel to develop a strategy and implementation plan for the LGBTQIA+ community.	Community Capacity Building
2.25	Developing Partnerships, Projects, Opportunities and Leadership in reconciliation, via the City's shared community Stretch Reconciliation Action Plan	2.4	●	The City progressed implementation of the Reconciliation Plan. Winjan received Partnership funding of \$94,128 from the City over three years. The City supported Makaroo Cultural camps. And also supported Winjan Women's Group with applying for funding. A Consultant was engaged to develop a visioning report for an Aboriginal Cultural Centre. Community consultation was completed and a report is being developed with the outcomes. The NAIDOC event was postponed due to COVID lock down. Council formally supported the Uluru Statement from the Heart in 2021 and approved a range of measures to formalise Council's endorsement and increase public awareness.	Community Capacity Building
2.26	Develop a new Youth Development Strategy	2.2	●	A draft Strategy was considered at an Elected Member briefing. The Draft Strategy, along with the Draft Implementation Plan, has been considered at ELT and is on the agenda for a Council Briefing and Council Meeting in July. The launch date was tentatively booked for October.	Youth Development
2.27	Support and provide scholarships and other award programs to benefit the community	2.4	●	Three applications were received for the Murdoch University Scholarship, and two received for the Nikki Wise Scholarship.	Community Capacity Building, Library & Heritage Services, Youth Development

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.28	Manage the City of Mandurah's Hired Community Facilities (including Halls & Pavilions, Parks & Reserves, Beaches & Foreshores & Outdoor Sports Facilities) - Usage and Stakeholder Management	2.6	●	The management of all facility bookings was carried out in accordance with COVID-19 capacity guidelines, and an end of year survey was sent to hirers. Various facility upgrades were facilitated, as well as group relocations.	Community Capacity Building, Recreation Services, Land Management
2.29	Deliver community focused library-based programs including Early Years literacy promotion; summer reading scheme, better beginnings, local history education and readers & writers festival	2.4, 2.5	●	Community-focused library-based programs were redefined throughout 2020/21. The shift to online delivery of early childhood literacy programs, Better Beginnings and local history education has enabled the library to deliver services with and for the community in accessible formats and platforms.	Library & Heritage Services
2.30	Manage the City's CCTV system, integrated with WA Police.	2.1	●	A review was conducted of the City's addendum of authorised users, and new CCTV procedures and guidelines for staff have been developed. New CCTV cameras were installed at the Falcon Skatepark.	Community Capacity Building
2.31	City Centre Safety Summit actions and advocacy: Strategies to reduce antisocial behaviour in the City Centre through improving rates of homelessness, mental health and substance misuse	2.1	●	Police presence in the City Centre has increased, as Police have implemented a team to focus on the CBD. There has been strong advocacy for a Mental Health Co- Response service to be established in Mandurah. To support people experiencing homelessness, the outreach service and Housing First initiative commenced. The City continued to implement the liquor accord to help reduce alcohol related crime.	Community Capacity Building
2.32	Partner with Arts community groups and organisations to deliver artistic initiatives in Mandurah	2.2, 2.3, 2.4, 2.5, 2.6	●	Partnerships continued through the Restart Mandurah grants, Mandurah Arts Festival and Wearable Art Mandurah Request For Quote process.	Arts & Culture

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.33	Deliver Wearable Art and the Mandurah Arts Festival	2.5, 2.3	●	<p>Wearable Art Mandurah 2021 (WAM) received record numbers of entries, particularly interstate, international and youth entries. Submission closed in June. A youth a tertiary coordinator was contracted to work wit schools and tertiary establishments to encourage engagement and entries. The annual program of events began with workshops and artists' events.</p> <p>The program for the Manduah Arts festival includes seven community led projects and one large scale professionally led mass participation community Arts project. Expressions of Interest closed in May.</p> <p>The Arts team engaged with community groups,business and other departments across the organisation to identify areas for collaboration and to promote ongoing activities.</p>	Arts & Culture
2.34	Continue to deliver programs at Contemporary Art Spaces Mandurah (CASM)	2.3, 2.5	●	<p>CASM completed the Masterpieces 2K21 Youth exhibition and inaugural Mentorship Program in collaboration with Youth Services and Headspace. It also celebrated its 10 Year milestone with the Transition exhibition, focusing on the career progress of 13 of its 15 Artists in Residence from 2011-2019. CASM launched its second contemporary video art exhibition, The Projection Project Isolation, via grant funding with the State Government through the Department of Local Government, Sport and Cultural Industries.</p> <p>CASM's engagement has included delivering a National Volunteer Day event at the Perth Museum, and cataloguing of the Dorothy Newland Library with the infrastructure almost completed. In the Koolbardi Bidi Cultural Garden, CASM has worked towards upgrading plant signage, developing new interpretive signage and a community tour program. The RT Kids program has swelled from three to four after-school art classes and the Workshop Space now supports nine user groups bringing 100 people a week through the space.</p>	Arts & Culture
2.35	Coordinate Peel Region Youth Services Network (PRYS) Steering group	2.2, 2.3	●	The PRYS network continues to meet quarterly, attracting strong numbers of youth service providers, committed to learning, engagement and collaboration in the Peel Region. Average attendance this year is 38 attendees.	Youth Development
2.36	Implement Design WA and other urban design best practice in development approvals and in the design and maintenance of new and renewed streets, community facilities, recreation and foreshore areas and marine infrastructure	2.1	●	Design review of internal projects was undertaken on an ongoing basis.	City Planning

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
2.37	Support and encourage emergency service volunteering, holding annual recognition event	2.3	●	A date has been set for the 2021 event, being October 13, 2021 at the Mandurah Offshore Fishing & Sailing Club. Donations were provided in lieu of an event in 2020.	Emergency Management
2.38	Ensure transport infrastructure and public open space programs incorporate Crime Prevention Through Environmental Design (CPTED) principles	2.1	●	CPTED principles were considered in all transport planning and design during 2020/21.	Technical Services, Operations Services, Community Development



HEALTH

Objectives

- 3.1.** Facilitate and partner with key service providers including State and Federal Government to ensure health outcomes are aligned with community needs and expectations
- 3.2.** Advocate for and facilitate the provision of a technologically advanced, quality health care system in Mandurah
- 3.3.** Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community
- 3.4.** Provide quality health and wellbeing programs and services that target whole of life health from infants to seniors
- 3.5.** Promote the importance of a healthy, active lifestyle and the role the natural environment plays in preventative health, within our community

● Above Target
 ● On target
 ● Below target
 ● Attention required

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
3.1	Administer the Community Sport and Recreation Facility Fund Program (small grants)	3.3	●	This has been completed and funded projects are now underway or pending. Projects funded through this process include: <ul style="list-style-type: none"> ● Peel Hockey – Installation of LED flood lighting ● Mandurah Country Club – Realignment of driving range ● South Mandurah Tennis Club – Courts 7 to 10 resurface 	Recreation Services
3.2	Deliver the Bortolo Reserve Shared use Parking and Fire Track Facility	3.3	●	This project was completed in the third quarter.	Technical Services, Operations Services
3.3	Undertake external upgrade works to the Falcon Family Centre	3.3	N/A	This project has been carried over to 2021-22.	Engineering Services
3.6	Develop and implement a Public Open Space upgrade program	3.3	●	An annual program was developed and implementation is progressing, with some delays due to procurement and supply lead times.	Technical Services, Operations Services
3.7	Develop and implement a new shared path program	3.3	●	An annual program was developed. Due to adverse weather and COVID, two shared path projects were not fully completed.	Technical Services, Operations Services
3.8	Deliver landscaping upgrades to the Pump track in Madora Bay	3.3	●	This project was completed.	Technical Services, Operations Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
3.9	Public Health Plan Implementation	3.5	●	<p>With the aim of improving governance and promotion of volunteering in the City, all sections of the City have been reviewed relating to the management of volunteers with recommendations made. The process of determining resource requirements is currently being completed.</p> <p>The City has engaged a production company to develop audio-visual material about Island Point and Marlee Reserve, to promote the health benefits linked to connecting people with, and protecting, the natural environment.</p> <p>The City has been proactive in connecting with partners both internally and externally, with feedback from stakeholders extremely positive, with the view to increase cross-promotion of community programs and services to improve connections and partnerships across the community.</p>	Health Services
3.10	Activate places and spaces for seniors that builds on a Community led Village Hub principle that promotes healthy, positive and active ageing	3.3, 3.4	●	The Village Hub Grant application outcome is still pending from the funding body. The Seniors Centre continues to work collaboratively with Libraries, Health and Recreation to deliver in-house programs.	Seniors & Community Centre, Community Capacity Building
3.11	Develop and implement a Public Open Space renewal program	3.3	●	Annual program developed and implementation progressing with some delays due to procurement and supply lead times.	Technical Services, Operations Services
3.12	Develop and implement a shared path renewal program	3.3	●	This program was completed ahead of time in the first quarter.	Technical Services, Operations Services
3.13	Plan, develop and facilitate the delivery of core Recreation Centre programs and services	3.3, 3.5, 3.4, 3.1	●	This financial year has seen a number of temporary changes to programming due to the pandemic and closure of programming pool at the MARC due to structural roof damage. However, all have been adapted well in line with restrictions and demand.	Recreation Centres

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
3.14	Activate places and spaces for youth, partnering, delivering and facilitating youth capacity building programs, events & social spaces that foster a sense of belonging and connection	3.3	●	<p>A range of youth capacity building programs were delivered including the Youth Advisory Group, Mandurah Junior Council, Intro to Barista Skills, Comedy Academy, RYDE, Resumé Writing and Interview Skills Workshops to increase youth skills and capacity. Other programs such as Young Women and Men's programs, Game Club and others were aimed at increasing social skills and confidence.</p> <p>Game Day and After School Drop In at Lakelands Library continues to be successful as initiatives are undertaken to collaborate with Libraries to create a sense of belonging in Library spaces.</p> <p>The number and range of School Holiday activities in Falcon and Dawesville were also increased during the year.</p>	Youth Development, Community Capacity Building, Library & Heritage Services
3.15	Support increased access to health for youth: Youth Alcohol Campaign & annual forum	3.5	●	The Youth Alcohol Strategy objectives are on track, and a Community Action Plan application to the Alcohol and Drug Foundation was successful. The Living My Best Life campaign was on track to select a videographer for an upskilling project for youth. The LGBTQI+ group in collaboration with Headspace is going ahead strongly, and the school P&C education forum was successful.	Youth Development
3.16	Facilitate and host environmental volunteering opportunities for communities to participate in health initiatives	3.5	●	<p>Volunteering opportunities for the financial year include:</p> <ul style="list-style-type: none"> • Three Waterwise verge Workshops with more than 100 participants and Wetlands Weekender events in partnership with Peel Harvey Catchment Council, in the first quarter; • Reel it in, Coastal Waste Warriors clean-up day, Dolphin Rescue forums, Forest for the Future seeding and repotting workshop, Fairy Tern Sanctuary Busy Bee and presentations developed for the upcoming Wetlands Management conference (at MPAC in February) in the second quarter; • Seven clean-up days, Coodanup College Sea Bin prototype, Dolphin Watch Forum, Volunteer Wetlands Conference Presentation in the third quarter; and • Dolphin Watch Training, Clean Waterways Campaign Group – Keep Australia Beautiful Grant Application, two Tindale Reserve Embrace a Space Community Meetings, Signature Circle Embrace a Space Meeting etc. 	Environmental Services
3.17	Provide food safety management	3.1	●	Food premises inspections have been completed at the appropriate frequency although some businesses remained closed due to COVID impacts.	Health Services
3.18	Provide public buildings and event assessments	3.1	●	Public Building Event assessments remain on track and in accordance with recommendations of the Department of Health. In particular this relates to COVID Safe events.	Health Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
3.19	Undertake recreational water monitoring	3.1	●	Health Services are finalising the evaluation of the data obtained through the recreational water sampling program as well as the report. Expected completion is August 31, 2021.	Health Services
3.20	Deliver the City's Mosquito management program	3.1	●	Annual report was completed providing a detailed overview of the activities of the mosquito control program.	Health Services
3.21	Implement trails, cycle plan and recreation master plans	3.3	●	Design for the Stages of Falcon Activation Plan, Falcon Skate Park Upgrade, Rushton Park Floodlight Upgrade planning and funding application were completed during the financial year.	City Planning
3.22	Plan, deliver and maintain shared path (transport) infrastructure and active and passive recreation facilities within public open spaces (including sports fields, turf areas, playgrounds, exercise equipment, BMX tracks).	3.3	●	A Shared Path Infrastructure Plan was developed in line with Integrated Transport Strategy and Long-Term Cycle Network.	City Planning, Operations Services, Technical Services
3.23	Develop and maintain an Integrated Transport Strategy and underpinning Transport Plans	3.3	●	Revised document and Project Plan are being progressed.	City Planning, Technical Services
3.24	Ensure waterways are safe, healthy and accessible	3.3	●	Health Services are finalising the evaluation of the data obtained through the recreational water sampling program as well as the report. Expected completion August 31, 2021.	Marina and Waterways
3.25	Manage and maintain the City's parks and natural areas	3.3	●	This action is ongoing.	Technical Services, Operations Services



ENVIRONMENT

Objectives

- 4.1.** Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all strategy development and decision making
- 4.2.** Protect and manage our local natural environment and ensure that our actions to manage land-based assets don't adversely impact our waterways
- 4.3.** Create opportunities for our community to celebrate and preserve our local natural environment
- 4.4.** Educate our community on global environmental sustainability issues and demonstrate leadership in the field
- 4.5.** Partner and engage with our community to deliver environmental sustainability outcomes

● Above Target
 ● On target
 ● Below target
 ● Attention required

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
4.1	Implementation of Water Sensitive Urban Design (WSUD) Prioritisation Plan	4.5	●	Final Strategic Prioritisation- WSUD document has been received and the implementation plan and forward works program (commencing 2022/23) is to be developed.	Technical Services
4.2	Implementation of the City's Coastal Protection Plan (CHRMAP)	4.4, 4.5, 4.2	●	Community workshops for coastal values was completed in the first quarter of 2020. GHD (Consultant) are finalising the risk assessment and asset evaluations currently which will allow the adaptation options to be considered using a multi- criteria analysis. Presenting CHRMAP to Council for endorsement has been delayed due to delay in report from consultant (due to resource limitations).	Marina and Waterways
4.3	Implementation of the City's Urban Canopy Strategy	4.2, 4.5	●	Final draft of the Street Tree Masterplan has been completed and endorsed by Council at its meeting in April. The Greening Mandurah Framework was presented to Council in November and adopted.	Environmental Services
4.4	Create avenues for youth to connect with nature and be involved in conservation.	4.3	●	Participants in the Thrive and Young Yorgas Young Womens programs have had several opportunities to connect with nature through the term program and attending camp on country in June 2021.	Youth Development
4.5	Review and support the City's Significant Tree Register	4.2	N/A	This has been deferred to the 2022/23 financial year.	Environmental Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
4.6	Develop, implement and review the City's Waste Management Plan	4.5	●	<p>The Waste Plan was endorsed by Council at its February 2021 meeting. The Waste Plan was submitted to the Department of Water and Environmental Regulation for endorsement. DWER wrote to the City in May 2021 seeking some minor amendments to the plan and an amended plan was re-submitted to DWER in July 2021 for endorsement.</p> <p>The City is also participating in a Feasibility Study on the implementation of a Food Organics and Garden Organics (FOGO) service with eight other local governments. The Feasibility Study report is expected in September 2021.</p>	Waste Management
4.7	Manage household and community waste collection services including weekly waste collections, fortnightly recycling, verge collections, public bin collections, illegal dumping and dead animal collections	4.2	●	This action is ongoing.	Waste Management
4.8	Manage and operate the Waste Management Centre (WMC)	4.2	●	A concept design plan for the upgrade of the green waste and industrial recycling area at the WMC is still being finalised. A Works Approval is required from Department of Water and Environmental Regulation (DWER) before any works can be undertaken.	Waste Management
4.9	Manage and operate the Tims Thicket Inert Landfill	4.2	●	This project was delayed due to dependencies in Waste Management Centre upgrade works.	Waste Management
4.10	Manage and operate the Tims Thicket Septage Facility	4.2	●	The Minister for Environment issued environmental approval for septage facility upgrade on September 10, 2020. A report was presented to Council in December 2020 where it resolved not to proceed with the project.	Waste Management
4.11	Manage Waste to Energy contract	4.2	●	A progress report is provided bi-monthly at each Rivers Regional Council meeting. The Plant should be completed by late 2021 and commissioning of the Plant should commence in February 2022. Council's website is regularly updated with information regarding the construction of the Waste Plant.	Waste Management
4.12	Continue the Peron-Naturaliste Partnership	4.1	●	An MoU was signed between nine partnering local governments to continue the partnership for a further two years.	Environmental Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
4.13	Plan for the ongoing mitigation of carbon emissions	4.2	●	<p>A District Cooling System (HVAC) feasibility study for the Administration/ Mandjar (including Cinema and MPAC) buildings is complete and the outcomes have been presented to ELT. A Council report has been drafted and is on hold pending investigation into the roof structures.</p> <p>Cogeneration study for the Mandurah Aquatic and Recreation Centre was completed during the year. At this stage, a number of options to pursue cogeneration are feasible, however this is not considered a priority at present. Initiative to be paused until a situation arises to make an option more attractive, such as an external funding opportunity. Achieved target in the second quarter, ahead of time.</p>	Environmental Services
4.14	Deliver environmental education programs and research partnerships	4.2, 4.3, 4.4, 4.5	●	<p>A Conference Program was finalised in preparation for the Australian Association for Environmental Education national conference being hosted in Mandurah in September 2021.</p> <p>Five Embrace a Space groups have been engaging with their local communities to deliver planting days.</p> <p>A grant application targeting litter from cigarette butts has been submitted by the Clean Waterways Group to Keep Australia Beautiful.</p>	Environmental Services
4.15	Develop and implement Bushland Management Plans for priority nature reserves	4.2	●	<p>12 existing management plans have been updated and seven new plans were developed during the year.</p>	Environmental Services
4.16	Ensure the City has appropriate approvals (e.g. clearing permits and licences) for all works undertaken	4.2	●	<p>A Water Efficiency Action Plan Report has been completed and provided to the Water Corporation for their assessment.</p> <p>All verge reports were completed, verge transformation photos provided by each community representative and Water Corporation funding has been provided as part of Waterwise Council verge makeover program.</p> <p>All groundwater volumes have been reported and water quality monitoring is ongoing.</p> <p>The Water Corporation and City of Mandurah have signed a 10-year water supply agreement. The water supply agreement is for the supply of three gigalitres per annum to the shallow aquifer for City of Mandurah extraction under the North Mandurah Managed Aquifer recharge program.</p>	Environmental Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
4.17	Ensure sustainable water use by the City and community	4.2, 4.4, 4.5	●	<p>A Water Efficiency Action Plan Report has been completed and provided to the Water Corporation for their assessment.</p> <p>All verge reports were completed, verge transformation photos provided by each community representative and Water Corporation funding has been provided as part of Waterwise Council verge makeover program.</p> <p>All groundwater volumes have been reported and water quality monitoring is ongoing.</p> <p>The Water Corporation and City of Mandurah have signed a 10-year water supply agreement. The water supply agreement is for the supply of three gigalitres per annum to the shallow aquifer for City of Mandurah extraction under the North Mandurah Managed Aquifer recharge program.</p>	Environmental Services
4.18	Continue to manage the City's Coastline and waterways environment	4.1, 4.5	●	<p>The City continues to undertake coastal monitoring work on a weekly basis. It continues to oversee the annual sand bypassing works at Mandurah Ocean Entrance Channel, maintains beach access, maintains Mandurah Ocean Marina pen system, holds 24 waterways advisory group meetings per year, undertakes erosion control works at various sites along the coast and within the estuary, dredges boat ramp channels, and provides advice to planning, compliance and landscape services on waterways-based issues. This is all done within budget.</p>	Marina and Waterways
4.19	Undertake high level scientific and strategic investigations to provide the foundation for improved waterways and coastal zone management decision making into the future	4.4, 4.2	●	<p>Australian Research Council (ARC) linkage project investigating an Early Storm Warning System is nearing completion. The Consultant (M P Rogers & Associates) completed a peer review of the Acoustic Wave and Current (AWAC) data which has been used in CHRMAP coastal hazard assessment. Watertech have been commissioned to undertake a review of beach access ways with a view to improving universal access.</p>	Marina and Waterways



ORGANISATIONAL EXCELLENCE

Objectives





- 5.1.** Demonstrate regional leadership and advocate for the needs of our community
- 5.2.** Listen to and engage with our community in the decision-making process
- 5.3.** Build and retain a skilled, agile, motivated and healthy workforce
- 5.4.** Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management
- 5.5.** Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

● Above Target
 ● On target
 ● Below target
 ● Attention required

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.1	Plan, fund and deliver the City's new Operations Centre	5.4	N/A	This project has been deferred.	Operations Services, Infrastructure Management, Financial Services, Land Management
5.2	Implementation of the City's Solar Plan	5.5	●	A 40kW photovoltaic system, for the Seniors Centre, has been procured and the design and permitting part of the works are currently underway by the contractor. The estimated completion for the project is in the first quarter of 2021/22.	Environmental Services
5.3	Deliver Administration Centre front counter enhancements	5.3	●	City is investigating how to deliver the project in line with City's budget and to ensure OSH and security issues are addressed. Contact Centre redesign works have been undertaken with workstation reconfiguration completed. Awaiting to source new supplier for acoustic panelling to finalise the project.	Customer Services
5.4	Pinjarra Road Upgrade	5.4	●	Half of the planned work for the approved stage of Pinjarra Road has been completed.	Technical Services, Operations Services
5.5	Peel Street Upgrade	5.4	●	Planned works for the financial year have been completed.	Technical Services, Operations Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.6	Delivery of the Advocacy Strategy	5.1	●	The Advocacy Strategy has been developed and was formally endorsed by Council in January 2021.	Office of Mayor & Councillors
5.7	Implementation of the City's new Enterprise Resource Planning system - Technology 1	5.4	●	<p>Phase 1 went live on October 1, 2020 which included finance (excluding rates and property), supply chain management (purchasing, contract management), human resources and payroll, asset management and works orders. This was achieved within the defined budget and scope.</p> <p>Phase 2 has proceeded with, configuration, data migration and functional testing being undertaken. User acceptance testing and organisation-wide training as well as Technology One fixing critical issues will be carried out prior to the go live date for phase two in October 2021.</p>	Technology & Systems & Projects
5.8	Implementation of the new Organisational Brand	5.1, 5.2, 5.3	●	The new brand was launched in July 2020 along with a refreshed website. The brand created the platform for the Transform Mandurah conversation with the refreshed look and feel linked to our community aspiration. The brand implementation does continue as the City rolls out various hard assets such as signage when it needs replacing. The dual naming of four of this City's buildings including Administration, Youth Centre, Seniors Centre and Council Chambers continues as new signage is required on each of our main buildings.	Corporate Communications
5.9	Implement the City's Digital Asset Management System	5.4, 5.2	●	Project delayed due to other priorities during the year. It is expected to be completed in the 2021/22 financial year.	Corporate Communications
5.10	Provide for improved internal communications	5.3	●	An interim review was completed with the main outcome being the reinstatement of the CEO briefing and team briefing process. Following on from the culture review and engagement review, the employee communications and messaging themes will continue to be improved during 2021/22.	Corporate Communications
5.11	Expand the City's Customer Satisfaction Survey	5.2	N/A	This project has been deferred to 2021/22 Financial Year.	Corporate Communications
5.12	Provide for professional programs focusing on leadership pathways	5.3	●	This has been deferred to September 2021, to form part of OneCouncil Talent Solution. In the meantime work was undertaken to understand leadership development requirements and provide internal development programs.	People and Culture
5.14	Undertake an economic impact assessment of Crab Fest to measure outcomes, impact on local and region economy/visitation (Return on Investment)	5.2, 5.4, 5.5	N/A	The 2021 Crab Fest event was cancelled based on Western Australian Department of Health advice.	Festivals & Events

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.15	Implement the internal audit function, Strategic Internal Audit Plan 2020/21 – 2022/23 and Operational Internal Audit Plan 2020/21 (Undertake six Audits during the year)	5.4	N/A	All internal audits as per the Operational Internal Audit Plan 2020/21 have been undertaken and reported to Audit and Risk Committee.	Governance Services
5.16	Develop and deliver the City's governance training program for employees	5.4	●	A Lunch and Learn Governance, Risk and Procurement program was established with three sessions delivered. A presentation was delivered to the City of Mandurah Management Team (CoMMT) on the new code. Probity Training was delivered, and a review of the induction program for governance and procurement components was undertaken.	Governance Services
5.18	Undertake a review of the City's physical delivery methods and drive digital delivery of communications	5.4	●	This review is to be completed in 2021/22. The Information Management Unit (IMU) Team have actively engaged with business units who deliver their communications and correspondence for posting to consider alternative digital options of dissemination. Paper supplies have significantly reduced over the past two years.	Customer Services & Information Management
5.19	Coordinate the City's Youth Advisory Group	5.2	●	The Youth Advisory Group (YAG) has commenced and is working very well – seven teams have consulted YAG to date.	Youth Development
5.20	Drive Innovation through the expansion of Internet of Things (IoT) technology [of Plan for 2020/21]	5.4	●	Ablution counters were introduced for Facilities Management, weather stations and water level sensors for Drainage Team, and people counting for Seniors.	Technology & Systems & Projects
5.21	Undertake a review of the 20-Year Strategic Community Plan to ensure it effectively delivers on the community's needs	5.2, 5.4, 5.5	●	A desktop review was undertaken as a part of the Corporate Business Plan Review to assess the impacts of the COVID-19 pandemic. The review found that the impacts were largely related to event cancellations due to health advice and delays in project timelines caused by supply chain issues.	Strategy
5.22	Undertake a biennial Community Perceptions Survey as a measure of the City's performance	5.2, 5.4	●	The results of the MARKYT Community Scorecard were received in November and presented to ELT in December. Results were presented to Elected Members in March 2021.	Strategy
5.23	Develop and review the 4-Year Corporate Business Plan	5.4	●	The Corporate Business Plan Review was successfully completed with the revised Corporate Business Plan 2021-2025 adopted by Council in June 2021.	Strategy










#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.24	Report on achievements outlined in the 20-Year Strategic Community Plan and 4-Year Corporate Business Plan	5.4		Quarterly Performance Reports were developed and published throughout the year. The Annual Report 2019/20 was received by Elected Members, and published in December 2020.	Strategy
5.25	Undertake annual service level reviews	5.4		<p>Three reviews were undertaken during the 2020/21 financial year.</p> <p>The Building and Development Compliance team review has been completed.</p> <p>The draft operational review of the Recreation Centre is expected to be delivered in November 2021.</p> <p>Note: Draft report delivery delayed due to COVID priorities.</p> <p>The review of the City Centre Business Unit has been delayed as the City develops its new Economic Development Framework moving forward.</p>	Strategy
5.26	Develop a 3-year Business Unit Review Plan	5.4		After much consideration and through discussions with Elected Members on how to treat individual reviews, it was decided that a Business Unit / Service Review Framework be developed prior to the Plan. Research is currently being undertaken for the development of the Framework, and the draft is expected to be workshopped with Elected Members in August 2021, with a Report to Council expected in September 2021.	Strategy
5.27	Ensure compliant storage, retrieval, disposal and scanning/preservation of CoM records	5.4		The City's physical records are stored in compliant off-site facility. A schedule of works is planned with Compustor to digitise priority records including State Archive Permanent records and Permanent to LG record. Scanning of all old council minute books was completed in this quarter. IMU digitise all physical records received into the City and property files/Building Applications when request for Copy of Plans are received. A project is underway for scanning all Cemetery Records. Compiled destruction lists for both source records and physical records eligible for destruction in January 2021.	Information Management

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.28	Review, develop and implement the City's Record Keeping Plan	5.4	●	<p>The Record Keeping Plan is due for review and submission to Office of the Information Commissioner (OIC) in the 2021/22 Financial Year.</p> <p>Gaps in the current plan have been identified and officers are working with teams to develop:</p> <ol style="list-style-type: none"> 1) Website Management Policy and Procedures 2) Social Media Policy 3) Disaster Recovery Plan specific to physical records <p>Officers participated in consultative process for the development of a proposed new single standard and reporting for State Records Management by providing responses to State Records in relation to the draft State Records Commission (SRC) Standard and supporting tools. The City conducted an internal exercise and was readily able to align all aspects of records management from the City's Record keeping Plan to the proposed Records Management Plan in the first quarter.</p>	Information Management
5.29	Manage Freedom of Information (FOI) processes and reporting	5.4	●	<p>FOI Statistical Return was completed along with FOI Summary Report to Management for the 2019/20 Financial Year. Information Statement 2020-2021 was submitted in the first quarter. FOI's were processed within the regulatory timeframes.</p> <p>Ten formal FOI's have been processed this Financial Year, and the City has responded to 39 FOI enquiries.</p>	Information Management
5.30	Review, develop and implement the City's Customer Services Strategy	5.4	●	<p>This is to be addressed in 2021/22 as part of developing a new Customer Services Strategy.</p>	Customer Services
5.31	Provide Administration Services for Mandurah Cemeteries	5.4	●	<p>65 Burials and 31 Ashes interments were undertaken this year.</p> <p>A major redevelopment of Banksia Court Lake was undertaken and completed in the fourth quarter.</p>	Customer Services
5.32	Manage the City's Community Engagement Strategy	5.2, 5.3	●	<p>A review of the City's Community Engagement Strategy was undertaken during the year. The recommendation is to move to a policy. The policy is now awaiting feedback from Council via an Elected Member workshop planned for August 2021.</p> <p>As part of the review, the resources to deliver community engagement policy have also been reviewed and updated and are being "tested" on a number of projects. There is also a recommended training plan for International Association for Public Participation (IAP2). The Mandurah Matters website is due to be reviewed and market tested which will happen in 2021/22.</p>	Corporate Communications

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.33	Develop and deliver a Strategic Corporate Communications Plan including Internal Communications	5.2, 5.1, 5.3	●	<p>The Corporate Communications Strategy was reviewed in line with Corporate Business Plan. The development of final concepts was completed and approved in December 2020.</p> <p>The Communications plan was presented to and approved by Executive Leadership Team and Management Team.</p> <p>A full photography brief was completed via local supplier, and the Digital Asset Management review is still underway and is expected to be completed by the first quarter of 2021/22.</p>	Corporate Communications
5.34	Undertake Website upgrades and content creation	5.2	●	<p>The Business Case for Content Creators was completed and presented to ELT and recommendations approved in the first quarter. The Website content plan was completed in the first quarter.</p> <p>The procurement process for consultant to support website tender package is complete however following discussions with Sitecore, a full review of the current website implementation is being completed to form part of the requirements. This will be completed July 21.</p> <p>The training plan has been completed and 80 percent of training is complete however due to COVID the training has been moved several times creating delays in the roll out. However, should be completed by August 21.</p>	Corporate Communications
5.35	Continue to implement the City's Workforce Plan 2018-2022	5.3, 5.2	●	A significant review of the Workforce Plan has been undertaken during the year.	People and Culture
5.36	Continue to implement the City's Aboriginal Traineeship program	5.3	●	Existing traineeships restarted in the first quarter. Recent recruitment of Aboriginal trainees has put the City on track to fill positions and reduce vacancy gaps in 2021/22. Current intake has been reviewed and plan for next round of recruitment developed.	People and Culture
5.37	Facilitate positive and constructive culture and values within the organisation (Qualtrics results in June 2021)	5.1, 5.4	●	<p>Feedback was sought across the City on Culture and Reward and Recognition, and a number of recommended initiatives are now being delivered.</p> <p>An Enterprise Agreement 'no' vote caused a delay in the conduct of the Employee Engagement survey. This is expected to be undertaken in July.</p>	People and Culture
5.38	Review future skill requirements and resources required to maintain specific work areas increasing in size	5.4	●	Work is up to date for the 2021 Workforce Plan Review but is ongoing in this area to track changes in internal and external environment up to the new 2022 Workforce Plan.	People and Culture

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.39	Undertake bushfire mitigation initiatives	5.5, 5.4	●	Extensive fire mitigation works were completed on City owned and managed land (33 sites) utilising fire mitigation funding (\$263,000). Private property Bushfire Act 1954 inspections completed with high compliance rates encouraged by extensive community education.	Emergency Management
5.40	Provide animal control/management	5.5, 5.4	●	Dog attacks prosecutions were successful and helped to provide deterrence from future incident by the offender and general community.	Ranger Services
5.41	Undertake swimming pool barrier inspections	5.5, 5.4	●	Due to the COVID lockdown in June a small number of pools were not able to be completed, however all these pools have been rebooked.	Building Services
5.42	Provide building approval services within legislated Time Frames	5.5, 5.4	●	The City was effective in managing incoming applications despite the dramatic increase in application numbers.	Building Services
5.43	Implement the Local Planning Strategy Actions and ensure the City's land use planning framework responds and adapts to evolving urban environments and regional initiatives	5.1, 5.2, 5.4, 5.5	●	Th city's local planning Strategy was approved by the Western Australian Commission in March 2021 as the first comprehensive land use plan for Mandurah to guide development over the next 30 years. A key implementation tool is the City's new local planning scheme - Scheme no. 12 to replace town planning scheme no. 3 that has been in operation since July 1999. Scheme 12 has been approved by the Western Australian planning Commission in March 2021 and the minister for Planning in may 2021. Wok to implement the scheme to final gazettal will be completed by mid 2021/22.	City Planning
5.44	Undertake assessment of Development Applications, Subdivision and Structure Plan proposals with legislative timeframes	5.4	●	Applications have been processed in accordance with statutory time frames.	Statutory Planning
5.45	Manage Leases and Licences	5.4	●	This is ongoing.	Land Management Services
5.46	Undertake Land Sales and Acquisitions	5.4	●	This is ongoing.	Land Management Services
5.47	Manage and maintain the City's facilities (including building and structures), public area lighting and security systems	5.4	●	This has been completed and is ongoing.	Infrastructure Management

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.48	Plan, Design and Deliver the City's Capital Infrastructure projects	5.4	●	This has been completed and is ongoing.	City Planning, Recreation Services, Infrastructure Management
5.49	Maintain and empower the Asset Management Working Group to decentralise Asset Management practices	5.4	●	The Asset Management Working Group is being refreshed in 2021/22.	Technical Services
5.50	Develop and maintain 5-10 year capital renewal plans for Civil Assets	5.4	●	Work is progressing through the asset management planning process to develop 5-10-year renewal plans for assets under Technical Services' custodianship.	Technical Services
5.51	Advocate, manage, maintain and support technology and technological solutions for Council operations (Cybersecurity) [of Plan for 2020/21]	5.4	●	There have been developments in staff education, password management, and a reduction in internet-facing profile.	Technology & Systems & Projects
5.52	Undertake Long Term Financial Planning	5.4	●	This was adopted in May 2021.	Financial Services
5.53	Provide financial accounting services (Accounts payable, accounts receivable, insurance, loans, investments, GST/BAS, FBT, banking management, corporate credit cards)	5.4	●	Financial Accounting services were provided throughout the year with all statutory deadlines met.	Financial Services
5.54	Provide management accounting services (Budgeting, financial analysis, long term financial planning, capital planning, business cases, financial systems, projects)	5.4	●	The Budget was adopted in June 2021.	Financial Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.55	Manage the City's Rates function (preparation of rate notices, pensioner management, street numbering, debtor management, property enquiries, new properties)	5.4		Rates services were provided throughout the year including a decrease in outstanding debtors due to in-house debt collection.	Financial Services
5.56	Provide financial reporting (Annual financial statements, monthly financial management reporting, budget review)	5.4		Financial reporting was provided each month with the annual financial statements given an unqualified audit opinion.	Financial Services
5.57	Analyse and assess the City's financial performance	5.4		This is ongoing.	Financial Services
5.58	Develop, coordinate and deliver policies in accordance with the Council Policy Plan 2020/21 and CEO Policy Plan 2020/21	5.4		The Caretaker Period Policy was reviewed and amended, and a new Code of Conduct Complaints Policy was developed. The new Human Resource Policy suite reviewed and feedback provided.	Governance Services
5.59	Review and implement Delegations and Authorisations	5.4		The Delegations review was completed. Approved procedures for Primary and Annual Returns and delegations were developed. The Authorisations review was delayed however the City continues to administer authorisations.	Governance Services
5.60	Review and develop Local Laws	5.4		This was delayed due to vacant role (Coordinator Governance), however all statutory requirements were met.	Governance Services
5.61	Develop a Governance Framework for Employees and Elected Members	5.4		Work progressed on critical policies and resources which inform the frameworks. For Elected Members this includes Code of Conduct, Complaints Policy, and resources. For employees this includes code of conduct, gifts, secondary employment and conflict of interest policies.	Governance Services
5.62	Undertake a review and develop a new Code of Conduct for employees, and Elected Members and Committees	5.4		Code of Conduct for Elected Members, Committee Members and Candidates was implemented and endorsed by Council. The Draft Code of Conduct for Employees is in development. Consultation was undertaken with internal committee and CoMMT.	Governance Services
5.63	Implement the City's Risk Management Framework	5.4		Operational Risk Register was developed and consultation to commence in July.	Governance Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021		RESPONSIBILITY
5.64	Continue to implement the City's Procurement Improvement Program	5.4	●	The outcomes of this program were achieved.	Governance Services
5.65	Develop and implement a Procurement Education Strategy	5.4	●	Education program is ongoing and training delivered across the City.	Governance Services
5.66	Develop and implement processes for procurements over \$50,000	5.4	●	All procurement improvements to processes over \$50k were delivered.	Governance Services
5.67	Maintain existing transport infrastructure and regional public open spaces to provide appropriate commercial transport networks and tourism infrastructure	5.4	●	This is ongoing.	Technical Services, Operations Services
5.68	Manage and maintain the City's road, drainage and other civil infrastructure	5.4	●	This is ongoing.	Technical Services, Operations Services
5.69	Develop and implement the Elected Member Community Engagement Strategy, including comprehensive civic events program	5.2, 5.3	●	The Strategy is largely drafted and a number of initiatives are being implemented. However, workshop with Elected Members to finalise the strategy is pending Council's adoption of the updated broader Community Engagement Strategy policy and framework.	Office of Mayor & Councillors
5.70	Utilise OneCouncil to define an efficient, fair and equitable process for handling and management of Elected Member constituent enquiries	5.1, 5.2, 5.4	●	Planning is largely complete, however implementation of the relevant component of OneCouncil has been delayed.	Office of Mayor & Councillors
5.71	Undertake website upgrades and content creation for Council and civic engagement	5.2	●	Civic engagement component on the website pending completion of the Elected Members Community Engagement Strategy.	Office of Mayor & Councillors

Service Performance



Customer Services

No. of Customer Service counter visits	34,117
Telephone calls to Customer Services	75,061
Calls resolved at first point of contact (Contact Centre)	82.03%
Calls answered within 20 seconds	75.49%
Post transaction customer satisfaction	88%



Libraries

Items borrowed from Mandurah Libraries	289,563
New library members	3,210
Active library members	30,746
Number of Digital Hub training participants	254
Library visits	204,699
eBook, eAudio and eMagazine issues	60,418



Seniors

Mandurah Seniors and Community Centre members	2,145
Seniors and Community Centre visits	> 80,000*



Waste Management

Tonnes of household waste collected (tonnes)	30,732
Tonnes of household recyclables collected (tonnes)	7,575
Tonnes of green waste collected over two verge collections (tonnes)	2,841
Tonnes of junk collected in one junk verge collection	2,154 (plus 639 scrap metal)
Waste collected from street and park bins (tonnes)	1,459



Procurement

No. of local businesses submitted for tenders	11
No. of tenders awarded to local businesses	6 (\$2.8M)
No. of tenders awarded to businesses outside Mandurah with commitment to local content	12 (\$1.98M)

*Counter failed in January.

Estimate based on 6 months figures = 87,802



Rangers

Reported dog wanders	1,931
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Reported dog attacks	291
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Cemeteries

Number of burials	65
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Ashes interments	31
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Environmental health

Private swimming pool and spa inspections	2,234
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Food premise inspections	1,147
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Water sample collections (swimming beaches)	126
---	-----

Water sample collections (public swimming pools)	810
--	-----



Recreation

Recreation Centre Visits	955,713
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Recreation Centre Health and Fitness Members	3,512
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Swim School Enrolments	5,362
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Kidsport Applications Approved	1,682
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Building Compliance

Value of Building Work approved (\$'000)	409,191
--	---------

Time Taken to issue building permit applications (approx. average No. of Working Days)	
--	--

Certified	5
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Uncertified	15
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No. of Building and Compliance complaints received	464
--	-----

No. of building and compliance complaints resolved	370
--	-----

No. of Building Orders	2
------------------------	---

No. of Planning Directions	2
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No. of Prosecutions	1
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Planning Services

No. of structure plan applications determined within legislative time-frame	100%
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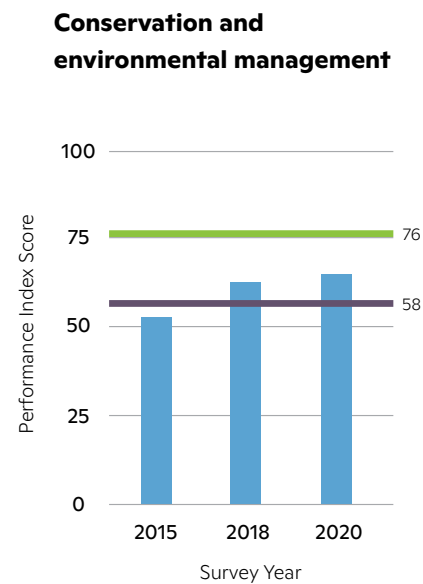
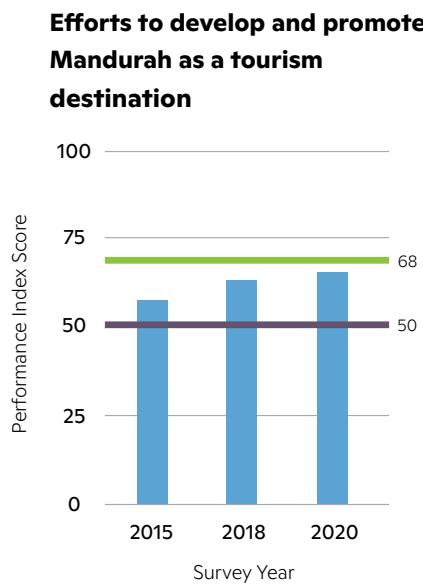
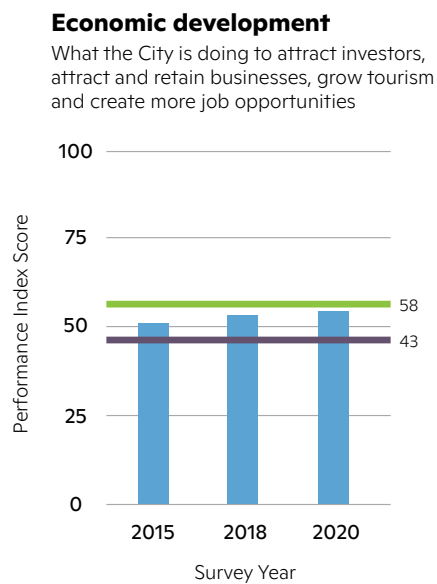
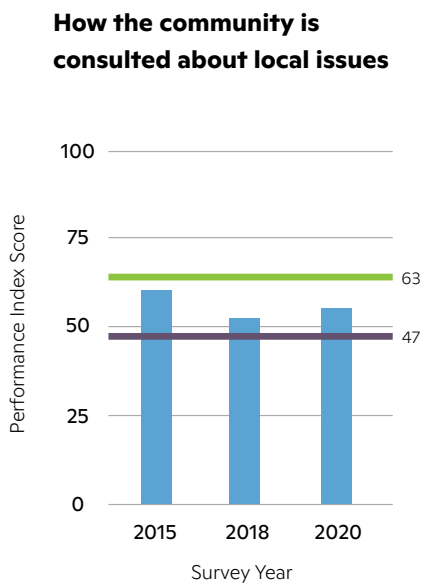
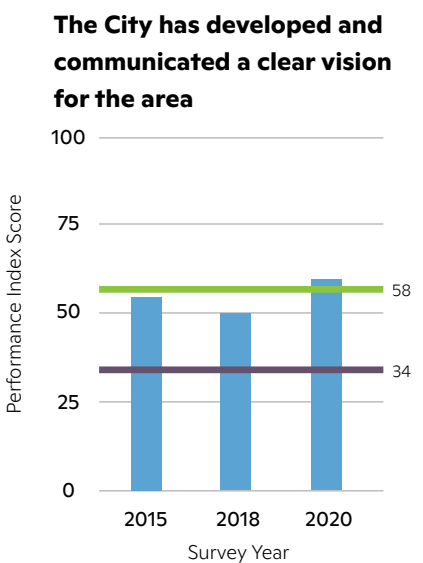
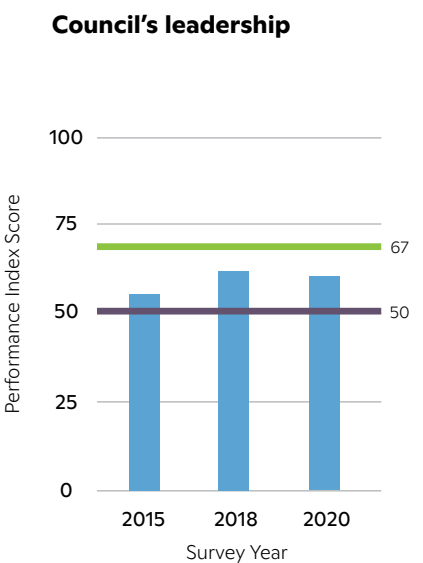
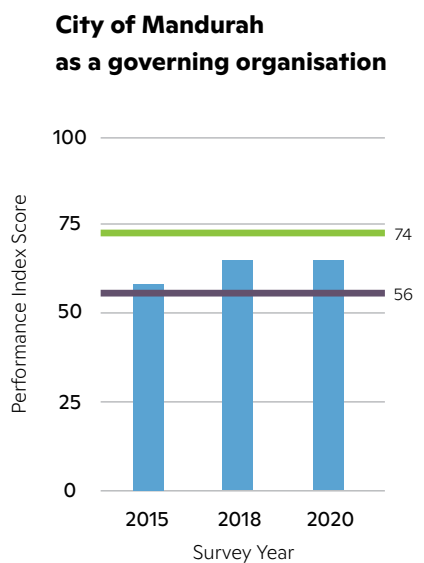
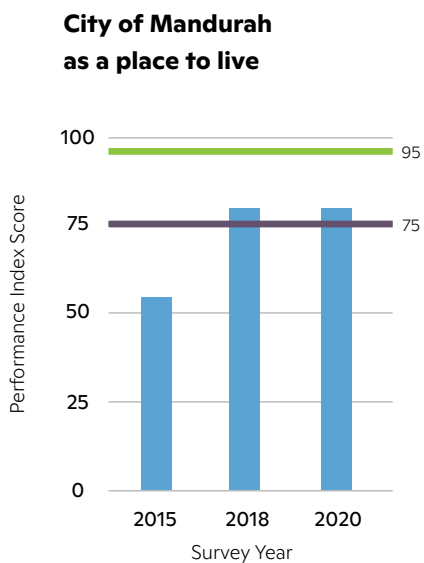
No. of development applications determined within legislative time-frame	97.8%
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No. of subdivision referrals determined within legislative time-frame	62.5%
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Community Perceptions Survey Results

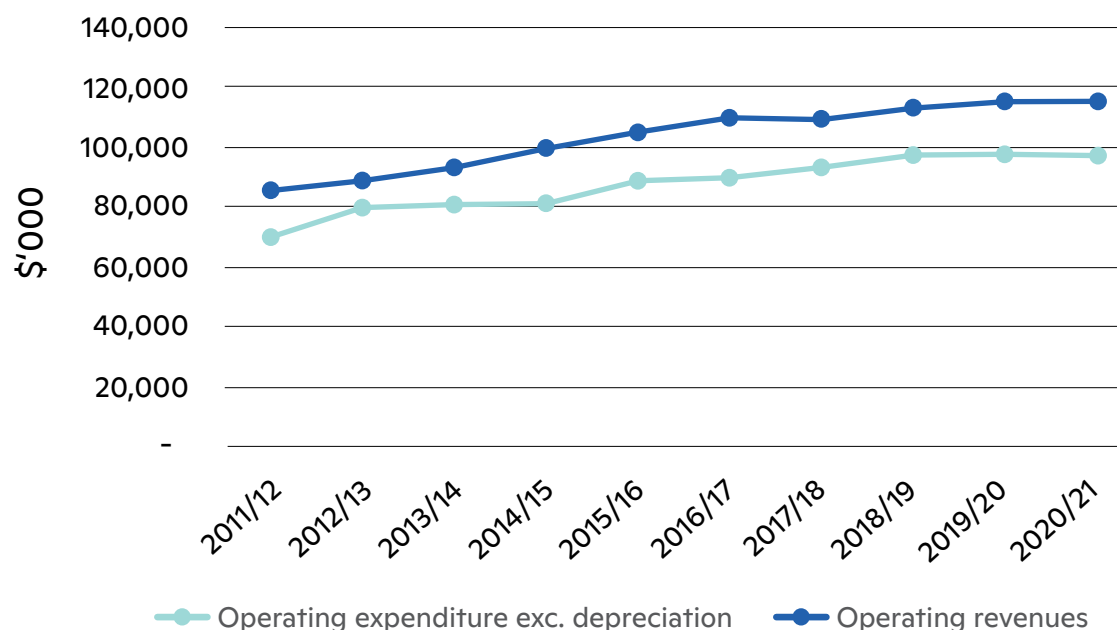
Trend Analysis - Performance Index Score

- Industry High
- Industry Average



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 reviewed its long term financial plan in June 2021. 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

	2021 Actual	2020 Actual	2019 Actual
Current ratio	1.21	0.72	1.05
Asset consumption ratio	0.70	0.72	0.73
Asset renewal funding ratio	1.40	1.06	1.08
Asset sustainability ratio	0.43	0.45	0.61
Debt service cover ratio	1.98	2.67	2.77
Operating surplus ratio	-0.13	(0.16)	(0.17)
Own source revenue coverage ratio	0.80	0.82	0.82

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

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

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

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

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

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

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

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

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

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

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

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

Own source revenue coverage ratio (Own source operating revenue/ Operating expense)

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

The Annual Financial Report and Auditor's Report are available at mandurah.wa.gov.au/council/governance/community-and-annual-reports

Asset Management

Asset Management Strategy

The City's Asset Management Working Group developed a draft Asset Management Strategy in 2020 to provide 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 draft Asset Management Strategy will guide the activities of the strategic 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.

The draft strategy will be presented to the Executive Leadership Team for review in the 2021/22 Financial Year.

Asset Management in Practice

The City's asset management activities include:

- Five yearly cycle of condition inspections of all infrastructure assets
- Collecting information on assets and maintaining asset registers in a centralised corporate enterprise system
- Updating asset registers for assets created under capital works or maintenance programs
- Updating asset registers for assets created in sub-divisional developments such as new roads, parks, waterways, footpaths 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 2022.

Awards and Recognition

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

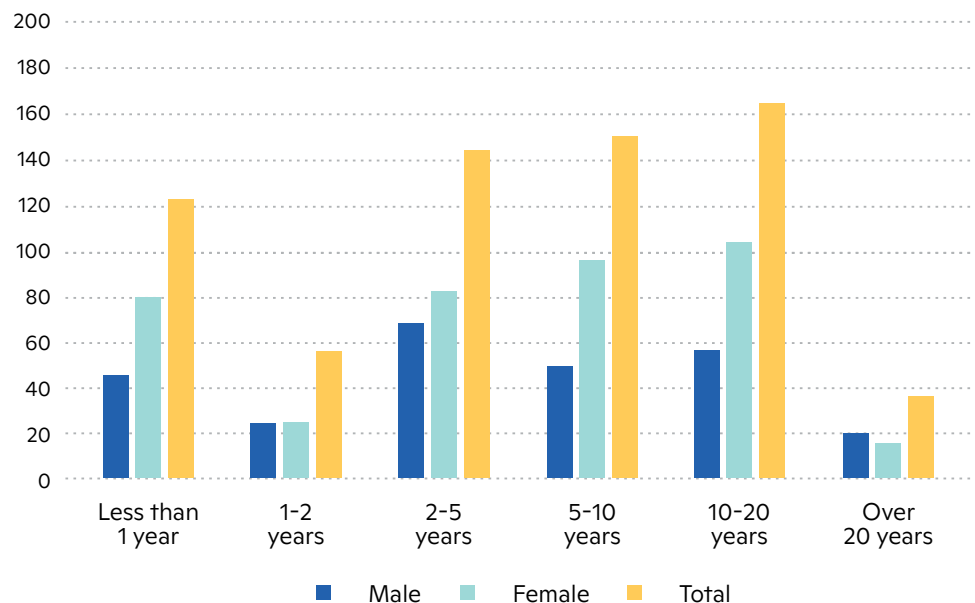
Awards received during 2020/21 included:

- City's Health Services team received the Environmental Health Local Government Team of the Year at the Environmental Health Australia WA Conference 2021 for the second consecutive year
- The City's series of Entrepreneurial programs won the 2020 National Awards for Local Government in the 'Contributing to Regional Growth' award category, and later in the year also won the overall 2020 National Awards for Excellence in Local Government.
- 2020 LG Policy Awards – Aboriginal Health – Young Yorgas Program – Winner
- 2020 LG Policy Awards – Climate Change – Junior Council beach clean up
- Local Government Professionals Management Challenge 2021 – WA State Winners

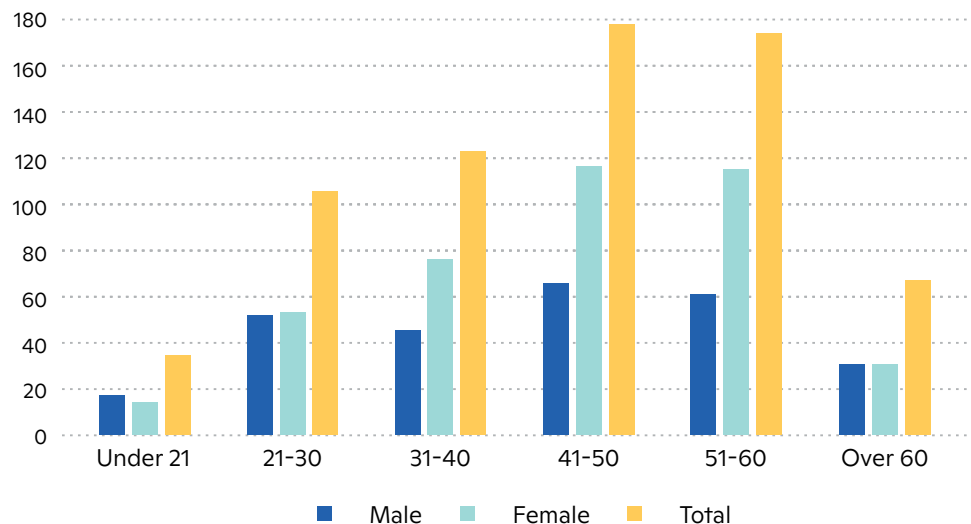


Staff Profile

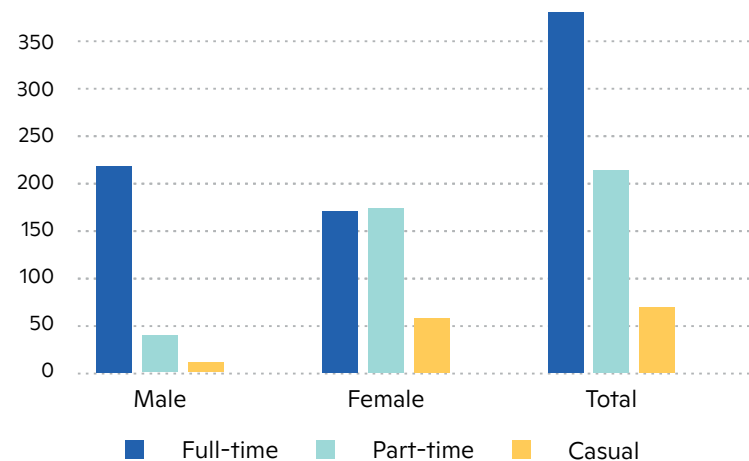
City of Mandurah Employees by tenure 2020/2021



City of Mandurah Employees by age 2020/2021



City of Mandurah Employees 2020/2021



City of Mandurah Employee salaries >\$130,000 - 2020/2021

Salary Range	No of Employees	
	2019/2020	2020/2021
\$130,000 - \$139,999		8
\$140,000 - \$149,999	5	6
\$150,000 - \$159,999	3	3
\$160,000 - \$169,999	1	2
\$170,000 - \$179,999	2	
\$180,000 - \$189,999	2	5
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999		
\$210,000 - \$219,999		1
\$220,000 - \$229,999	2	1
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999		1
\$250,000 - \$259,999		
\$260,000 - \$269,999		
\$270,000 - \$279,999	1	
\$280,000 - \$289,999		1

The Chief Executive Officer's total reward package was \$361,114.80 for the 2020/21 financial year.

Occupational Safety and Health

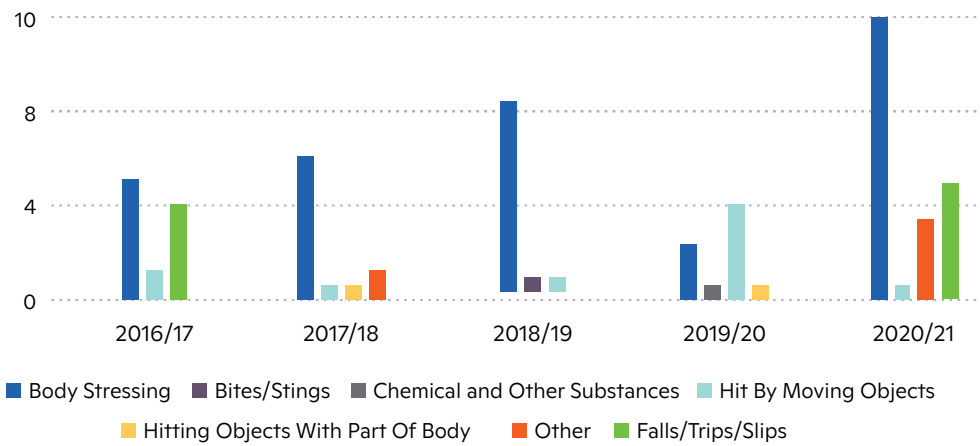
The City has been operating under the second Three Year Strategic OSH Plan which expires at the end of 2021. The strategic plan was developed utilising the 2018 LGIS Worksafe Plan Audit outcomes and known legislative requirements. Updates were made to the 3-Year Strategic OSH Action Plan following the 2020 LGIS Worksafe Plan Audit.

Some of the 2020-2021 OSH highlights included:

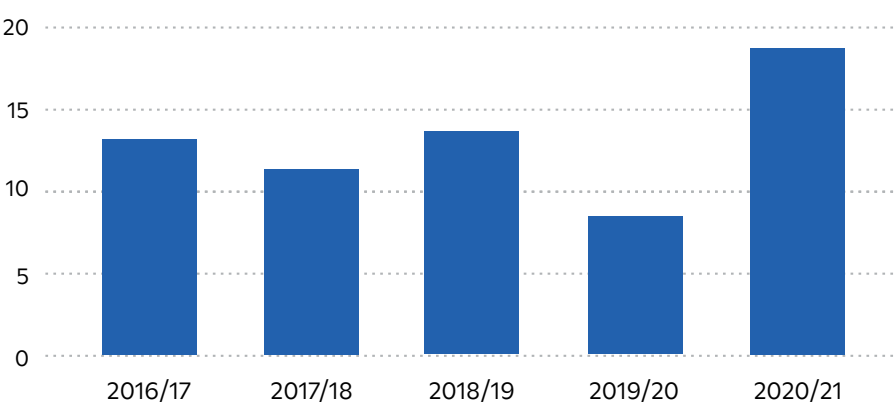
An online OSH system was introduced to capture incident and hazard reporting. Since then the reported hazards, near miss and minor first aid incidents have increased and has continued throughout the year. Officers consider this a positive development as it reflects improvements in incident reporting compared to previous years. Further improvement on the system will be made in FY2021-2022.

In June 2021, 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 overarching elements which includes Management Commitment, Planning, Consultation and Reporting, Hazard Management and Training and Supervision. Overall there were 23 recommendations made which will assist with the preparation of the 2022-2024 OSH Strategic Plan.

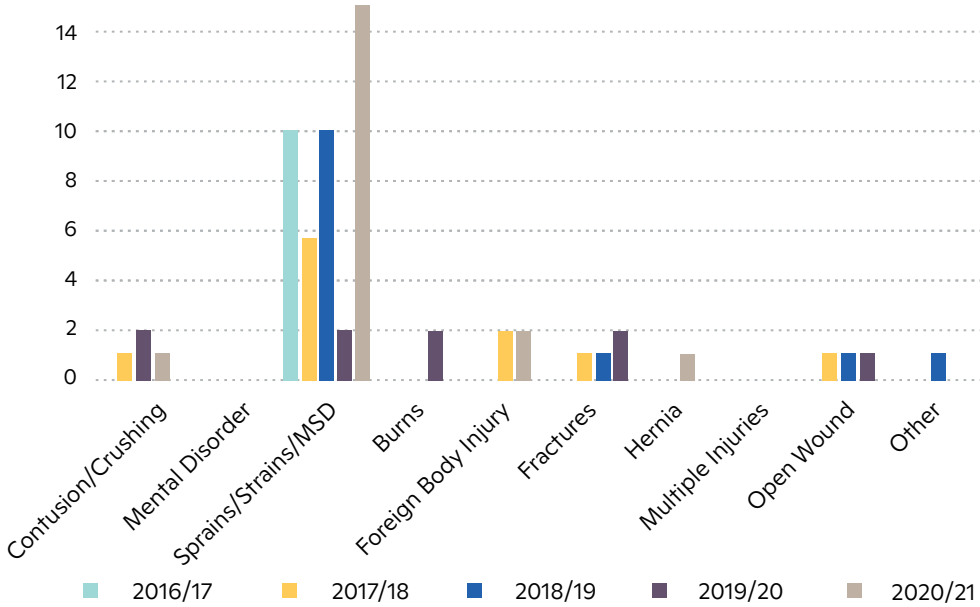
Cause of lost time injuries - last five years



Lost time injuries - last five years



Nature of lost time injuries - last five years



Access and Inclusion

The City of Mandurah implemented an innovative and comprehensive community engagement plan to develop its new Access and Inclusion Plan (AIP) for 2021-2026. For detailed information on the implementation of the City's AIP please refer to the City of Mandurah Disability Access and Inclusion Plan (DAIP) Progress Report 2020-2021.

The City maximised both staff and community engagement to ensure a community-driven plan with a strong sense of shared responsibility of the plan across the organisation and community. The effort to engage with community and staff resulted in a plan that reflects the current needs and interests of community and a staff culture which strives for excellence in access and inclusion. The concept of co-design (including people with disability) was integral to the development of the new AIP and resulted in over 500 people adding to the input of the new AIP. The concept of co-design has since extended beyond the development of the AIP and into other projects across the City.

The City launched its new Access and Inclusion Plan in May 2021 which included an Easy Read version and an audio version of the plan to ensure that the plan was as accessible to community as possible. The Easy English version enables people with low-level literacy, an intellectual disability, and/or English as a second language access to the document. At the launch event there was a panel of people with different accessibility and inclusion needs who talked about the positive impact that an accessible Mandurah community has on their quality of life. The MC at the launch event was a local person who has a cognitive impairment and the music was performed by people with disability along with the food being served by people with an intellectual disability. The event highlighted the many skills and strengths of people with disability in the Mandurah community.

The City has made significant progress to the improved accessibility of new parks, open spaces, infrastructure and updates to existing spaces. Various technical and design teams across the organisation have been working with the City's Access and Inclusion Advisory Group (AIAG) to support the delivery of accessible and inclusive projects which meet the needs of all of community. The role of AIAG was promoted to staff at an officer and management level during the engagement phase for the development

of the City's new AIP. During this time there has been an increase in the requests from the Technical Services, Environmental Services, Built and Natural Environment, Development and Compliance and Infrastructure Management teams for the AIAG to provide feedback on project plans, attend site visits and for more specific engagement opportunities.

The AIAG assists the City by providing feedback on access and inclusion initiatives and plays an active role in the delivery of the AIP outcomes. The group meets bi-monthly and includes two elected members and twelve community members who either have lived experience or work for an agency that supports people with disability and three local community partners (Wanslea, APM and Department of Local Government, Sport and Cultural Industries).

The City's new website was launched in August 2020 and has been built on an accessible platform. Staff in the Corporate Communication team who add content to the new website have received training on how to add accessible content. There is also an accessibility sweep report of the new website sent through to the communication team once per week and the website has an accessibility checker within it to support staff when writing content. The accessibility sweeps and checker supports the team to understand how online accessibility can be improved so that a more inclusive service can be provided to community.



Information Management

The City's continued commitment to recordkeeping facilitates a structured approach to information management through the use of corporate systems.

Key achievements this financial year include:

- Completion of Business Unit Service Review of Information Management
- Restructure that enabled recruitment of a Coordinator Information Management
- Completion of the Digitisation of all old Council Minute Books
- Completion of physical records (1) and source records (2) destruction
- OneCouncil ECM configuration formatted to promote end-user friendly experience whilst meeting compliance by being mapped to Keyword for Council in the backend
- Reviewed Preservation Strategy and developed new 2020 – 2023 strategy
- Reviewed Information Management Strategy and developed new 2020 – 2023 strategy
- Developed an Elected Member Recordkeeping Procedure

The State Records Act 2000

The City of Mandurah, as a Local Government Authority, is required under the State Records Act 2000 (the Act) to provide an annual report, as outlined in the Record Keeping Plan.

Recordkeeping Compliance

The City is committed to the management of records in accordance with legislative requirements and best practice standards. The City's Record Keeping Plan was approved by State Records on 24 October 2017, in accordance with section 28 of the State Records Act 2000. The plan will next be reviewed and submitted by 24 October 2022.



Recordkeeping & Freedom of Information Induction Program

All new staff are required to undertake the compulsory on-line record keeping awareness training, focussing on obligations under the State Records Act 2000.

Record Keeping Training Program

Training for new and existing employees is currently provided by the Information Management Unit for WeConnect (SharePoint) monthly. City has recently obtained TechnologyOne OneCouncil for business, consequently all training programs and schedules are currently under review.

Procedures for Elected Members were prepared enabling Elected Members to receive training in their record keeping obligations and the associated processes at the commencement of their term of office.

Freedom of Information (FOI)

FOI gives the public a right to access government documents, subject to some limitations. In Western Australia, under the Freedom of Information Act 1992 (the FOI Act), the right applies to documents held by most State government agencies such as local governments. Documents accessible under the FOI Act include paper records, plans and drawings, photographs, tape recordings, films, videotapes or information stored in a computerised form.

Agencies are required to assist applicants to obtain access to documents at the lowest reasonable cost.

Anyone can also apply to have personal information about themselves in government documents amended if that information is inaccurate, incomplete, out of date or misleading.

	2020/21	2019/20	2018/19	2017/18	2016/17
FOI Applications Received	10	2	4	4	3
Average process time (days)	29	8	14.5	20	29
Decision Outcomes					
Access in Full	2	1	1	1	0
Access with Editing	6	1	3	3	3
Applications Withdrawn	1	-	-	-	-
Applications Denied	0	-	-	-	-
Applications Refused	1	-	-	-	-

Outside the Formal Process

Thinking outside the box: One of the most effective ways agencies can achieve the objects of the FOI Act is to disclose information outside the FOI process unless there is a good reason not to do so. This can be done by proactively publishing information, or by providing requested information without the need for a formal FOI application.

The Information Statement is readily available from the City of Mandurah Website or a printed inspection version is available at the City of Mandurah Libraries.

Number of Informal Enquiries	
Number of enquiries received in which once the process was explained, scope clarified and discussed the information was able to be provided outside the formal FOI process or did not proceed, for example, through directing a customer to a decision in public Council Minutes on the website.	39

Modifications to the Strategic Community Plan and Corporate Business Plan

There were no changes made to the Strategic Community Plan 2020-2040, during the reporting period.

Following a review of the Corporate Business Plan 2020-2024, as a result of an Elected Member discussion in October 2020, minor changes were proposed, and endorsed by Council in November 2020. The changes were as follows:

1. Change Key Focus Area

Action	Current	Proposed
Transfer '1.26 Delivery of the Advocacy Strategy, aligned with the Strategic Community Plan' from Economic to Organisational Excellence	1.5. Leverage partnerships with key stakeholders to achieve improved economic outcomes with due consideration to environmental impacts	5.1. Demonstrate regional leadership and advocate for the needs of our community
Transfer '2.26 Increase Youth access to information on services and opportunities through grants, job skills and networks, and access to education and training' from Social to Economic	2.2. Promote a positive identity and image of Mandurah and the contributions of its youth	1.2. Facilitate and advocate for sustainable local job creation and industry diversification 1.4. Advocate for and facilitate opportunities for improved pathways to education and learning outcomes in Mandurah
Transfer '2.37 Maintain Mandurah Ocean Marina (MOM) and MOM Chalet Park' from Social to Economic	2.5. Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in	1.1. Promote and foster business investment aimed at stimulating economic growth

Transfer '5.39 Coordinate Peel Region Youth Services Network (PRYS) Steering group' from Organisational Excellence to Social	5.1. Demonstrate regional leadership and advocate for the needs of our community	2.2. Promote a positive identity and image of Mandurah and the contributions of its youth 2.3. Facilitate opportunities that promote community led initiatives and build local capacity and capability
Transfer '5.69 Manage and maintain the City's parks and natural areas' from Organisational Excellence to Health	5.4. Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management	3.3. Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community

2. Remove "Implement transport plans for community to safely negotiate through areas of environmental significance i.e. opening these areas up to tourists" (under the Environment focus area) as it is a part of the Integrated Transport Strategy already captured elsewhere.

3. Add project 'Manage Waste to Energy contract'

Action: Monitor progress on the construction of the Waste to Energy plant, including provision of regular updates to the community and on the City's website

Focus Area: Environment

Objectives: 4.2. Protect and manage our local natural environment and ensure that our actions to manage land-based assets don't adversely impact our waterways.

Image credits

Cover: City of Mandurah Administration Building 2021

Page 2: Blue Bay, Halls Head 2021

Page 3: Yabagurt Public Art, Mandjar Square 2021

Page 5: Dolphin Quay Marina, Mandurah 2021

Page 14: Mandurah Christmas Lights Trail, Stingray Point, Jennie Tanti 2020

Page 16: Eastern and Western Foreshore works for Transform Mandurah 2021

Page 18: City of Mandurah Rangers at Town Beach, Mandurah 2021

Page 19: Bortolo Reserve, Greenfields 2021

Page 20: City of Mandurah Administration Building and Staff 2021

Page 26: Mandurah Terrace cafe strip 2021

Page 33: City of Mandurah Sports Awards 2020

Page 50: City of Mandurah Customer Services Area 2021

Page 57: Young Yorgas, Winners of the 2020 LG Policy Awards – Aboriginal Health

Page 61: City of Mandurah Customer Services Area 2021



**CITY OF
MANDURAH**

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