



**NOTICE OF MEETING**

**ORDINARY COUNCIL**

Members of Council are advised that a meeting will be held in the Council Chambers 83 Mandurah Terrace, Mandurah on:

**TUESDAY 23 FEBRUARY 2021 AT 5.30PM**

**MARK R NEWMAN**  
Chief Executive Officer  
18 February 2021

# AGENDA

**1. OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS**

**2. ACKNOWLEDGEMENT OF COUNTRY**

**3. APOLOGIES**

Leave of Absence: Councillor M Rogers

**4. IMPORTANT NOTE:**

Members of the public are advised that any decisions made at the meeting can be revoked, pursuant to the *Local Government Act 1995*. Therefore, members of the public should not rely on any decisions until formal notification in writing by Council has been received.

**5. ANSWERS TO QUESTIONS TAKEN ON NOTICE**

**6. PUBLIC QUESTION TIME**

Public Question time provides an opportunity for members of the public to ask a question of Council. For more information regarding Public Question Time please visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au) or telephone 9550 3787.

**7. ANNOUNCEMENTS**

Modification to *Standing Orders Local Law 2016* - electronic attendance at meeting.

**8. PUBLIC STATEMENT TIME**

Any person or group wishing to make a Public Statement to Council regarding a matter concerning local government must complete an application form. For more information regarding Public Statement Time please visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au) or telephone 9550 3787.

**9. LEAVE OF ABSENCE REQUESTS**

**10. PETITIONS**

**11. PRESENTATIONS****12. DEPUTATIONS**

Any person or group wishing to make a Deputation to Council regarding a matter listed on this agenda for consideration must complete an application form. For more information regarding making a deputation please visit the City's website [www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au) or telephone 9550 3787.

**13. CONFIRMATION OF MINUTES:**

13.1 Ordinary Council Meeting: 19 January 2021

13.2 Annual Electors' Meeting: 1 February 2021

Minutes available on the City's website via council / council-meetings / agendas and minutes

**14. ANNOUNCEMENTS BY THE PRESIDING MEMBER (WITHOUT DISCUSSION)****15. DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS****16. QUESTIONS FROM ELECTED MEMBERS (WITHOUT DISCUSSION)**

16.1 Questions of which due notice has been given

16.2 Questions of which notice has not been given

**17. BUSINESS LEFT OVER FROM PREVIOUS MEETING****18. REPORTS**

<b>No.</b>	<b>Item</b>	<b>Page No</b>	<b>Note</b>
1	Financial Report December 2020	1 – 28	Absolute majority required
2	Financial Report January 2021	29 – 58	Absolute majority required
3	Adoption New Fees and Charges	59 – 63	Absolute majority required
4	Licence: Alfresco Dining Tod's Café	64 – 67	
5	Proposed Lease: Falcon Men's Shed Incorporated	68 – 74	Absolute majority required
6	Code of Contact and CEO Standards	75 – 108	Absolute majority required
7	Reschedule Annual Electors' Meeting	109 – 110	
8	City of Mandurah Waste Plan 2020 – 2025	111 - 201	

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9	Advertising in Road Reserves Council Policy	202 - 210
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**19. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN**

19.1 Mayor Williams: Lord Mayor's Distress Relief Fund

**20. NOTICE OF MOTIONS FOR CONSIDERATION AT THE FOLLOWING MEETING**

**21. LATE AND URGENT BUSINESS ITEMS**

**22. CONFIDENTIAL ITEMS**

**23. CLOSE OF MEETING**

**1**      **SUBJECT:**                      Financial Report December 2020  
           **DIRECTOR:**                Business Services  
           **MEETING:**                    Council Meeting  
           **MEETING DATE:**        23 February 2021

## Summary

The Financial Report for December 2020 together with associated commentaries, notes on investments, balance sheet information and the schedule of accounts are presented for Elected Members' consideration.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- G.17/6/20      23/06/2020      Adoption of Annual Budget 2020/21

## Background

Nil

## Comment

## Financial Summary

The financial report for December 2020 shows a surplus for this period of \$57.9 million.

A summary of the financial position for December 2020 is detailed in the table below:

	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. (b)-(a)	Var.% (b)-(a)/(a)
	\$ 000s	\$ 000s	\$ 000s	\$ 000s	%
<b>Opening Funding Surplus / (Deficit)</b>	<b>2,197</b>	<b>2,197</b>	<b>1,195</b>	<b>(1,002)</b>	<b>-46%</b>
<b><u>Revenue</u></b>					
Revenue from operating activities	111,778	100,959	103,075	2,115	2%
Capital revenue, grants and Contribution	13,183	10,590	5,458	(5,133)	-48%
	<b>124,961</b>	<b>111,550</b>	<b>108,532</b>	<b>(3,017)</b>	
<b><u>Expenditure</u></b>					
Operating Expenditure	(136,027)	(66,710)	(53,974)	12,736	-19%
Capital Expenditure	(44,674)	(25,697)	(9,114)	16,583	-65%
	<b>(180,701)</b>	<b>(92,407)</b>	<b>(63,088)</b>	<b>29,319</b>	
Non-cash amounts excluded from operating activities	35,776	18,048	14,185	(3,556)	-20%
Other Capital Movements	17,225	(3,059)	(2,943)	116	-4%
<b>Closing Funding Surplus / (Deficit)</b>	<b>(542)</b>	<b>36,329</b>	<b>57,881</b>	<b>21,859</b>	<b>61%</b>

Key Capital Projects

The following table highlights the status of the City's key capital projects for the 2020/2021 financial year:

Project	2020/21 Actuals Incl. CMT \$'000s	2020/21 Annual Budget \$'000s	Comment
Western Foreshore Recreation Precinct	2,463	8,316	<p><i>Project status:</i> Skate Park – Opened to public 16 December 2020.</p> <p>Play Space – Off-the-shelf play equipment tender evaluated. Tender for the main play tower structure closed 18 December. Submissions to be evaluated and contract awarded early 2021. Project expected to be completed by June 2021.</p> <p>Toilet Facility – Construction underway with completion proposed for March 2021.</p>
Eastern Foreshore South Precinct	1,674	6,937	<p><i>Project status:</i> Floating Jetties – Infrastructure construction is underway. Piling is complete and floating pontoons for Tuckey Lane Jetty installed. Proposed construction completion of both jetties end of January 2021.</p> <p>Estuary Pool – Construction has commenced on the seawall, groynes, steps and ramps. Surcharge bund in place for approx. 6 weeks. Works to resume in January 2021. Project expected to be completed by June 2021.</p>
Smart Street Mall Upgrade	1,021	2,352	<p><i>Project status:</i> Electrical and lighting to be commissioned 11 December 2020. Site cleaned up for Christmas. Works to resume in Jan/Feb 2021 including paving, planter walls, street furniture and overhead structures. Project expected to be completed by June 2021.</p>
Lakelands District Open Space and Clubroom Facility	1,716	2,271	<p><i>Project status:</i> Sports Ground Lighting - Contract has been awarded and prestart meeting complete. Works to commence early 2021. Project expected to be completed by March/April 2021.</p> <p>Clubrooms – Complete.</p>
Pinjarra Road Stage 1 and 2	148	1,626	<p><i>Project status:</i> Works to commence April 2021 from Parkview Road to Anstruther Road. Future works programmed for 2021-2022.</p>
Leslie Street Road Rehabilitation	-	813	<p><i>Project status:</i></p>

Works scheduled to commence February 2021.  
Project expected to be completed by May  
2021.

## Statutory Environment

*Local Government Act 1995* Section 6.4 Financial Report  
*Local Government (Financial Management) Regulations 1996* Part 4 Financial Reports

## Policy Implications

Nil

## Economic Implications

Any material variances that have an impact on the outcome of the budgeted surplus position are explained in the Monthly Financial Report, as detailed in Attachment 1.1.

## Risk Analysis

Nil

## Strategic Implications

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

### Organisational Excellence:

- 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.

## Unbudgeted Expenditure

### Local Drug Action Team (LDAT) Grant Funding

The Community Capacity Building team have been working with the Alcohol and Drug Foundation (ADF) to develop a new Community Action Plan that has an estimated delivery cost of \$29,458.

The Mandurah Local Drug Action Team aims to increase peer connection and support between young people aged 11-18 and 16-25, to reduce youth alcohol use in Mandurah. The LDAT will conduct activities that aim to increase knowledge of adolescent alcohol harm, and build capacity in young people to share these messages. Existing peer groups will create website and social media content to share messaging that positively influences peer knowledge, attitudes and behaviour to prevent alcohol-related harm. A newly established peer facilitated support group will connect LGBTQIA+ young people, to promote positive peer relationships. The Mandurah Youth Advisory Group will also increase peer connections and self-confidence by planning and delivering a Youth Week event.

The Community Capacity Building Team have applied for a 2020/21 ADF grant of \$26,050 and as there is unspent grant funding of \$3,408 in Reserve from the 2019/20 LDAT grant, the new Community Action Plan will be fully grant funded. Subject to approval of the 2020/21 ADF grant, it is recommended that unbudgeted revenue and expenditure of \$29,458 is approved by Council to leverage this grant opportunity.

## WA Recovery Plan – Water Tank Allocations

As part of the WA Recovery Plan implemented by the WA State Government, DFES was awarded funds to provide water tanks to support bush fire response throughout the State. The Emergency Management Team were successful in securing an \$11,690 grant for a 60,000L water tank for the Mandurah Southern Districts Bush Fire Brigade.

It is recommended that unbudgeted revenue and expenditure of \$11,690 is approved by Council for a new capital works project to leverage this grant opportunity.

### **Conclusion**

The City strives to manage its finances adequately and maintain expenditure within budget to ensure services that have been approved through the budget process are fully funded. By submitting the budget variation requests to Council as they arise it allows identification of financial implications and ensures there is nil effect on the budget adopted.

It is recommended that Council receive the Monthly Financial Report, Schedule of Accounts, proposed budget variations and the amendments to the Procurement Council Policy.

### NOTE:

- Refer **Attachment 1.1 Monthly Financial Report**  
**Attachment 1.2 Schedule of Accounts (electronic only)**

### **RECOMMENDATION**

#### **That Council:**

- 1 Receives the Financial Report for December 2020 as detailed in Attachment 1.1 of the report.**
- 2 Receives the Schedule of Accounts for the following amounts as detailed in Attachment 1.2 of the report:**

<b>Total Municipal Fund</b>	<b>\$ 10,901,245.42</b>
<b>Total Trust Fund</b>	<b>\$ 0.00</b>
	<b><u>\$ 10,901,245.42</u></b>
- 3 Approves the following budget variations for 2020/21 annual budget:**
  - 3.1 Increase in operating expenditure of \$29,458\* for Local Youth Alcohol Campaign**
    - To be funded from Unspent Grants Reserve \$3,408\*
    - To be funded from ADF Grant \$26,050\*
  - 3.2 Increase in capital expenditure of \$11,690\* for Mandurah Southern Districts BFB Water Tank**
    - To be funded from DFES Grant \$11,690\*

**\*ABSOLUTE MAJORITY REQUIRED\***



# Monthly Financial Report

## December 2020



# City of Mandurah December 2020

## \$542,095

Estimated Deficit at 30 June 2021 with proposed budget amendments

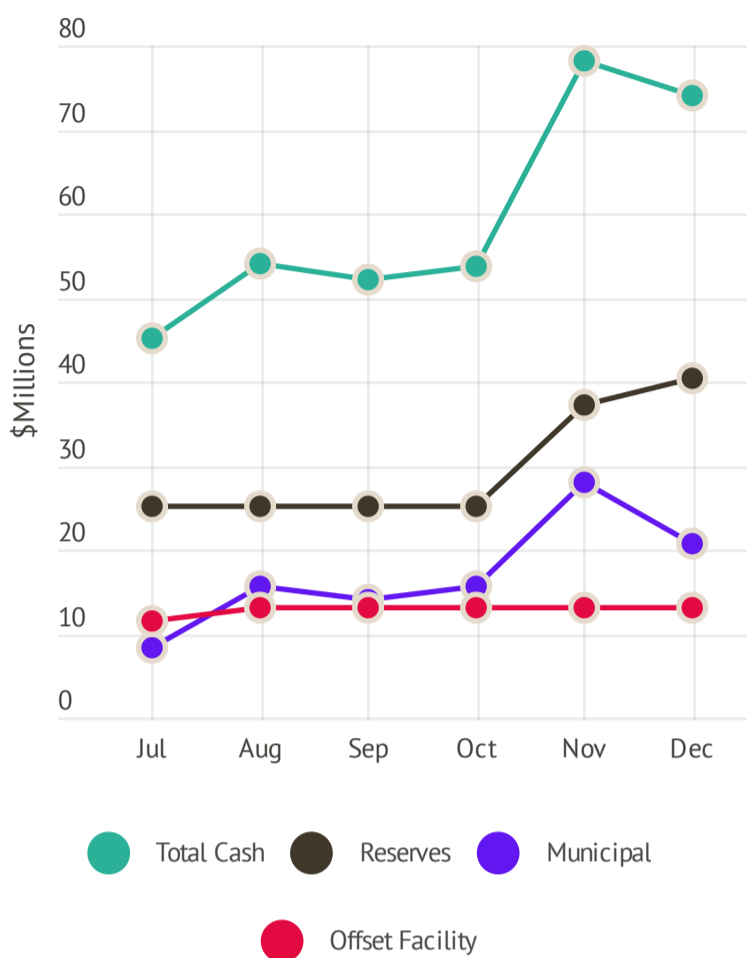
## \$57.9 million

Year to Date Actual Surplus

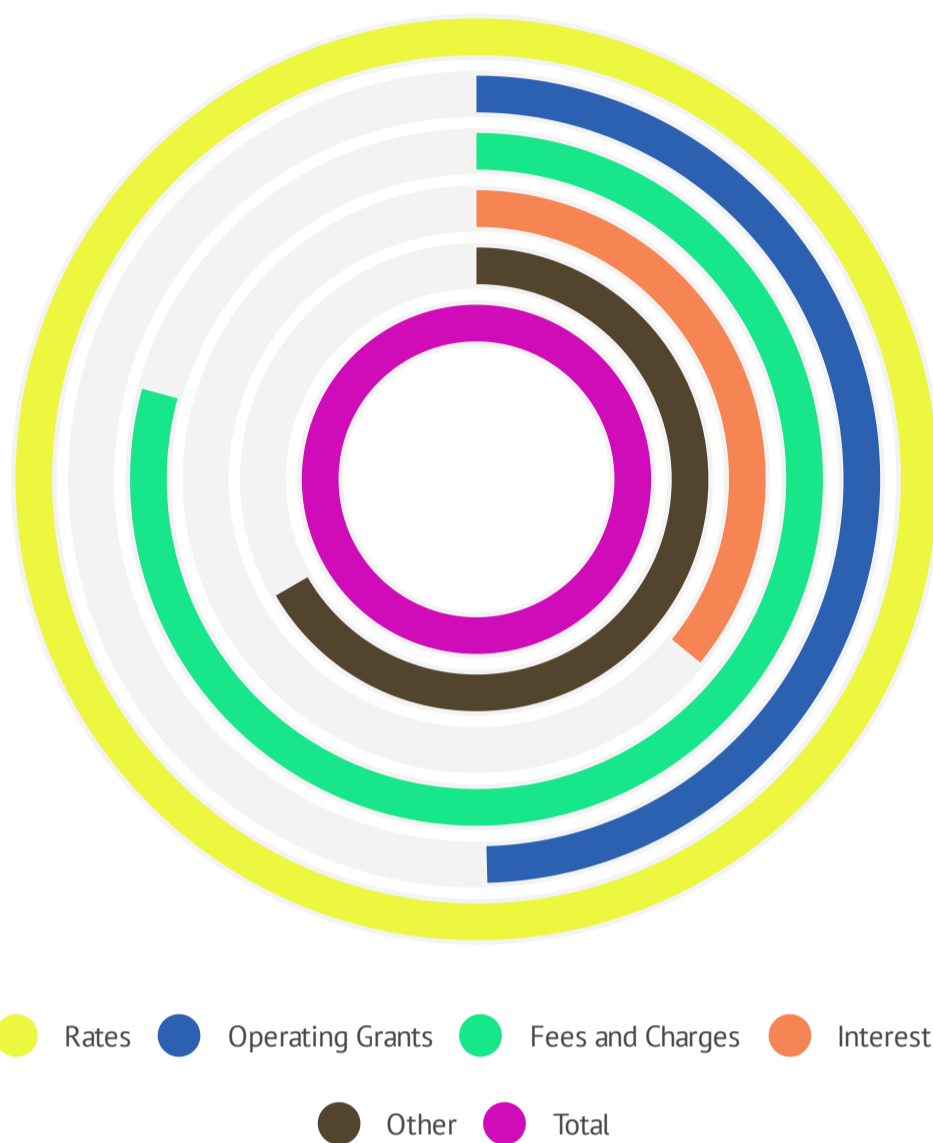
### Summary

- Actual Rates Raised \$80.06M
- Actual Rates Received \$56.41M (67.7% collected)
- Actual Operating Revenue \$103.07M
- Actual Capital Revenue \$3.91M
- Actual Operating Expenditure \$53.97M
- Actual Capital Expenditure \$9.11M
- Actual Proceeds from Sale of Assets \$1.55M

### Investments



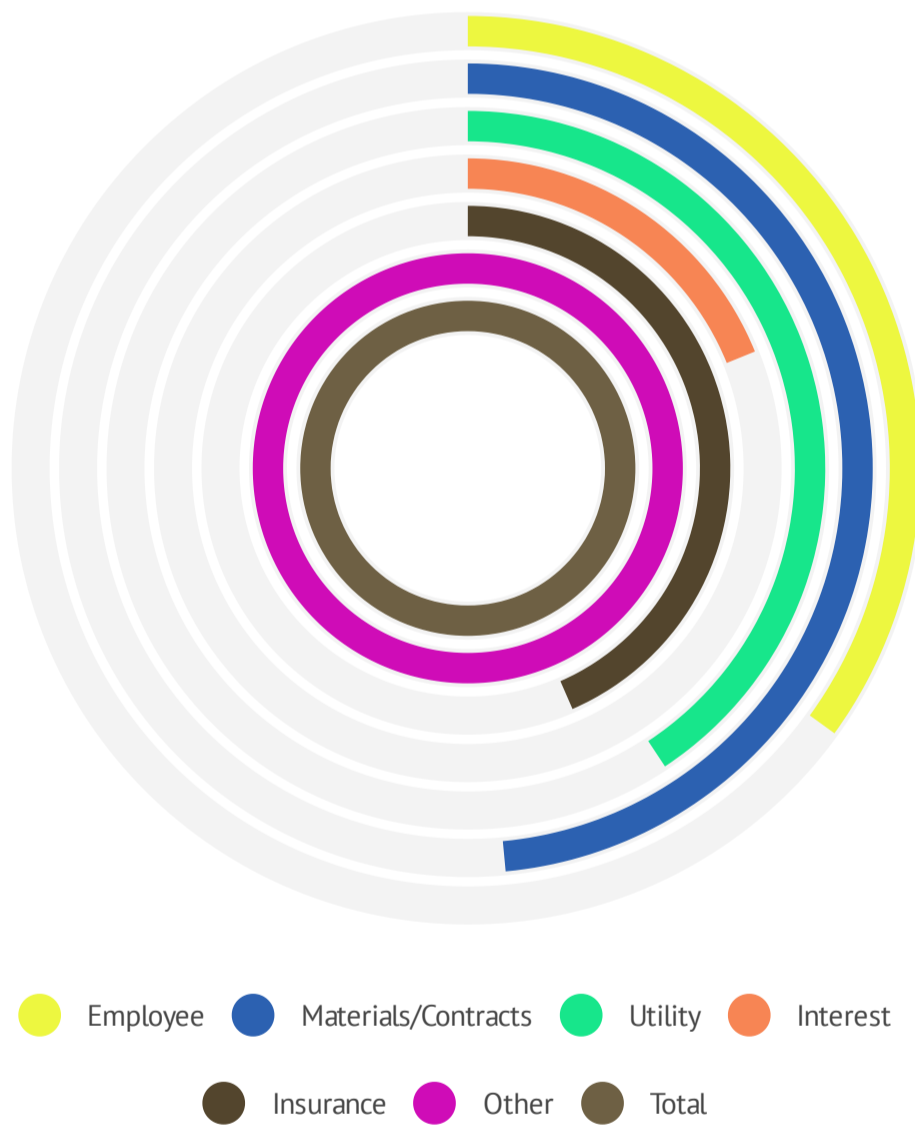
### Year to Date Revenue Actuals Compared to Current Budget



### Loans

- Actual Principal Outstanding \$23.56M
- Actual Principal Repayments Made \$2.67M
- Actual Interest Paid \$174K
- Actual New Loans Drawdown \$0M
- Amount of Interest Saved from Loan Offset Facility \$113K

### Year to Date Expenditure Actuals Compared to Current Budget



### Rates Outstanding

- 22 Properties with >\$10K outstanding
- 143 Properties \$3K to \$10K outstanding
- 4 Properties commenced legal action in 20/21
- \$1.99M Rates Exemptions

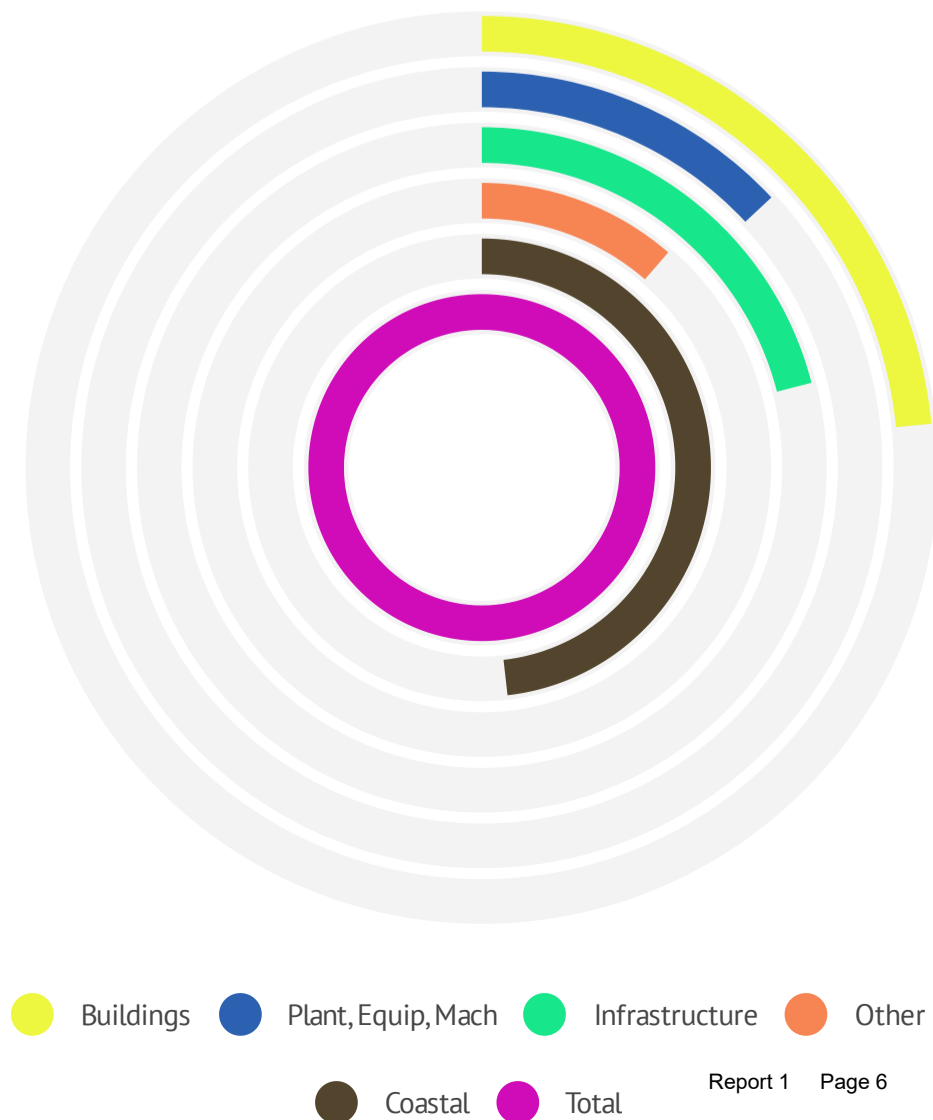
### Sundry Debtors Outstanding

- 178 current accounts due (\$828k)
- 206 accounts overdue i.e >30 days (\$495K)

### Budget Proposed Amendments

- Local Youth Alcohol Campaign additional operating grant revenue and expenditure \$25k
- Additional capital revenue and expenditure for Mandurah Southern Districts BFB Water Tank \$12k

### Year to Date Capital Actuals Compared to Current Budget



3 Tenders awarded during the month through CEO delegation

32% Grants received for the 20/21 year

**CITY OF MANDURAH**  
**MONTHLY FINANCIAL REPORT**  
**For the Period Ended 31 December 2020**

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**STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**BY NATURE OR TYPE**

	Ref Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
<b>Opening Funding Surplus / (Deficit)</b>	1(c)	2,197,002	2,197,002	<b>1,194,780</b>			
<b>Revenue from operating activities</b>							
Rates		80,089,931	79,966,079	<b>80,061,848</b>	95,769	0.12%	
Operating grants, subsidies and contributions		4,766,342	1,522,460	<b>2,362,861</b>	840,401	55.20%	▲
Fees and charges		25,208,293	18,604,827	<b>19,968,504</b>	1,363,677	7.33%	
Interest earnings		1,460,000	729,708	<b>524,438</b>	(205,270)	(28.13%)	▼
Other revenue		235,500	117,708	<b>156,937</b>	39,229	33.33%	▲
Profit on disposal of assets		18,399	18,399	-	(18,399)	(100.00%)	▼
		<b>111,778,465</b>	<b>100,959,181</b>	<b>103,074,588</b>	2,115,407	2.10%	
<b>Expenditure from operating activities</b>							
Employee costs		(48,655,466)	(24,238,638)	<b>(17,008,108)</b>	7,230,530	29.83%	▲
Materials and contracts		(45,143,907)	(21,267,511)	<b>(21,900,336)</b>	(632,825)	(2.98%)	
Utility charges		(4,126,414)	(1,983,951)	<b>(1,679,678)</b>	304,273	15.34%	▲
Depreciation on non-current assets		(35,440,869)	(17,713,344)	<b>(12,437,612)</b>	5,275,732	29.78%	▲
Interest expenses		(1,234,093)	(616,794)	<b>(232,588)</b>	384,206	62.29%	▲
Insurance expenses		(870,578)	(435,084)	<b>(378,403)</b>	56,681	13.03%	▲
Other expenditure		(202,500)	(101,236)	<b>(337,249)</b>	(236,013)	(233.13%)	▼
Loss on disposal of assets		(353,191)	(353,191)	-	353,191	100.00%	▲
		<b>(136,027,018)</b>	<b>(66,709,749)</b>	<b>(53,973,974)</b>	12,735,775	19.09%	
Non-cash amounts excluded from operating activities	1(a)	35,775,661	18,048,136	<b>14,185,012</b>	(3,863,124)	(21.40%)	▼
<b>Amount attributable to operating activities</b>		<b>11,527,108</b>	<b>52,297,568</b>	<b>63,285,626</b>	10,988,058	(21.01%)	
<b>Investing activities</b>							
Non-operating grants, subsidies and contributions	9	12,162,222	10,080,086	<b>3,906,583</b>	(6,173,503)	(61.24%)	▼
Proceeds from disposal of assets	4	1,020,562	510,281	<b>1,551,186</b>	1,040,905	203.99%	▲
Payments for property, plant and equipment	6	(44,674,448)	(25,696,896)	<b>(9,113,721)</b>	16,583,174	64.53%	▲
<b>Amount attributable to investing activities</b>		<b>(31,491,664)</b>	<b>(15,106,529)</b>	<b>(3,655,953)</b>	11,450,576	75.80%	
<b>Financing Activities</b>							
Proceeds from new debentures	7	27,500,000	-	-	0	0.00%	
Unspent Loans Utilised		1,200,612	-	-	0	0.00%	
Payment of lease liability		(807,905)	(403,953)	<b>(323,427)</b>	80,526	19.93%	▼
Proceeds from community loans		100,000	50,000	<b>50,898</b>	898	1.80%	
Transfer from reserves		19,061,504	-	-	0	0.00%	
Repayment of debentures	7	(25,410,640)	(2,705,320)	<b>(2,670,948)</b>	34,372	1.27%	
Transfer to reserves		(4,418,111)	-	-	0	0.00%	
<b>Amount attributable to financing activities</b>		<b>17,225,460</b>	<b>(3,059,273)</b>	<b>(2,943,477)</b>	115,795	3.79%	
<b>Closing Funding Surplus / (Deficit)</b>	1(c)	<b>(542,095)</b>	<b>36,328,769</b>	<b>57,880,976</b>	21,552,207	59.33%	

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Budget data as per the adopted materiality threshold.

Refer to Note 12 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Local Government (Financial Management) Regulation 1996.

	Notes	Annual Budget	YTD Budget (a)	YTD Actual (b)
		\$	\$	\$
<b>Non-cash items excluded from operating activities</b>				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals		(18,399)	(18,399)	-
Movement in pensioner deferred rates (non-current)		-	-	(118,505)
Movement in employee benefit provisions (non-current)		-	-	1,865,905
Add: Loss on asset disposals		353,191	353,191	-
Add: Depreciation on assets		35,440,869	17,713,344	12,437,612
<b>Total non-cash items excluded from operating activities</b>		<b>35,775,661</b>	<b>18,048,136</b>	<b>14,185,012</b>

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with regulation 32 of the Local Government (Financial Management) Regulations 1996 to agree to the surplus/(deficit) after imposition of general rates.

		Budget Closing 30 Jun 2020	Budget Closing 30 Jun 2021	Year to Date 31 Dec 2020
<b>Adjustments to net current assets</b>				
Less: Reserves - restricted cash		(34,557,228)	(20,116,870)	(40,269,303)
Less: Unspent loans		-	(431,591)	(1,531,765)
Less: ESL debtors		185,905	-	(1,198,908)
Less: Prepaid Rates		(2,455,879)	(2,455,879)	-
Less: Clearing accounts				4,774,672
Add: Borrowings	7	5,410,639	7,499,999	2,088,883
Add: Other liabilities		7,437,433	3,081,188	-
Add: Lease liability		1,416,287	608,382	750,190
Add: Provisions - employee		4,944,527	5,041,426	5,103,667
Add: Loan Facility offset		-	-	13,000,000
<b>Total adjustments to net current assets</b>		<b>(17,618,316)</b>	<b>(6,773,345)</b>	<b>(17,282,564)</b>

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

<b>Current assets</b>				
Cash and cash equivalents	2	39,407,751	23,293,233	60,912,287
Rates receivables	3	4,019,116	3,519,116	26,950,125
Receivables	3	4,444,928	3,644,928	7,607,923
Other current assets		428,974	524,062	972,740
<b>Less: Current liabilities</b>				
Payables		(7,761,299)	(4,555,419)	(5,897,904)
Borrowings	7	(5,410,639)	(7,499,999)	(2,088,883)
Other current liabilities		(5,275,266)	(3,464,329)	(5,734,105)
Lease liabilities		(1,416,287)	(608,382)	(750,190)
Provisions		(8,621,960)	(8,621,960)	(6,808,453)
<b>Less: Total adjustments to net current assets</b>	1(b)	<b>(17,618,316)</b>	<b>(6,773,345)</b>	<b>(17,282,564)</b>
<b>Closing Funding Surplus / (Deficit)</b>		<b>2,197,002</b>	<b>(542,095)</b>	<b>57,880,976</b>

**CURRENT AND NON-CURRENT CLASSIFICATION**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

	Total Amount	Interest rate	Total calculated interest Earnings	Institution	S&P rating	Deposit Date	Maturity Date	Term days
	\$	\$	\$	\$				
<b>Cash on hand</b>								
Westpac Municipal Bank Account	11,158,913	Variable		Westpac	AA-	NA	NA	
	11,158,913							
<b>Municipal Investments</b>								
Muni 10 - 9652-46197	29,770	0.25%	74	ANZ	AA-	1/10/2020	1/10/2021	365
Muni 37 - B33713404.54	3,001,997	0.27%	1,997	CBA	AA-	11/11/2020	9/02/2021	90
MNS 31 - 582058	6,113,042	0.60%	3,114	Westpac	AA-	30/11/2020	31/12/2020	31
MNS 60 - 582007	339,263	0.65%	187	Westpac	AA-	30/11/2020	31/12/2020	31
	9,484,072							
<b>Reserve Investments</b>								
Reserve 30 - 78-911-3263	3,047,398	0.45%	3,415	NAB	AA-	7/12/2020	8/03/2021	91
Reserve 31 - 78-920-6945	3,047,435	0.40%	3,003	NAB	AA-	23/12/2020	23/03/2021	90
Reserve 32 - 33713404	3,019,605	0.27%	2,031	CBA	AA-	23/11/2020	22/02/2021	91
Reserve 33 - 93-656-8445	3,044,505	0.40%	3,000	NAB	AA-	31/12/2020	31/03/2021	90
Reserve 34 - 72-684-2987	3,043,366	0.40%	2,999	NAB	AA-	22/12/2020	2/03/2021	70
Reserve 35 - B33713404.xx	3,005,802	0.39%	5,802	CBA	AA-	20/11/2020	20/05/2021	181
Reserve 36 - 97-996-3904	3,003,403	0.45%	3,403	NAB	AA-	11/11/2020	11/02/2021	92
Reserve 37 - 98-008-2768	3,006,695	0.45%	6,695	NAB	AA-	11/11/2020	11/05/2021	181
Reserve 38 - 36-724-1038	3,003,329	0.45%	3,329	NAB	AA-	20/11/2020	18/02/2021	90
Reserve 39 - B33713404.55	3,001,997	0.27%	1,997	CBA	AA-	20/11/2020	18/02/2021	90
RNS 31 - 581565	6,834,251	0.60%	3,481	Westpac	AA-	30/11/2020	31/12/2020	31
RNS 60 - 581573	3,211,519	0.65%	1,772	Westpac	AA-	30/11/2020	31/12/2020	31
	40,269,303							
<b>Total</b>	<b>60,912,287</b>		<b>46,298</b>					

**Interest revenue**

Investment Interest Accrued	46,298
Investment Interest Matured	200,650
Rates Interest	277,490
	<b>524,438</b>

**Interest Earned**

**\$524,438**

**Total Municipal and Reserve Funds**

**60,912,287**

	Amount	Interest rate on loans	Interest Saved	YTD Interest Saved
Loan Offset Facility				
Westpac	13,000,000	1.97%	21,013	112,965

**KEY INFORMATION**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of twelve months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

<b>Total Municipal Cash</b>	<b>Unrestricted</b>
<b>\$73.91 M</b>	<b>\$33.64 M</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

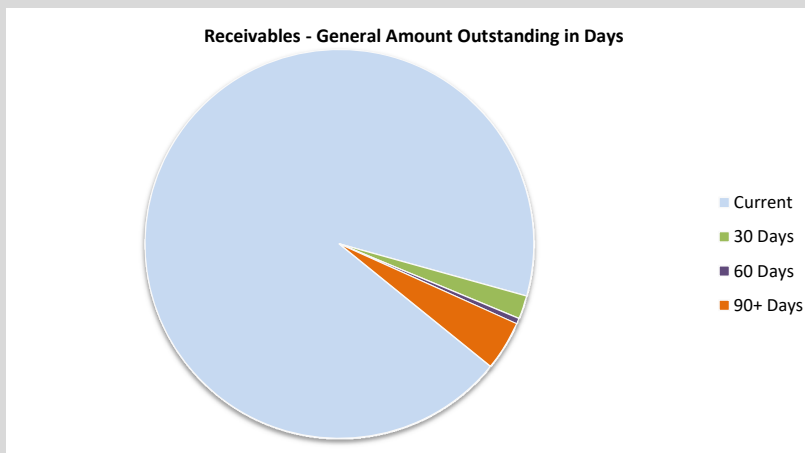
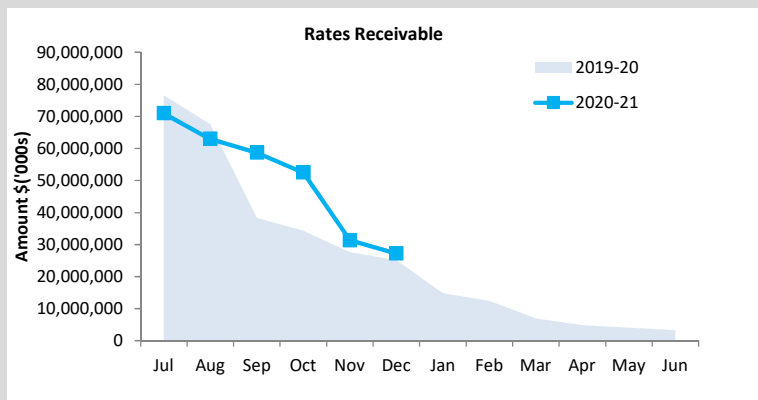
**OPERATING ACTIVITIES  
NOTE 3  
RECEIVABLES**

Rates Receivable	30-Jun-20	31-Dec-19	31 Dec 20
	\$		\$
Opening Arrears Previous Years	2,873,789	2,873,789	3,317,555
Rates levied	80,212,522	78,487,059	80,045,904
Less - Collections to date	(79,768,756)	(56,231,842)	(56,413,334)
Equals Current Outstanding	<b>3,317,555</b>	<b>25,129,006</b>	<b>26,950,125</b>
<b>Net Rates Collectable</b>	<b>3,317,555</b>	<b>25,129,006</b>	<b>26,950,125</b>
% Collected	96%	69.1%	67.7%
No. of Legal Proceedings Commenced for the 2020/21 year			4
No. of properties > \$10,000 outstanding			22
No. of properties between \$3,000 and \$10,000 outstanding			143
Value of Rates Concession			73,427
Value of Rates Exemptions			1,990,417

Receivables - General	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
<b>Balance per Trial Balance</b>						
Sundry receivable		699,925	146,804	36,071	312,141	1,194,942
Recreation Centres		107,034				107,034
Mandurah Ocean Marina		20,832				20,832
GST receivable		718,082				718,082
Allowance for impairment of receivables	(139,014)					(139,014)
Infringements	1,056,488					1,056,488
Pensioners rates and ESL deferred	3,363,367					3,363,367
Other Receivables	1,286,191					1,286,191
<b>Total Receivables General Outstanding</b>		<b>7,112,906</b>	<b>146,804</b>	<b>36,071</b>	<b>312,141</b>	<b>7,607,923</b>
Percentage		93.5%	1.9%	0.5%	4.1%	

**KEY INFORMATION**

Rates and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of rates and other receivables is reviewed on an ongoing basis. Other receivables that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



<b>Debtors Due</b>
<b>\$7,607,923</b>
<b>Over 30 Days</b>
<b>7%</b>
<b>Over 90 Days</b>
<b>4%</b>

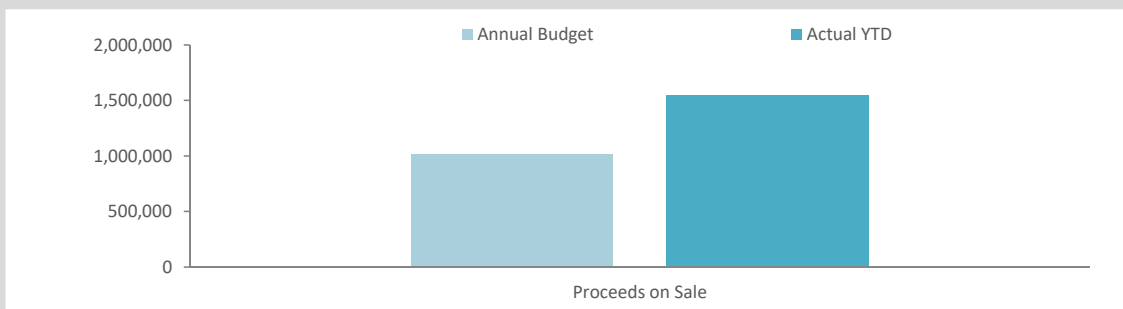
Collected	Rates Due
<b>67.7%</b>	<b>\$26,950,125</b>

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
		\$	\$
	Sale of Land - Shearwater L102, L105, L109	0	1,090,751
<b>Light Passenger Vehicles - Replacement</b>			
MAZDA CX-5 - C00316	SUSTAINABLE DEVELOPMENT	15,502	
MITSUBISHI OUTLANDER - C00816	WORKS AND SERVICES	13,669	
MITSUBISHI OUTLANDER - C01016	SUSTAINABLE DEVELOPMENT	11,419	
TOYOTA PRADO - C01117	MAYORS OFFICE	24,367	
MITSUBISHI OUTLANDER - C02217	WORKS AND SERVICES	11,574	
MAZDA CX-5 - C02817	SUSTAINABLE DEVELOPMENT	13,467	
VOLKSWAGEN GOLF - C03717	WORKS AND SERVICES	11,924	13,464
MAZDA CX-5 - C03917	WORKS AND SERVICES	15,975	
MAZDA CX-5 - C04016	WORKS AND SERVICES	16,150	
MITSUBISHI OUTLANDER - C04217	PEOPLE AND COMMUNITIES	11,815	
FORD MONDEO - C04516	SUSTAINABLE DEVELOPMENT	15,917	14,600
MAZDA CX-5 - C04617	SUSTAINABLE DEVELOPMENT	16,460	
TOYOTA RAV4 - C04916	SUSTAINABLE DEVELOPMENT	14,438	
TOYOTA RAV4 - C05117	SUSTAINABLE DEVELOPMENT	14,002	
MAZDA CX-5 - C05216	PEOPLE AND COMMUNITIES	15,502	
MAZDA CX-5 - C05317	SUSTAINABLE DEVELOPMENT	16,460	
MAZDA CX-5 - C05517	STRATEGY AND BUSINESS PERFORMANCE	16,460	
HOLDEN TRAILBLAZER - C06716	WORKS AND SERVICES	19,159	28,009
VW Golf - C072	WORKS AND SERVICES	9,939	13,464
MAZDA CX-5 - C07317	WORKS AND SERVICES	16,460	
HYUNDAI I30 - C07718	WORKS AND SERVICES	8,662	14,145
<b>Light Commercial Vehicles - Replacement</b>			
FORD RANGER - U00116	PARKS-SOUTHERN	18,762	
MITSUBISHI TRITON - U00517	PARKS PROJECTS	13,650	
ISUZU D'MAX - U00916	PARKS ASSETS	15,169	
FORD RANGER - U01116	WASTE MANAGEMENT	19,283	
FORD RANGER - U01417	PARKS CENTRAL	18,915	
FORD RANGER - U01517	PARKS MAINTENANCE - RETIC	13,839	
FORD RANGER - U01617	PARKS MAINTENANCE - RETIC	18,450	
TOYOTA HIACE - U01716	PARKS MAINTENANCE - RETIC	16,157	
FORD RANGER - U01816	PARKS PROJECTS	19,630	
FORD RANGER - U02617	PARKS NORTHERN	16,100	
FORD RANGER - U03017	PARKS MAINTENANCE - RETIC	13,839	
HOLDEN COLORADO - U03317	RANGERS	16,822	
FORD RANGER - U03716	MARINA AND DEPOT	18,607	
FORD RANGER - U04116	HEALTH SERVICES	18,809	
FORD RANGER - U04417	PARKS CENTRAL	14,715	
TOYOTA HIACE - U04617	PARKS MAINTENANCE - RETIC	16,588	
FORD RANGER - U05517	PARKS MAINTENANCE - RETIC	15,760	
FORD RANGER - U05617	LANDSCAPING SERVICES	15,544	
FORD RANGER - U06017	WORKS CONSTRUCTION	19,430	
HOLDEN COLORADO - U06118	SURVEYING SERVICES	17,356	
FORD RANGER - U06217	RECREATION SERVICES COORDINATOR	16,100	
FORD RANGER - U06317	CIVIL MAINTENANCE	19,720	
FORD RANGER - U06417	PARKS-SOUTHERN	16,315	
FORD RANGER - U06517	PARKS ASSETS	18,408	
FORD RANGER - U06617	EMERGENCY MANAGEMENT SDBFB	19,720	
<b>Trucks &amp; Buses Replacements</b>			
TOYOTA HIACE 12 SEAT BUS - T028	EMERGENCY MANAGEMENT	23,876	
<b>Trailers</b>			
FLAT TOP 1500KG - P016	WORKS CONSTRUCTION	700	
MOWING 4500KG - V003	PARKS-SOUTHERN	3,040	
MOWING 4500KG - V004	PARKS NORTHERN	3,040	
MOWING 4500KG - V005	PARKS-SOUTHERN	3,040	
BOXTOP 2000KG - V022	WORKS CONSTRUCTION	700	
BOXTOP 2000KG - V025	CIVIL CONSTRUCTION(DRAINAGE)	700	
BOXTOP 1500KG - V026	CITYBUILD	750	
3T TANDEM TIPPER - V033	CIVIL MAINTENANCE	1,660	
2T TANDEM TIPPER - V034	CIVIL CONSTRUCTION (DRAINAGE)	1,330	
LUGGAGE TRAILER SINGLE AXLE 2000KG - V040	PARKS ASSETS	1,090	
WASTECH SEMI TRAILER - V050		35,327	
WASTECH SEMI TRAILER - V051		35,327	
WASTECH CONVERTED DOLLY TRAILER - V052		5,486	



Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
<b><u>Parks &amp; Mowers</u></b>			
TORO REELMASTER 7000D - M02517	PARKS ASSETS	18,252	
KUBOTA OFD 72 INCH - CAB+TRAILER - M01516	PARKS ASSETS	7,500	
KUBOTA ZERO TURN 72 INCH - M01916	PARKS SOUTH	6,000	
KUBOTA OFD 72 INCH - M03416	PARKS NORTH	7,500	
TURF CUTTER - P302	PARKS SOUTH	1,000	
<b><u>Miscellaneous Equipment &gt;\$1500</u></b>			
ROBIN TRASH PUMP - S107	CIVIL CONSTRUCTION (DRAINAGE)	890	
EARLEX ELECTRIC SPRAY UNIT - P021	CITYBUILD	640	
VERTI MOWER - M008	PARKS ASSETS	400	
<b><u>Construction Vehicles - Replacement</u></b>			
KOMATSU WA250PZ-6 WHEEL LOADER - G006	WORKS CONSTRUCTION	79,405	
BOMAG BW24R MULTI TYRE ROLLER - R002	WORKS CONSTRUCTION	45,900	
<b><u>Plant Disposed from 2019/20 budget</u></b>			
FORD RANGER - U043	WORKS CONSTRUCTION	0	15,509
FORD RANGER - U05216	PARKS ASSETS	0	24,600
FORD RANGER - U0516	PARKS CENTRAL	0	23,918
DEUTSCHER H660-11 ROTARY MOWER - AM100	PARKS ASSETS	0	667
HYUNDAI I30 HATCH - C00116	MARINA AND DEPOT	0	12,782
MITSUBISHI OUTLANDER - C02316	ASSET MANAGEMENT	0	17,782
HOLDEN COLORADO - U03216	RANGERS	0	21,418
ROADSWEEPER - T051	CIVIL MAINTENANCE	0	65,613
TRALIER SINGLE AXLE - V01716	PARKS CENTRAL	0	2,312
FORD RANGER - U05916	PARKS ASSETS	0	20,282
FORD RANGER - U00316	HEALTH SERVICES	0	29,145
FORD RANGER - U05316	PARKS ASSETS	0	25,509
HOLDEN COLORADO - U069	SUSTAINABLE DEVELOPMENT	0	22,555
AIR COMPRESSOR - P054	WORKS AND SERVICES	0	417
TOYOTA RAV 4 - C01216	LIBRARY & HERITAGE SERVICES	0	20,964
REELMASTER SIDEWINDER MOWER - M023	WORKS AND SERVICES	0	7,153
ROTARY MOWER - M02616	PARKS ASSETS	0	7,154
TOYOTA HILUX - U007	WORKS AND SERVICES	0	29,827
FORD RANGER - U02216	WORKS AND SERVICES	0	29,145
		<b>1,020,562</b>	<b>1,551,186</b>

KEY INFORMATION



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**NOTE 5  
TENDERS AWARDED FOR THE MONTH**

CEO delegation – accepted tenders during the month  
Delegation over \$250,000

<b>Tender code</b>	<b>Tender Description</b>	<b>Company Awarded to</b>	<b>Contract Term</b>	<b>Contract Amount</b>
				\$
T24-2020	Provision and Maintenance of Fire Protection Systems and Equipment	Scavenger Fire and Safety	3 years (Option to extend for 1 year)	363,000 (approx.)
T21-2020	Cleaning Services for Ablution Facilities	Brightmark Group Pty Ltd	2 years (Option to extend for 2 years)	1,542,848
T25-2020	Supply and Placement of Concrete Kerbing	Hoozer Pty Ltd trustee for the McCartney Family Trust trading as Kerb Doctor	1 Year (Option to extend for 1 year)	116,000

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

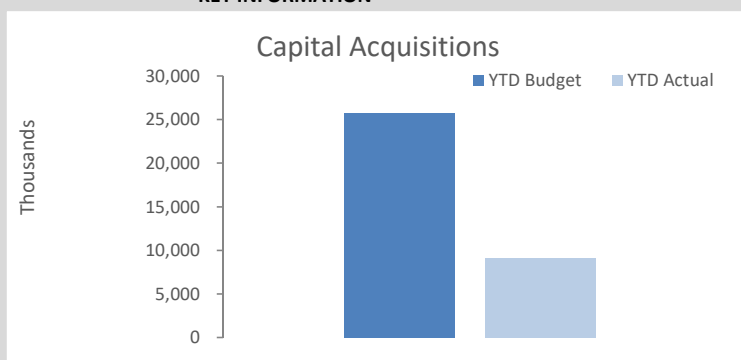
**INVESTING ACTIVITIES  
NOTE 6  
CAPITAL ACQUISITIONS**

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	3,271,990	3,364,454	1,778,187	788,878	(989,309)
Equipment	336,820	336,820	318,314	68,396	(249,918)
Machinery	3,506,697	3,506,697	1,588,798	433,256	(1,155,542)
Infrastructure - Roads	10,964,511	12,190,158	8,620,526	2,845,031	(5,775,496)
Bridges	400,000	750,000	574,930	0	(574,930)
Parks	19,901,574	21,080,352	11,443,305	4,323,534	(7,119,771)
Drainage	1,118,523	1,107,601	736,424	204,808	(531,615)
Coastal & Estuary	422,601	499,600	417,145	240,858	(176,287)
Other Infrastructure	3,143,492	1,838,766	219,266	208,960	(10,306)
<b>Capital Expenditure Totals</b>	<b>43,066,208</b>	<b>44,674,448</b>	<b>25,696,896</b>	<b>9,113,721</b>	<b>(16,583,174)</b>
<b>Capital Acquisitions Funded By:</b>					
	\$		\$	\$	\$
City of Mandurah Contribution	8,553,042	8,951,336	15,361,669	4,746,704	(10,614,965)
Capital grants and contributions	11,279,174	12,162,222	10,080,086	3,906,583	(6,173,503)
Borrowings	7,931,591	8,700,611		0	0
Other (Disposals & C/Fwd)	1,020,562	1,020,562	255,140	460,435	205,294
Cash Backed Reserves					
Building Reserve	2,161,990	2,069,292		0	0
Asset Management Reserve	1,404,778	1,414,816		0	0
Property Acquisition Reserve	1,830,000	644,500		0	0
Sustainability Reserve	229,180	229,180		0	0
Sanitation Reserve	756,471	756,471		0	0
Traffic Bridge Reserve	400,000	400,000		0	0
Waterways Reserve	40,990	40,990		0	0
Unspent Grants & Contributions Reserve	5,258,590	6,084,628		0	0
City Centre Land Acquisition Reserve	2,000,000	2,000,000		0	0
Plant Reserve	199,841	199,841		0	0
<b>Capital Funding Total</b>	<b>43,066,208</b>	<b>44,674,448</b>	<b>25,696,896</b>	<b>9,113,721</b>	<b>(16,583,174)</b>

**SIGNIFICANT ACCOUNTING POLICIES**

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

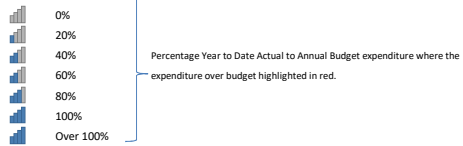
**KEY INFORMATION**



Acquisitions	Annual Budget	YTD Actual	% Spent
	<b>\$44.67 M</b>	<b>\$9.11 M</b>	<b>20%</b>
Capital Grant	Annual Budget	YTD Actual	% Received
	<b>\$12.16 M</b>	<b>\$3.91 M</b>	<b>32%</b>

Capital Expenditure Total

Level of Completion Indicators



Level of completion indicator, please see table at the end of this note for further detail.

Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
<b>Buildings</b>						
400030 Owen Avenue Ablution	298,889	298,889	298,888	168	298,721	Tender being awarded.
750619 Community Sport and Recreation Facility Fund Program - Small Grants	160,119	54,556	27,283	0	54,556	Funding allocated to Peel Hockey Assoc Floodlighting \$95,443 and Sth Mh Tennis Club Resurfacing \$10,120.
750620 Solar Plan	64,048	64,048	0	0	64,048	Construction to commence Q4.
750621 Milgar St Reserve Water Service Replacement	21,350	21,350	21,351	8,674	12,676	Construction 50% complete.
750622 Installation of Air Conditioning at Halls Head Parade Community and Sports Facility	48,035	0	0	0	0	Project has been deferred and budget reallocated to Mandurah Bowling Club Compressor and Mandurah Visitors Centre Upgrade.
750623 Administration Building - Foyer Security	80,059	80,059	0	0	80,059	Construction to commence Q3.
750624 Seniors Centre Heating Cooling System Upgrade	48,035	48,035	48,036	40,900	7,135	Construction complete. Finances to be finalised.
750625 Mandurah Community Museum Roof Replacement.	160,119	160,119	0	0	160,119	Construction to commence Q3.
750626 Site Main Switchboard Program	53,373	18,373	0	0	18,373	Construction to commence Q4.
750627 Administration Centre External Painting Project	84,329	84,329	0	0	84,329	Construction to commence Q3.
750628 Civic Building-Mayors Office Reconfiguration	53,373	53,373	0	3,873	49,500	Construction 5% complete.
750629 Health & Safety Improvements at Pottery Place	16,011	16,011	16,012	0	16,011	Construction 50% complete.
750630 Mandurah Ocean Marina Chalets - External Refurbishment	160,119	160,119	0	0	160,119	Construction to commence Q3.
750631 Mandurah Bowling & Recreation Club - Bar Repairs	21,350	21,350	21,351	0	21,350	Construction to commence Q3.
750632 Falcon Pavilion Re Roofing Project	77,924	77,924	77,924	0	77,924	Construction to commence Q3.
750633 Stage 2 of Upgrades to Peelwood Reserve Changerooms	106,746	106,746	0	0	106,746	Construction to commence Q3.
750634 MARC - Hardstands for Pool Blankets	10,674	10,674	10,673	0	10,674	Construction to commence Q3.
750635 MARC - Aquatic Plant Rooms Automatic Pool Acid Feed System	5,337	5,337	5,337	0	5,337	Construction to commence Q3.
750636 WMC - Upgrade Alarm System	30,000	30,000	30,000	0	30,000	Construction to commence Q3.
400015 South Mandurah Football Club Changeroom Project	106,746	136,746	136,746	0	136,746	Construction to commence Q3.
750638 Ablution Bortolo Reserve	213,492	213,492	0	0	213,492	Construction to commence Q3.
400021 Mh Mustangs FC - Facility Development	176,131	176,131	0	0	176,131	Construction to commence Q3.
400022 Peelwood Res - Changeroom Upgrade	21,350	21,350	0	0	21,350	Construction to commence Q4.
400007 CASM Ablution Upgrade	47,020	47,020	47,021	42,383	4,637	Complete.
400031 Admin Building First Floor Carpet	38,535	38,535	38,536	0	38,535	Out to quote.
400009 Change Rooms Upgrade Program	213,487	213,487	213,488	223,159	(9,672)	Complete. Budget Variation for overspend to be processed at Budget Review.
400004 MARC/Waste Transfer Station - Solar Plan Phase 5	309,414	159,411	159,412	170,045	(10,634)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed in due course, as savings are identified in complete CityBuild projects.
400046 Site Main Switchboards	89,133	95,133	0	0	95,133	Construction to commence Q4.
400042 Southern Ops Transportable Meeting Room	79,832	79,832	79,830	71,421	8,411	Construction 75% complete.
400033 Civic Chamber Meeting Rooms	64,403	16,510	16,509	22,772	(6,262)	Complete. Budget Variation for overspend to be processed at Budget Review.
400013 Civic Building - Tuckey Room	121,177	91,705	91,704	120,907	(29,202)	Construction complete. Scope increased as per request for further works and inclusion of landscaping. Budget Variation for overspend to be processed in due course, as savings are identified in complete CityBuild projects.
400026 Peel Community Kitchen	247,200	248,200	248,200	18,389	229,811	Construction 5% complete.
400028 MARC LED & Lighting Control	44,180	59,012	59,012	56,067	2,945	Complete.
750639 Peel Hockey Association - Floodlighting	0	95,443	47,700	0	95,443	Construction to commence Q3.
750640 South Mnd Tennis Club - Resurfacing	0	10,120	5,058	10,120	0	Construction complete. Finances to be finalised.
750641 Reading Cinema Complex FIP	0	35,000	35,000	0	35,000	Complete. Finances to be finalised. Remaining budget to be allocated to Site Main Switchboard project at Budget Review.
750642 Mandurah Bowling Club Compressor	0	27,890	27,890	0	27,890	Complete. Finances to be finalised.
750643 Falcon Family Centre Upgrade	0	96,000	0	0	96,000	Construction to commence Q3.
750644 Mandurah Visitors Centre Refurbishment	0	142,145	68,012	0	142,145	Construction to commence Q3.
750645 Coodanup Community Centre Upgrade	0	50,000	0	0	50,000	Construction to commence Q3.
<b>Bridges</b>						
880000 Old Mandurah Bridge	400,000	400,000	400,000	0	400,000	Construction to commence Q3.
880012 Lakelands-Madora Bay Pedestrian Bridge	0	350,000	174,930	0	350,000	November 2020 budget variation to be processed after January 2021 Council meeting.
<b>Parks</b>						
700439 Enclosed Dog Park	213,492	213,492	0	17,387	196,105	Construction to commence Q4.
700440 Major Public Artworks	125,000	125,000	62,478	0	125,000	Ongoing Program 2020/21.
700441 Bortolo Reserve - Shade Sail	33,926	33,926	33,927	0	33,926	Construction to commence Q4.

Level of completion indicator, please see table at the end of this note for further detail.

Account Description		Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
700471	Hermitage Park - Shade Sail	45,234	45,234	45,234	0	45,234	Construction to commence Q4.
700472	Country Club Drive - Shade Sail	33,926	33,926	33,927	0	33,926	Construction to commence Q4.
700442	Shade Sail Renewal Program	56,544	56,544	56,545	49,384	7,160	Construction 95% complete.
700443	Falcon Bay Upgrade - Stage 4 of 5	339,261	339,261	169,631	212,576	126,685	Construction 50% complete.
700444	Novara Foreshore Stage 4	452,348	452,348	0	40	452,308	Construction to commence Q3.
	Wittenoom Reserve - Drinking Fountain	9,047	0	0	0	0	Project cancelled, budget reallocated within Drinking Fountain Program.
700466	Calypto Reserve - Drinking Fountain	9,047	18,192	0	5,928	12,264	Construction to commence Q3.
700467	Halls Head Foreshore - Drinking Fountain	9,047	17,529	0	5,928	11,601	Construction to commence Q3.
700468	Lord Hobart Reserve - Drinking Fountain	16,963	19,225	0	5,928	13,297	Construction to commence Q3.
	Mogum Reserve - Drinking Fountain	12,440	0	0	0	0	Project cancelled, budget reallocated within Drinking Fountain Program.
700446	BBQ Caterpillar Park	26,687	26,687	26,688	0	26,687	Construction to commence Q3.
700470	BBQ Templetonia Reserve, Coodanup	26,687	26,687	26,688	0	26,687	Construction to commence Q3.
700447	Rakoa Reserve and Bridgewater South Replace Fencing	33,926	33,926	0	9,815	24,111	Construction 75% complete.
700448	Melaleuca Tce - Replace broken pine fencing	67,852	67,852	0	34,387	33,466	Construction 95% complete. November 2020 budget variation to be processed after January 2021 Council meeting.
700449	Pump Station Replacement of Pumps	46,599	46,599	23,292	0	46,599	Ongoing Program 2020/21.
700450	San Remo deck modifications	11,308	11,308	11,309	1,808	9,500	Construction 50% complete. November 2020 budget variation to be processed after January 2021 Council meeting.
700451	Halls Cottage Fencing	53,373	53,373	0	0	53,373	Construction to commence Q4.
700452	Seascape Village Precinct - Shade Structure Refurbishment	32,024	32,024	0	940	31,084	Construction to commence Q3.
700453	Falcon Reserve Activation Plan - Stage 2	226,173	226,173	113,087	77,647	148,526	Construction 50% complete.
700454	Cemetery - Upgrade of lakes	96,125	96,125	0	0	96,125	Construction to commence Q4.
700455	Lakes Cemetery Fencing - renewal	35,058	35,058	35,060	0	35,058	Construction 50% complete.
700456	Old Coast Road/Wilderness Drive - Playground Renewal	31,665	63,330	0	0	63,330	Construction to commence Q3.
700457	BMX Track Renewal Program	56,544	56,544	28,273	0	56,544	Construction to commence Q3. November 2020 budget variation to be processed after January 2021 Council meeting.
700458	Yalgor Heights Reserve - Playground Renewal	31,665	0	0	0	0	Project has been deferred and budget reallocated to Old Coast Road/Wilderness Drive - Playground Renewal.
700459	War Memorial - Redesign and replace reticulation	22,618	22,618	22,618	0	22,618	Construction 25% complete.
700438	Riverside Gardens Boardwalk	22,416	22,416	22,415	0	22,416	Project currently on hold due to Ross River virus in the area.
700460	Westbury Way Reserve Revegetation Plan (Offset) Capital	21,486	21,486	0	0	21,486	Construction to commence Q4.
700461	Hexham Wetland Fencing	20,340	20,340	20,340	20,852	(512)	Complete.
700462	Madora Bay Beach	113,087	113,087	0	0	113,087	Construction to commence Q4.
700463	Madora Bay Shade Shelters	67,852	67,852	67,852	0	67,852	Construction to commence Q3.
700464	Shade Sails Over Playgrounds	226,173	226,173	226,173	3,750	222,423	Construction to commence Q3.
700465	Dawesville Channel SE Foreshore Upgrade	226,173	226,173	0	0	226,173	Construction to commence Q3. November 2020 budget variation to be processed after January 2021 Council meeting.
700009	Falcon Reserve Activation Plan	209,035	203,365	203,366	180,613	22,752	Construction complete. Finances to be finalised.
700013	Lakelands Community Garden	30,000	0	0	0	0	Budget moved to operating project.
700020	Pebble Beach Boulevard Res 46649	156,945	156,945	156,944	49,881	107,064	Construction 25% complete.
700017	Grahame Heal Reserve	67,177	36,882	36,879	1,644	35,238	Construction 50% complete.
700035	Louis Dawe Park	46,212	51,218	51,217	51,280	(62)	Complete.
700006	MARC improvement to car park area	10,000	12,418	12,419	13,625	(1,207)	Complete.
700010	Falcon Skate Park Upgrade	160,000	161,791	161,791	156,390	5,401	Construction complete. Finances to be finalised.
700034	Eastern Foreshore Softfall Renewal	0	9,091	9,091	9,091	0	Complete.
700036	Mogum Reserve Softfall Renewal	0	23,400	23,400	23,400	0	Complete.
700042	Kerosene Tank Bunding	0	6,071	6,071	6,451	(380)	Complete.
700027	Duvernoy Park Picnic Facilities	0	40,000	40,000	41,333	(1,333)	Complete.
700473	Templetonia Reserve	0	5,000	5,000	4,478	522	Complete.
<b>Roads</b>							
501036	RS Aldgate Street	97,535	52,535	52,535	0	52,535	Project being deferred until 2021/22 due to Black Spot Funding application. Budget to be reallocated to other resurfacing projects within the Roads Renewal - Reseal Program in due course.
501066	RS Castlewood Place	17,340	17,340	0	0	17,340	Construction to commence Q3.
501067	RS Mississippi Drive Stage 2	232,999	232,999	0	0	232,999	Construction to commence Q3. November 2020 budget variation to be processed after January 2021 Council meeting.
501068	RS Oakmont Avenue Cool Seal	97,535	97,535	0	0	97,535	Construction to commence Q4. November 2020 budget variation to be processed after January 2021 Council meeting.
501069	RS Oakmont Avenue	86,697	86,697	86,697	4,422	82,275	Construction has been rescheduled to Q3 to align with extensive school holiday break.
501070	RS Perie Banou Close	92,116	92,116	92,117	0	92,116	Construction to commence Q3.
501071	RS Sedgemere Terrace	24,925	24,925	0	0	24,925	Construction to commence Q3.
501072	RS Valley Road	27,093	27,093	27,094	0	27,093	Construction to commence Q3.
501073	RS Valley Road	70,442	70,442	70,445	0	70,442	Construction to commence Q3. November 2020 budget variation to be processed after January 2021 Council meeting.
501074	Donnelly Gardens	205,906	205,906	205,906	0	205,906	Construction to commence Q3.
501075	Westbourn Pass	28,177	28,177	0	0	28,177	Construction to commence Q3.
501026	Bortolo Reserve - Shared Use Parking and Fire Track Facility	417,233	417,233	417,233	122,709	294,524	Construction 50% complete.
501027	RR Pinjarra Road Stage 1	812,789	1,625,578	1,625,576	143,233	1,482,345	Construction to commence Q4.
501028	RR Peel Street	812,789	812,789	812,788	579,890	232,899	Construction is 50% complete.
	RR Pinjarra Road Stage 2	812,789	0	0	0	0	
501030	RR Leslie Street	812,789	812,789	812,788	0	812,789	Construction to commence Q3.
501031	RR Catalina Dr/Badgerup Ave Roundabout	596,045	596,045	298,023	3,355	592,691	Construction to commence Q3.
501032	RR Thera St Stage 2	184,233	184,233	184,233	187,579	(3,346)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed at Budget Review.
501033	RR Old Coast Road/Albany Drive	140,883	140,883	140,882	0	140,883	Construction to commence Q3.
501034	RR Old Coast Rd - Cossack Way to Shoshone View	270,930	270,930	0	0	270,930	Construction to commence Q4. November 2020 budget variation to be processed after January 2021 Council meeting.

Level of completion indicator, please see table at the end of this note for further detail.

Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
501035 CP Halls Head Parade - Roberts Point	88,865	88,865	88,864	70,327	18,538	Construction 95% complete.
501025 SP Halls Head Parade PSP	21,674	21,674	0	194	21,480	Design to commence Q4.
501055 SP Casuarina Drive	16,256	16,256	0	0	16,256	Construction to commence Q3.
501056 SP Eldora Crescent	54,186	54,186	54,187	39,978	14,208	Complete.
501057 SP First Avenue	34,679	34,679	34,679	0	34,679	Construction to commence Q3.
501058 SP Lanyon Street	70,442	70,442	70,445	7,545	62,897	Construction to commence Q3.
501059 SP Melita Street	45,516	45,516	45,518	44,261	1,255	Complete.
501060 SP Murdoch Drive	91,032	91,032	91,031	0	91,032	Construction to commence Q3.
501061 SP Pinjarra Road	81,279	81,279	0	0	81,279	Construction to commence Q4.
501062 SP Pinjarra Road Park	72,609	72,609	0	15,969	56,640	Construction 5% complete.
501063 SP Wanjeep Street	102,953	102,953	0	0	102,953	Construction to commence Q4.
501064 Mulberry Close PAW	26,009	26,009	0	2,185	23,825	Construction to commence Q4.
501065 Missing Links	33,595	33,595	0	7,164	26,431	Ongoing Program 2020/21.
501037 SP Cox Bay Footpath Renewal	117,041	117,041	117,042	111,811	5,230	Construction complete. Finances to be finalised.
501038 SP Stingray Point Footpath Replacement	146,302	146,302	146,305	0	146,302	Construction to commence Q4.
501039 SL Street Lighting New Program	162,558	162,558	81,246	44,082	118,476	Ongoing Program 2020/21.
501040 SL Upgrade of the older lighting Poles on Peelwood Reserve Oval 2	53,373	53,373	0	0	53,373	Construction to commence Q3.
501041 SL Rushton Sports Flood Lighting - Replacement	106,746	106,746	106,746	0	106,746	Design and project scope will be completed this financial year.
501042 SL Light pole replacement	53,373	38,541	0	0	38,541	Construction to commence Q3.
501043 SL Mandurah Marina canal light pole rectification	53,373	53,373	53,373	0	53,373	Construction to commence Q3.
501044 SL Carpark Lighting Replacement Program	58,711	58,711	0	2,367	56,344	Ongoing program 2020/21.
501045 SL Mandurah Scoop Lighting Replacement	18,147	18,147	18,148	0	18,147	Construction to commence Q3.
501046 SL Parks and Reserves LED Program	80,059	80,059	0	0	80,059	Ongoing Program 2020/21.
501047 Pinjarra Road East - Median Stage 3	33,926	24,525	24,527	23,001	1,524	Complete.
501048 TM Discretionary Traffic Management Program	162,558	157,782	78,865	71,078	86,704	Ongoing Program 2020/21.
501049 TM Merlin St/Mistral St Roundabout	243,837	273,837	273,834	182,887	90,950	Construction 25% complete.
501050 Mandurah Road Median	169,631	169,631	0	2,596	167,036	Construction to commence Q3.
501051 SF Street Furniture New Program	65,024	65,024	32,496	0	65,024	Ongoing Program 2020/21.
500016 Smart Street Mall	2,000,000	2,351,939	1,175,502	418,166	1,933,773	Refer to Financial Report, Key Capital Projects table.
501052 WMC Loading Area - Column Protection	35,000	35,000	35,000	0	35,000	Construction to commence Q3.
501053 SL MARC Carpark Additional Lights	21,675	21,675	21,676	0	21,675	Construction to commence Q3.
501054 Waste Transfer Station Road Construction	108,371	108,371	0	0	108,371	Construction to commence Q4.
500019 Peel Street	250,000	495,287	495,286	487,022	8,265	Construction complete. Finances to be finalised.
500004 Coodanup Drive	111,930	111,930	111,930	106,264	5,666	Complete.
500029 TM Discretionary Traffic Mgmt	46,628	45,657	45,655	46,175	(518)	Complete.
500028 RR Thera Street	80,000	158,206	158,203	93,941	64,265	Complete.
500082 WMC Recovery Facility Hardstand	205,907	205,907	205,906	0	205,907	Construction to commence Q4.
500055 SP Cox Bay	0	22,672	22,672	19,366	3,306	Complete.
501076 Guava Way	0	351,000	175,428	3,068	347,932	Construction to commence Q4.
501077 SP Harbord Avenue	0	59,331	29,646	0	59,331	Construction to commence Q4.
501078 SP Sandforth Crescent	0	66,131	0	0	66,131	Construction to commence Q4.
501079 Pallas Way - Troy Place PAW	0	13,531	0	0	13,531	Construction to commence Q4.
501080 Boundary Road PAW	0	37,531	0	0	37,531	Construction to commence Q4.
500031 Wilderness Dr/Old Coast Rd	0	0	0	4,397	(4,397)	Expense to be re-allocated in January.
501082 RS Waldron Boulevard	0	45,000	0	0	45,000	Construction to commence Q3. November 2020 budget variation to be processed after January 2021 Council meeting.
<b>Drainage</b>						
600171 DR Leighton Road/Halls Head Parade	27,093	60,093	60,096	22,588	37,505	Construction 95% complete.
600172 DR Rainbow Way Swale Reinstatement	81,278	48,278	48,279	29,119	19,159	Construction 75% complete.
600173 DR Koolinda Street	162,558	162,558	162,558	2,341	160,217	Construction to commence Q3.
600174 DR Yeedong Road	108,371	108,371	108,370	2,685	105,686	Construction to commence Q3.
600175 DR 294 Estuary Road	81,278	81,278	81,281	0	81,278	Construction to commence Q3.
600176 DR Northport Boulevard	81,278	81,278	81,281	3,315	77,963	Construction to commence Q3.
600177 DR Discretionary Drainage	92,116	92,116	46,044	10,683	81,433	Ongoing Program 2020/21.
600178 DR Halls Head Parade - Roberts Point	73,693	73,693	73,695	42,298	31,395	Complete.
600179 DR Estuary View Road Flooding Stage 2	65,024	65,024	65,025	78,994	(13,970)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed at Budget Review.
600180 Bortolo Sump - Water Sensitive Urban Design	325,116	325,116	0	2,990	322,126	Construction to commence Q3. November 2020 budget variation to be processed after January 2021 Council meeting.
600011 DR Orion Rd Park Stage 2	20,719	9,796	9,795	9,796	0	Complete.
<b>Coastal &amp; Estuary</b>						
910106 Keith Holmes Reserve POS Upgrade	97,307	97,307	97,308	65,909	31,398	Construction 70% complete.
910107 Marina Pens WiFi	20,000	20,000	20,000	0	20,000	Construction to commence Q3.
910108 South Harbour Paving Upgrade Stage 2	183,801	183,801	183,802	101,649	82,152	Construction 55% complete.
910109 Cambria Island abutment walls repair	32,435	32,435	32,436	0	32,435	Construction 85% complete.
900012 Parkridge Boat Ramp	62,060	62,060	0	0	62,060	Grant application for RBFS Round 25 submitted. Notification of outcome expected by Minister 18/01/2021.
900002 Avalon Foreshore	27,000	63,211	63,217	38,432	24,779	Construction 95% complete.
900009 South Harbour Paving Replacement	0	40,786	20,382	34,868	5,918	Construction 90% complete.
<b>Equipment</b>						

Level of completion indicator, please see table at the end of this note for further detail.

Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
820175 MARC Pool Covers Program Pool	37,361	37,361	37,361	0	37,361	Ongoing Program 2020/21.
820176 Sign / sticker printer	37,930	37,930	37,930	37,962	(32)	Complete.
820177 MARC CCTV Aquatic Facilities	32,024	32,024	32,024	0	32,024	Construction to commence Q3.
820178 CCTV Upgrade at Meadow Springs Sports Facility	21,350	21,350	21,351	18,581	2,769	Construction 90% complete.
820179 MARC Pool Covers Leisure Exercise Pool	24,552	24,552	24,552	0	24,552	Construction to commence Q3.
820180 Furniture & Equipment Renewal Program	55,508	55,508	37,002	0	55,508	Ongoing Program 2020/21.
820174 MPAC Orchestra Lift	128,095	128,095	128,094	11,853	116,242	Construction to commence Q3.
<b>Plant &amp; Machinery</b>						
770001 Light Passenger Vehicles - Replacement	672,651	672,651	336,192	115,289	557,362	
770002 Light Commercial Vehicles - Replacement	981,185	981,185	490,398	179,352	801,833	
Light Passenger Vehicles - New	0	0	0	0	0	
770018 Light Commercial Vehicles - New	36,000	36,000	17,994	0	36,000	
770006 Trucks & Buses Replacements	72,893	72,893	18,224	0	72,893	
770007 Trailers	743,550	743,550	371,628	4,243	739,307	
770009 Parks & Mowers	285,438	285,438	142,662	96,443	188,995	
770011 Miscellaneous Equipment >\$1500	131,919	131,919	65,934	37,929	93,990	
770008 Construction Vehicles	583,061	583,061	145,766	0	583,061	
<b>Other Infrastructure</b>						
930033 Christmas Decorations 2020	213,492	213,492	213,491	203,020	10,472	Complete. Finances to be finalised.
930034 Waste Transfer Station increase hardstand area with concrete	100,000	100,000	0	0	100,000	Construction to commence Q4.
930035 Restart Mandurah - Other	2,785,000	1,519,500	0	0	1,519,500	Remaining Restart Mandurah funding proposed to fund 2021/22 projects.
930002 Road Sweeper Spoil	45,000	5,774	5,775	5,940	(166)	Complete.
400050 Lakelands DOS Clubroom Facility	200,000	762,524	762,524	547,276	215,248	Complete.
700052 Lakelands DOS	1,000,000	1,143,257	1,143,258	168	1,143,089	Refer to Financial Report, Key Capital Projects table.
500085 Lakelands DOS Parking	0	3,594	1,794	1,800	1,794	Refer to Financial Report, Key Capital Projects table.
700050 Lakelands DOS - Irrigation	0	26,125	13,056	4,144	21,981	Refer to Financial Report, Key Capital Projects table.
700053 Lakelands DOS - Sports Specific Infr	0	23,763	11,874	29,063	(5,300)	Refer to Financial Report, Key Capital Projects table.
700054 Lakelands DOS - Water Provision Infr	0	311,941	155,910	1,785	310,156	Refer to Financial Report, Key Capital Projects table.
700055 Eastern Foreshore South Precinct	6,870,103	6,936,603	3,466,908	616,646	6,319,957	Refer to Financial Report, Key Capital Projects table.
700056 Western Foreshore Recreation Precinct	8,300,000	8,315,856	4,156,266	2,138,098	6,177,758	Refer to Financial Report, Key Capital Projects table.
<b>Grand Total</b>	<b>43,066,214</b>	<b>44,674,448</b>	<b>25,749,682</b>	<b>9,113,721</b>	<b>35,560,727</b>	





Repayments - Borrowings

Information on Borrowings Particulars	1 July 2020	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
<b>Other property and services</b>									
Office Building [272]	215,016	0	0	126,421	195,631	88,595	19,981	1,667	3,140
Information Systems [316(i)]	0	0	0	-	110	0	0	0	0
IT Server Room Upgrade [316(vi)]	0	0	0	-	296	0	0	0	0
IT Communications Equipment [318(i)]	67,470	0	0	9,268	15,828	58,202	47,033	133	2,079
IT Equipment [329(vii)]	25,700	0	0	6,264	12,316	19,436	13,240	262	736
Land Purchase [330]	1,223,995	0	0	317,166	606,689	906,829	618,263	4,296	36,235
Civic Building - Tuckey Room Extension	458,859	0	0	22,604	41,205	436,255	418,016	4,816	13,634
Short term loan COVID-19	0	20,000,000	0	-	20,000,000	0	0	0	35,000
	26,230,451	0	27,500,000	2,670,948	25,410,640	23,559,503	28,339,428	174,390	1,127,642
<b>Total</b>	26,230,451	0	27,500,000	2,670,948	25,410,640	23,559,503	28,339,428	174,390	1,127,642
Current borrowings	25,410,640		27,500,000	2,670,948	25,410,640	2,088,883	25,410,640	174,390	1,127,642
Non-current borrowings	819,811					21,470,620	2,928,788		
	26,230,451					23,559,503	28,339,428		

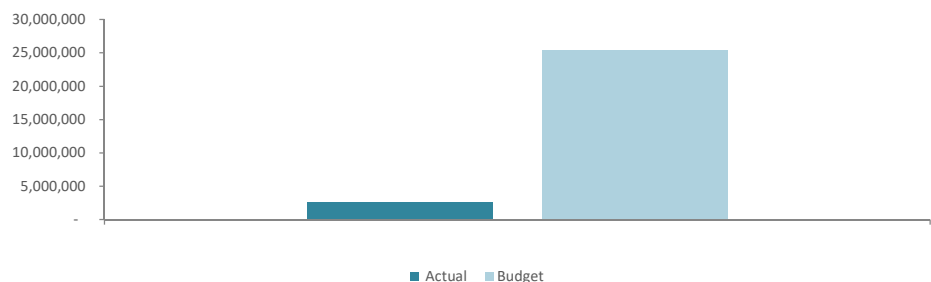
All debenture repayments were financed by general purpose revenue.

The City has no unspent debenture funds as at 30th June 2020, nor is it expected to have unspent funds as at 30th June 2021.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

2020/21 Principal Repayments



Principal Repayments

**\$2,670,948**

Interest Expense

**\$174,390**

Loans Due

**\$23.56 M**

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020

NOTE 8

OPERATING GRANTS AND CONTRIBUTIONS

Operating Grants, Subsidies and Contributions Revenue

Provider	Adopted Budget	Budget Variations	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$
<b>Operating Grants and Subsidies</b>				
<b>General purpose funding</b>				
Financial Assistance Grant - General Purpose	845,000		845,000	438,494
Financial Assistance Grant - Local Roads	670,000		670,000	301,301
<b>Law, order, public safety</b>				
Lifeguard Service Funding	100,000		100,000	95,667
DFES Bushfire Mitigation Funding	0	318,600	318,600	159,300
Operating Grant SES	64,233		64,233	11,938
Operating Grant Southern Districts Fire Brigade	0		0	9,207
<b>Education and welfare</b>				
Waterwise Verge Grant	10,000		10,000	0
NAIDOC	3,038		3,038	0
International Disability Day Grant	1,013	5,000	6,013	5,000
National Australia Day Council	0	0	528,360	21,000
Mandurah Mental Health Initiative	0		100,000	0
Mandurah Assertive Outreach Trial	0		350,000	0
<b>Recreation and culture</b>				
Gnoonie Youth Football Cup 2019	1,013		1,013	2,000
CHRMAP	37,500		37,500	0
Lotterywest (Childrens Festival Grant)	8,859		8,859	0
Lotterywest (Christmas Pageant)	10,125		10,125	0
Crabfest	141,742		141,742	0
Every Club Funding	20,250		20,250	0
Friday Night Skillz - DLGSCI	14,485		14,485	0
Colours of Mandurah Artwork	0		9,000	0
<b>Transport</b>				
PTA - Annual Bus Shelter Maintenance Assistance Scheme	15,000		15,000	0
	<b>1,942,258</b>	<b>323,600</b>	<b>3,253,218</b>	<b>1,043,905</b>
<b>TOTALS</b>	<b>1,942,258</b>	<b>323,600</b>	<b>3,253,218</b>	<b>1,043,905</b>

NON-OPERATING GRANTS AND CONTRIBUTIONS

Non Operating Grants, Subsidies and Contributions Revenue

Provider	Adopted Budget Revenue	Budget Variations	Annual Budget	YTD Revenue Actual (b)
	\$	\$	\$	\$
<b>Non-Operating Grants and Subsidies</b>				
<b>Community amenities</b>				
Donnelly Gardens	111,716	0	111,716	110,905
<b>Recreation and culture</b>				
Eastern Foreshore South Precinct	2,500,000	0	2,500,000	2,000,000
Eastern Foreshore South Precinct	1,228,250	0	1,228,250	0
Western Foreshore Recreation Precinct	3,771,750	0	3,771,750	0
Parkridge Boat Ramp	16,410	0	16,410	0
Falcon Skate Park Upgrade	80,000	6,338	86,338	86,338
Lakelands DOS Clubroom Facility	50,000	0	50,000	0
Lakelands DOS	325,000	0	325,000	0
<b>Transport</b>				
RR Pinjarra Road Stage 1	500,000	0	500,000	400,000
Peel Street	100,000	0	100,000	100,000
RR Peel Street	500,000	0	500,000	400,000
RR Pinjarra Road Stage 2	500,000	0	500,000	0
RR Leslie Street	500,000	0	500,000	200,000
RR Catalina Dr/Badgerup Ave Roundabout	550,000	0	550,000	200,000
RR Thera St Stage 2	170,000	0	170,000	170,000
RR Old Coast Road/Albany Drive	120,708	0	120,708	0
RR Old Coast Road/Albany Drive	215,000	(814)	214,186	215,000
Lakelands-Madora Bay Pedestrian Bridge	0	350,000	350,000	0
Guava Way	0	351,000	351,000	0
SP Harbord Avenue	0	59,331	59,331	0
SP Sandforth Crescent	0	66,131	66,131	0
Pallas Way - Troy Place PAW	0	13,531	13,531	0
Boundary Road PAW	0	37,531	37,531	0
<b>Economic services</b>				
SP Halls Head Parade PSP	20,000	0	20,000	4,000
	<b>11,258,834</b>	<b>883,048</b>	<b>12,141,882</b>	<b>3,886,243</b>
<b>Non-Operating Contributions</b>				
<b>Recreation and culture</b>				
Hexham Wetland Fencing	20,340	0	20,340	20,340
	<b>20,340</b>	<b>0</b>	<b>20,340</b>	<b>20,340</b>
<b>Total Non-operating grants, subsidies and contributions</b>	<b>11,279,174</b>	<b>883,048</b>	<b>12,162,222</b>	<b>3,906,583</b>

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**NOTE 10  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)  
A positive number in the amended budget running balance represents an estimated closing surplus.  
A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus/(Deficit)				(358,718)
1643.930035.20501.13	Restart Mandurah Other	G. 10/7/20 June FR	Capital Expenses		150,000		(208,718)
9624.102249.14000.13	Mandurah CBD Revitalisation Project	G. 10/7/20 June FR	Operating Expenses			(150,000)	(358,718)
1643.930035.20501.13	Restart Mandurah Other	G. 10/7/20 June FR	Capital Expenses		100,000		(258,718)
9555.101010.14000.10	Community Services: Comm Assistant Grants	G. 10/7/20 June FR	Operating Expenses			(100,000)	(358,718)
1643.930035.20501.13	Restart Mandurah Other	G. 10/7/20 June FR	Capital Expenses		100,000		(258,718)
	Transfer to Unspent Grant Reserve	G. 10/7/20 June FR	Other: Transfer Into Reserve			(100,000)	(358,718)
1635.700421.20501.13	Eastern Foreshore Softfall Renewal	G. 10/7/20 June FR	Capital Expenses			(9,091)	(367,809)
1635.700423.20501.13	Mogum Softfall Renewal	G. 10/7/20 June FR	Capital Expenses			(23,400)	(391,209)
1635.700430.20501.10	Kerosene Tank Bunding	G. 10/7/20 June FR	Capital Expenses			(6,071)	(397,280)
1636.500990.20501.13	SP Cox Bay	G. 10/7/20 June FR	Capital Expenses			(22,672)	(419,952)
9676.138750.14000.10	WSUD	G. 10/7/20 June FR	Operating Expenses			(52,859)	(472,811)
308810.9200.10	Corp Comms: Corp Projects	G. 10/7/20 June FR	Operating Expenses			(22,250)	(495,061)
308810.9058.10	Corp Comms: General Advertising	G. 10/7/20 June FR	Operating Expenses			(19,500)	(514,561)
9655.163032.10058.13	Emergency Management: Bushfire Mitigation	G. 10/7/20 June FR	Operating Expenses			(318,600)	(833,161)
318910.0050.55	Emergency Management Grants	G. 10/7/20 June FR	Operating Revenue		318,600		(514,561)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Capital Expenses			(1,723,043)	(2,237,604)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Capital Revenue		6,338		(2,231,266)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Other: Unutilised Loans		825,088		(1,406,178)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Other: Transfer Out of Reserve		677,377		(728,801)
1634.880012.	Lakelands-Madora Bay Pedestrian Bridge	G. 6/8/20 July FR	Capital Expenses			(350,000)	(1,078,801)
1636.501076.	Guava Way	G. 6/8/20 July FR	Capital Expenses			(351,000)	(1,429,801)
Various	Shared Paths	G. 6/8/20 July FR	Capital Expenses			(176,524)	(1,606,325)
386915.0070.60	Bridge Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue		350,000		(1,256,325)
381915.0070.60	Road Planned Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue		351,000		(905,325)
394915.0070.60	Footpath Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue		176,524		(728,801)
1636.501027.	RR Pinjarra Road Stage 1	G. 6/8/20 July FR	Capital Expenses			(812,789)	(1,541,590)
1636.501029.	RR Pinjarra Road Stage 2	G. 6/8/20 July FR	Capital Expenses		812,789		(728,801)
9564.102701.14000.10	Cultural Development: Arts & Culture Group Grants	G. 6/8/20 July FR	Operating Expenses		30,375		(698,426)
9555.101010.14000.10	Community Services: Comm Assitant Grants	G. 6/8/20 July FR	Operating Expenses			(30,375)	(728,801)
9637.102608.14000.05	Community Safety Projects: ADF Grant Expenditure	G. 6/8/20 July FR	Operating Expenses			(6,300)	(735,101)
9555.101012.10057.10	Community Services: In Day for People with a Disability	G. 6/8/20 July FR	Operating Expenses			(5,000)	(740,101)
0555.101012.31012.55	Community Services Revenue: Operating Grant	G. 6/8/20 July FR	Operating Revenue		5,000		(735,101)
381915.0070.60	Road Planned Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue			(814)	(735,915)
1632.750586.	MARC LED & Lighting Control	G. 6/8/20 July FR	Capital Expenses			(14,832)	(750,747)
1636.501042.	SL Light Pole Replacement Program	G. 6/8/20 July FR	Capital Expenses		14,832		(735,915)
1639.910095.	Avalon Foreshore	G. 6/8/20 July FR	Capital Expenses			(10,000)	(745,915)
1637.600164.	DR Orion Rd Park Stage 2	G. 6/8/20 July FR	Capital Expenses		10,000		(735,915)
1632.750639.	Peel Hockey Association - Floodlighting	G. 6/8/20 July FR	Capital Expenses			(95,443)	(831,358)
1632.750640.	South Mnd Tennis Club - Resurfacing	G. 6/8/20 July FR	Capital Expenses			(10,120)	(841,478)
1632.750619.	CSRFF Program - Small Grants	G. 6/8/20 July FR	Capital Expenses		105,563		(735,915)
1636.500950.	Smart Street Mall	G.11/9/20 Aug FR	Capital Expenses		20,197		(715,718)
1636.500953.	Peel Street	G.11/9/20 Aug FR	Capital Expenses		35,871		(679,847)
		G.11/9/20 Aug FR	Other: Unutilised Loans			(56,068)	(735,915)
1637.600171.	DR Leighton Road/Halls Head Parade	G.11/9/20 Aug FR	Capital Expenses			(33,000)	(768,915)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**NOTE 10  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)  
A positive number in the amended budget running balance represents an estimated closing surplus.  
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GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
1637.600172.	DR Rainbow Way Swale Reinstatement	G.11/9/20 Aug FR	Capital Expenses		33,000		(735,915)
1636.501049.	TM Merlin St/Mistral St Roundabout	G.11/9/20 Aug FR	Capital Expenses			(30,000)	(765,915)
1636.500962.	RR Thera Street	G.11/9/20 Aug FR	Capital Expenses		30,000		(735,915)
1635.700456.	Old Coast Road/Wilderness Drive - Playground Renewal	G.11/9/20 Aug FR	Capital Expenses			(31,665)	(767,580)
1635.700458.	Yalgor Heights Reserve - Playground Renewal	G.11/9/20 Aug FR	Capital Expenses		31,665		(735,915)
1635.700422.	Louis Dawe Park	G.11/9/20 Aug FR	Capital Expenses			(6,500)	(742,415)
1636.501047.	Pinjarra Road East - Median Stage 3	G.11/9/20 Aug FR	Capital Expenses		6,500		(735,915)
1635.700413.	Duverney Park Picnic Facilities	G.11/9/20 Aug FR	Capital Expenses			(40,000)	(775,915)
1635.700473.	Templetonia Reserve	G.11/9/20 Aug FR	Capital Expenses			(5,000)	(780,915)
1635.700403.	Grahame Heal Reserve	G.11/9/20 Aug FR	Capital Expenses		45,000		(735,915)
9564.102734.	CASM Education Programs	G.11/9/20 Aug FR	Operating Expenses			(20,000)	(755,915)
9564.102707.	Arts and Culture Projects	G.11/9/20 Aug FR	Operating Expenses		20,000		(735,915)
1632.750641.	Reading Cinema Complex FIP	G.11/9/20 Aug FR	Capital Expenses			(35,000)	(770,915)
1632.750626.	Site Main Switchboard Program	G.11/9/20 Aug FR	Capital Expenses		35,000		(735,915)
100050-1110-1001-63171	Ready Now - Business Capability Grants	S. 6/10/20 Restart	Operating Expenses			(100,000)	(835,915)
930035-6500-1045-61129	Restart Mandurah - Other	S. 6/10/20 Restart	Capital Expenses		100,000		(735,915)
100051-1110-1001-63171	Grow Now - Investment Attraction Fund	S. 6/10/20 Restart	Operating Expenses			(250,000)	(985,915)
930035-6500-1045-61129	Restart Mandurah - Other	S. 6/10/20 Restart	Capital Expenses		250,000		(735,915)
100005-3470-1166-61001	Admininstration Materials and Contracts - Community Facility						(737,615)
	Management	G.12/10/20 Sep FR	Operating Expenses			(1,700)	(737,615)
	Sports Club Maintenance Levy Reserve	G.12/10/20 Sep FR	Other: Transfer Out of Reserve		1,700		(735,915)
750642-6100-1045	Mandurah Bowling Club Compressor	G.12/10/20 Sep FR	Capital Expenses			(27,890)	(763,805)
	Installation of Air Conditioning at Halls Head Parade						(735,915)
750622-6100-1045	Community and Sports Facility	G.12/10/20 Sep FR	Capital Expenses		27,890		(735,915)
400015-6100-1045	South Mandurah Football Club Changeroom Project	G.12/10/20 Sep FR	Capital Expenses			(30,000)	(765,915)
930035-6500-1045-61129	Restart Mandurah - Other	G.12/10/20 Sep FR	Capital Expenses		30,000		(735,915)
700006-6600-1045	MARC Improvement to Car Park Area	G.12/10/20 Sep FR	Capital Expenses			(1,598)	(737,513)
700466-6600-1045	Calypso Reserve - Drinking Fountain	G.12/10/20 Sep FR	Capital Expenses		1,598		(735,915)
500029-6250-1045	TM Discretionary Traffic Mgmt	G.12/10/20 Sep FR	Capital Expenses			(4,776)	(740,691)
501048-6250-1045	TM Discretionary Traffic Management Program	G.12/10/20 Sep FR	Capital Expenses		4,776		(735,915)
600011-6200-1045	DR Orion Rd Park Stage 2	G.12/10/20 Sep FR	Capital Expenses			(2,901)	(738,816)
501047-6250-1045	Pinjarra Road East - Median Stage 3	G.12/10/20 Sep FR	Capital Expenses		2,901		(735,915)
	Transfer to Unspent Grant Reserve	G.12/10/20 Sep FR	Other: Transfer Into Reserve			(350,000)	(1,085,915)
930035-6500-1045-61129	Restart Mandurah Other	G.12/10/20 Sep FR	Capital Expenses		350,000		(735,915)
750643-6100-1045	Falcon Family Centre Upgrade	G.12/10/20 Sep FR	Capital Expenses			(96,000)	(831,915)
	Asset Management Reserve	G.12/10/20 Sep FR	Other: Transfer Out of Reserve		96,000		(735,915)
750644-6100-1045	Mandurah Visitors Centre Refurbishment	G.9/11/20 Oct FR	Capital Expenses			(142,145)	(878,060)
	Installation of Air Conditioning at Halls Head Parade						(857,915)
750622-6100-1045	Community and Sports Facility \$	G.9/11/20 Oct FR	Capital Expenses		20,145		(735,915)
100005-1200-1001-63402	Mandurah Visitors Centre - Other Operating Costs	G.9/11/20 Oct FR	Operating Expenses		122,000		(735,915)
100056-3400-1045-61001	Australia Day 2021 - Iconic Event Grant	G.9/11/20 Oct FR	Operating Expenses			(507,360)	(1,243,275)
100057-3400-1045-61001	Australia Day 2021 - COVID Safe Grant	G.9/11/20 Oct FR	Operating Expenses			(20,000)	(1,263,275)
100058-3400-1045-61001	Australia Day 2021 - Branding	G.9/11/20 Oct FR	Operating Expenses			(1,000)	(1,264,275)
102203-3400-1568-41400	Australia Day - Festivals & Events	G.9/11/20 Oct FR	Operating Revenue		528,360		(735,915)
101031-4500-1045-61001	Mandurah Mental Health Initiative	G.9/11/20 Oct FR	Operating Expenses			(100,000)	(835,915)
101031-4500-1247-41400	Administration - Grants & Subs Operating	G.9/11/20 Oct FR	Operating Revenue		100,000		(735,915)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**NOTE 10  
BUDGET AMENDMENTS APPROVED**

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A positive number in the amended budget running balance represents an estimated closing surplus.  
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100054-4510-1045-61001	Mandurah Assertive Outreach Trial	G.9/11/20 Oct FR	Operating Expenses			(365,000)	(1,100,915)
100015-4510-1247-41400	Administration - Grants & Subs Operating - Community Safety	G.9/11/20 Oct FR	Operating Revenue		350,000		(750,915)
102600-4510-1045-61001	Community Safety Programmes - Community Safety	G.9/11/20 Oct FR	Operating Expenses		15,000		(735,915)
100055-4700-1045-61001	Colours of Mandurah Artwork Project	G.9/11/20 Oct FR	Operating Expenses			(16,500)	(752,415)
100015-4700-1247-41400	Administration - Grants & Subs Operating - City Centre Activati	G.9/11/20 Oct FR	Operating Revenue		9,000		(743,415)
101902-4700-1045-61001	Linger Longer Day - City Centre Activation	G.9/11/20 Oct FR	Operating Expenses		7,500		(735,915)
100004-1110-1001-60001	Payroll Services - Economic Development	G.9/11/20 Oct FR	Operating Expenses		50,332		(685,583)
100004-2100-1001-60001	Payroll Services - Governance, Procurement and Land	G.9/11/20 Oct FR	Operating Expenses			(50,332)	(735,915)
750645-6100-1045-61129	Coodanup Community Centre Upgrade	G.9/11/20 Oct FR	Capital Expenses			(50,000)	(785,915)
930035-6500-1045-61129	Restart Mandurah Other	G.9/11/20 Oct FR	Capital Expenses		50,000		(735,915)
	Transfer to Asset Management Reserve	G.9/11/20 Oct FR	Other: Transfer Into Reserve			(135,500)	(871,415)
930035-6500-1045-61129	Restart Mandurah Other	G.9/11/20 Oct FR	Capital Expenses		135,500		(735,915)
102200-3400-1045-61001	New Years Eve	SP.2/11/20 CoM Events	Operating Expenses		93,820		(642,095)
100059-3405-1014-61001	COVID Safe Events	SP.2/11/20 CoM Events	Operating Expenses			(252,416)	(894,511)
102305-3405-1045-61001	Crabfest Infrastructure	SP.2/11/20 CoM Events	Operating Expenses		167,063		(727,448)
102302-3405-1045-61001	Crabfest - General Entertainment	SP.2/11/20 CoM Events	Operating Expenses		101,250		(626,198)
102303-3405-1045-61001	Crabfest – Roving & Roadways Entertainment	SP.2/11/20 CoM Events	Operating Expenses		20,250		(605,948)
102318-3405-1045-61001	Crabfest – New Element Support	SP.2/11/20 CoM Events	Operating Expenses		35,438		(570,510)
102314-3405-1045-61001	Crabfest – Fireworks	SP.2/11/20 CoM Events	Operating Expenses		20,250		(550,260)
102326-3405-1045-61001	Crabfest – Media Stunt	SP.2/11/20 CoM Events	Operating Expenses		8,165		(542,095)
New-6250-1045	RR Mandurah Terrace		Capital Expenses			(1,358,144)	(1,900,239)
New-6250-1045	Peel Street		Capital Expenses			(1,500,000)	(3,400,239)
100231.2101.92	LRCI - Phase 2		Capital Revenue	2,858,144			(542,095)
700465-6600-1045	Dawesville Channel SE Foreshore Upgrade		Capital Expenses			(277,025)	(819,120)
600180-6200-1045	Bortolo Sump - Water Sensitive Urban Design		Capital Expenses			(70,448)	(889,568)
	Funds held in trust - Cash in Lieu of Public Open Space		Capital Revenue		347,473		(542,095)
700450-6600-1045	San Remo Deck Modifications		Capital Expenses			(6,000)	(548,095)
700457-6600-1045	BMX Track Renewal Program		Capital Expenses			(27,465)	(575,560)
700446-6600-1045	Melaleuca Tce - Replace broken pine fencing		Capital Expenses		33,465		(542,095)
TBA-3407-1045-61001	Mandurah Murray Motorcycle Charity Ride		Operating Expenses			(10,000)	(552,095)
160284-3407-1045-61001	Event Attraction Fund		Operating Expenses		10,000		(542,095)
700013-6600-1045-61129	Lakelands Community Garden	G.10/9/20 Report 07	Capital Expenses		30,000		(512,095)
101011-4570-1045-61001	Community Assistant Grants over 2,000	G.10/9/20 Report 07	Operating Expenses			(30,000)	(542,095)
				<b>0</b>	<b>10,268,739</b>	<b>(10,452,116)</b>	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**NOTE 11  
PROPOSED BUDGET VARIATIONS FOR COUNCIL APPROVAL**

The following are for consideration for Council to approve as budget variations

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
			Opening Surplus/(Deficit)				(542,095)
102661-4500-1045	Local Youth Alcohol Campaign		Operating Expenses			(29,458)	(571,553)
100010-4500-1045-41400	Community Capacity Building - Grants - Operating		Operating Revenue		26,050		(545,503)
	Unspent Grants & Contributions Reserve		Other: Transfer Out of Reserve		3,408		(542,095)
TBA	Mandurah Southern Districts BFB Water Tank		Capital Expenses			(11,690)	(553,785)
100010-4410-1045-41403	Emergency Management - Grants - Capital Grant		Capital Revenue		11,690		(542,095)
				<b>0</b>	<b>41,148</b>	<b>(41,148)</b>	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 DECEMBER 2020**

**NOTE 12  
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2020-21 year is 10.00%

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
<b>Revenue from operating activities</b>				
Operating grants, subsidies and contributions	840,401	55.20%	▲ Timing	Received Lifeguard Service funding, 50% DFES Bushfire Mitigation funding and the CLAG 2020/21 Mosquito Management contribution earlier than expected.
Interest earnings	(205,270)	(28.13%)	▼ Permanent	Budget will not be realised due to low interest rates offered. This will be adjusted at Budget Review.
Other revenue	39,229	33.33%	▲ Permanent	Additional receipt of other revenue to be adjusted at Budget Review.
Profit on disposal of assets	(18,399)	(100.00%)	▼ Timing	Non-cash variance from disposal of assets to be monitored throughout the year.
<b>Expenditure from operating activities</b>				
Employee costs	7,230,530	29.83%	▲ Timing	Expenditure to increase as projects pick up during the year mainly in Cityparks, Cityworks and MARC.
Utility charges	304,273	15.34%	▲ Timing	Invoices have been received later then expected and will be monitored throughout the year.
Depreciation on non-current assets	5,275,732	29.78%	▲ Permanent	Will be adjusted at budget review to reflect 2019/20 actuals.
Interest expenses	384,206	62.29%	▲ Permanent	Favourable variance an indication of interest savings from loan off-set facility. This will be reviewed as part of budget review.
Insurance expenses	56,681	13.03%	▲ Timing	Insurance expense to be monitored as year progresses.
Other expenditure	(236,013)	(233.13%)	▼ Timing	Payment made in August for the Peel Mosquito Management program 2020/21 season.
Loss on disposal of assets	353,191	100.00%	▲ Timing	Non-cash variance from disposal of assets to be monitored throughout the year.
<b>Investing Activities</b>				
Non-operating Grants, Subsidies and Contributions	(6,173,503)	(61.24%)	▼ Timing	Milestones not met yet for the receipt of capital grants. Will be monitored throughout the year.
Proceeds from Disposal of Assets	1,040,905	203.99%	▲ Permanent	Favourable variance as a result of unbudgeted land sales and unbudgeted proceeds on sale of plant that were not sold in 2019/20. This will be reviewed at budget review.
Capital Acquisitions	16,583,174	64.53%	▲ Timing	Refer to note 4.
<b>Financing Activities</b>				
Payment of lease liability	80,526	19.93%	▼ Permanent	Leases to be reviewed at Budget Review,



**2**      **SUBJECT:**                      Financial Report January 2021  
           **DIRECTOR:**                Business Services  
           **MEETING:**                    Council Meeting  
           **MEETING DATE:**        23 February 2021

## Summary

The Financial Report for January 2021 together with associated commentaries, notes on investments, balance sheet information and the schedule of accounts are presented for Elected Members' consideration.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- G.17/6/20      23/06/2020      Adoption of Annual Budget 2020/21

## Background

Nil

## Comment

## Financial Summary

The financial report for January 2021 shows a surplus for this period of \$47.6 million.

A summary of the financial position for January 2021 is detailed in the table below:

	Current Budget	YTD Budget (a)	YTD Actual (b)	Var. (b)-(a)	Var.% (b)-(a)/(a)
	\$ 000s	\$ 000s	\$ 000s	\$ 000s	%
<b>Opening Funding Surplus / (Deficit)</b>	<b>2,197</b>	<b>2,197</b>	<b>1,195</b>	<b>(1,002)</b>	<b>-46%</b>
<b>Revenue</b>					
Revenue from operating activities	111,778	102,817	104,860	2,043	2%
Capital revenue, grants and Contribution	16,388	12,546	8,336	(4,211)	-34%
	<b>128,167</b>	<b>115,363</b>	<b>113,196</b>	<b>(2,168)</b>	
<b>Expenditure</b>					
Operating Expenditure	(136,027)	(78,378)	(62,949)	15,429	-20%
Capital Expenditure	(47,930)	(29,353)	(9,687)	19,666	-67%
	<b>(183,957)</b>	<b>(107,731)</b>	<b>(72,637)</b>	<b>35,095</b>	
Non-cash amounts excluded from operating activities	35,776	21,000	9,520	(11,480)	-55%
Other Capital Movements	17,275	(3,510)	(3,679)	(169)	5%
<b>Closing Funding Surplus / (Deficit)</b>	<b>(542)</b>	<b>27,319</b>	<b>47,595</b>	<b>20,275</b>	<b>74%</b>

## Key Capital Projects

The following table highlights the status of the City's key capital projects for the 2020/2021 financial year:

Project	2020/21 Actuals Incl. CMT \$'000s	2020/21 Annual Budget \$'000s	Comment
Western Foreshore Recreation Precinct	2,515	8,316	<p><i>Project status:</i> Skate Park – Official opening of facility on 16 December 2020. Surrounding path connections and edge works to be progressed in February/March.</p> <p>Play Space – Off-the-shelf play equipment WALGA Panel RFQ evaluated and awaiting contract award to multiple suppliers. Custom Play Tower and Cubby-Pods construction tender closed 18 December. Two submissions were received and have been evaluated with report being prepared for tender panel. Detail design and procurement for remaining custom play and design elements is being progressed. Project delivery timeframe adjusted from June to October 2021 due to extended procurement timeframes and lead times for equipment supply and custom structure fabrications.</p> <p>Toilet Facility – Brickwork complete, roof works underway. Expected completion March 2021.</p>
Eastern Foreshore South Precinct	1,676	6,937	<p><i>Project status:</i> Estuary Pool – Surcharge Bunds completed, including four-week surcharge period and mobilised for wall construction on 4 January. Stage 1 foundations complete with formwork for footings underway. Expected completion of stage 1 walls due mid-March.</p> <p>Waterfront Jetty Works - Government Jetty completed 22 January 2021.</p>
Smart Street Mall Upgrade	1,014	2,352	<p><i>Project status:</i> Electrical and lighting works completed prior to Christmas. Works to resume February 2021 having ceased during Christmas/school holidays. Works will include demolition and commencement of concrete walling surrounds to existing trees followed by paving works. Detail construction design for overhead canopy structures being conducted by consultants is 70% complete. Expected project delivery timeframe adjusted from June to October 2021 due to extended</p>

			detail design and procurement processes, in particular for the overhead canopy structures.
Lakelands District Open Space and Clubroom Facility	1,816	2,271	<i>Project status:</i> Sports Ground Lighting - Contractor commenced on site with 25% of trenching and conduits installed. Project expected to be completed by May 2021.  Clubrooms – Complete.
Pinjarra Road Stage 1 and 2	253	1,626	<i>Project status:</i>  Permit applications in process. Works to commence April 2021 from Parkview Road to Anstruther Road. Future works programmed for 2021-2022.
Leslie Street Road Rehabilitation	-	813	<i>Project status:</i> Works scheduled to commence first week in February. Project expected to be completed by early April 2021.

The Restart Mandurah program was designed for the purposes of funding economic and sense of place initiatives in response to the state of emergency caused by COVID-19. A project was funded if it met one of the objectives of the program which included; increase visitor numbers and increase local spending; reconnect the community; supporting employment generating initiatives; grow capability to assist local businesses needing to adjust their business models; and facilitate investment attraction opportunities. The following is a status update on the Restart Mandurah projects:

Name of Project	Type	Budget Allocated	Actuals at 31 Jan 2021
SP Stingray Point Footpath Replacement	Capital	135,000	-
Mandurah Road Median	Capital	150,000	6,179
Falcon Reserve Activation Plan - Stage 2	Capital	200,000	84,461
Stage 2 of Upgrades to Peelwood Reserve Changerooms	Capital	100,000	-
Waste Transfer Station Road Construction	Capital	100,000	-
Waste Transfer Station increase hardstand area with concrete	Capital	100,000	-
South Mandurah Football Club Changeroom Project	Capital	100,000	-
Bortolo Sump - Water Sensitive Urban Design	Capital	300,000	2,990
Ablution Bortolo Reserve	Capital	200,000	-
Madora Bay Beach	Capital	100,000	-
Madora Bay Shade Shelters	Capital	60,000	-
Shade Sails Over Playgrounds	Capital	200,000	3,750
Dawesville Channel SE Foreshore Upgrade	Capital	200,000	-
Peel Community Kitchen	Capital	100,000	18,389
Caravan Park & Camping Ground Annual License Fee and Food	Operating	170,000	170,000

Premises Inspection Fee allocation in lieu of charging businesses.			
Mandurah CBD Revitalisation Program	Operating	150,000	-
20/21 Community Services: Comm Assistant Grants	Operating	100,000	100,000
20/21 Ready Now - Business Capability Grant	Operating	100,000	2,000
20/21 Grow Now - Investment Attraction Fund	Operating	250,000	-
South Mandurah Football Club Changeroom Project	Capital	30,000	-
Coodanup Community Centre Upgrade	Capital	50,000	-
Trolls in Western Australia	Operating	135,500	-
21/22 Community Grants	Operating	100,000	-
21/22 Ready Now - Business Capability Grant	Operating	100,000	-
21/22 Grow Now - Investment Attraction Fund	Operating	250,000	-
Total Allocated		3,480,500	387,768
Proposed 2021/22 building projects in draft budget	Capital	1,519,500	

## Statutory Environment

*Local Government Act 1995* Section 6.4 Financial Report  
*Local Government (Financial Management) Regulations 1996* Part 4 Financial Reports

## Policy Implications

Nil

## Economic Implications

Any material variances that have an impact on the outcome of the budgeted surplus position are explained in the Monthly Financial Report, as detailed in Attachment 1.1.

## Risk Analysis

Nil

## Strategic Implications

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

### Organisational Excellence:

- 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.

## **Unbudgeted Expenditure**

### Mandurah and Peel Aquatic Club Amalgamation

The request is for expenditure of \$7,000 to engage an independent consultant to undertake a feasibility study and business case to inform the future of swimming in Mandurah. This will include a business model that provides the direction should an amalgamation proceed, enhancing pathways and the future growth of the sport in Mandurah. The outcome is to provide good governance and services to the community and the City is better suited to carry out this feasibility study instead of the individual clubs.

The project will be funded by a \$3,500 grant from Department of Local Government, Sport and Cultural Industries which was secured by the City. An additional \$3,500 will come from the existing Strategic Planning Grant, which are normally available to assist Clubs in securing consultancy services.

### Activate Now - City Centre Business Incentive Program

At a Special Council Meeting on the 6 October 2020, Council approved the allocation of \$150,000 per annum for the 2020/21 and 2021/2022 financial years to support the Activate Now - City Centre Business Incentive Program. This Program was to be funded from the existing City Centre operating budget, however the specific account was not specified.

In order to facilitate the administration of this program, it is requested that \$60,000 from each of the Linger Longer Day and the Linger Longer Evening operating budgets, be allocated to the existing operating budget of \$30,375 for Grow City Business Investment. The centralisation of these budgets will result in a total budget of \$150,375 for the Activate Now Grants.

### Cambria Island Abutment Walls Repair

The Cambria Island Abutment Wall Repair capital project has a current budget of \$32,435 for design and project scope. A quote has been received to undertake the assessment of the wall in order to provide a recommendation for repair/replacement of the wall in 2021/2022 (currently listed on LTFFP for \$400,000), however the quote is \$27,565 in excess of the current budget.

The City has been advised that the Parkridge Boat Ramp capital project, with a budget of \$62,060, was unsuccessful in its application for funding of \$16,410 through the Recreational Boating Facility Scheme. As a result, this project will not be proceeding in 2020/2021 and relevant funding and expenditure budgets will be adjusted at Budget Review, however it is requested that \$27,565 of this funding be reallocated to the Cambria Island Abutment Wall Repair project to enable the structural assessment and recommendation for future wall construction works to be undertaken.

### MARC Leisure Pool Acoustics

The acoustics at the MARC Leisure Pool have undergone testing with noise levels ranging between 76 to 82 dB(A), with 80 dB(A) being the average level. These results were for the operational noise levels measured at multiple points around the pool hall and include a combination of patron and operational related sounds (e.g. filters, water movement).

These noise levels raise a potential occupational health and safety issue for staff spending extended periods of time in the facility (e.g. lifeguards and swim teachers). It also makes the area very noisy and can make it very difficult to conduct swimming lessons and may potentially impact the enjoyment of the centre by the community.

A new capital project budget of \$72,587 is requested to enable the detailed design aspect of this project to be undertaken this financial year. It is proposed that the budget of \$72,587 for this new capital project be funded from the following capital projects:

\$10,674	MARC - Hardstands for Pool Blankets
\$37,361	MARC Pool Covers Program
\$24,552	MARC Pool Covers Leisure Exercise Pool
<b>\$72,587</b>	<b>Total</b>

The pool blankets/covers were a previous recommendation to help eliminate the condensation within the pool areas. Further research has revealed that these would only be effective when the pool is closed and blankets deployed. The time taken to deploy the blankets each day has an ongoing operational cost and were deemed to be a potential occupational health and safety issue; therefore, it is recommended that the budgets for these projects be diverted to the new MARC Leisure Pool Acoustics project.

NOTE:

- Refer **Attachment 2.1 Monthly Financial Report**  
**Attachment 2.2 Schedule of Accounts (electronic only)**

**RECOMMENDATION**

That Council:

- 1 Receives the Financial Report for January 2021 as detailed in Attachment 2.1 of the report.
- 2 Receives the Schedule of Accounts for the following amounts as detailed in Attachment 2.2 of the report:

Total Municipal Fund	\$	7,021,609.58
Total Trust Fund	\$	<u>0.00</u>
	\$	<u>7,021,609.58</u>
- 3 Approves the following budget variations for 2020/21 annual budget:
  - 3.1 Increase in operating expenditure of \$7,000\* for Mandurah and Peel Aquatic Club Amalgamation feasibility study project.
    - To be funded from DLGSCI operating grant funding \$3,500\*
    - To be funded from Strategic Planning grant \$3,500\*
  - 3.2 Increase in operating expenditure of \$120,000\* for Grow City Business Investment
    - To be funded from Linger Longer Day \$60,000\*
    - To be funded from Linger Longer Evening \$60,000\*
  - 3.3 Increase in capital expenditure of \$27,565\* for Cambria Island Abutment Wall Repair
    - To be funded from Parkridge Boat Ramp \$27,565\*
  - 3.4 Increase in capital expenditure of \$72,587\* for MARC Leisure Pool Acoustics
    - To be funded from MARC – Hardstands for Pool Blankets \$10,674\*
    - To be funded from MARC Pool Covers Program \$37,361\*
    - To be funded from MARC Pool Covers Leisure Exercise Pool \$24,552\*

**\*ABSOLUTE MAJORITY REQUIRED\***

# Monthly Financial Report

## January 2021



# City of Mandurah January 2021

## \$542,095

Estimated Deficit at 30 June 2021 with proposed budget amendments

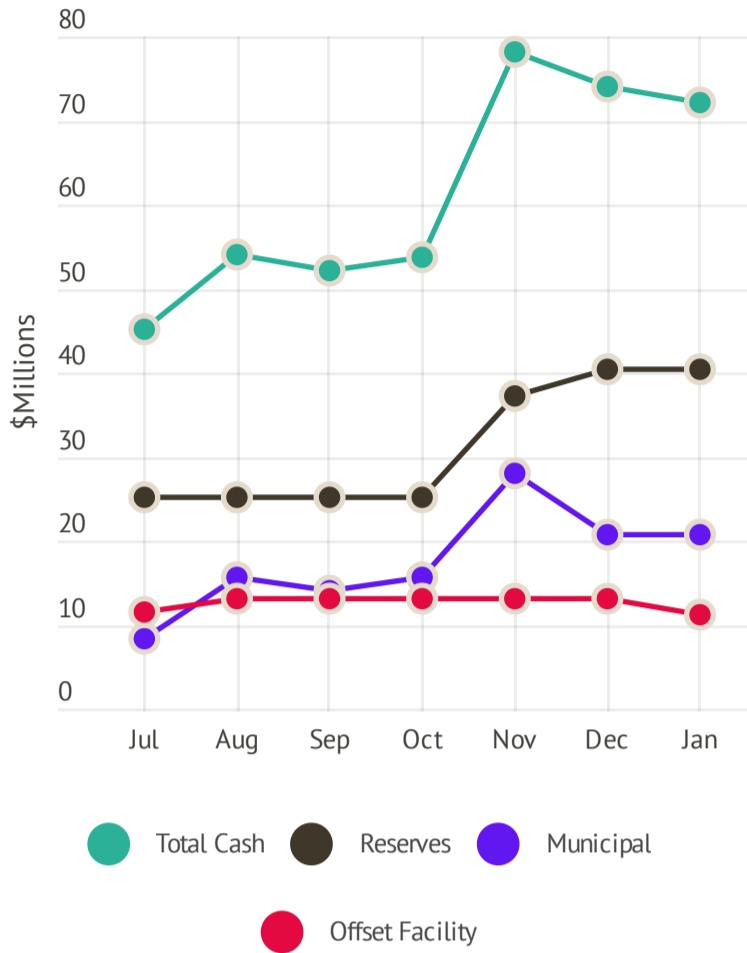
## \$47.6 million

Year to Date Actual Surplus

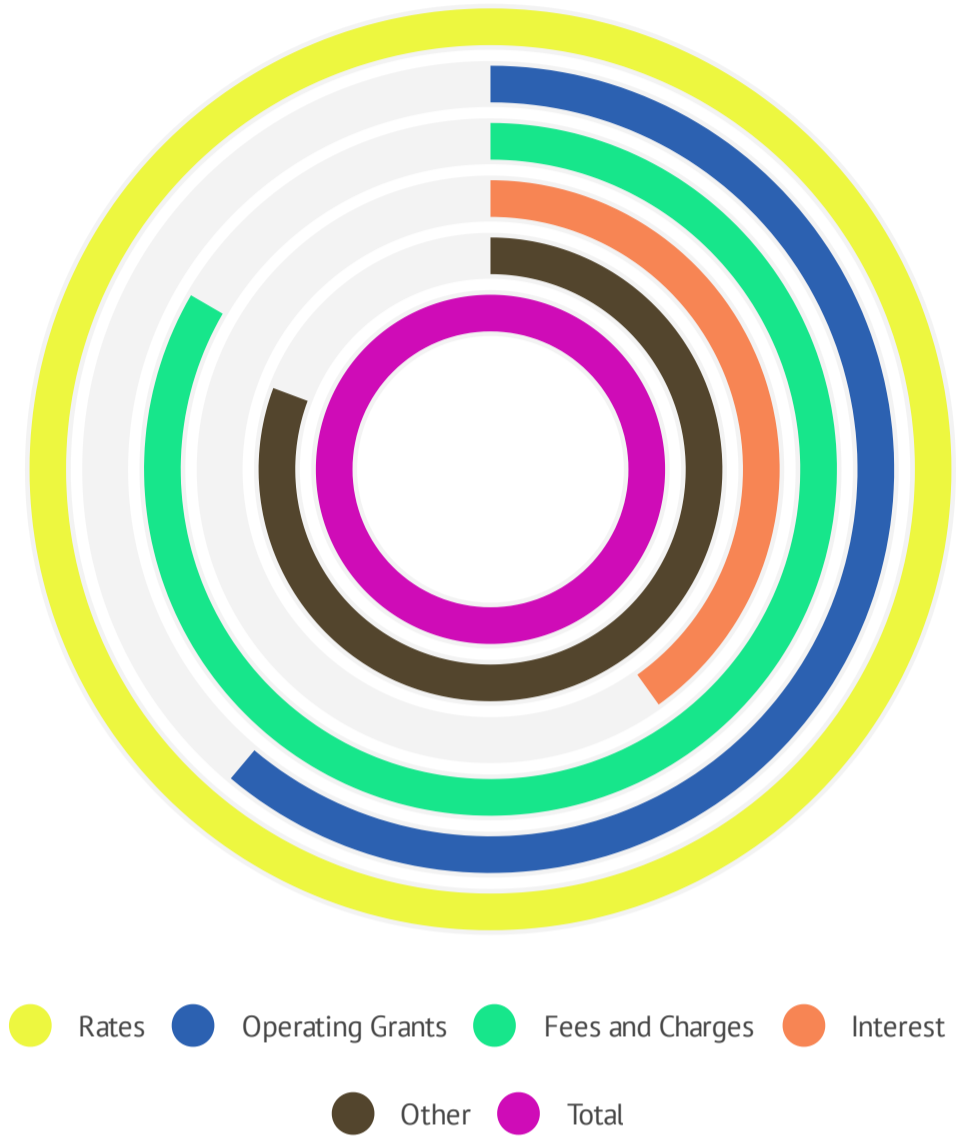
## Summary

- Actual Rates Raised \$80.15M
- Actual Rates Received \$62M (74.4% collected)
- Actual Operating Revenue \$104.86M
- Actual Capital Revenue \$6.78M
- Actual Operating Expenditure \$62.95M
- Actual Capital Expenditure \$9.69M
- Actual Proceeds from Sale of Assets \$1.56M

## Investments



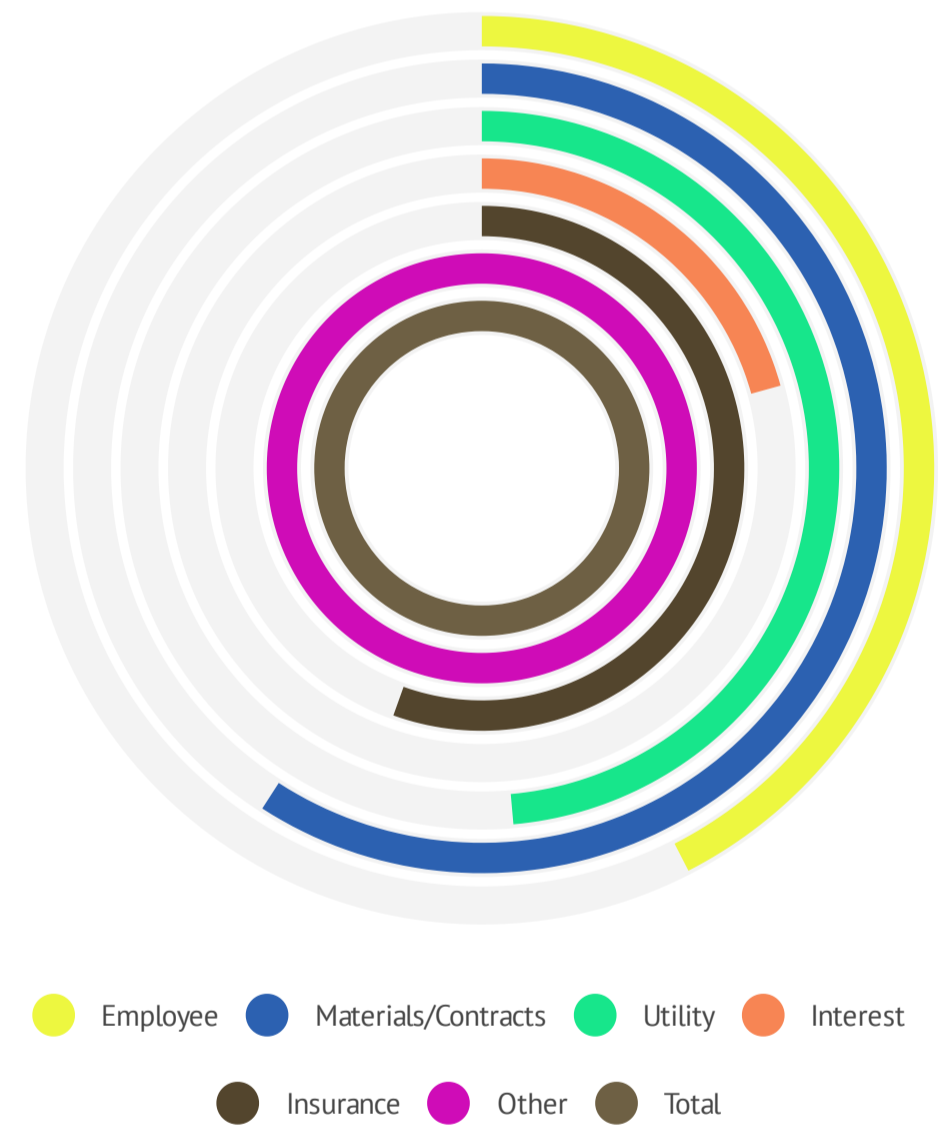
## Year to Date Revenue Actuals Compared to Current Budget



## Loans

- Actual Principal Outstanding \$23.11M
- Actual Principal Repayments Made \$3.12M
- Actual Interest Paid \$197K
- Actual New Loans Drawdown \$0M
- Amount of Interest Saved from Loan Offset Facility \$133K

## Year to Date Expenditure Actuals Compared to Current Budget



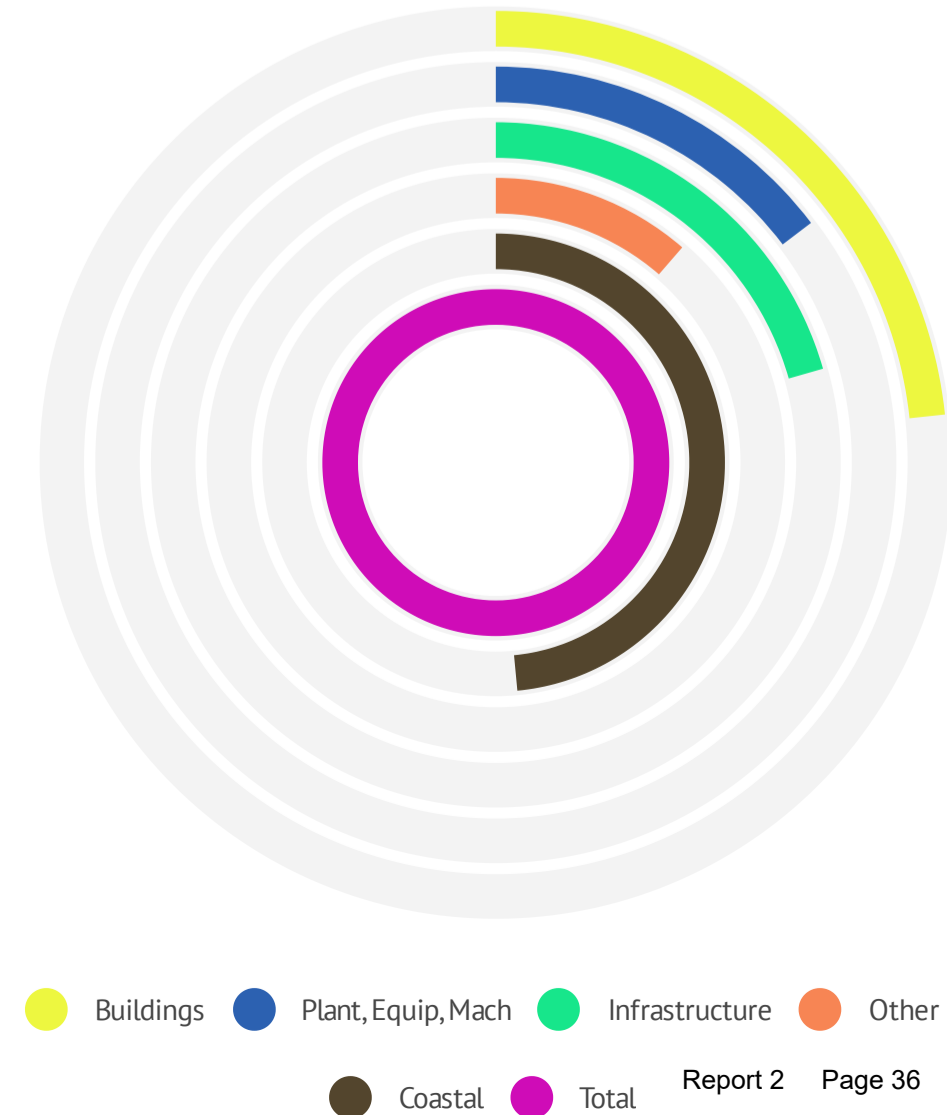
## Rates Outstanding

- 21** Properties with >\$10K outstanding
- 138** Properties \$3K to \$10K outstanding
- 4** Properties commenced legal action in 20/21
- \$1.99M** Rates Exemptions

## Sundry Debtors Outstanding

- 251** current accounts due (\$1.29M)
- 133** accounts overdue i.e >30 days (\$709K)

## Year to Date Capital Actuals Compared to Current Budget



## Budget Proposed Amendments

- Mandurah and Peel Aquatic Club Amalgamation feasibility project additional operating contribution revenue and expenditure (\$3.5K)
- Grow City Business Investment operating project from Linger Longer Day (\$60K) and Linger Longer Evening (\$60K)
- Cambria Island Abutment Wall Repair from Parkridge Boat Ramp (\$27.6K)
- MARC Leisure Pool Acoustics from MARC - Hardstands for Pool Blankets (\$10.7K), MARC Pool Covers Program Pool (\$37.4K), and MARC Pool Covers Leisure Exercise Pool (\$24.6K)

**0** Tenders awarded during the month through CEO delegation

**25.4%** Grants received for the 20/21 year



**CITY OF MANDURAH**  
**MONTHLY FINANCIAL REPORT**  
**For the Period Ended 31 January 2021**

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**STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**BY NATURE OR TYPE**

	Ref Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
<b>Opening Funding Surplus / (Deficit)</b>	1(c)	2,197,002	2,197,002	<b>1,194,780</b>			
<b>Revenue from operating activities</b>							
Rates		80,089,931	80,032,562	<b>80,151,341</b>	118,779	0.15%	
Operating grants, subsidies and contributions		4,766,342	1,896,384	<b>2,913,198</b>	1,016,814	53.62%	▲
Fees and charges		25,208,293	19,881,279	<b>21,019,628</b>	1,138,349	5.73%	
Interest earnings		1,460,000	851,326	<b>585,819</b>	(265,507)	(31.19%)	▼
Other revenue		235,500	137,326	<b>190,043</b>	52,717	38.39%	▲
Profit on disposal of assets		18,399	18,399	-	(18,399)	(100.00%)	▼
		<b>111,778,465</b>	<b>102,817,276</b>	<b>104,860,029</b>	2,042,753	1.99%	
<b>Expenditure from operating activities</b>							
Employee costs		(48,655,466)	(27,964,256)	<b>(20,654,860)</b>	7,309,396	26.14%	▲
Materials and contracts		(45,143,907)	(25,691,392)	<b>(26,687,980)</b>	(996,588)	(3.88%)	
Utility charges		(4,126,414)	(2,334,541)	<b>(2,005,053)</b>	329,488	14.11%	▲
Depreciation on non-current assets		(35,440,869)	(20,665,568)	<b>(12,437,612)</b>	8,227,956	39.81%	▲
Interest expenses		(1,234,093)	(719,593)	<b>(255,574)</b>	464,019	64.48%	▲
Insurance expenses		(870,578)	(507,598)	<b>(482,908)</b>	24,690	4.86%	
Other expenditure		(202,500)	(141,734)	<b>(425,053)</b>	(283,319)	(199.89%)	▼
Loss on disposal of assets		(353,191)	(353,191)	-	353,191	100.00%	▲
		<b>(136,027,018)</b>	<b>(78,377,873)</b>	<b>(62,949,040)</b>	15,428,833	19.69%	
Non-cash amounts excluded from operating activities	1(a)	35,775,661	21,000,360	<b>9,520,120</b>	(11,480,240)	(54.67%)	▼
<b>Amount attributable to operating activities</b>		<b>11,527,108</b>	<b>45,439,763</b>	<b>51,431,108</b>	5,991,345	(13.19%)	
<b>Investing activities</b>							
Non-operating grants, subsidies and contributions	9	15,367,839	11,950,807	<b>6,777,912</b>	(5,172,895)	(43.28%)	▼
Proceeds from disposal of assets	4	1,020,562	595,328	<b>1,557,706</b>	962,378	161.66%	▲
Payments for property, plant and equipment	6	(47,930,065)	(29,353,292)	<b>(9,687,469)</b>	19,665,822	67.00%	▲
<b>Amount attributable to investing activities</b>		<b>(31,541,664)</b>	<b>(16,807,157)</b>	<b>(1,351,851)</b>	15,455,306	91.96%	
<b>Financing Activities</b>							
Proceeds from new debentures	7	27,500,000	-	-	0	0.00%	
Unspent Loans Utilised		1,200,612	-	-	0	0.00%	
Payment of lease liability		(807,905)	(403,953)	<b>(608,523)</b>	(204,570)	(50.64%)	▼
Proceeds from community loans		100,000	50,000	<b>51,231</b>	1,231	2.46%	
Transfer from reserves		19,061,504	-	-	0	0.00%	
Repayment of debentures	7	(25,410,640)	(3,156,207)	<b>(3,122,185)</b>	34,022	1.08%	
Transfer to reserves		(4,368,111)	-	-	0	0.00%	
<b>Amount attributable to financing activities</b>		<b>17,275,460</b>	<b>(3,510,159)</b>	<b>(3,679,477)</b>	(169,317)	(4.82%)	
<b>Closing Funding Surplus / (Deficit)</b>	1(c)	<b>(542,095)</b>	<b>27,319,449</b>	<b>47,594,560</b>	20,275,112	74.21%	

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Budget data as per the adopted materiality threshold.

Refer to Note 12 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Local Government (Financial Management) Regulation 1996.

	Notes	Annual Budget	YTD Budget (a)	YTD Actual (b)
		\$	\$	\$
<b>Non-cash items excluded from operating activities</b>				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals		(18,399)	(18,399)	-
Less: Movement in liabilities associated with restricted cash				(2,869,329)
Movement in pensioner deferred rates (non-current)		-	-	(111,336)
Movement in employee benefit provisions (non-current)		-	-	63,173
Add: Loss on asset disposals		353,191	353,191	-
Add: Depreciation on assets		35,440,869	20,665,568	12,437,612
<b>Total non-cash items excluded from operating activities</b>		<b>35,775,661</b>	<b>21,000,360</b>	<b>9,520,120</b>

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with regulation 32 of the Local Government (Financial Management) Regulations 1996 to agree to the surplus/(deficit) after imposition of general rates.

		Budget Closing 30 Jun 2020	Budget Closing 30 Jun 2021	Year to Date 31 Jan 2021
<b>Adjustments to net current assets</b>				
Less: Reserves - restricted cash		(34,557,228)	(20,116,870)	(40,273,738)
Less: Unspent loans		-	(431,591)	(1,531,765)
Less: ESL debtors		185,905	-	(869,740)
Less: Prepaid Rates		(2,455,879)	(2,455,879)	-
Less: Clearing accounts				(1,573,162)
Add: Borrowings	7	5,410,639	7,499,999	1,637,646
Add: Other liabilities		7,437,433	3,081,188	-
Add: Lease liability		1,416,287	608,382	3,911,808
Add: Provisions - employee		4,944,527	5,041,426	5,103,667
Add: Loan Facility offset		-	-	11,000,000
<b>Total adjustments to net current assets</b>		<b>(17,618,316)</b>	<b>(6,773,345)</b>	<b>(22,595,284)</b>

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

<b>Current assets</b>				
Cash and cash equivalents	2	39,407,751	23,293,233	60,918,046
Rates receivables	3	4,019,116	3,519,116	21,358,508
Receivables	3	4,444,928	3,644,928	7,300,495
Other current assets		428,974	524,062	446,414
<b>Less: Current liabilities</b>				
Payables		(7,761,299)	(4,555,419)	(6,119,611)
Borrowings	7	(5,410,639)	(7,499,999)	(1,637,646)
Other current liabilities		(5,275,266)	(3,464,329)	-
Lease liabilities		(1,416,287)	(608,382)	(3,911,808)
Provisions		(8,621,960)	(8,621,960)	(8,164,553)
<b>Less: Total adjustments to net current assets</b>	1(b)	<b>(17,618,316)</b>	<b>(6,773,345)</b>	<b>(22,595,284)</b>
<b>Closing Funding Surplus / (Deficit)</b>		<b>2,197,002</b>	<b>(542,095)</b>	<b>47,594,560</b>

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

	Total Amount	Interest rate	Total calculated interest Earnings	Institution	S&P rating	Deposit Date	Maturity Date	Term days
	\$	\$	\$	\$				
<b>Cash on hand</b>								
Westpac Municipal Bank Account	11,157,456	Variable		Westpac	AA-	NA	NA	
	11,157,456							
<b>Municipal Investments</b>								
Muni 10 - 9652-46197	29,770	0.25%	74	ANZ	AA-	1/10/2020	1/10/2021	365
Muni 37 - B33713404.54	3,001,997	0.27%	1,997	CBA	AA-	11/11/2020	9/02/2021	90
MNS 31 - 582058	6,115,663	0.35%	2,621	Westpac	AA-	31/12/2020	29/01/2021	29
MNS 60 - 582007	339,422	40.00%	159	Westpac	AA-	31/12/2020	29/01/2021	29
	9,486,852							
<b>Reserve Investments</b>								
Reserve 30 - 78-911-3263	3,047,398	0.45%	3,415	NAB	AA-	7/12/2020	8/03/2021	91
Reserve 31 - 78-920-6945	3,047,435	0.40%	3,003	NAB	AA-	23/12/2020	23/03/2021	90
Reserve 32 - 33713404.57	3,019,605	0.27%	2,031	CBA	AA-	23/11/2020	22/02/2021	91
Reserve 33 - 93-656-8445	3,044,505	0.40%	3,000	NAB	AA-	31/12/2020	31/03/2021	90
Reserve 34 - 72-684-2987	3,043,366	0.40%	2,999	NAB	AA-	22/12/2020	22/03/2021	90
Reserve 35 - B33713404.xx	3,005,802	0.39%	5,802	CBA	AA-	20/11/2020	20/05/2021	181
Reserve 36 - 97-996-3904	3,003,403	0.45%	3,403	NAB	AA-	11/11/2020	11/02/2021	92
Reserve 37 - 98-008-2768	3,006,695	0.45%	6,695	NAB	AA-	11/11/2020	11/05/2021	181
Reserve 38 - 36-724-1038	3,003,329	0.45%	3,329	NAB	AA-	20/11/2020	18/02/2021	90
Reserve 39 - B33713404.55	3,001,997	0.27%	1,997	CBA	AA-	20/11/2020	18/02/2021	90
RNS 31 - 581565	6,837,181	0.35%	2,930	Westpac	AA-	31/12/2020	29/01/2021	29
RNS 60 - 581573	3,213,024	0.40%	1,505	Westpac	AA-	31/12/2020	29/01/2021	29
	40,273,738							
<b>Total</b>	<b>60,918,046</b>		<b>44,959</b>					

**Interest revenue**

Investment Interest Accrued	44,959
Investment Interest Matured	214,833
Rates Interest	326,027
	<b>585,819</b>

**Interest Earned**

**\$585,819**

**Total Municipal and Reserve Funds 60,918,046**

	Amount	Interest rate on loans	Interest Saved	YTD Interest Saved
<b>Loan Offset Facility</b>				
Westpac	11,000,000	1.91%	20,531	133,496

**KEY INFORMATION**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of twelve months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

<b>Total Municipal Cash</b>	<b>Unrestricted</b>
<b>\$71.92 M</b>	<b>\$31.64 M</b>

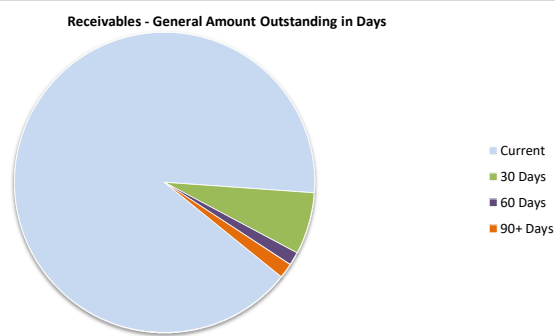
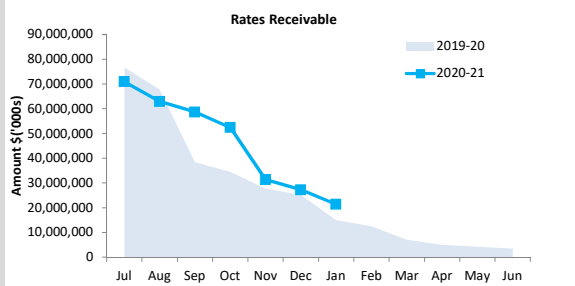
Rates Receivable	30-Jun-20	31-Jan-20	31 Jan 21
	\$		\$
Opening Arrears Previous Years	2,873,789	2,873,789	3,317,555
Rates levied	80,212,522	78,487,059	80,045,904
Less - Collections to date	(79,768,756)	(66,451,761)	(62,004,951)
Equals Current Outstanding	<b>3,317,555</b>	<b>14,909,087</b>	<b>21,358,508</b>
<b>Net Rates Collectable</b>	<b>3,317,555</b>	<b>14,909,087</b>	<b>21,358,508</b>
% Collected	96%	81.7%	74.4%

Receivables - General	31-Jan-20	Current	30 Days	60 Days	90+ Days	31 Jan 21
	\$	\$	\$	\$	\$	\$
<b>Balance per Trial Balance</b>						
Sundry receivable	6,779,238	1,201,886	486,408	105,250	117,494	1,911,038
Recreation Centres	110,500	85,364				85,364
Mandurah Ocean Marina	(21,993)	0				0
GST receivable	10,127	374,495				374,495
Allowance for impairment of receivables	0	(139,014)				(139,014)
Infringements	993,348	1,049,012				1,049,012
Pensioners rates and ESL deferred	3,210,726	3,178,090				3,178,090
Other Receivables	217,696	841,510				841,510
<b>Total Receivables General Outstanding</b>	<b>11,299,642</b>	<b>6,591,343</b>	<b>486,408</b>	<b>105,250</b>	<b>117,494</b>	<b>7,300,495</b>
Percentage		90.3%	6.7%	1.4%	1.6%	

	31 Jan 21
- No. of Legal Proceedings Commenced for the financial year	4
- No. of properties > \$10,000 outstanding	21
- No. of properties between \$3,000 and \$10,000 outstanding	138
- Value of Rates Concession	73,427
- Value of Rates Exemptions	1,990,417

**KEY INFORMATION**

Rates and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of rates and other receivables is reviewed on an ongoing basis. Other receivables that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



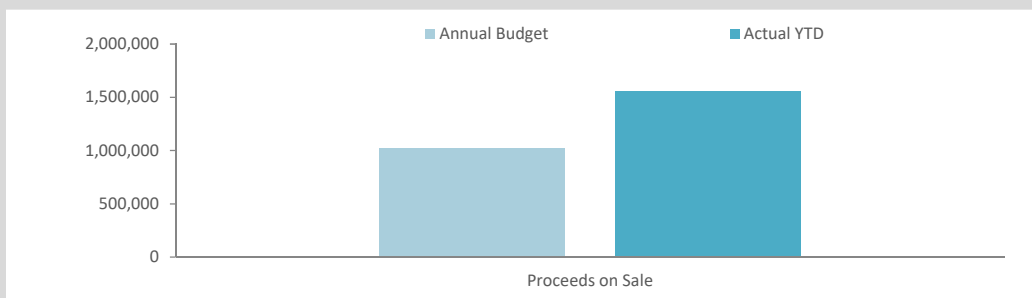
<b>Debtors Due</b>
<b>\$7,300,495</b>
<b>Over 30 Days</b>
<b>10%</b>
<b>Over 90 Days</b>
<b>2%</b>

<b>Collected</b>	<b>Rates Due</b>
<b>74.4%</b>	<b>\$21,358,508</b>

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
		\$	\$
<b>Land</b>			
Land	Sale of Land - Shearwater L102, L105, L109	0	1,090,751
<b>Light Passenger Vehicles - Replacement</b>			
MAZDA CX-5 - C00316	SUSTAINABLE DEVELOPMENT	15,502	
MITSUBISHI OUTLANDER - C00816	WORKS AND SERVICES	13,669	
MITSUBISHI OUTLANDER - C01016	SUSTAINABLE DEVELOPMENT	11,419	
TOYOTA PRADO - C01117	MAYORS OFFICE	24,367	
MITSUBISHI OUTLANDER - C02217	WORKS AND SERVICES	11,574	
MAZDA CX-5 - C02817	SUSTAINABLE DEVELOPMENT	13,467	
VOLKSWAGEN GOLF - C03717	WORKS AND SERVICES	11,924	13,464
MAZDA CX-5 - C03917	WORKS AND SERVICES	15,975	
MAZDA CX-5 - C04016	WORKS AND SERVICES	16,150	
MITSUBISHI OUTLANDER - C04217	PEOPLE AND COMMUNITIES	11,815	
FORD MONDEO - C04516	SUSTAINABLE DEVELOPMENT	15,917	14,600
MAZDA CX-5 - C04617	SUSTAINABLE DEVELOPMENT	16,460	
TOYOTA RAV4 - C04916	SUSTAINABLE DEVELOPMENT	14,438	
TOYOTA RAV4 - C05117	SUSTAINABLE DEVELOPMENT	14,002	
MAZDA CX-5 - C05216	PEOPLE AND COMMUNITIES	15,502	
MAZDA CX-5 - C05317	SUSTAINABLE DEVELOPMENT	16,460	
MAZDA CX-5 - C05517	STRATEGY AND BUSINESS PERFORMANCE	16,460	
HOLDEN TRAILBLAZER - C06716	WORKS AND SERVICES	19,159	28,009
VW Golf - C072	WORKS AND SERVICES	9,939	13,464
MAZDA CX-5 - C07317	WORKS AND SERVICES	16,460	
HYUNDAI I30 - C07718	WORKS AND SERVICES	8,662	14,145
<b>Light Commercial Vehicles - Replacement</b>			
FORD RANGER - U00116	PARKS-SOUTHERN	18,762	
MITSUBISHI TRITON - U00517	PARKS PROJECTS	13,650	
ISUZU D'MAX - U00916	PARKS ASSETS	15,169	
FORD RANGER - U01116	WASTE MANAGEMENT	19,283	
FORD RANGER - U01417	PARKS CENTRAL	18,915	
FORD RANGER - U01517	PARKS MAINTENANCE - RETIC	13,839	
FORD RANGER - U01617	PARKS MAINTENANCE - RETIC	18,450	
TOYOTA HIACE - U01716	PARKS MAINTENANCE - RETIC	16,157	
FORD RANGER - U01816	PARKS PROJECTS	19,630	
FORD RANGER - U02617	PARKS NORTHERN	16,100	
FORD RANGER - U03017	PARKS MAINTENANCE - RETIC	13,839	
HOLDEN COLORADO - U03317	RANGERS	16,822	
FORD RANGER - U03716	MARINA AND DEPOT	18,607	
FORD RANGER - U04116	HEALTH SERVICES	18,809	
FORD RANGER - U04417	PARKS CENTRAL	14,715	
TOYOTA HIACE - U04617	PARKS MAINTENANCE - RETIC	16,588	
FORD RANGER - U05517	PARKS MAINTENANCE - RETIC	15,760	
FORD RANGER - U05617	LANDSCAPING SERVICES	15,544	
FORD RANGER - U06017	WORKS CONSTRUCTION	19,430	
HOLDEN COLORADO - U06118	SURVEYING SERVICES	17,356	
FORD RANGER - U06217	RECREATION SERVICES COORDINATOR	16,100	
FORD RANGER - U06317	CIVIL MAINTENANCE	19,720	
FORD RANGER - U06417	PARKS-SOUTHERN	16,315	
FORD RANGER - U06517	PARKS ASSETS	18,408	
FORD RANGER - U06617	EMERGENCY MANAGEMENT SDBFB	19,720	
<b>Trucks &amp; Buses Replacements</b>			
TOYOTA HIACE 12 SEAT BUS - T028	EMERGENCY MANAGEMENT	23,876	
<b>Trailers</b>			
FLAT TOP 1500KG - P016	WORKS CONSTRUCTION	700	
MOWING 4500KG - V003	PARKS-SOUTHERN	3,040	
MOWING 4500KG - V004	PARKS NORTHERN	3,040	
MOWING 4500KG - V005	PARKS-SOUTHERN	3,040	
BOXTOP 2000KG - V022	WORKS CONSTRUCTION	700	889
BOXTOP 2000KG - V025	CIVIL CONSTRUCTION(DRAINAGE)	700	
BOXTOP 1500KG - V026	CITYBUILD	750	
3T TANDEM TIPPER - V033	CIVIL MAINTENANCE	1,660	
2T TANDEM TIPPER - V034	CIVIL CONSTRUCTION (DRAINAGE)	1,330	
LUGGAGE TRAILER SINGLE AXLE 2000KG - V040	PARKS ASSETS	1,090	
WASTECH SEMI TRAILER - V050		35,327	
WASTECH SEMI TRAILER - V051		35,327	
WASTECH CONVERTED DOLLY TRAILER - V052		5,486	

Asset	Asset Description	Budget	YTD Actual
		Proceeds	Proceeds
<b>Parks &amp; Mowers</b>			
TORO REELMASTER 7000D - M02517	PARKS ASSETS	18,252	
KUBOTA OFD 72 INCH - CAB+TRAILER - M01516	PARKS ASSETS	7,500	
KUBOTA ZERO TURN 72 INCH - M01916	PARKS SOUTH	6,000	
KUBOTA OFD 72 INCH - M03416	PARKS NORTH	7,500	
TURF CUTTER - P302	PARKS SOUTH	1,000	
<b>Miscellaneous Equipment &gt;\$1500</b>			
ROBIN TRASH PUMP - S107	CIVIL CONSTRUCTION (DRAINAGE)	890	
EARLEX ELECTRIC SPRAY UNIT - P021	CITYBUILD	640	
VERTI MOWER - M008	PARKS ASSETS	400	
<b>Construction Vehicles - Replacement</b>			
KOMATSU WA250PZ-6 WHEEL LOADER - G006	WORKS CONSTRUCTION	79,405	
BOMAG BW24R MULTI TYRE ROLLER - R002	WORKS CONSTRUCTION	45,900	
<b>Plant Disposed from 2019/20 budget</b>			
<b>Light Passenger Vehicles - Replacement</b>			
HYUNDAI I30 HATCH - C00116	MARINA AND DEPOT	0	12,782
TOYOTA RAV 4 - C01216	LIBRARY & HERITAGE SERVICES	0	20,964
MITSUBISHI OUTLANDER - C02316	ASSET MANAGEMENT	0	17,782
<b>Light Commercial Vehicles - Replacement</b>			
FORD RANGER - U043	WORKS CONSTRUCTION	0	15,509
FORD RANGER - U05216	PARKS ASSETS	0	24,600
FORD RANGER - U05416	PARKS CENTRAL	0	23,918
TOYOTA HILUX - U007	WORKS AND SERVICES	0	29,827
FORD RANGER - U02216	WORKS AND SERVICES	0	29,145
HOLDEN COLORADO - U03216	RANGERS	0	21,418
FORD RANGER - U05916	PARKS ASSETS	0	20,282
FORD RANGER - U00316	HEALTH SERVICES	0	29,146
FORD RANGER - U05316	PARKS ASSETS	0	25,509
HOLDEN COLORADO - U069	SUSTAINABLE DEVELOPMENT	0	22,555
<b>Trucks &amp; Buses Replacements</b>			
ROADSWEEPER - T051	CIVIL MAINTENANCE	0	65,613
<b>Trailers</b>			
TRAILER SINGLE AXLE - V01716	PARKS CENTRAL	0	2,312
<b>Parks &amp; Mowers</b>			
TORO REELMASTER SIDEWINDER MOWER - M023	WORKS AND SERVICES	0	7,153
TORO ROTARY MOWER - M02616	PARKS ASSETS	0	7,154
DEUTSCHER H660-11 ROTARY MOWER - M100	PARKS ASSETS	0	667
RED EXIM VERTI DRAIN AERATOR - N021	WORKS AND SERVICES	0	5,631
<b>Miscellaneous Equipment &gt;\$1500</b>			
AIR COMPRESSOR - P054	WORKS AND SERVICES	0	417
		<b>1,020,562</b>	<b>1,557,706</b>

KEY INFORMATION



**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**NOTE 5  
TENDERS AWARDED FOR THE MONTH**

CEO delegation – accepted tenders during the month  
Delegation over \$250,000

<b>Tender code</b>	<b>Tender Description</b>	<b>Company Awarded to</b>	<b>Contract Term</b>	<b>Contract Amount</b>
				\$

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NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021

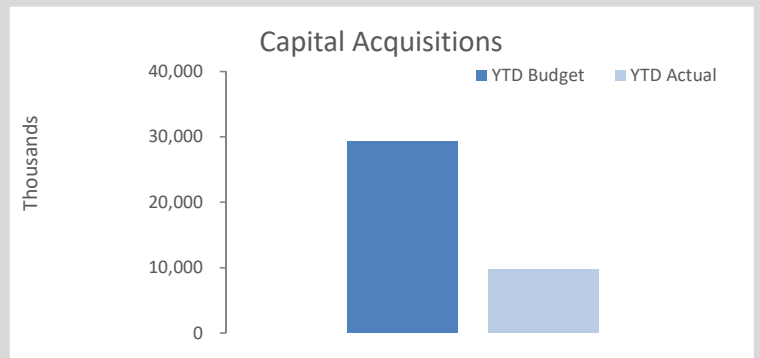
INVESTING ACTIVITIES  
NOTE 6  
CAPITAL ACQUISITIONS

Capital Acquisitions	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$		\$	\$	\$
Buildings	3,271,990	3,414,454	2,189,795	795,598	(1,394,197)
Equipment	336,820	336,820	324,481	68,396	(256,085)
Machinery	3,506,697	3,506,697	1,908,261	494,658	(1,413,603)
Infrastructure - Roads	10,964,511	15,048,302	9,361,447	3,191,450	(6,169,998)
Bridges	400,000	750,000	604,085	0	(604,085)
Parks	19,901,574	21,357,377	13,241,905	4,469,414	(8,772,491)
Drainage	1,118,523	1,178,049	807,388	216,668	(590,720)
Coastal & Estuary	422,601	499,600	420,542	242,325	(178,217)
Other Infrastructure	3,143,492	1,838,766	495,386	208,960	(286,426)
<b>Capital Expenditure Totals</b>	<b>43,066,208</b>	<b>47,930,065</b>	<b>29,353,292</b>	<b>9,687,469</b>	<b>(19,665,822)</b>
<b>Capital Acquisitions Funded By:</b>					
	\$		\$	\$	\$
City of Mandurah Contribution	8,553,042	8,951,336	17,005,210	2,442,602	(14,562,608)
Capital grants and contributions	11,279,174	15,367,839	11,950,807	6,777,912	(5,172,895)
Borrowings	7,931,591	8,700,611		0	0
Other (Disposals & C/Fwd)	1,020,562	1,020,562	347,275	466,955	119,680
Cash Backed Reserves					
Building Reserve	2,161,990	2,069,292		0	0
Asset Management Reserve	1,404,778	1,414,816		0	0
Property Acquisition Reserve	1,830,000	644,500		0	0
Sustainability Reserve	229,180	229,180		0	0
Sanitation Reserve	756,471	756,471		0	0
Traffic Bridge Reserve	400,000	400,000		0	0
Interest Free Loans Reserve		50,000	50,000	0	(50,000)
Waterways Reserve	40,990	40,990		0	0
Unspent Grants & Contributions Reserve	5,258,590	6,084,628		0	0
City Centre Land Acquisition Reserve	2,000,000	2,000,000		0	0
Plant Reserve	199,841	199,841		0	0
<b>Capital Funding Total</b>	<b>43,066,208</b>	<b>47,930,065</b>	<b>29,353,292</b>	<b>9,687,469</b>	<b>(19,665,822)</b>

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

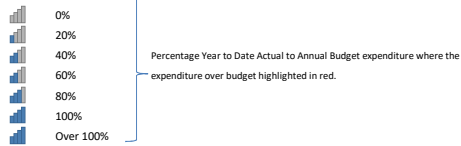
KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	<b>\$47.93 M</b>	<b>\$9.69 M</b>	<b>20%</b>
Capital Grant	Annual Budget	YTD Actual	% Received
	<b>\$15.37 M</b>	<b>\$6.78 M</b>	<b>44%</b>

Capital Expenditure Total

Level of Completion Indicators



Level of completion indicator, please see table at the end of this note for further detail.

Account Description		Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
<b>Buildings</b>							
400030	Owen Avenue Ablution	298,889	298,889	298,888	168	298,721	Tender being awarded.
750619	Community Sport and Recreation Facility Fund Program - Small Grants	160,119	23,519	6,747	0	23,519	Funding allocated to Peel Hockey Assoc Floodlighting \$95,443, Sth Mh Tennis Club Resurfacing \$10,120 and Mh Mustangs FC - Facility Development \$31,037.
750620	Solar Plan	64,048	64,048	0	0	64,048	Construction to commence Q4.
750621	Milgar St Reserve Water Service Replacement	21,350	21,350	21,351	8,674	12,676	Construction 50% complete.
750622	Installation of Air Conditioning at Halls Head Parade Community and Sports Facility	48,035	0	0	0	0	Project has been deferred and budget reallocated to Mandurah Bowling Club Compressor and Mandurah Visitors Centre Upgrade.
750623	Administration Building - Foyer Security	80,059	80,059	26,419	6,720	73,339	Construction to commence Q3.
750624	Seniors Centre Heating Cooling System Upgrade	48,035	48,035	48,036	40,900	7,135	Complete.
750625	Mandurah Community Museum Roof Replacement.	160,119	160,119	52,839	0	160,119	Construction to commence Q3.
750626	Site Main Switchboard Program	53,373	18,373	0	0	18,373	Construction to commence Q3.
750627	Administration Centre External Painting Project	84,329	84,329	27,829	0	84,329	Construction to commence Q3.
750628	Civic Building-Mayors Office Reconfiguration	53,373	53,373	17,613	3,873	49,500	Construction 5% complete.
750629	Health & Safety Improvements at Pottery Place	16,011	16,011	16,012	0	16,011	Construction 50% complete.
750630	Mandurah Ocean Marina Chalets - External Refurbishment	160,119	160,119	52,839	0	160,119	Construction to commence Q3.
750631	Mandurah Bowling & Recreation Club - Bar Repairs	21,350	21,350	21,351	0	21,350	Investigation of moisture ingress to commence Q3.
750632	Falcon Pavilion Re Roofing Project	77,924	77,924	77,924	0	77,924	Construction to commence Q3.
750633	Stage 2 of Upgrades to Peelwood Reserve Changerooms	106,746	106,746	0	0	106,746	Construction to commence Q3.
750634	MARC - Hardstands for Pool Blankets	10,674	10,674	10,673	0	10,674	Construction to commence Q3.
750635	MARC - Aquatic Plant Rooms Automatic Pool Acid Feed System	5,337	5,337	5,337	0	5,337	Construction to commence Q3.
750636	WMC - Upgrade Alarm System	30,000	30,000	30,000	0	30,000	Construction to commence Q3.
400015	South Mandurah Football Club Changeroom Project	106,746	136,746	136,746	0	136,746	Construction to commence Q3.
750638	Ablution Bortolo Reserve	213,492	213,492	70,452	0	213,492	Construction to commence Q3.
400021	Mh Mustangs FC - Facility Development	176,131	257,168	84,865	0	257,168	Construction to commence Q3.
400022	Peelwood Res - Changeroom Upgrade	21,350	21,350	0	0	21,350	Construction to commence Q4.
400007	CASM Ablution Upgrade	47,020	47,020	47,021	42,383	4,637	Complete.
400031	Admin Building First Floor Carpet	38,535	38,535	38,536	0	38,535	Out to quote.
400009	Change Rooms Upgrade Program	213,487	213,487	213,488	223,159	(9,672)	Complete. Budget Variation for overspend to be processed at Budget Review.
400004	MARC/Waste Transfer Station - Solar Plan Phase 5	309,414	159,411	159,412	170,045	(10,634)	Complete. Budget Variation for overspend to be processed in due course, as savings are identified in complete CityBuild projects.
400046	Site Main Switchboards	89,133	95,133	0	0	95,133	Construction to commence Q3.
400042	Southern Ops Transportable Meeting Room	79,832	79,832	79,830	71,421	8,411	Construction 75% complete.
400033	Civic Chamber Meeting Rooms	64,403	16,510	16,509	22,772	(6,262)	Complete. Budget Variation for overspend to be processed at Budget Review.
400013	Civic Building - Tuckey Room	121,177	91,705	91,704	120,907	(29,202)	Construction complete. Scope increased as per request for further works and inclusion of landscaping. Budget Variation for overspend to be processed in due course, as savings are identified in complete CityBuild projects.
400026	Peel Community Kitchen	247,200	248,200	248,200	18,389	229,811	Construction 5% complete.
400028	MARC LED & Lighting Control	44,180	59,012	59,012	56,067	2,945	Complete.
750639	Peel Hockey Association - Floodlighting	0	95,443	55,650	0	95,443	Construction to commence Q3.
750640	South Mind Tennis Club - Resurfacing	0	10,120	5,901	10,120	0	Complete.
750641	Reading Cinema Complex FIP	0	35,000	35,000	0	35,000	Complete. Finances to be finalised. Remaining budget to be allocated to Site Main Switchboard project at Budget Review.
750642	Mandurah Bowling Club Compressor	0	27,890	27,890	0	27,890	Construction complete. Finances to be finalised.
750643	Falcon Family Centre Upgrade	0	96,000	16,000	0	96,000	Construction to commence Q3.
750644	Mandurah Visitors Centre Refurbishment	0	142,145	81,388	0	142,145	Construction to commence Q3.
750645	Coodanup Community Centre Upgrade	0	50,000	8,333	0	50,000	Construction to commence Q3.
<b>Bridges</b>							
880000	Old Mandurah Bridge	400,000	400,000	400,000	0	400,000	Construction to commence Q3.
880012	Lakelands-Madora Bay Pedestrian Bridge	0	350,000	204,085	0	350,000	Design to commence Q4.
<b>Parks</b>							
700439	Enclosed Dog Park	213,492	213,492	70,452	17,387	196,105	Construction to commence Q4.
700440	Major Public Artworks	125,000	125,000	72,891	0	125,000	Ongoing Program 2020/21.
700441	Bortolo Reserve - Shade Sail	33,926	33,926	33,927	0	33,926	Project to be deferred to 2021/22, current budget to be allocated to Reserve at Budget Review.
700471	Hermitage Park - Shade Sail	45,234	45,234	45,234	0	45,234	Project to be deferred to 2021/22, current budget to be allocated to Reserve at Budget Review.

Level of completion indicator, please see table at the end of this note for further detail.

	Account Description	Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
700472	Country Club Drive - Shade Sail	33,926	33,926	33,927	0	33,926	Project to be deferred to 2021/22, current budget to be allocated to Reserve at Budget Review.
700442	Shade Sail Renewal Program	56,544	56,544	56,545	49,384	7,160	Construction 95% complete.
700443	Falcon Bay Upgrade - Stage 4 of 5	339,261	339,261	226,186	229,324	109,937	Construction 75% complete.
700444	Novara Foreshore Stage 4	452,348	452,348	149,275	804	451,544	Construction to commence Q4.
	Wittenoom Reserve - Drinking Fountain	9,047	0	0	0	0	Project cancelled, budget reallocated within Drinking Fountain Program.
700466	Calypso Reserve - Drinking Fountain	9,047	18,192	6,004	6,259	11,933	Construction to commence Q3.
700467	Halls Head Foreshore - Drinking Fountain	9,047	17,529	5,785	8,147	9,382	Construction to commence Q3.
700468	Lord Hobart Reserve - Drinking Fountain	16,963	19,225	6,344	5,928	13,297	Construction to commence Q3.
	Mogum Reserve - Drinking Fountain	12,440	0	0	0	0	Project cancelled, budget reallocated within Drinking Fountain Program.
700446	BBQ Caterpillar Park	26,687	26,687	26,688	0	26,687	Construction to commence Q3.
700470	BBQ Templetonia Reserve, Coodanup	26,687	26,687	26,688	0	26,687	Construction to commence Q3.
700447	Rakoa Reserve and Bridgewater South Replace Fencing	33,926	33,926	0	9,815	24,111	Construction 75% complete.
700448	Melaleuca Tce - Replace broken pine fencing	67,852	34,387	5,502	34,387	1	Complete.
700449	Pump Station Replacement of Pumps	46,599	46,599	27,174	0	46,599	Ongoing Program 2020/21.
700450	San Remo deck modifications	11,308	17,308	17,309	1,808	15,500	Construction to commence Q3.
700451	Halls Cottage Fencing	53,373	53,373	0	0	53,373	Construction to commence Q4.
700452	Seascape Village Precinct - Shade Structure Refurbishment	32,024	32,024	10,568	940	31,084	Construction to commence Q3.
700453	Falcon Reserve Activation Plan - Stage 2	226,173	226,173	150,790	84,461	141,712	Construction 50% complete.
700454	Cemetery - Upgrade of lakes	96,125	96,125	0	0	96,125	Construction to commence Q4.
700455	Lakes Cemetery Fencing - renewal	35,058	35,058	35,060	0	35,058	Construction 50% complete.
700456	Old Coast Road/Wilderness Drive - Playground Renewal	31,665	63,330	20,900	0	63,330	Construction to commence Q3.
700457	BMX Track Renewal Program	56,544	84,009	56,011	0	84,009	Construction to commence Q3.
700458	Yalgoo Heights Reserve - Playground Renewal	31,665	0	0	0	0	Project has been deferred and budget reallocated to Old Coast Road/Wilderness Drive - Playground Renewal.
700459	War Memorial - Redesign and replace reticulation	22,618	22,618	22,618	0	22,618	Construction 25% complete.
700438	Riverside Gardens Boardwalk	22,416	22,416	22,415	0	22,416	Project currently on hold due to Ross River virus in the area.
700460	Westbury Way Reserve Revegetation Plan (Offset) Capital	21,486	21,486	0	0	21,486	Construction to commence Q4.
700461	Hexham Wetland Fencing	20,340	20,340	20,340	20,852	(512)	Complete.
700462	Madora Bay Beach	113,087	113,087	0	0	113,087	Construction to commence Q4.
700463	Madora Bay Shade Shelters	67,852	67,852	67,852	0	67,852	Construction to commence Q3.
700464	Shade Sails Over Playgrounds	226,173	226,173	226,173	3,750	222,423	Construction to commence Q3.
700465	Dawesville Channel SE Foreshore Upgrade	226,173	503,198	80,512	0	503,198	Project to be deferred to 2021/22, current budget to be allocated to Reserve at Budget Review.
700009	Falcon Reserve Activation Plan	209,035	203,365	203,366	184,375	18,990	Construction complete. Finances to be finalised.
700013	Lakelands Community Garden	30,000	0	0	0	0	Budget moved to operating project.
700020	Pebble Beach Boulevard Res 46649	156,945	156,945	156,944	60,012	96,933	Construction 25% complete.
700017	Grahame Heal Reserve	67,177	36,882	36,879	7,444	29,438	Construction 50% complete.
700035	Louis Dawe Park	46,212	51,218	51,217	51,280	(62)	Complete.
700006	MARC improvement to car park area	10,000	12,418	12,419	13,625	(1,207)	Complete.
700010	Falcon Skate Park Upgrade	160,000	161,791	161,791	158,390	3,401	Construction complete. Finances to be finalised.
700034	Eastern Foreshore Softfall Renewal	0	9,091	9,091	9,091	0	Complete.
700036	Mogum Reserve Softfall Renewal	0	23,400	23,400	23,400	0	Complete.
700042	Kerosene Tank Bunding	0	6,071	6,071	6,451	(380)	Complete.
700027	Duverney Park Picnic Facilities	0	40,000	40,000	41,333	(1,333)	Complete.
700473	Templetonia Reserve	0	5,000	5,000	4,478	522	Complete.
<b>Roads</b>							
501036	RS Aldgate Street	97,535	52,535	52,535	0	52,535	Project being deferred until 2021/22 due to Black Spot Funding application. Budget to be reallocated to other resurfacing projects within the Roads Renewal - Reseal Program in due course.
501066	RS Castlewood Place	17,340	17,340	5,722	0	17,340	Project cancelled, budget to be reallocated within Reseals Program.
501067	RS Mississippi Drive Stage 2	232,999	232,999	76,890	0	232,999	Construction to commence Q3.
501068	RS Oakmont Avenue Cool Seal	97,535	97,535	0	0	97,535	Project cancelled, budget to be reallocated within Reseals Program.
501069	RS Oakmont Avenue	86,697	86,697	86,697	5,944	80,753	Construction to commence Q4.
501070	RS Perie Banou Close	92,116	92,116	92,117	0	92,116	Construction to commence Q3.
501071	RS Sedgemere Terrace	24,925	24,925	8,226	0	24,925	Project cancelled, budget to be reallocated within Reseals Program.
501072	RS Valley Road	27,093	27,093	27,094	0	27,093	Construction to commence Q3.
501073	RS Valley Road	70,442	70,442	70,445	0	70,442	Construction to commence Q3.
501074	Donnelly Gardens	205,906	205,906	205,906	0	205,906	Construction to commence Q3.
501075	Westbourn Pass	28,177	28,177	9,299	0	28,177	Project cancelled, budget to be reallocated within Reseals Program.
501026	Bortolo Reserve - Shared Use Parking and Fire Track Facility	417,233	417,233	417,233	162,707	254,526	Construction 90% complete.
501027	RR Pinjarra Road Stage 1	812,789	1,625,578	1,625,576	195,641	1,429,937	Construction to commence Q4.
501028	RR Peel Street	812,789	812,789	812,788	689,007	123,782	Construction complete. Finances to be finalised.
	RR Pinjarra Road Stage 2	812,789	0	0	0	0	
501030	RR Leslie Street	812,789	812,789	812,788	0	812,789	Construction to commence Q3.
501031	RR Catalina Dr/Badgerup Ave Roundabout	596,045	596,045	397,384	8,964	587,081	Construction 25% complete.
501032	RR Thera St Stage 2	184,233	184,233	184,233	192,839	(8,606)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed at Budget Review.
501033	RR Old Coast Road/Albany Drive	140,883	140,883	140,882	0	140,883	Construction to commence Q3.
501034	RR Old Coast Rd - Cossack Way to Shoshone View	270,930	270,930	43,349	0	270,930	Construction to commence Q4.
501035	CP Halls Head Parade - Roberts Point	88,865	88,865	88,864	77,715	11,150	Construction complete. Finances to be finalised.

Level of completion indicator, please see table at the end of this note for further detail.

Account Description			Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
501025	SP Halls Head Parade PSP		21,674	21,674	0	194	21,480	Design to commence Q4.
501055	SP Casuarina Drive		16,256	16,256	0	0	16,256	Construction to commence Q3.
501056	SP Eldora Crescent		54,186	54,186	54,187	40,792	13,394	Complete.
501057	SP First Avenue		34,679	34,679	34,679	0	34,679	Construction 75% complete.
501058	SP Lanyon Street		70,442	70,442	70,445	7,545	62,897	Construction 75% complete.
501059	SP Melita Street		45,516	45,516	45,518	44,515	1,001	Complete.
501060	SP Murdoch Drive		91,032	91,032	91,031	0	91,032	Construction 50% complete.
501061	SP Pinjarra Road		81,279	81,279	0	0	81,279	Project cancelled, budget to be reallocated within Shared Paths Program.
501062	SP Pinjarra Road Park		72,609	72,609	23,961	20,799	51,810	Complete.
501063	SP Wanjeep Street		102,953	102,953	0	0	102,953	Project cancelled, budget to be reallocated within Shared Paths Program.
501064	Mulberry Close PAW		26,009	26,009	0	2,185	23,825	Construction to commence Q4.
501065	Missing Links		33,595	33,595	5,375	7,164	26,431	Ongoing Program 2020/21.
501037	SP Cox Bay Footpath Renewal		117,041	117,041	117,042	111,811	5,230	Construction complete. Finances to be finalised.
501038	SP Stingray Point Footpath Replacement		146,302	146,302	146,305	0	146,302	Construction to commence Q4.
501039	SL Street Lighting New Program		162,558	162,558	94,787	44,082	118,476	Ongoing Program 2020/21.
501040	SL Upgrade of the older lighting Poles on Peelwood Reserve Oval 2		53,373	53,373	17,613	0	53,373	Construction to commence Q3.
501041	SL Rushton Sports Flood Lighting - Replacement		106,746	106,746	106,746	0	106,746	Design and project scope to be rescheduled to 2021/22, current budget to be allocated to Reserve at Budget Review.
501042	SL Light pole replacement		53,373	38,541	12,718	0	38,541	Construction to commence Q3.
501043	SL Mandurah Marina canal light pole rectification		53,373	53,373	53,373	0	53,373	Construction to commence Q3.
501044	SL Carpark Lighting Replacement Program		58,711	58,711	19,375	2,367	56,344	Ongoing program 2020/21.
501045	SL Mandurah Scoop Lighting Replacement		18,147	18,147	18,148	0	18,147	Construction to commence Q3.
501046	SL Parks and Reserves LED Program		80,059	80,059	26,419	0	80,059	Ongoing Program 2020/21.
501047	Pinjarra Road East - Median Stage 3		33,926	24,525	24,527	23,001	1,524	Complete.
501048	TM Discretionary Traffic Management Program		162,558	157,782	92,009	76,118	81,664	Ongoing Program 2020/21.
501049	TM Merlin St/Mistral St Roundabout		243,837	273,837	273,834	249,640	24,197	Construction complete. Finances to be finalised.
501050	Mandurah Road Median		169,631	169,631	55,979	6,179	163,453	Construction to commence Q3.
501051	SF Street Furniture New Program		65,024	65,024	37,912	0	65,024	Ongoing Program 2020/21.
500016	Smart Street Mall		2,000,000	2,351,939	1,371,419	433,816	1,918,123	Refer to Financial Report, Key Capital Projects table.
501052	WMC Loading Area - Column Protection		35,000	35,000	35,000	0	35,000	Construction to commence Q3.
501053	SL MARC Carpark Additional Lights		21,675	21,675	21,676	0	21,675	Construction to commence Q3.
501054	Waste Transfer Station Road Construction		108,371	108,371	35,762	0	108,371	Construction to commence Q4.
500019	Peel Street		250,000	495,287	495,286	519,612	(24,325)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed at Budget Review.
500004	Coodanup Drive		111,930	111,930	111,930	106,264	5,666	Complete.
500029	TM Discretionary Traffic Mgmt		46,628	45,657	45,655	46,175	(518)	Complete.
500028	RR Thera Street		80,000	158,206	158,203	93,941	64,265	Complete.
500082	WMC Recovery Facility Hardstand		205,907	205,907	205,906	0	205,907	Construction to commence Q4.
500055	SP Cox Bay		0	22,672	22,672	19,366	3,306	Complete.
501076	Guava Way		0	351,000	204,666	3,068	347,932	Construction to commence Q4.
501077	SP Harbord Avenue		0	59,331	34,587	0	59,331	Construction to commence Q4.
501078	SP Sandforth Crescent		0	66,131	21,823	0	66,131	Construction to commence Q4.
501079	Pallas Way - Troy Place PAW		0	13,531	4,466	0	13,531	Construction to commence Q4.
501080	Boundary Road PAW		0	37,531	12,386	0	37,531	Construction to commence Q4.
501082	RS Waldron Boulevard		0	45,000	0	0	45,000	Construction to commence Q3.
501083	RR Mandurah Terrace		0	1,358,144	0	0	1,358,144	Construction to commence Q4.
501084	Peel Street - Power Relocation		0	1,500,000	0	0	1,500,000	Construction to commence Q4.
<b>Drainage</b>								
600171	DR Leighton Road/Halls Head Parade		27,093	60,093	60,096	37,474	22,619	Complete.
600172	DR Rainbow Way Swale Reinstatement		81,278	48,278	48,279	26,092	22,186	Construction complete. Finances to be finalised.
600173	DR Koolinda Street		162,558	162,558	162,558	2,341	160,217	Construction to commence Q3.
600174	DR Yeedong Road		108,371	108,371	108,370	2,685	105,686	Construction to commence Q3.
600175	DR 294 Estuary Road		81,278	81,278	81,281	0	81,278	Construction to commence Q3.
600176	DR Northport Boulevard		81,278	81,278	81,281	3,315	77,963	Construction to commence Q3.
600177	DR Discretionary Drainage		92,116	92,116	53,718	10,683	81,433	Ongoing Program 2020/21.
600178	DR Halls Head Parade - Roberts Point		73,693	73,693	73,695	42,298	31,395	Complete.
600179	DR Estuary View Road Flooding Stage 2		65,024	65,024	65,025	78,994	(13,970)	Construction complete. Finances to be finalised. Budget Variation for overspend to be processed at Budget Review.
600180	Bortolo Sump - Water Sensitive Urban Design		325,116	395,564	63,291	2,990	392,574	Construction to commence Q4.
600011	DR Orion Rd Park Stage 2		20,719	9,796	9,795	9,796	0	Complete.
<b>Coastal &amp; Estuary</b>								
910106	Keith Holmes Reserve POS Upgrade		97,307	97,307	97,308	65,909	31,398	Construction 70% complete.
910107	Marina Pens WiFi		20,000	20,000	20,000	0	20,000	Construction to commence Q3.
910108	South Harbour Paving Upgrade Stage 2		183,801	183,801	183,802	101,649	82,152	Construction 55% complete.
910109	Cambria Island abutment walls repair		32,435	32,435	32,436	0	32,435	Budget increase of \$27,565 to be funded from Parkridge Boat Ramp. Budget decrease of \$27,565 to be allocated to Cambria Island Abutment. Grant application for RBFs Round 25 was unsuccessful, remaining budget to be adjusted at Budget Review.
900012	Parkridge Boat Ramp		62,060	62,060	0	0	62,060	Review.
900002	Avalon Foreshore		27,000	63,211	63,217	38,432	24,779	Complete.
900009	South Harbour Paving Replacement		0	40,786	23,779	36,335	4,451	Construction 90% complete.

Level of completion indicator, please see table at the end of this note for further detail.

Account Description		Adopted Budget	Annual Budget	YTD Budget	YTD Actual	Remaining Unspent Funds	Comment
<b>Equipment</b>							
820175	MARC Pool Covers Program Pool	37,361	37,361	37,361	0	37,361	Ongoing Program 2020/21.
820176	Sign / sticker printer	37,930	37,930	37,930	37,962	(32)	Complete.
820177	MARC CCTV Aquatic Facilities	32,024	32,024	32,024	0	32,024	Construction complete. Finances to be finalised.
820178	CCTV Upgrade at Meadow Springs Sports Facility	21,350	21,350	21,351	18,581	2,769	Construction 90% complete.
820179	MARC Pool Covers Leisure Exercise Pool	24,552	24,552	24,552	0	24,552	Construction to commence Q3.
820180	Furniture & Equipment Renewal Program	55,508	55,508	43,169	0	55,508	Ongoing Program 2020/21.
820174	MPAC Orchestra Lift	128,095	128,095	128,094	11,853	116,242	Construction to commence Q3.
<b>Plant &amp; Machinery</b>							
770001	Light Passenger Vehicles - Replacement	672,651	672,651	392,224	176,691	495,960	
770002	Light Commercial Vehicles - Replacement	981,185	981,185	572,131	179,352	801,833	
	Light Passenger Vehicles - New	0	0	0	0	0	
770018	Light Commercial Vehicles - New	36,000	36,000	20,993	0	36,000	
770006	Trucks & Buses Replacements	72,893	72,893	27,336	0	72,893	
770007	Trailers	743,550	743,550	433,566	4,243	739,307	
770009	Parks & Mowers	285,438	285,438	166,439	96,443	188,995	
770011	Miscellaneous Equipment >\$1500	131,919	131,919	76,923	37,929	93,990	
770008	Construction Vehicles	583,061	583,061	218,649	0	583,061	
<b>Other Infrastructure</b>							
930033	Christmas Decorations 2020	213,492	213,492	213,491	203,020	10,472	Complete. Finances to be finalised.
930034	Waste Transfer Station increase hardstand area with concrete	100,000	100,000	33,000	0	100,000	Construction to commence Q4.
930035	Restart Mandurah - Other	2,785,000	1,519,500	243,120	0	1,519,500	Remaining Restart Mandurah funding proposed to fund 2021/22 projects.
930002	Road Sweeper Spoil	45,000	5,774	5,775	5,940	(166)	Complete.
400050	Lakelands DOS Clubroom Facility	200,000	762,524	762,524	560,825	201,699	Complete.
700052	Lakelands DOS	1,000,000	1,143,257	1,143,258	168	1,143,089	Refer to Financial Report, Key Capital Projects table.
500085	Lakelands DOS Parking	0	3,594	2,093	1,800	1,794	Refer to Financial Report, Key Capital Projects table.
700050	Lakelands DOS - Irrigation	0	26,125	15,232	4,144	21,981	Refer to Financial Report, Key Capital Projects table.
700053	Lakelands DOS - Sports Specific Infr	0	23,763	13,853	48,242	(24,479)	Refer to Financial Report, Key Capital Projects table.
700054	Lakelands DOS - Water Provision Infr	0	311,941	181,895	1,785	310,156	Refer to Financial Report, Key Capital Projects table.
700055	Eastern Foreshore South Precinct	6,870,103	6,936,603	4,044,726	618,892	6,317,711	Refer to Financial Report, Key Capital Projects table.
700056	Western Foreshore Recreation Precinct	8,300,000	8,315,856	4,848,977	2,200,437	6,115,419	Refer to Financial Report, Key Capital Projects table.
<b>Grand Total</b>		<b>43,066,214</b>	<b>47,930,065</b>	<b>29,353,292</b>	<b>9,687,469</b>	<b>38,242,596</b>	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021

FINANCING ACTIVITIES

NOTE 7

BORROWINGS

Repayments - Borrowings

Information on Borrowings Particulars	1 July 2020	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Law, order, public safety</b>									
Port Bouvard Surf Life Saving Club [WTC 316(v)]	0		0		110		0		0
<b>Health</b>									
<b>Community amenities</b>									
Compactor Waste Trailers and Dolly [336]	240,815		0	33,546	54,610	207,269	186,700	3,036	8,102
Waste Water Reuse [349]	146,255		0	13,131	20,376	133,124	126,168	1,814	5,244
Halls Head Ablution Block [350]	97,505		0	8,751	13,580	88,754	84,117	1,210	3,496
Halls Head Recycled Water 2019/20	200,051		0	10,471	17,389	189,580	182,611	2,661	5,891
Ablutions 2020/21	0		200,000	-	17,344	0	182,656	7	5,935
<b>Recreation and culture</b>									
Allnutt Reserve Community Facility [316(iii)]	0		0	-	513	0	0	0	0
Town Beach Ablutions [316(vii)]	0		0	-	220	0	0	0	0
Rushton Park Redevelopment [318(ii)]	334,327		0	54,645	83,095	279,682	246,926	978	10,917
Meadow Springs Recreation Facility [318(iii)]	250,493		0	41,048	63,310	209,445	188,135	735	8,317
Mandurah Rugby Club [320]	42,468		0	24,290	39,316	18,178	3,263	392	763
Mandurah Cricket Club [321]	14,145		0	8,102	13,094	6,043	1,088	130	254
Mandurah Football & Sporting Club [324]	165,129		0	46,844	78,869	118,285	86,631	1,911	4,711
Mandurah Rugby Club [325]	12,698		0	3,605	6,070	9,093	6,657	147	362
Bowling Club Relocation [326]	1,092,880		0	327,786	537,467	765,094	554,957	4,462	32,101
Ablutions - Netball Centre [329(i)]	88,582		0	24,883	41,873	63,699	45,016	1,002	2,501
Parks Construction [329(v)]	87,089		0	24,883	41,873	62,206	45,016	1,002	2,501
Halls Head Bowling Club upgrade [331]	310,795		0	21,279	32,228	289,516	279,174	4,075	11,236
Parks - Falcon Bay Reserve [333(i)]	72,390		0	13,764	22,739	58,626	48,100	865	2,339
MARC Redevelopment [338]	763,964		0	95,212	144,275	668,752	620,494	4,713	27,025
MARC Redevelopment Stage 1 [340]	503,911		0	48,285	72,790	455,626	431,765	4,677	18,002
MARC Redevelopment Stage 2 [341]	1,277,816		0	130,213	187,831	1,147,603	1,089,600	6,455	46,457
Eastern Foreshore Wall [344]	835,933		0	84,726	121,623	751,207	715,231	3,768	30,081
MARC Stage 2 [345]	1,228,894		0	121,632	174,502	1,107,262	1,055,402	5,677	43,742
Falcon Bay Seawall [351]	244,836		0	21,945	34,049	222,891	211,272	3,038	8,779
MARC Solar Plan [353]	173,490		0	11,745	17,759	161,745	156,069	2,276	6,277
Novara Foreshore Development [355]	346,980		0	23,490	35,518	323,490	312,139	4,552	12,554
Falcon Bay Foreshore Upgrades [356]	346,980		0	23,490	35,518	323,490	312,139	4,552	12,554
Mandjar Square Development [358]	433,630		0	29,360	44,391	404,270	390,085	5,689	15,693
Lakelands DOS [360]	2,365,997		0	188,543	248,575	2,177,454	2,117,438	7,723	87,881
Mandjar Square Stage 3 and 4	458,859		0	26,482	82,410	432,377	826,344	5,508	27,270
Falcon Seawall	908,175		0	59,644	41,205	848,531	418,016	4,336	13,635
Novara Foreshore Stage 3	183,582		0	10,592	16,482	172,990	167,245	2,204	5,454
Smart Street Mall Upgrade 2019/20	500,127		0	28,797	43,460	471,330	456,540	6,637	14,728
Falcon Bay Foreshore Stage 3 of 4	300,076		0	15,707	26,083	284,370	273,917	3,991	8,837
Mandjar Square Final Stage	300,076		0	15,707	26,083	284,370	273,917	3,991	8,837
Falcon Skate Park Upgrade	120,030		0	6,912	10,433	113,118	109,567	1,593	3,535
Westbury Way North side POS Stage 3	200,051		0	10,466	17,389	189,585	182,611	2,666	5,891
Eastern/ Western Foreshore 2020/21	0		2,770,000	-	240,145	0	2,529,855	0	82,211
Smart Street Mall 2020/21	0		2,000,000	-	173,382	0	1,826,618	0	59,358
Novara Foreshore Stage 4	0		400,000	-	34,676	0	365,324	0	11,872
Bortolo Reserve - Shared Use Parking and Fire Track Facility	0		350,000	-	30,352	0	319,648	0	10,387
Falcon Bay Upgrade - Stage 4 of 5	0		300,000	-	26,016	0	273,984	0	8,904
Enclosed Dog Park	0		200,000	-	17,344	0	182,656	0	5,936
South Harbour Paving Upgrade Stage 2	0		50,000	-	4,336	0	45,664	0	1,484
Falcon Skate Park Upgrade 2020/21	0		80,000	-	7,521	0	72,479	0	1,816
<b>Transport</b>									
Road Construction [316(ii)]	0		0	-	1,642	0	0	0	0
Car Parking [316(iv)]	0		0	-	121	0	0	0	0
Drainage [318(iv)]	83,835		0	13,597	19,784	70,238	58,792	243	2,599
Road Construction [318(v)]	836,324		0	136,484	213,672	699,840	634,952	2,444	28,071
Road Construction [329(ii)]	188,410		0	54,157	91,136	134,253	97,975	2,181	5,443
Drainage Construction [329(iii)]	63,624		0	17,564	29,557	46,060	31,776	707	1,765
Peelwood Oval - Parking [329(iv)]	24,957		0	7,319	12,316	17,638	13,240	295	736
Path Construction [329(vi)]	13,856		0	4,391	7,389	9,465	7,944	177	441
Street Lighting [329(viii)]	18,102		0	5,855	9,852	12,247	10,592	236	588
Road Construction [333(ii)]	320,984		0	62,703	103,588	258,281	219,125	3,939	10,654
New Pedestrian Bridge Construction [335]	481,195		0	67,846	110,329	413,349	371,498	6,060	16,367
New Road Construction [339]	544,949		0	65,523	102,919	479,426	442,420	5,653	19,313
New Road Construction [342]	651,651		0	64,932	93,915	586,719	558,674	3,402	23,229
WMC Tims Thicket [343]	98,545		0	8,979	14,096	89,567	84,645	1,276	3,484
Road Construction [346]	385,053		0	34,570	53,646	350,483	332,171	4,777	13,806
MARC Carpark [347]	292,521		0	26,261	40,752	266,260	252,349	3,629	10,488
MPAC Forecourt [348]	121,886		0	10,941	16,978	110,945	105,150	1,512	4,370
Mandurah Marina [352]	173,490		0	11,745	17,759	161,745	156,069	2,276	6,277
MARC Carpark [354]	260,243		0	17,614	26,632	242,629	234,119	3,414	9,416
Mandurah Foreshore Boardwalk Renewal [357]	390,262		0	26,422	39,948	363,840	351,075	5,120	14,124
New Road Construction [359]	1,191,883		0	94,421	125,617	1,097,462	1,066,999	4,762	44,411
Smoke Bush Retreat Footpath [361]	86,736		0	5,876	8,886	80,860	78,020	1,138	3,138
New Boardwalks 18/19	458,859		0	26,482	41,205	432,377	418,016	5,508	13,635
Coodanup Drive - Road Rehabilitation	91,791		0	5,296	8,241	86,495	83,623	1,102	2,727
Pinjarra Road Carpark	183,582		0	10,592	16,482	172,990	167,245	2,204	5,454
New Road Construction 2018/19	1,497,356		0	99,915	135,963	1,397,441	1,361,108	5,645	44,997
New Road Construction 2019/20	900,229		0	58,449	78,226	841,779	821,774	5,335	26,510
South Harbour Upgrade 2019/20	230,058		0	12,039	19,997	218,020	210,003	3,060	6,774
New Roads 2020/21	0		1,150,000	-	99,693	0	1,050,307	0	34,131

Repayments - Borrowings

Information on Borrowings Particulars	1 July 2020	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments		
		Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	
<b>Other property and services</b>										
Office Building [272]	215,016		0	147,648	195,631	67,368	19,981	1,788	3,140	
Information Systems [316(i)]	0		0	-	110	0	0	0	0	
IT Server Room Upgrade [316(vi)]	0		0	-	296	0	0	0	0	
IT Communications Equipment [318(i)]	67,470		0	10,775	15,828	56,695	47,033	193	2,079	
IT Equipment [329(vii)]	25,700		0	7,319	12,316	18,381	13,240	295	736	
Land Purchase [330]	1,223,995		0	370,012	606,689	853,983	618,263	5,027	36,235	
Civic Building - Tuckey Room Extension	458,859		0	26,482	41,205	432,377	418,016	5,508	13,634	
Short term loan COVID-19	0		20,000,000	-	20,000,000	0	0	0	35,000	
	26,230,451		0	27,500,000	3,122,185	25,410,640	23,108,266	28,339,428	197,376	1,127,642
<b>Total</b>	26,230,451		0	27,500,000	3,122,185	25,410,640	23,108,266	28,339,428	197,376	1,127,642
Current borrowings	25,410,640		27,500,000	3,122,185	25,410,640	1,637,646	5,410,640	197,376	1,127,642	
Non-current borrowings	819,811					21,470,620	22,928,788			
	26,230,451					23,108,266	28,339,428			

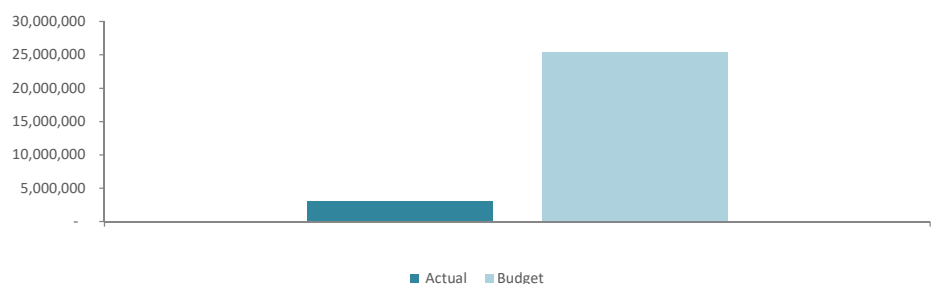
All debenture repayments were financed by general purpose revenue.

The City has no unspent debenture funds as at 30th June 2020, nor is it expected to have unspent funds as at 30th June 2021.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.

2020/21 Principal Repayments



Principal Repayments

**\$3,122,185**

Interest Expense

**\$197,376**

Loans Due

**\$23.11 M**

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021

NOTE 8

OPERATING GRANTS AND CONTRIBUTIONS

Unspent Operating Grant, Subsidies and Contributions Liability

Operating Grants, Subsidies and Contributions Revenue

Provider	Unspent Operating Grant, Subsidies and Contributions Liability					Operating Grants, Subsidies and Contributions Revenue			
	Liability 1-Jul	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Current Liability 30-Jun	Adopted Budget	Budget Variations	Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Operating Grants and Subsidies</b>									
<b>General purpose funding</b>									
Financial Assistance Grant - General Purpose						845,000		845,000	438,494
Financial Assistance Grant - Local Roads						670,000		670,000	301,301
<b>Law, order, public safety</b>									
Lifeguard Service Funding: DPIRD						100,000		100,000	95,667
Bushfire Mitigation Funding: DFES						0	318,600	318,600	159,300
Operating Grant SES: DFES						64,233		64,233	23,875
Operating Grant Southern Districts Fire Brigade: DFES						0		0	18,414
<b>Education and welfare</b>									
Waterwise Verge Grant: WaterCorp						10,000		10,000	10,000
NAIDOC: PMC						3,038		3,038	1,000
International Disability Day Grant: Alcoa						1,013	5,000	6,013	5,000
Australia Day 2021: National Australia Day Council						0	0	528,360	21,000
Mandurah Mental Health Initiative: WAPHA						0		100,000	0
Mandurah Assertive Outreach Trial: WAPOL						0		350,000	350,000
<b>Recreation and culture</b>									
Gnoonie Youth Football Cup: WA Health Promotion Foundation						1,013		1,013	2,000
CHRMAP: DPLH						37,500		37,500	0
Lotterywest (Childrens Festival Grant)						8,859		8,859	0
Lotterywest (Christmas Pageant)						10,125		10,125	0
Crabfest						141,742		141,742	0
Every Club Funding: DLGSC	20,000			20,000		20,250		20,250	0
Friday Night Skillz - DLGSC	15,840			15,840		14,485		14,485	0
Colours of Mandurah Artwork: RACWA						0		9,000	9,000
Christmas Business Activation Grant: DPIRD						0		0	2,000
Volunteer Appreciation Project 2020: DLGSC						0		0	1,500
<b>Transport</b>									
Annual Bus Shelter Maintenance Assistance Scheme: PTA						15,000		15,000	0
	<b>35,840</b>	<b>0</b>	<b>0</b>	<b>35,840</b>	<b>0</b>	<b>1,942,258</b>	<b>323,600</b>	<b>3,253,218</b>	<b>1,438,550</b>
<b>TOTALS</b>	<b>35,840</b>	<b>0</b>	<b>0</b>	<b>35,840</b>	<b>0</b>	<b>1,942,258</b>	<b>323,600</b>	<b>3,253,218</b>	<b>1,438,550</b>



Provider	Unspent Non Operating Grants, Subsidies and Contributions Liability					Non Operating Grants, Subsidies and Contributions Revenue				
	Liability	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Current Liability 30-Jun	Adopted Budget Revenue	YTD Budget	Budget Variations	Annual Budget	YTD Revenue Actual (b)
	1-Jul									
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Non-Operating Grants and Subsidies</b>										
<b>Community amenities</b>										
Donnelly Gardens: Main Roads						111,716		0	111,716	110,905
<b>Recreation and culture</b>										
Eastern Foreshore South Precinct: DoH						2,500,000		0	2,500,000	2,000,000
Eastern Foreshore South Precinct: RfR	2,216,500		(618,892)	1,597,608		1,228,250		0	1,228,250	0
Western Foreshore Recreation Precinct: RfR	2,365,856		(2,200,437)	165,419		3,771,750		0	3,771,750	0
Parkridge Boat Ramp: RBFS						16,410		0	16,410	0
Falcon Skate Park Upgrade: Lotterywest						80,000		6,338	86,338	86,338
Lakelands DOS Clubroom Facility: AFL						50,000		0	50,000	0
Lakelands DOS: DLGSC						325,000		0	325,000	0
Change Rooms Upgrade Program: DLGSC	50,000		(50,000)	0						
<b>Transport</b>										
RR Pinjarra Road Stage 1: Main Roads						500,000		500,000	1,000,000	400,000
Peel Street: Main Roads						100,000		0	100,000	100,000
RR Peel Street: Main Roads						500,000		0	500,000	400,000
RR Pinjarra Road Stage 2: Main Roads						500,000		(500,000)	0	0
RR Leslie Street: Main Roads						500,000		0	500,000	200,000
RR Catalina Dr/Badgerup Ave Roundabout: Main Roads						550,000		0	550,000	200,000
RR Thera St Stage 2: Main Roads						170,000		0	170,000	170,000
RR Old Coast Road/Albany Drive: Main Roads						120,708		0	120,708	0
RS Mississippi Drive Stage 2: LRCI Phase 1						215,000		(814)	214,186	0
Guava Way: LRCI Phase 1						0		351,000	351,000	0
RR Mandurah Terrace: LRCI Phase 2						0		1,358,144	1,358,144	0
Peel Street - Power Relocation: LRCI Phase 2						0		1,500,000	1,500,000	0
RS Oakmont Avenue Cool Seal: LRCI Phase 1						0		90,814	90,814	0
RS Waldron Boulevard: LRCI Phase 1						0		45,000	45,000	0
RR Old Coast Rd - Cossack Way to Shoshone View - Main Roads						0		149,186	149,186	150,000
RS Valley Road: Main Roads						0		65,000	65,000	65,000
SP Harbord Avenue: LRCI Phase 1						0		59,331	59,331	0
SP Sandforth Crescent: LRCI Phase 1						0		66,131	66,131	0
Pallas Way - Troy Place PAW: LRCI Phase 1						0		13,531	13,531	0
Boundary Road PAW: LRCI Phase 1						0		37,531	37,531	0
<b>Economic services</b>										
SP Halls Head Parade PSP: DoT						20,000		0	20,000	4,000
	4,632,356	0	(2,869,329)	1,763,027	0	11,258,834	0	3,741,192	15,000,026	3,886,243
<b>Non-Operating Contributions</b>										
<b>Recreation and culture</b>										
Hexham Wetland Fencing: PHCC						20,340		0	20,340	20,340
Dawesville Channel SE Foreshore Upgrade: CIL						0		277,025	277,025	0
Mandurah Bridge Club						0		0	0	2,000
<b>Transport</b>										
Bortolo Sump - Water Sensitive Urban Design: CIL						0		70,448	70,448	0
	0	0	0	0	0	20,340	0	347,473	367,813	22,340
<b>Total Non-operating grants, subsidies and contribu</b>	4,632,356	0	(2,869,329)	1,763,027	0	11,279,174	0	4,088,665	15,367,839	3,908,583

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**NOTE 10  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)  
A positive number in the amended budget running balance represents an estimated closing surplus.  
A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Increase in			Amended Budget Running Balance
				Non Cash Adjustment	Available Cash	Decrease in Available Cash	
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus/(Deficit)				(358,718)
1643.930035.20501.13	Restart Mandurah Other	G. 10/7/20 June FR	Capital Expenses		150,000		(208,718)
9624.102249.14000.13	Mandurah CBD Revitalisation Project	G. 10/7/20 June FR	Operating Expenses			(150,000)	(358,718)
1643.930035.20501.13	Restart Mandurah Other	G. 10/7/20 June FR	Capital Expenses		100,000		(258,718)
9555.101010.14000.10	Community Services: Comm Assistant Grants	G. 10/7/20 June FR	Operating Expenses			(100,000)	(358,718)
1643.930035.20501.13	Restart Mandurah Other	G. 10/7/20 June FR	Capital Expenses		100,000		(258,718)
	Transfer to Unspent Grant Reserve	G. 10/7/20 June FR	Other: Transfer Into Reserve			(100,000)	(358,718)
1635.700421.20501.13	Eastern Foreshore Softfall Renewal	G. 10/7/20 June FR	Capital Expenses			(9,091)	(367,809)
1635.700423.20501.13	Mogum Softfall Renewal	G. 10/7/20 June FR	Capital Expenses			(23,400)	(391,209)
1635.700430.20501.10	Kerosene Tank Bunding	G. 10/7/20 June FR	Capital Expenses			(6,071)	(397,280)
1636.500990.20501.13	SP Cox Bay	G. 10/7/20 June FR	Capital Expenses			(22,672)	(419,952)
9676.138750.14000.10	WSUD	G. 10/7/20 June FR	Operating Expenses			(52,859)	(472,811)
308810.9200.10	Corp Comms: Corp Projects	G. 10/7/20 June FR	Operating Expenses			(22,250)	(495,061)
308810.9058.10	Corp Comms: General Advertising	G. 10/7/20 June FR	Operating Expenses			(19,500)	(514,561)
9655.163032.10058.13	Emergency Management: Bushfire Mitigation	G. 10/7/20 June FR	Operating Expenses			(318,600)	(833,161)
318910.0050.55	Emergency Management Grants	G. 10/7/20 June FR	Operating Revenue		318,600		(514,561)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Capital Expenses			(1,723,043)	(2,237,604)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Capital Revenue		6,338		(2,231,266)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Other: Unutilised Loans		825,088		(1,406,178)
	Capital Works 2019/20 Carryovers Reconciliation	G. 6/8/20 July FR	Other: Transfer Out of Reserve		677,377		(728,801)
1634.880012.	Lakelands-Madora Bay Pedestrian Bridge	G. 6/8/20 July FR	Capital Expenses			(350,000)	(1,078,801)
1636.501076.	Guava Way	G. 6/8/20 July FR	Capital Expenses			(351,000)	(1,429,801)
Various	Shared Paths	G. 6/8/20 July FR	Capital Expenses			(176,524)	(1,606,325)
386915.0070.60	Bridge Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue		350,000		(1,256,325)
381915.0070.60	Road Planned Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue		351,000		(905,325)
394915.0070.60	Footpath Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue		176,524		(728,801)
1636.501027.	RR Pinjarra Road Stage 1	G. 6/8/20 July FR	Capital Expenses			(812,789)	(1,541,590)
1636.501029.	RR Pinjarra Road Stage 2	G. 6/8/20 July FR	Capital Expenses		812,789		(728,801)
9564.102701.14000.10	Cultural Development: Arts & Culture Group Grants	G. 6/8/20 July FR	Operating Expenses		30,375		(698,426)
9555.101010.14000.10	Community Services: Comm Assitant Grants	G. 6/8/20 July FR	Operating Expenses			(30,375)	(728,801)
9637.102608.14000.05	Community Safety Projects: ADF Grant Expenditure	G. 6/8/20 July FR	Operating Expenses			(6,300)	(735,101)
9555.101012.10057.10	Community Services: In Day for People with a Disability	G. 6/8/20 July FR	Operating Expenses			(5,000)	(740,101)
0555.101012.31012.55	Community Services Revenue: Operating Grant	G. 6/8/20 July FR	Operating Revenue		5,000		(735,101)
381915.0070.60	Road Planned Mtce Grants & Subs Non-op	G. 6/8/20 July FR	Capital Revenue			(814)	(735,915)
1632.750586.	MARC LED & Lighting Control	G. 6/8/20 July FR	Capital Expenses			(14,832)	(750,747)
1636.501042.	SL Light Pole Replacement Program	G. 6/8/20 July FR	Capital Expenses		14,832		(735,915)
1639.910095.	Avalon Foreshore	G. 6/8/20 July FR	Capital Expenses			(10,000)	(745,915)
1637.600164.	DR Orion Rd Park Stage 2	G. 6/8/20 July FR	Capital Expenses		10,000		(735,915)
1632.750639.	Peel Hockey Association - Floodlighting	G. 6/8/20 July FR	Capital Expenses			(95,443)	(831,358)
1632.750640.	South Mind Tennis Club - Resurfacing	G. 6/8/20 July FR	Capital Expenses			(10,120)	(841,478)
1632.750619.	CSRFF Program - Small Grants	G. 6/8/20 July FR	Capital Expenses		105,563		(735,915)
1636.500950.	Smart Street Mall	G.11/9/20 Aug FR	Capital Expenses		20,197		(715,718)
1636.500953.	Peel Street	G.11/9/20 Aug FR	Capital Expenses		35,871		(679,847)
		G.11/9/20 Aug FR	Other: Unutilised Loans			(56,068)	(735,915)
1637.600171.	DR Leighton Road/Halls Head Parade	G.11/9/20 Aug FR	Capital Expenses			(33,000)	(768,915)
1637.600172.	DR Rainbow Way Swale Reinstatement	G.11/9/20 Aug FR	Capital Expenses		33,000		(735,915)
1636.501049.	TM Merlin St/Mistral St Roundabout	G.11/9/20 Aug FR	Capital Expenses			(30,000)	(765,915)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**NOTE 10  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)  
A positive number in the amended budget running balance represents an estimated closing surplus.  
A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in		Amended Budget Running Balance
					Available Cash	Decrease in Available Cash	
1636.500962.	RR Thera Street	G.11/9/20 Aug FR	Capital Expenses		30,000		(735,915)
1635.700456.	Old Coast Road/Wilderness Drive - Playground Renewal	G.11/9/20 Aug FR	Capital Expenses			(31,665)	(767,580)
1635.700458.	Yalgor Heights Reserve - Playground Renewal	G.11/9/20 Aug FR	Capital Expenses		31,665		(735,915)
1635.700422.	Louis Dawe Park	G.11/9/20 Aug FR	Capital Expenses			(6,500)	(742,415)
1636.501047.	Pinjarra Road East - Median Stage 3	G.11/9/20 Aug FR	Capital Expenses		6,500		(735,915)
1635.700413.	Duverney Park Picnic Facilities	G.11/9/20 Aug FR	Capital Expenses			(40,000)	(775,915)
1635.700473.	Templetonia Reserve	G.11/9/20 Aug FR	Capital Expenses			(5,000)	(780,915)
1635.700403.	Grahame Heal Reserve	G.11/9/20 Aug FR	Capital Expenses		45,000		(735,915)
9564.102734.	CASM Education Programs	G.11/9/20 Aug FR	Operating Expenses			(20,000)	(755,915)
9564.102707.	Arts and Culture Projects	G.11/9/20 Aug FR	Operating Expenses		20,000		(735,915)
1632.750641.	Reading Cinema Complex FIP	G.11/9/20 Aug FR	Capital Expenses			(35,000)	(770,915)
1632.750626.	Site Main Switchboard Program	G.11/9/20 Aug FR	Capital Expenses		35,000		(735,915)
100050-1110-1001-63171	Ready Now - Business Capability Grants	S. 6/10/20 Restart	Operating Expenses			(100,000)	(835,915)
930035-6500-1045-61129	Restart Mandurah - Other	S. 6/10/20 Restart	Capital Expenses		100,000		(735,915)
100051-1110-1001-63171	Grow Now - Investment Attraction Fund	S. 6/10/20 Restart	Operating Expenses			(250,000)	(985,915)
930035-6500-1045-61129	Restart Mandurah - Other	S. 6/10/20 Restart	Capital Expenses		250,000		(735,915)
	Admininstration Materials and Contracts - Community						(737,615)
100005-3470-1166-61001	Facility Management	G.12/10/20 Sep FR	Operating Expenses			(1,700)	(735,915)
	Sports Club Maintenance Levy Reserve	G.12/10/20 Sep FR	Other: Transfer Out of Reserve		1,700		(763,805)
750642-6100-1045	Mandurah Bowling Club Compressor	G.12/10/20 Sep FR	Capital Expenses			(27,890)	(735,915)
	Installation of Air Conditioning at Halls Head Parade						(735,915)
750622-6100-1045	Community and Sports Facility	G.12/10/20 Sep FR	Capital Expenses		27,890		(765,915)
400015-6100-1045	South Mandurah Football Club Changeroom Project	G.12/10/20 Sep FR	Capital Expenses			(30,000)	(735,915)
930035-6500-1045-61129	Restart Mandurah - Other	G.12/10/20 Sep FR	Capital Expenses		30,000		(737,513)
700006-6600-1045	MARC Improvement to Car Park Area	G.12/10/20 Sep FR	Capital Expenses			(1,598)	(735,915)
700466-6600-1045	Calypso Reserve - Drinking Fountain	G.12/10/20 Sep FR	Capital Expenses		1,598		(740,691)
500029-6250-1045	TM Discretionary Traffic Mgmt	G.12/10/20 Sep FR	Capital Expenses			(4,776)	(735,915)
501048-6250-1045	TM Discretionary Traffic Management Program	G.12/10/20 Sep FR	Capital Expenses		4,776		(738,816)
600011-6200-1045	DR Orion Rd Park Stage 2	G.12/10/20 Sep FR	Capital Expenses			(2,901)	(735,915)
501047-6250-1045	Pinjarra Road East - Median Stage 3	G.12/10/20 Sep FR	Capital Expenses		2,901		(1,085,915)
	Transfer to Unspent Grant Reserve	G.12/10/20 Sep FR	Other: Transfer Into Reserve			(350,000)	(735,915)
930035-6500-1045-61129	Restart Mandurah Other	G.12/10/20 Sep FR	Capital Expenses		350,000		(831,915)
750643-6100-1045	Falcon Family Centre Upgrade	G.12/10/20 Sep FR	Capital Expenses			(96,000)	(735,915)
	Asset Management Reserve	G.12/10/20 Sep FR	Other: Transfer Out of Reserve		96,000		(878,060)
750644-6100-1045	Mandurah Visitors Centre Refurbishment	G.9/11/20 Oct FR	Capital Expenses			(142,145)	(857,915)
	Installation of Air Conditioning at Halls Head Parade						(735,915)
750622-6100-1045	Community and Sports Facility \$	G.9/11/20 Oct FR	Capital Expenses		20,145		(735,915)
100005-1200-1001-63402	Mandurah Visitors Centre - Other Operating Costs	G.9/11/20 Oct FR	Operating Expenses		122,000		(1,243,275)
100056-3400-1045-61001	Australia Day 2021 - Iconic Event Grant	G.9/11/20 Oct FR	Operating Expenses			(507,360)	(1,263,275)
100057-3400-1045-61001	Australia Day 2021 - COVID Safe Grant	G.9/11/20 Oct FR	Operating Expenses			(20,000)	(1,264,275)
100058-3400-1045-61001	Australia Day 2021 - Branding	G.9/11/20 Oct FR	Operating Expenses			(1,000)	(735,915)
102203-3400-1568-41400	Australia Day - Festivals & Events	G.9/11/20 Oct FR	Operating Revenue		528,360		(835,915)
101031-4500-1045-61001	Mandurah Mental Health Initiative	G.9/11/20 Oct FR	Operating Expenses			(100,000)	(735,915)
101031-4500-1247-41400	Administration - Grants & Subs Operating	G.9/11/20 Oct FR	Operating Revenue		100,000		(1,100,915)
100054-4510-1045-61001	Mandurah Assertive Outreach Trial	G.9/11/20 Oct FR	Operating Expenses			(365,000)	(750,915)
100015-4510-1247-41400	Administration - Grants & Subs Operating - Community Safety	G.9/11/20 Oct FR	Operating Revenue		350,000		(735,915)
102600-4510-1045-61001	Community Safety Programmes - Community Safety	G.9/11/20 Oct FR	Operating Expenses		15,000		(16,500)
100055-4700-1045-61001	Colours of Mandurah Artwork Project	G.9/11/20 Oct FR	Operating Expenses			(16,500)	(752,415)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**NOTE 10  
BUDGET AMENDMENTS APPROVED**

Amendments to original budget since budget adoption. Surplus/(Deficit)  
A positive number in the amended budget running balance represents an estimated closing surplus.  
A negative number in the amended budget running balance represents an estimated closing deficit

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in		Amended Budget Running Balance	
					Available Cash	Decrease in Available Cash		
100015-4700-1247-41400	Administration - Grants & Subs Operating - City Centre Activa	G.9/11/20 Oct FR	Operating Revenue		9,000		(743,415)	
101902-4700-1045-61001	Linger Longer Day - City Centre Activation	G.9/11/20 Oct FR	Operating Expenses		7,500		(735,915)	
100004-1110-1001-60001	Payroll Services - Economic Development	G.9/11/20 Oct FR	Operating Expenses		50,332		(685,583)	
100004-2100-1001-60001	Payroll Services - Governance, Procurement and Land	G.9/11/20 Oct FR	Operating Expenses			(50,332)	(735,915)	
750645-6100-1045-61129	Coodanup Community Centre Upgrade	G.9/11/20 Oct FR	Capital Expenses			(50,000)	(785,915)	
930035-6500-1045-61129	Restart Mandurah Other	G.9/11/20 Oct FR	Capital Expenses		50,000		(735,915)	
	Transfer to Asset Management Reserve	G.9/11/20 Oct FR	Other: Transfer Into Reserve			(135,500)	(871,415)	
930035-6500-1045-61129	Restart Mandurah Other	G.9/11/20 Oct FR	Capital Expenses		135,500		(735,915)	
102200-3400-1045-61001	New Years Eve	SP.2/11/20 CoM Events	Operating Expenses		93,820		(642,095)	
100059-3405-1014-61001	COVID Safe Events	SP.2/11/20 CoM Events	Operating Expenses			(252,416)	(894,511)	
102305-3405-1045-61001	Crabfest Infrastructure	SP.2/11/20 CoM Events	Operating Expenses		167,063		(727,448)	
102302-3405-1045-61001	Crabfest - General Entertainment	SP.2/11/20 CoM Events	Operating Expenses		101,250		(626,198)	
102303-3405-1045-61001	Crabfest – Roving & Roadways Entertainment	SP.2/11/20 CoM Events	Operating Expenses		20,250		(605,948)	
102318-3405-1045-61001	Crabfest – New Element Support	SP.2/11/20 CoM Events	Operating Expenses		35,438		(570,510)	
102314-3405-1045-61001	Crabfest – Fireworks	SP.2/11/20 CoM Events	Operating Expenses		20,250		(550,260)	
102326-3405-1045-61001	Crabfest – Media Stunt	SP.2/11/20 CoM Events	Operating Expenses		8,165		(542,095)	
501083-6250-1045	RR Mandurah Terrace	G.3/1/21	Capital Expenses			(1,358,144)	(1,900,239)	
501084-6250-1045	Peel Street	G.3/1/21	Capital Expenses			(1,500,000)	(3,400,239)	
10-0-9000-9000-20030	LRCl - Phase 2	G.3/1/21	Capital Revenue		2,858,144		(542,095)	
700465-6600-1045	Dawesville Channel SE Foreshore Upgrade	G.3/1/21	Capital Expenses			(277,025)	(819,120)	
600180-6200-1045	Bortolo Sump - Water Sensitive Urban Design	G.3/1/21	Capital Expenses			(70,448)	(889,568)	
	Funds held in trust - Cash in Lieu of Public Open Space	G.3/1/21	Capital Revenue		347,473		(542,095)	
700450-6600-1045	San Remo Deck Modifications	G.3/1/21	Capital Expenses			(6,000)	(548,095)	
700457-6600-1045	BMX Track Renewal Program	G.3/1/21	Capital Expenses			(27,465)	(575,560)	
700448-6600-1045	Melaleuca Tce - Replace broken pine fencing	G.3/1/21	Capital Expenses		33,465		(542,095)	
100060-3407-1045-61001	Mandurah Murray Motorcycle Charity Ride	G.3/1/21	Operating Expenses			(10,000)	(552,095)	
160284-3407-1045-61001	Event Attraction Fund	G.3/1/21	Operating Expenses		10,000		(542,095)	
700013-6600-1045-61129	Lakelands Community Garden	G.10/9/20 Report 07	Capital Expenses		30,000		(512,095)	
101011-4570-1045-61001	Community Assistant Grants over 2,000	G.10/9/20 Report 07	Operating Expenses			(30,000)	(542,095)	
400021-6100-1045	Mh Mustangs FC - Facility Development	G.8/1/21	Capital Expenses			(81,037)	(623,132)	
	Transfer from Interest Free Loans Reserve	G.8/1/21	Other: Transfer Out of Reserve		50,000		(573,132)	
750619-6100-1045	CSRFF Program - Small Grants	G.8/1/21	Capital Expenses		31,037		(542,095)	
102661-4500-1045	Local Youth Alcohol Campaign		Operating Expenses			(29,458)	(571,553)	
100010-4500-1045-41400	Community Capacity Building - Grants - Operating		Operating Revenue		26,050		(545,503)	
	Unspent Grants & Contributions Reserve		Other: Transfer Out of Reserve		3,408		(542,095)	
TBA	Mandurah Southern Districts BFB Water Tank		Capital Expenses			(11,690)	(553,785)	
100010-4410-1045-41403	Emergency Management - Grants - Capital Grant		Capital Revenue		11,690		(542,095)	
					<b>0</b>	<b>10,390,924</b>	<b>(10,574,301)</b>	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**NOTE 11  
PROPOSED BUDGET VARIATIONS FOR COUNCIL APPROVAL**

The following are for consideration for Council to approve as budget variations

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
			Opening Surplus/(Deficit)				(542,095)
new-3780-1263-61001	Mandurah and Peel Aquatic Club Amalgamation		Operating Expenses			(7,000)	(549,095)
100010-3780-1247-41450	Recreation Services - Contributions - Operating		Operating Revenue		3,500		(545,595)
125010-3780-1045-61001	Recreation Services Strategic Planning Grant		Operating Expenses		3,500		(542,095)
101904-4700-1045-61001	Grow City Business Investment		Operating Expenses			(120,000)	(662,095)
101902-4700-1045-61001	Linger Longer Day		Operating Expenses		60,000		(602,095)
101903-4700-1045-61001	Linger Longer Evening		Operating Expenses		60,000		(542,095)
910109-6400-1045	Cambria Island Abutment Wall Repair		Capital Expenses			(27,565)	(569,660)
900012-6400-1045	Parkridge Boat Ramp		Capital Expenses		27,565		(542,095)
new	MARC Leisure Pool Acoustics		Capital Expenses			(72,587)	(614,682)
750634-6100-1045	MARC - Hardstands for Pool Blankets		Capital Expenses		10,674		(604,008)
820175-6700-1045	MARC Pool Covers Program Pool		Capital Expenses		37,361		(566,647)
820179-6700-1045	MARC Pool Covers Leisure Exercise Pool		Capital Expenses		24,552		(542,095)
				<b>0</b>	<b>227,152</b>	<b>(227,152)</b>	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
FOR THE PERIOD ENDED 31 JANUARY 2021**

**NOTE 12  
EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2020-21 year is 10.00%

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
<b>Revenue from operating activities</b>				
Operating grants, subsidies and contributions	1,016,814	53.62%	▲ Timing	Received Lifeguard Service funding, 50% DFES Bushfire Mitigation funding and the CLAG 2020/21 Mosquito Management contribution earlier than expected.
Interest earnings	(265,507)	(31.19%)	▼ Permanent	Budget will not be realised due to low interest rates offered. This will be adjusted at Budget Review.
Other revenue	52,717	38.39%	▲ Permanent	Additional receipt of other revenue to be adjusted at Budget Review.
Profit on disposal of assets	(18,399)	(100.00%)	▼ Timing	Non-cash variance from disposal of assets to be monitored throughout the year.
<b>Expenditure from operating activities</b>				
Employee costs	7,309,396	26.14%	▲ Timing	Expenditure to increase as projects pick up during the year mainly in Cityparks, Cityworks and MARC.
Utility charges	329,488	14.11%	▲ Timing	Invoices have been received later then expected and will be monitored throughout the year.
Depreciation on non-current assets	8,227,956	39.81%	▲ Permanent	Will be adjusted at budget review to reflect 2019/20 actuals.
Interest expenses	464,019	64.48%	▲ Permanent	Favourable variance an indication of interest savings due to lower variable rate on borrowings. This will be reviewed as part of budget review.
Other expenditure	(283,319)	(199.89%)	▼ Permanent	Payment made in August for the Peel Mosquito Management program 2020/21 season. To be adjusted at Budget Review.
Loss on disposal of assets	353,191	100.00%	▲ Timing	Non-cash variance from disposal of assets to be monitored throughout the year.
<b>Investing Activities</b>				
Non-operating Grants, Subsidies and Contributions	(5,172,895)	(43.28%)	▼ Timing	Milestones not met yet for the receipt of capital grants. Will be monitored throughout the year.
Proceeds from Disposal of Assets	962,378	161.66%	▲ Permanent	Favourable variance as a result of unbudgeted land sales and unbudgeted proceeds on sale of plant that were not sold in 2019/20. This will be reviewed at budget review.
Capital Acquisitions	19,665,822	67.00%	▲ Timing	Refer to note 4.
<b>Financing Activities</b>				
Payment of lease liability	(204,570)	(50.64%)	▼ Permanent	Leases to be reviewed at Budget Review,

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<b>3</b>	<b>SUBJECT:</b>	Adoption of New Fees and Charges
	<b>DIRECTOR:</b>	Business Services
	<b>MEETING:</b>	Council Meeting
	<b>MEETING DATE:</b>	23 February 2021

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### Summary

In accordance with Section 6.16 of the *Local Government Act 1995* (the Act), local governments may impose or recover fees and charges for goods or services it provides. To date, there has been no changes to the Fees and Charges Schedule adopted by Council as part of the Adoption of Annual Budget 2020/2021.

City Officers have identified that new fees relating to the preparation of commercial lease agreements is required. It is recommended that these fees and charges be included in the Fees and Charges Schedule which will assist the City to recover the costs associated with the preparation of the commercial lease documentation as this is a fee for service and directly benefits one person/entity. These fees and charges relate to valuations by a licensed valuer and site surveys. The other charge is the per session fee for the Regional Youth Driver Education (RYDE) program.

Council is requested to support the adoption of the new Fees and Charges Schedule (*Attachment 3.1*) for local public notice.

### Disclosure of Interest

N/A

### Previous Relevant Documentation

- G.17/6/20            23 June 2020            Adoption of Annual Budget for 2020/2021

### Background

Council adopted the Fees and Charges Schedule for the 2020/2021 year in the budget process in June 2020. City officers have identified new fees that are required to be included in this schedule.

### Comment

Section 6.19 of the *Local Government Act 1995* states that, if a local government wishes to impose a fee or charge after the annual budget has been adopted, it must give local public notice of its intention to do so and the date from which it is proposed the fee or charge will be imposed.

City officers have identified the following fees and charges that are required to be included in the Fees and Charges Schedule:

Fee or charge	Reason	\$ (inc GST)	Date imposed
Licensed Valuer Valuation cost	The City is required under section 3.58(4) of the Act to obtain a valuation to be carried out not more than 6 months prior to entering into a lease with a commercial tenant. The City is recommending	Charged at cost	8 March 2021

	that the fee (on average ranging from \$700 to \$2,500) for obtaining the valuation from a licensed valuer be charged to the commercial tenant.		
Site Location Lease Drawing Preparation	Detailed site drawing of the lease/licence area identifying square metre area is required for determining annual rental rates, and inclusion into the lease/licence agreement for the tenant.	\$70.00 per hour	8 March 2021
RYDE Program fees	Fees for the Regional Youth Driver Education (RYDE) program	\$15 per session	8 March 2021

Note, to support proposed tenants, the City will offer a payment plan to enable the distribution of the fees and charges over the term of the lease agreement.

## Statutory Environment

### *Local Government Act 1995*

Sections 6.16 to 6.19 of the Local Government Act 1995 govern how a local government may impose fee and charges for the provision of goods or services.

#### *Section 6.16 states:*

#### *6.16. Imposition of fees and charges*

*(1) A local government may impose\* and recover a fee or charge for any goods or service it provides or proposes to provide, other than a service for which a service charge is imposed.*

*\* Absolute majority required.*

*(2) A fee or charge may be imposed for the following*

- (a) providing the use of, or allowing admission to, any property or facility wholly or partly owned, controlled, managed or maintained by the local government;*
- (b) supplying a service or carrying out work at the request of a person;*
- (c) subject to section 5.94, providing information from local government records;*
- (d) receiving an application for approval, granting an approval, making an inspection and issuing a licence, permit, authorisation or certificate;*
- (e) supplying goods;*
- (f) such other service as may be prescribed.*

*(3) Fees and charges are to be imposed when adopting the annual budget but may be*

- (a) imposed\* during a financial year; and*
- (b) amended\* from time to time during a financial year.*

*\* Absolute majority required.*



#### 6.17. Setting level of fees and charges

(1) *In determining the amount of a fee or charge for a service or for goods a local government is required to take into consideration the following factors*

- (a) the cost to the local government of providing the service or goods; and*
- (b) the importance of the service or goods to the community; and*
- (c) the price at which the service or goods could be provided by an alternative provider.*

(2) *A higher fee or charge or additional fee or charge may be imposed for an expedited service or supply of goods if it is requested that the service or goods be provided urgently.*

(3) *The basis for determining a fee or charge is not to be limited to the cost of providing the service or goods other than a service*

- (a) under section 5.96; or*
- (b) under section 6.16(2)(d); or*
- (c) prescribed under section 6.16(2)(f), where the regulation prescribing the service also specifies that such a limit is to apply to the fee or charge for the service.*

(4) *Regulations may*

- (a) prohibit the imposition of a fee or charge in prescribed circumstances; or*
- (b) limit the amount of a fee or charge in prescribed circumstances.*

#### 6.18. Effect of other written laws

(1) *If the amount of a fee or charge for a service or for goods is determined under another written law a local government may not*

- (a) determine an amount that is inconsistent with the amount determined under the other written law; or*
- (b) charge a fee or charge in addition to the amount determined by or under the other written law.*

(2) *A local government is not to impose a fee or charge for a service or goods under this Act if the imposition of a fee or charge for the service or goods is prohibited under another written law.*

#### 6.19. Local government to give notice of fees and charges

*If a local government wishes to impose any fees or charges under this Subdivision after the annual budget has been adopted it must, before introducing the fees or charges, give local public notice of*

- (a) its intention to do so; and*
- (b) the date from which it is proposed the fees or charges will be imposed*

Section 3.58 (4) of the *Local Government Act 1995* – Disposing of Property

*The details of the proposed disposition that are required by subsection (3)(a)(ii) include-*

- (a) the names of all other parties concerned;*
- (b) the consideration to be received by the local government for the disposition; and*
- (c) the market value of the disposition –*
  - (i) as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or*
  - (ii) as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.*

#### Policy Implications

Nil.

## Financial Implications

The inclusion of these fees and charges will result in the City recouping approximately \$15,000 per annum based on 10 new leases per year.

## Risk Analysis

The COVID-19 pandemic has caused uncertainty and while the restrictions are easing there is still an unknown effect into the 2020/2021 year. The City will offer a payment plan to proposed commercial tenants enabling the repayment of the charges to be distributed over the term of the lease.

## Strategic Implications

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

### Organisational Excellence:

- 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.

## Conclusion

Council is requested to adopt the amended Fees and Charges Schedule and give local public notice in accordance with Section 6.19 of the Act.

NOTE:

- Refer ***Attachment 3.1 Fees and Charges Schedule***

## RECOMMENDATION

That Council:

1. **Adopt the Schedule of Fees and Charges as per Attachment 3.1.**
2. **In accordance with section 6.19 of the *Local Government Act 1995*, give local public notice of the Fees and Charges Schedule to take effect on 8 March 2021.**

**\*ABSOLUTE MAJORITY REQUIRED\***

# ATTACHMENT 3.1

City of Mandurah  
2020/21 Fees and Charges

Detail	Condition	Fee Basis	GST Status	2020/2021 Fee/Charge (Inc. GST) \$
Licensed Valuer Valuation cost	Per Valuation	Full	Taxable	At Cost
Site Location Lease Drawing Preparation	Per Hour	Full	Taxable	70.00
RYDE Program fees	Per Session	Full	Taxable	15

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<b>4</b>	<b>SUBJECT:</b>	Licence: Alfresco Dining Tods Café Pty Ltd
	<b>DIRECTOR:</b>	Business Services
	<b>MEETING:</b>	Council Meeting
	<b>MEETING DATE:</b>	23 February 2021

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### Summary

In December 2020, Council approved the advertising of, and if no submissions received, the disposal of portion of Reserve 46402 to Tod's Café Pty Ltd, which is to be used for alfresco dining purposes.

Advertising of the disposal has been completed, with no submissions being received. However, an incorrect land area has been identified in the December report and subsequent advertising which confirmed the lease area as 110 square metres wherein the actual final survey drawing confirms the area at 102 square metres. This also impacts the financial return to the City with the actual annual rent reducing from the advertised amount of \$7,700 (exc GST) per annum down to \$7140 (exc GST) per annum being a reduction of \$560 per annum.

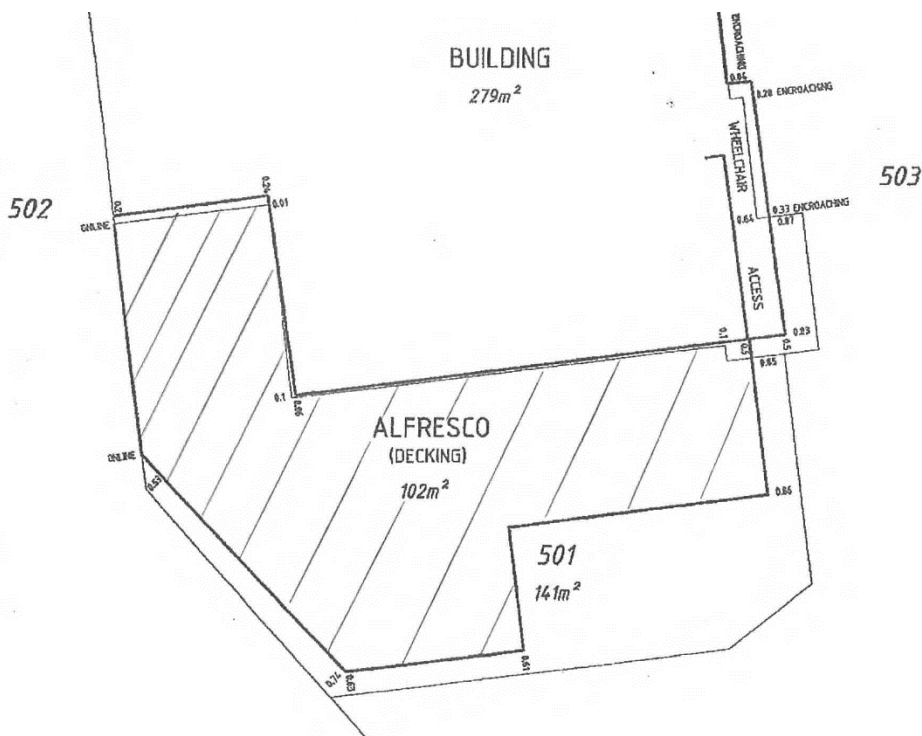
Council is requested to approve the disposal of 102 square metres of portion of Reserve 46402 adjoining (Unit 1, 73) Mandurah Terrace Mandurah for a term of five years and a renewal option of a further five year term (5+5 years), with annual rent commencing at \$7,140 (exc GST) per annum, with annual CPI and a market rent review due at the end of the first term. The licence and its conditions remain subject to the approval of the Minister for Lands.

### Disclosure of Interest

Nil

### Location

Tods Café Building and Alfresco area hachured as shown below:



## Previous Relevant Documentation

- G.13/12/20 15 December 2020 Council approved the advertising of, and if no submissions received, the disposal of a 110 square metre portion of Reserve 46402, to Tod's Café Pty Ltd for annual rent commencing at \$7,700 (exc GST) for a term of 5+5 years, with annual CPI's and a market rent review due at the end of the first term. The Licence is also subject to the approval of the Minister for Lands.
- G.48/12/09 15 December 2009 Council approved an alfresco dining licence for an approximate 110 square metres, subject to final survey for five years with a five year renewal to Ivory Investments trading as Dome Café Mandurah.

## Background

Tod's Café Pty Ltd formerly the Dome Café have held tenure with the City over portion of Crown Reserve 46402 since 1998. The land is used for the purposes of alfresco dining and adjoins their café site located at 1/73 Mandurah Terrace Mandurah.

In 2009, Council supported an approximate 110 square metre area within Reserve 46402 be disposed of via a licence to occupy, for a maximum ten year term, to the Dome Café for the purposes of alfresco dining.

In December 2020, Council approval was again sought to undertake the advertising of the disposal of a new licence agreement over the same area as previously approved in 2009, this advertising was undertaken in December 2020.

## Comment

Following the December 2020 Council support, and in accordance with Section 3.58(3) of the *Local Government Act 1995* – Disposing of Property, advertising was undertaken in the two local papers being the Mandurah Mail on the 24 December 2020 and the Coastal Times on the 30 December 2020, together with advertising on the City's website and social media platforms, with no submissions being received.

During the recent reporting and advertising process it was identified that the incorrect land area was adopted, an area of 110 square metres was noted, as it aligned with the 2009 Council approved area. However, the 2009 approval also acknowledged that a survey was to be undertaken to determine the final licence area and annual rent. Following the survey, it was determined the area was 102 square metres.

The recent advertising identified the licensed area incorrectly as 110 square metres, with annual rent commencing at \$7,700 (exc GST) per annum, or \$70 per square metre. When the actual licence area of 102 square metres attracts a commencing rental rate of \$7,140 (exc GST) per annum.

Although further advertising is not required. Council is required to approve the reduction in the licence area and annual rent.

It is also noted that the City has been invoicing, and the licensee has been paying the appropriate rent for the 102 square metres since 2009.

## Consultation

Tod's Café Pty Ltd

## Statutory Environment

Section 3.58 of the *Local Government Act 1995* – Disposing of Property  
*'Dispose' includes to sell, lease, or otherwise dispose of, whether absolutely or not.*

Section 3.58 (3) of the *Local Government Act 1995*

*A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property –*

*(a) It gives local public notice of the proposed disposition-*

- (i) describing the property concerned;*
- (ii) giving details of the proposed disposition; and*
- (iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given; and*

*(b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.*

Section 3.58 (4) of the *Local Government Act 1995*

*The details of the proposed disposition that are required by subsection (3)(a)(ii) include-*

- (a) the names of all other parties concerned;*
- (b) the consideration to be received by the local government for the disposition; and*
- (c) the market value of the disposition –*
  - (i) as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or*
  - (ii) as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.*

Section 18(1)(2)(3) and (4) of the *Land Administration Act 1997* Crown land transactions need Minister's approval.

- (1) A person must not without authorisation under subsection (7) assign, sell, transfer or otherwise deal with interests in Crown land or create or grant an interest in Crown Land;*
- (2) A person must not without authorisation under subsection (7)-*
  - (a) grant a lease or licence under this Act, or a licence under the Local Government Act 1995, in respect of Crown land in a manager reserve;*
  - (b) being the holder of such a lease or licence, grant a sublease or sublicence in respect of the whole or any part of that Crown land; and*
- (3) A person must not without authorisation under section (7) mortgage a lease of Crown land; and*
- (4) A lessee of Crown land must not without authorisation under subsection (7) sell, transfer or otherwise dispose of the lease in whole or part.*

## Policy Implications

Nil

## Economic Implications

The annual revenue return to the City commences at \$7,140 (exc GST) being a reduction of \$560 per annum from the advertised amount of \$7,700 (exc GST).

## Risk Analysis

Internal processes have been reviewed to reduce the risk of a future occurrence of this nature.

## Strategic Implications

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

### Economic:

- Promote and foster business investment aimed at stimulating economic growth.
- Facilitate and advocate for sustainable local job creation and industry diversification.

### Social:

- Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in.

### Organisational Excellence:

- 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.

## Conclusion

It has been identified that the land area advertised in December 2020 for disposal via a licence agreement to Tods Café was incorrectly advised as being 110 square metres with an annual rental return of \$7,700 (exc GST).

Council is requested to approve the disposal of 102 square metres of portion of Reserve 46402 adjoining (Unit 1, 73) Mandurah Terrace, Mandurah for a term of five years and a renewal option of a further five year term (5+5 years), with annual rent commencing at \$7,140 per annum with annual CPI and a market rent review due at the end of the first term. The licence and its conditions remain subject to the approval of the Minister for Lands.

## RECOMMENDATION

### That Council:

- 1. Approves the disposal of an alfresco dining licence to Tods Café Pty Ltd, over portion of Reserve 46402, with the following conditions;**
  - 1.1 Term of five years with a further five-year option of renewal (5+5 years);**
  - 1.2 Licensed area 102 square metres;**
  - 1.3 Annual rent commencing at \$7,140 (excluding GST)**
  - 1.4 Market rent review at the end of the first term, and annual CPI's to apply;**
  - 1.5 Commencement date after the approval of the Minister for Lands;**
  - 1.6 Subject to the Minister for Lands consent.**
- 2. Acknowledges all legal costs associated with the preparation of the alfresco dining licence are to be borne by the Licensee;**
- 3. Authorises the Chief Executive Officer to finalise the conditions of the licence agreement.**

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<b>5</b>	<b>SUBJECT:</b>	Proposed Lease: Falcon Menshed Incorporated
	<b>DIRECTOR:</b>	Business Services
	<b>MEETING:</b>	Council Meeting
	<b>MEETING DATE:</b>	23 February 2021

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## Summary

In December 2019, Council approved the advertising for Expressions of Interest (EOI) for a potential “Not for Profit” Community Organisation to manage the building and run relevant community-based services from Falcon Family Centre (FFC) situated on Crown Reserve 42821, Lot 1894 (No 60) Linville Street Falcon. Council also supported the Falcon Menshed Inc as a tenant at the site, with final approval for tenure to be determined.

Officers advertised for EOI in June 2020 for “Not for Profit” Community Organisations to deliver Family and Child/Parent programs from the Falcon Family Centre servicing the southern sector. Submissions and Community Outcomes Surveys were received from four applicants, and the appointed selection panel met and reviewed all submissions in August 2020.

In October 2020, Council approved a long-term lease to Falcon Menshed Inc over a portion of Reserve 42821, and the allocation of \$96,000 for the upgrade of the Falcon Family Centre, to ensure the group have the appropriate amenities. As part of providing certainty for the Falcon Menshed Inc to hold tenure on the site, they also have a long term vision to expand their facilities. In order for the City to determine whether this was possible, the City engaged a consultant to undertake a Fauna Assessment Report. The report has identified clearing restrictions, and limited development potential, which will impact Falcon Menshed Inc’s ability to expand their current footprint and services.

During recent consultation with the Falcon Menshed Inc representatives, they advised they are looking to increase their membership base and their provision of services including, scroll sawing, model shipbuilding and pottery. As a result of the limited expansion of their existing footprint, the Falcon Menshed Inc have expressed that they could manage the entire FFC as well as approximate 1,100 square metres of fenced outdoor area at the rear of the property.

Council is requested to reject all submissions from the EOI process due to a change of direction for the needs of the community. The existing services currently being delivered in the FFC have been provided with more appropriate alternative locations to continue operating and providing the services to the community.

Council is requested to approve a long-term lease to Falcon Menshed Inc to manage the entire Falcon Family Centre and approximately 1,100 square metres of fenced outdoor area.

## Disclosure of Interest

Nil



## Location



## Previous Relevant Documentation

- G.7/10/20      27 October 2020      Council approved a lease over a portion of Reserve 42821 to Falcon Menshed Incorporated for a term of 20 years for a peppercorn rental. Council also approved the allocation of \$96,000 for the upgrade of the Falcon Family Centre.
- G.24/12/19      17 December 2019      Council approved the advertising of the FFC for a Not for Profit Community Group, who would manage, maintain and deliver Family and Child/Parent programs. Council also supported the Menshed remaining as a tenant of the site, and any further expansions shall be subject to funding being sourced by the group.
- G.32/3/14      25 March 2014      Council supported a new lease agreement with the Department of Communities for a term of 5 + 5 years for a peppercorn rental rate in return for the Department continuing to finance a Service Provider for the Centre. Council supported Waratah Community Inc and the Minister for Health Child Adolescent Community Health remaining as sub tenants of the main facility.

## Background

The Department of Communities (DoC) held a lease over the site since 1992, with the newest lease agreement expiring on 4 March 2020. The City had been advised by the DoC they would not be exercising their five-year renewal option. Subsequently DoC handed Falcon Family Centre back to the City in April 2020, after meeting all its lease obligations.

Since April 2020, the City has managed the hire agreements for portions of the FFC, which include Department of Health's Child and Adolescent Health Services and Falcon Playgroup Inc.

In December 2019, Council approved the advertising for Expressions of Interest for a potential "Not for Profit" Community Organisation to manage the building and its services from Falcon Family Centre.

In October 2020, Council approved a lease area over a portion of Reserve 42821 to Falcon Mensed Inc for a term of 20 years with a peppercorn rent, together with an expenditure amount of \$96,000 for upgrades to FFC from the Asset Management Reserve.

### Comment

In June 2020, Officers advertised for 'Expressions of Interest' for "Not for Profit" Community Organisations to deliver Family and Child/Parent programs from the Falcon Family Centre servicing the southern sector. Advertisements were placed in local newspapers between 18 to 25 June 2020 providing a brief outline of requirements of the EOI with a closing date for initial interest to be submitted by 10 July 2020.

Upon receiving initial EOI enquiries from six potential applicants, site inspections were conducted on 14 July 2020. All applicants were asked to complete the Community Outcomes Survey (COS) should they wish to proceed with their submission. Four of the six applicants completed their submissions and COS, which was reviewed by the selection panel comprising of City Officers who met in August 2020.

Details of the four submissions are as follows: -

<b>Community Organisation</b>	<b>Core Business</b>
Falcon Mensed Inc (Note: the EOI response only included current footprint and Activity Area 2)	Men's mental health, social and spiritual wellbeing.
Heavenly Homes International	Supporting families to care for children.
Meerilinga Young Children's Services Inc	Wellbeing of children and support of families.
Peel Youth Services	Family and child services

During the EOI process, all applicants were made fully aware, and acknowledged that Falcon Mensed Inc would be accommodated on site, with a portion of the building to be upgraded to provide the group with appropriate amenities, and fencing also to be erected.

Following receipt of the Fauna Assessment Report, it identified clearing restrictions, and development potential being limited, therefore would impact Falcon Mensed Inc's ability to expand their footprint and services to the community.

During recent external consultation with Falcon Mensed Inc representatives, they advised they are looking to increase their membership base, and expand their provision of services from the current activities of woodwork, metal work and social activities through to scroll sawing, model shipbuilding and pottery, and requested their desire to manage the entire FFC and approximately 1,100 square metres of fenced outdoor area.

The purpose of the Lease which would incorporate the entire FFC and adjoining 1,110 square metres would be for Mensed and Community Related Activities, and due to this use all submissions received via an Expression of Interest are to be rejected and applicants to be advised in writing.

The lease with the Falcon Mensed will be conditional upon the Mensed as lessee to undertake all repairs maintenance, utilities payments, insurances and all other relevant outgoings excluding rates and structural repairs to the FFC, but excludes the City being responsible for structural repairs to any out buildings (sheds) including any new builds within the lease area.

## Environment Assessment

An environmental assessment was undertaken on behalf of the City at Linville Reserve in December 2020 to determine the suspected presence of the Western Ringtail Possum (*Pseudocheirus occidentalis*) at the site. The Western Ringtail Possum is currently listed under the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999* as Vulnerable and under the *WA Wildlife Conservation Act 1950* as a Schedule 1, rare or likely to become extinct or ranked as Critically Endangered (Department Biodiversity, Conservation and Attractions, 2017).

The report identified that no direct observations of Ringtail Possums were found. However, multiple Ringtail scats were identified under two significant Peppermint trees, confirming recent feeding activity. Officers recommend that these two Peppermint trees should be retained.

Aside from the Peppermint trees, direction is also provided in the report to retain a Sheoak (*Allocasuarina fraseriana*) tree and two Marri (*Corymbia calophylla*) trees. Although, there are numerous other trees within the proposed area including Peppermint, Marri and Jarrah which are key habitat requirements for Western Ringtail Possums, these trees are identified as being important foraging habitat, suitable for providing hollows for habitat and suitable for drey (shelter) construction. Additionally, the report recognised the canopy cover provides for four important ecological linkages to adjacent reserves. The report notes that the removal of trees providing ecological linkages and foraging resources will impact upon the possums' ability to access and utilise the confirmed habitat in an already isolated and small remnant.

The report identifies an additional 9 Peppermint trees as habitat trees for Ringtails and identifies evidence of foraging by the nationally vulnerable Forest Red-Tailed Black-Cockatoo (*Calyptrorhynchus banksii naso*).

Based upon the findings of the report, Environmental Services advises that proposed development would be detrimental to the localised Western Ringtail Possum population. If the proposed development were to go ahead, approval from State and Federal environmental regulators must be sought first and a more comprehensive environmental assessment would be required.

## Community Benefit

There are many benefits to men's sheds, Rural Health Australia cite *'benefits of involvement in sheds include regaining a sense of purpose in life, enhanced self-esteem, decreased social isolation, and friendship. Sheds offer an environment conducive to men's learning, and also offer positive effects for partners, families and communities. Men happily share health experiences in sheds'*.

There are currently three (3) mens sheds in Mandurah that would be considered available for general resident usage/ membership, with two in the Mandurah suburb and one in Falcon servicing the southern corridor. There are a number of mens shed associated with retirement villages and private estates in the southern corridor however these are closed to outside members. There are 34,968\* residents living in the southern corridor of Mandurah, with a local government area of 32.5% being of retirement age (over 65) and approximating half being male. In raw data this equates to some 5,682 male residents in the catchment area for a men's shed south of Mandurah. The current men's shed in Falcon has limited capacity for growth to service this group and this project will allow them to increase their membership.

\*ID forecast (2021)

## Relocation of Existing Services Operating from FFC

Relocating the Department of Health's Child and Adolescent Health Services, and Falcon Playgroup Inc from FFC to Falcon eLibrary and Community Centre benefits both the community and the City. The Library Services team partner with the Department of Health Child Health Nurses in the delivery of Better Beginnings Yellow Reading Packs to families and carers at their babies eight-week health check-up. Better Beginnings is a family literacy program that connects families with books, with the goal of inspiring a love

of literacy and learning. Relocating the Child Health Nurse to Falcon eLibrary and Community Centre further strengthens this partnership, providing opportunities for cross promotion of programs, activities and resources and alleviating the need for families and carers to attend two different sites to receive support. While visiting the Child Health Nurse families can participate in library activities – including Rhymetime, Storytime, Lego Club and STEAM for Toddlers – and develop meaningful relationships with staff, service providers and other families in the community.

Similarly, relocating the Falcon Playgroup Inc. to Falcon eLibrary and Community Centre increases the potential for families and caregivers to engage with literacy development and learning activities and programs delivered at the library.

The 2018 Australian Early Development Census results indicate that more than 20% of children living in five out of six of the local communities likely to attend Falcon eLibrary and Community Centre are vulnerable in one or more of the five domains. These domains are Physical Health & Wellbeing, Social Competence, Emotional Maturity, Language & Cognitive Skills, and Communication Skills & General Knowledge. Locating both the Department of Health's Child and Adolescent Health Services and Falcon Playgroup Inc at Falcon Library and Community Centre can potentially positively impact the development of children across these domains.

## Consultation

Falcon Menshed Inc – Representatives have been extensively consulted throughout the process and support taking over the management of the Falcon Community Centre. The Falcon Menshed originally only requested, through their EOI response, a portion of the Falcon Community Centre, however as part of the consultation, the Falcon Menshed has requested that the City consider supporting the management of the entire centre.

Department of Planning, Lands and Heritage – They confirm they are supportive of the Falcon Menshed Inc occupation over the site as it aligns with the purpose of the Reserve as a "Community Centre", subject to approving the conditions of the lease. A draft lease is required to be approved by the Department, which will also determine the commencement date of the lease.

Department of Health Child and Adolescent Health Services – Representatives are fully supportive of the relocation to Falcon eLibrary and Community Centre. Negotiations with representatives are progressing and they fully support the relocation to Falcon eLibrary and Community Centre. A site inspection has been conducted and two options are currently being considered in regards to the allocation of two consulting rooms and a waiting area.

Falcon Playgroup – Representatives are fully supportive of the relocation to Falcon eLibrary and Community Centre.

## Statutory Environment

Section 3.58 of the *Local Government Act 1995* – Disposal of Property

'Dispose' includes to sell, lease, or otherwise dispose of, whether absolutely or not.

Section 30 of the *Local Government (Functions and General) Regulations 1996* – Exemption of Disposing of Property.

A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature.

The Falcon Menshed Inc meets the criteria.

Section 182(2) of the *Land Administration Act 1997* – Minister for Lands Approval. Various transactions relating to Crown Land to be approved by the Minister. As persons must not without authorisation, assign, sell, transfer or otherwise deal with the interest in Crown Land.

## Policy Implications

POL-CNP 07  
Community and Recreation Facilities

## Economic Implications

In October 2020, Council approved an amount of \$96,000 from the Asset Management Reserve to be utilised for upgrades to the FFC to ensure the group has the appropriate amenities. The amount to upgrade the FFC that was approved by Council will still be required and consist of:

- Building works including fees \$65,000
- Minor Site works \$8,500
- Sewer Connection \$11,500
- Electrical Sub metering \$11,000

Noting: A proportion of the building works budget will be required to be allocated to the Falcon eLibrary and Community Centre to install fencing and playground as well as undertake fitout alterations.

Council approved the waiver of fees and charges for 2020/2021 for the establishment of lease document preparation of \$610 due to the community benefit delivered by the Falcon Menshed Inc.

## Risk Analysis

There is a risk that the Falcon Menshed Inc will not be able to secure external funding to maintain the Falcon Family Centre to the City's standard and/or requirements, and cover the costs of outgoings. Regardless of this, by securing the lease area and long tenure now, the group has the opportunity to increase their membership base, expand their services to the community and work towards achieving their desired outcomes over time.

## Strategic Implications

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

### Social:

- Facilitate opportunities that promote community led initiatives and build local capacity and capability.
- Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging.
- Provide a range of social, recreational and cultural experiences for our residents and visitors to enjoy and take pride in.
- Advocate for and facilitate the provision of diverse and environmentally sustainable places and spaces for people to enjoy an inclusive and active lifestyle.

### Health:

- Facilitate and partner with key service providers including State and Federal Government to ensure health outcomes are aligned with community needs and expectations.

## Conclusion

Council is requested to reject all the submissions received by Expressions of Interest applicants, and applicants to be advised in writing.

Following receipt of the Fauna Assessment Report which identified clearing restrictions and limiting development potential, Council is requested to approve a Lease for the management of the entire Falcon Family Centre, and the fenced outdoor area, to Falcon Menshed Inc.

## **RECOMMENDATION**

### **That Council:**

- 1. Requests support to advise all Expressions of Interest applicants that their submissions have been rejected, due to a change of direction for needs of the community.**
- 2. Approves a long-term Lease to Falcon Menshed Inc for the management of the entire Falcon Family Centre, and approximately 1,100 square metres of fenced outdoor area, with the following conditions:**
  - 2.1 Lease term of 20 years;**
  - 2.2 Annual Rent \$1 per annum;**
  - 2.3 Commencement date will be after and subject to the Minister for Lands approval;**
  - 2.4 Waives the Council approved fees and charges for Document Preparation Fee of \$610;**
  - 2.5 Falcon Family Centre to be maintained by Falcon Menshed Inc including maintenance requires, upgrades and all outgoings (excluding structural repairs); and**
  - 2.6 Lease conditions to be finalised by the Chief Executive Officer.**
- 3. Approves reallocation of funds allocated to the Falcon Family Centre to the Falcon eLibrary and Community Centre of \$20,000 to undertake playground works, fencing and interior fit-out.**

***\*ABSOLUTE MAJORITY REQUIRED\****

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<b>6</b>	<b>SUBJECT:</b>	Code of Conduct and CEO Standards
	<b>DIRECTOR:</b>	Business Services
	<b>MEETING:</b>	Council Meeting
	<b>MEETING DATE:</b>	23 February 2021

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## Summary

Phase two of the *Local Government Legislation Amendment Act 2019* has now been finalised resulting in the *Local Government (Administration) Amendment Regulations 2021* and *Local Government (Model Code of Conduct) Regulations 2021* (new regulations) taking effect on 3 February 2021.

In accordance with the *Local Government Act 1995* (the Act) and the new regulations, local governments must adopt the following within a period of three months (by 3 May 2021):

- Model Code of Conduct for Elected Members, Committee Members and Candidates in accordance with section 5.104(1) of the Act;
- Complaint Form in accordance with clause 11(2)(a) of the *Local Government (Model Code of Conduct) Regulations 2021*;
- Authorise a person(s) to receive complaints or withdrawal of complaints in accordance with clause 11(3) of the *Local Government (Model Code of Conduct) Regulations 2021*; and
- Adopt a Model Standards for CEO Recruitment, Performance and Termination in accordance with Section 5.39 (1) of the Act.

The Department of Local Government, Sport and Cultural Industries (DLGSC) have advised that local governments must implement some immediate actions by no later than the 24 February 2021, including the adoption of a complaint form, authorisation of a person(s) to receive/withdraw complaints and the placement of the Model Code of Conduct for Elected Members, Committee Members and Candidates and Model CEO Standards on the local governments website.

Council is requested to approve the recommendations as set out by City Officers to ensure that the statutory requirements under the Act and the new regulations are met.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

- G.23/11/20 24 November 2020 Response to Local Government Act Amendments
- G.42/11/19 26 November 2019 Response to the CEO Standards and Code of Conduct
- G.31/3/19 26 March 2019 Local Government Act Review Phase Two
- G.11/12/18 27 February 2018 Local Government Act Review – DLGSC Submission
- G.16/10/17 10 October 2017 Review of the Local Government Act 1995 & Regulations – WALGA Submission

## Background

In 2017, the State Government announced a review of the Act which is the first significant reform of local government conducted in more than two decades. The objective of the review is for Western Australia to have a new, modern Act that empowers local governments to better provide for their communities.

The review is being conducted in two stages, the first phase focused on making information available online, building capacity through reducing red tape and meeting public expectation around standards and performance. The second phase focussed on delivering an Act for the community based on the key themes

of agile, smart and inclusive. Council has considered legislation proposals and approved submissions to be forwarded to the Western Australian Local Government Association (WALGA) and the DLGSC in response to discussion papers released since 2017.

The City has been actively engaged in providing submissions and input in the development of the new regulations. The Department previously sought feedback from the local government sector on a draft CEO Standards and Model Code of Conduct in November 2019, with submissions closing on 6 December 2019. A Council workshop was held to formulate a response, which was adopted by Council at its Ordinary Council Meeting held on 26 November 2019.

Council endorsed a final response to DLGSC on the draft Local Government (Administration) Amendment Regulations (No. 2) 2020 and the Local Government (Model Code of Conduct) Amendment Regulations 2020 at the Ordinary Council Meeting of 24 November 2020.

The new regulations were gazetted on Tuesday 2 February 2021 and took effect on 3 February 2021. New sections of the Act that provided for the new Regulations were proclaimed concurrently and are also now in effect.

## **Comment**

An outline of the amendments to the Act and the new regulations and actions required by Council are set out below:

### *Local Government (Model Code of Conduct) Regulations 2021*

On 3 February 2021, the *Local Government (Model Code of Conduct) Regulations 2021* (Model Code Regulations) introduced a mandatory code of conduct for council members, committee members and candidates. The Model Code of Conduct Regulations repeals and replaces the *Local Government (Rules of Conduct) Regulations 2007* and also replaces the previous statutory requirement to develop and implement an individual code of conduct for council members and committee members.

The Model Code Regulations are now in effect and Elected Members and Committee Members should familiarise themselves with the principles, behaviours and complaints required to be managed by Council and the rules of conduct, contraventions of which are considered by the independent Local Government Standards Panel (Standards Panel) where appropriate. Further information and guidelines are available on the DLGSC website and have been circulated to Elected Members via the governance update.

Elected Members must comply with the provisions in the Model Code Regulations in fulfilling their roles and responsibilities in Council and on Council committees, as set out in the Act. The purpose of the Model Code is to guide the decisions, actions and behaviours of members, both in Council and on Council committees, and of candidates running for election as a council member. One of the key changes to the Model Code Regulations is their application to individuals who have nominated as a candidate in a local government election, as they are also required to demonstrate professional and ethical behaviour during their election campaign.

Local governments will be required to adopt a Code of Conduct that incorporates the Model Code Regulations within three months, in accordance with the new section 5.104 of the Act. Until that time, the Model Code Regulations will be taken to be Council's adopted Code of Conduct. City officers are recommending that Council adopt the Model Code Regulations as the City of Mandurah Code of Conduct for Elected Members, Committee Members and Candidates (refer Attachment 6.1) and at a later time, develop any additional behaviours that may be consistent with the code. This will enable the Council to meet its statutory requirements, whilst providing additional time to consider any enhancements to the Code of Conduct.



An overview of the Model Code Regulations and immediate actions for Council is set out below:

**General Principles – Division 2:** the principles outline the overarching approach that members and candidates should demonstrate in their role as public representatives, or potential public representatives. Individuals should consider all behaviours in light of these principles, including any behaviour and conduct that is not covered specifically in Division 3 and 4. The principles are grouped into three key areas: personal integrity; relationships with others and accountability.

**Behaviour – Division 3:** This section of the Model Code Regulations sets the standards of behaviour which reflect the general principles outlined in Division 2. It is the individual responsibility of members and candidates to demonstrate, promote and support professional and ethical behaviour as provided in the Model Code. The behaviours include personal integrity, relationships with others and conduct at council or committee members.

Division 3 also sets out the mechanism for dealing with the alleged breaches of those requirements. Complaints regarding alleged breaches of the Model Code Regulations in Division 3 are managed by the Council as the decision-making body of the local government. Clause 11 of the Model Code Regulations provides that a person can make a complaint alleging a breach of Division 2 within one month of the alleged breach occurring. The division also provides a process for responding to alleged breaches. The emphasis is on education and development, rather than punitive sanctions, with the aim of establishing or restoring positive working relationships and avoiding further breaches.

Failure to comply with this Division may give rise to a complaint regarding the conduct of a Council Member, Committee Member or candidate, which may lead to Council making a formal finding of a breach and requiring remedial action by the individual. Where an individual does not comply with any action required by Council, then Council may determine that the matter is to be referred to the Standards Panel as an alleged contravention of a Rule of Conduct (Division 4). The Standards Panel has the authority to make binding decisions regarding allegations of minor misconduct.

As an immediate action, the DLGSC has advised that by 24 February 2021 local governments are required to:

- Authorise one or more persons for the purposes of receiving complaints and withdrawals of complaints in accordance with clause 11(3) of the Model Code Regulations. Council is requested to appoint the CEO and the Mayor in accordance with clause 11(3) of the Model Code Regulations.
- Adopt a Complaint Form (refer *Attachment 6.2*) in accordance with clause 11(2)(a) of the Model Code Regulations. Note that the City has used the standard template issued by the DLGSC.

The DLGSC has also recommended that local governments should develop a Complaint Policy and Procedures to guide the complaints process under the Model Code. A workshop with Elected Members will be arranged in due course to determine how the complaint handling process will operate.

**Rules of Conduct - Division 4:** Under section 5.105(1) of the Act, if a council member commits a minor breach, the council member contravenes a Rule of Conduct. This also extends to the contravention of a rule of conduct that occurred when the council member was a candidate, however will only come into force if the candidate is successful in the local government election.

A minor breach is dealt with by the Standards Panel under section 5.110 of the Act. This Division sets out rules of conduct for Council Members and candidates including misuse of local government resources, securing personal advantage or disadvantaging others, prohibition against involvement in administration, relationship with local government employees, disclosure of information, disclosure of interests and compliance with plan requirement.

#### Local Government (Administration) Amendment Regulations 2021

The *Local Government Legislation Amendment Act 2019* includes a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local

government Chief Executive Officers (CEOs). These reforms are intended to ensure best practice and greater consistency in these processes between local governments. Further information and guidelines on the Model CEO Standards are available on the DLGSC website.

The CEO Standards amend the *Local Government (Administration) Regulations 1996* (Admin Regulations) to prescribe model standards under Schedule 2 of the Admin Regulations. Under Section 5.39B(2) of the Act, the Council must adopt standards that incorporate the model standards within three months and until this time, the model standards are taken to be the adopted standards. City Officers are recommending that Council adopt the CEO Standards for Recruitment, Performance and Termination (*Attachment 6.3*) as taken in the Admin Regulations and at a later time consider any additional provisions that are consistent with the model standards. This is the same approach as recommended in the adoption of the Code of Conduct for Elected Members, Committee Members and Candidates.

An overview of the Model standards for CEO recruitment, performance and termination as set out in Section 5.39A(1) of the Act and Schedule 2 of the regulations is below:

#### Recruitment and Selection:

The most notable change is the requirement for local government to re-advertise the CEO position and undertake a recruitment and selection process after each instance where a person has occupied the position for ten consecutive years.

Division 2 sets out the process for establishing the selection criteria, position description and the advertising process. The key change is that State-wide notice advertising the position must also include a website address where a position description for the position can be accessed.

Local governments are also required to convene a selection panel to conduct the recruitment and selection process. The selection panel must consist of Elected Members and the new requirement under clause 8, Division 2, is that the selection panel must include one independent person who is not a current Elected Member, human resources consultant, or employee of the local government. The DLGSC has recommended that the independent person should have experience in the recruitment and selection of CEO's and/or senior executives.

It is the role of the selection panel to recommend one or more suitable applicants based on the selection criteria. The selection panel provides an advisory role to Council; however, the ultimate decision-making authority remains with Council.

The DLGSC has recommended that local governments develop a policy or terms of reference to facilitate this process that incorporates Division 2 of the Admin Regulations including:

- The primary functions of the panel;
- Roles and responsibilities of panel members;
- Composition of the panel;
- Duration of term;
- Desirable criteria for appointment to the panel;
- A requirement that panel members sign a confidentially agreement and agree to the duties and responsibilities of their role; and
- Any other information the local government deems necessary for the panel to effectively carry out their role.

Performance: The standards regarding the CEO performance review are based on the principles of fairness, integrity and impartiality. Section 5.38 of the Act provides that, for a CEO who is employed for a term of more than one year, the performance of a CEO is to be reviewed formally at least once in every year of their employment.

In addition to this minimum requirement, it is recommended that Council engages in regular discussions with the CEO regarding their performance against the performance criteria, including progress and ways

that the CEO can be supported. Any changes to the CEO's performance agreement such as changes to the performance criteria, should also be discussed and agreed to, between Council and the CEO, as the matter arises. Council must ensure that the process for a performance review is documented.

With the introduction of the new CEO Standards, it is recommended that Council amend POL-HRM 06 - Annual Performance Review Chief Executive Officer to include the principles outlined in the Admin Regulations, reflect that it will be Council who will undertake the review and not an appointed number of Elected Members (previously through the Executive Committee) and update the process to reflect how the process is currently carried out (*refer to Attachment 6.4*). Council will have an opportunity to review this as part of the Elected Members Workshop in the coming months, if there are further considerations that are required.

Termination: The requirements in the CEO Standards regarding termination of employment are based on the principles of procedural fairness. Any decision to terminate a CEO's contract of employment must be compliant with the CEO Standards and consistent with employment and contract law.

The CEO Standards provide that before a decision is made to terminate the employment of a CEO, the Council must have conducted a CEO performance review within the preceding twelve months (in accordance with section 5.38 of the Act). As a part of that process, the performance review must have identified any relevant performance issues that needed to be addressed by the CEO, informed the CEO of the issues and provided the CEO with a reasonable opportunity to address those issues in accordance with a performance management plan.

#### Appointment of a Temporary CEO:

In accordance with Section 5.39C of the Act, Council is required to develop and implement a policy that outlines the arrangements to temporarily replace a CEO for any period less than twelve months, for example, when a CEO is on planned or unplanned leave. The policy must include the decision-makers for appointing an acting CEO.

#### Elected Members Workshop

Elected Members will have an opportunity to participate in workshop in the coming months to:

- Develop a complaints policy and procedure to guide the way complaints will be managed by Council in accordance with the Model Code Regulations;
- Consider additional behavioural requirements to be included in the Code of Conduct for Elected Members, Committee Members and Candidates. Noting any additions to Council's adopted Code of Conduct must not be inconsistent with the Act and Model Code Regulations;
- Consider additional standards to be included in the Model CEO Standards. Noting any additions to the Model CEO standards must not be inconsistent with the Act and the Admin Regulations;
- Review POL-HRM 06 - Annual Performance Review Chief Executive Officer to ensure it is in line with how Council and the CEO want the annual performance review to be undertaken; and
- Develop a Council Policy on Appointment of a Temporary CEO.

#### Code of Conduct for Employees

The CEO is required to prepare and implement a code of conduct to be observed by employees of the City of Mandurah. The *Local Government Regulations Amendment (Employee Code of Conduct) Regulations 2021* also came into effect on the 3 February 2021. The CEO may amend the code of conduct and is required to publish an up-to-date version of the code on the local government's website.

The Admin Regulations prescribe the minimum requirements in relation to gifts, conflicts of interest and disclosure. These requirements are based on the Public Sector Commission's key integrity risks for public sector employees. The CEO must prepare and adopt a Code of Conduct for Employees in accordance with the Admin Regulations as soon as practicable.

## Consultation

Throughout 2019 and 2020 Elected Members have extensively contributed to the review of the Act through workshops and adopting feedback to the DLGSC on the draft Code of Conduct and CEO Standards. As outlined above additional workshops will be delivered in the coming months to implement the requirements under the Act and new regulations.

## Statutory Environment

### *Local Government Act 1995*

- 5.103. *Model code of conduct for council members, committee members and candidates*
- (1) *Regulations must prescribe a model code of conduct for council members, committee members and candidates.*
  - (2) *The model code of conduct must include —*
    - (a) *general principles to guide behaviour; and*
    - (b) *requirements relating to behaviour; and*
    - (c) *provisions specified to be rules of conduct.*
  - (3) *The model code of conduct may include provisions about how the following are to be dealt with —*
    - (a) *alleged breaches of the requirements referred to in subsection (2)(b);*
    - (b) *alleged breaches of the rules of conduct by committee members.*
  - (4) *The model code of conduct cannot include a rule of conduct if contravention of the rule would, in addition to being a minor breach under section 5.105(1)(a), also be a serious breach under section 5.105(3).*
  - (5) *Regulations may amend the model code of conduct.*
- 5.104. *Adoption of model code of conduct*
- (1) *Within 3 months after the day on which regulations prescribing the model code come into operation, a local government must prepare and adopt\* a code of conduct to be observed by council members, committee members and candidates that incorporates the model code.*  
*\* Absolute majority required.*
  - (2) *Within 3 months after the day on which regulations amending the model code come into operation, the local government must amend\* the adopted code of conduct to incorporate the amendments made to the model code.*  
*\* Absolute majority required.*
  - (3) *A local government may include in the adopted code of conduct requirements in addition to the requirements referred to in section 5.103(2)(b), but any additional requirements —*
    - (a) *can only be expressed to apply to council members or committee members; and*
    - (b) *are of no effect to the extent that they are inconsistent with the model code.*
  - (4) *A local government cannot include in the adopted code of conduct provisions in addition to the principles referred to in section 5.103(2)(a) or the rules of conduct.*
  - (5) *The model code is taken to be a local government's adopted code of conduct until the local government adopts a code of conduct.*
  - (6) *An alleged breach of a local government's adopted code of conduct by a candidate cannot be dealt with under this Division or the adopted code of conduct unless the candidate has been elected as a council member.*
  - (7) *The CEO must publish an up-to-date version of a local government's adopted code of conduct on the local government's official website.*
- 5.39A. *Model standards for CEO recruitment, performance and termination*
- (1) *Regulations must prescribe model standards for local governments in relation to the following —*
    - (a) *the recruitment of CEOs;*
    - (b) *the review of the performance of CEOs;*
    - (c) *the termination of the employment of CEOs.*

- (2) *Regulations may amend the model standards.*

**5.39B. Adoption of model standards**

- (1) *In this section —  
model standards means the model standards prescribed under section 5.39A(1).*
- (2) *Within 3 months after the day on which regulations prescribing the model standards come into operation, a local government must prepare and adopt\* standards to be observed by the local government that incorporate the model standards.*  
*\* Absolute majority required.*
- (3) *Within 3 months after the day on which regulations amending the model standards come into operation, the local government must amend\* the adopted standards to incorporate the amendments made to the model standards.*  
*\* Absolute majority required.*
- (4) *A local government may include in the adopted standards provisions that are in addition to the model standards, but any additional provisions are of no effect to the extent that they are inconsistent with the model standards.*
- (5) *The model standards are taken to be a local government's adopted standards until the local government adopts standards under this section.*
- (6) *The CEO must publish an up-to-date version of the adopted standards on the local government's official website.*
- (7) *Regulations may provide for —*  
*(a) the monitoring of compliance with adopted standards; and*  
*(b) the way in which contraventions of adopted standards are to be dealt with.*

**5.39C. Policy for temporary employment or appointment of CEO**

- (1) *A local government must prepare and adopt\* a policy that sets out the process to be followed by the local government in relation to the following —*  
*(a) the employment of a person in the position of CEO for a term not exceeding 1 year;*  
*(b) the appointment of an employee to act in the position of CEO for a term not exceeding 1 year.*  
*\* Absolute majority required.*
- (2) *A local government may amend\* the policy.*  
*\* Absolute majority required.*
- (3) *When preparing the policy or an amendment to the policy, the local government must comply with any prescribed requirements relating to the form or content of a policy under this section.*
- (4) *The CEO must publish an up-to-date version of the policy on the local government's official website.*

**Local Government (Model Code of Conduct) Regulations 2021**

**11. Complaint about alleged breach**

- (1) *A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.*
- (2) *A complaint must be made —*  
*(a) in writing in the form approved by the local government; and*  
*(b) to a person authorised under subclause (3); and*  
*(c) within 1 month after the occurrence of the alleged breach.*
- (3) *The local government must, in writing, authorise 1 or more persons to receive complaints and withdrawals of complaints.*

**Policy Implications**

Code of Conduct – Elected Members City of Mandurah 2016  
Code of Conduct – Committee Members City of Mandurah 2016  
Annual Performance Review – Chief Executive Officer Policy

## Economic Implications

Any changes to legislation requiring a change in process may result in a subsequent financial impost to the City.

## Risk Analysis

The DLGSC have advised that local governments should implement immediate actions to ensure compliance with the Act and new regulations. DLGSC has advised that if action is not taken to affirm or appoint a complaints officer by 24 February 2021 under the provisions of the regulations, a complaint made on or soon after the date of effect 3 February 2021 may lapse before it can be formally lodged. This would be considered inconsistent with the principles of procedural fairness and community expectations of local government.

## Strategic Implications

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

### Organisational Excellence:

- 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.

## Conclusion

Council is requested to adopt the recommendations in this report to ensure compliance with the Act and new regulations.

### NOTE:

- Refer **Attachment 6.1** **City of Mandurah Code of Conduct for Elected Members, Committee Members and Candidates**  
**Attachment 6.2** **Complaint Form**  
**Attachment 6.3** **CEO Standards for Recruitment, Performance and Termination**  
**Attachment 6.4** **Proposed POL-HRM 06 - Annual Performance Review Chief Executive Officer**

## RECOMMENDATION

### That Council:

1. **Authorise the Chief Executive Officer and the Mayor to receive complaints and withdrawal of complaints in accordance with regulation 11(3) of the *Local Government (Model Code of Conduct) Regulations 2021*.**
2. **Revoke the Code of Conduct for Elected Members 2016 and Code of Conduct for Committee Members 2016.**
3. **Adopt the Model Code of Conduct for Elected Members, Committee Members and Candidates as per *Attachment 6.1* in accordance with Section 5.104(1) of the *Local Government Act 1995*.\***
4. **Approve the Complaint Form as per *Attachment 6.2* in accordance with regulation 11(2)(a) of the *Local Government (Model Code of Conduct) Regulations 2021*.**

5. **Adopt the Model CEO Standards on Recruitment, Performance and Termination as per *Attachment 6.3* in accordance with Section 5.39B(2) of the *Local Government Act 1995*.\***
6. **Amend POL-HRM 06 - Annual Performance Review Chief Executive Officer as *detailed in Attachment 6.4*.**
7. **Note that the Model CEO Standards on Recruitment, Performance and Termination and Code of Conduct for Elected Members, Committee Members and Candidates will be published on the City of Mandurah website by 24 February 2021.**

**\*ABSOLUTE MAJORITY REQUIRED\***

# ATTACHMENT 6.1



## CODE OF CONDUCT FOR ELECTED MEMBERS, COMMITTEE MEMBERS AND CANDIDATES





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## Division 1 — Preliminary provisions

### 1. Citation

This is the *City of Mandurah Code of Conduct for Council Members, Committee Members and Candidates*.

### 2. Terms used

(1) In this code —

**Act** means the *Local Government Act 1995*;

**candidate** means a candidate for election as a council member;

**complaint** means a complaint made under clause 11(1);

**publish** includes to publish on a social media platform.

(2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

## Division 2 — General principles

### 3. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

### 4. Personal integrity

(1) A council member, committee member or candidate should —

- (a) act with reasonable care and diligence; and
- (b) act with honesty and integrity; and
- (c) act lawfully; and
- (d) identify and appropriately manage any conflict of interest; and
- (e) avoid damage to the reputation of the local government.

(2) A council member or committee member should —

- (a) act in accordance with the trust placed in council members and committee members; and
- (b) participate in decision-making in an honest, fair, impartial and timely manner; and
- (c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
- (d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

## 5. Relationship with others

(1) A council member, committee member or candidate should —

- (a) treat others with respect, courtesy and fairness; and
- (b) respect and value diversity in the community.

(2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

## 6. Accountability

A council member or committee member should —

- (a) base decisions on relevant and factually correct information; and
- (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to them in relation to council or committee meetings; and
- (d) be open and accountable to, and represent, the community in the district.

## Division 3 — Behaviour

### 7. Overview of Division

This Division sets out —

- (a) requirements relating to the behaviour of council members, committee members and candidates; and
- (b) the mechanism for dealing with alleged breaches of those requirements.

### 8. Personal integrity

(1) A council member, committee member or candidate —

(a) must ensure that their use of social media and other forms of communication complies with this code; and

(b) must only publish material that is factually correct.

(2) A council member or committee member —

(a) must not be impaired by alcohol or drugs in the performance of their official duties; and

(b) must comply with all policies, procedures and resolutions of the local government.

## 9. Relationship with others

A council member, committee member or candidate —

(a) must not bully or harass another person in any way; and

(b) must deal with the media in a positive and appropriate manner and in accordance with any relevant policy of the local government; and

(c) must not use offensive or derogatory language when referring to another person; and

(d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and

(e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local government employee in connection with the performance of their official duties.

## 10. Council or committee meetings

When attending a council or committee meeting, a council member, committee member or candidate —

(a) must not act in an abusive or threatening manner towards another person; and

(b) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and

(c) must not repeatedly disrupt the meeting; and

(d) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and

(e) must comply with any direction given by the person presiding at the meeting; and

(f) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting.

## 11. Complaint about alleged breach

(1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.

(2) A complaint must be made —

- (a) in writing in the form approved by the local government; and
- (b) to a person authorised under subclause (3); and
- (c) within 1 month after the occurrence of the alleged breach.

(3) The local government must, in writing, authorise 1 or more persons to receive complaints and withdrawals of complaints.

## 12. Dealing with complaint

(1) After considering a complaint, the local government must, unless it dismisses the complaint under clause 13 or the complaint is withdrawn under clause 14(1), make a finding as to whether the alleged breach the subject of the complaint has occurred.

(2) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.

(3) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.

(4) If the local government makes a finding that the alleged breach has occurred, the local government may —

- (a) take no further action; or
- (b) prepare and implement a plan to address the behaviour of the person to whom the complaint relates.

(5) When preparing a plan under subclause (4)(b), the local government must consult with the person to whom the complaint relates.

(6) A plan under subclause (4)(b) may include a requirement for the person to whom the complaint relates to do 1 or more of the following —

- (a) engage in mediation;
- (b) undertake counselling;
- (c) undertake training;
- (d) take other action the local government considers appropriate.

(7) If the local government makes a finding in relation to the complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of —

- (a) its finding and the reasons for its finding; and

(b) if its finding is that the alleged breach has occurred — its decision under subclause (4).

### 13. Dismissal of complaint

(1) The local government must dismiss a complaint if it is satisfied that —

(a) the behaviour to which the complaint relates occurred at a council or committee meeting; and

(b) either —

(i) the behaviour was dealt with by the person presiding at the meeting; or

(ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.

(2) If the local government dismisses a complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of its decision and the reasons for its decision.

### 14. Withdrawal of complaint

(1) A complainant may withdraw their complaint at any time before the local government makes a finding in relation to the complaint.

(2) The withdrawal of a complaint must be —

(a) in writing; and

(b) given to a person authorised under clause 11(3).

### 15. Other provisions about complaints

(1) A complaint about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.

(2) The procedure for dealing with complaints may be determined by the local government to the extent that it is not provided for in this Division.

## Division 4 — Rules of conduct

Notes for this Division:

1. Under section 5.105(1) of the Act a council member commits a minor breach if the council member contravenes a rule of conduct. This extends to the contravention of a rule of conduct that occurred when the council member was a candidate.

2. A minor breach is dealt with by a standards panel under section 5.110 of the Act.

### 16. Overview of Division

(1) This Division sets out rules of conduct for council members and candidates.

(2) A reference in this Division to a council member includes a council member when acting as a committee member.

## 17. Misuse of local government resources

(1) In this clause —

**electoral purpose** means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;

**resources of a local government** includes —

- (a) local government property; and
- (b) services provided, or paid for, by a local government.

(2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

## 18. Securing personal advantage or disadvantaging others

(1) A council member must not make improper use of their office —

- (a) to gain, directly or indirectly, an advantage for the council member or any other person; or

- (b) to cause detriment to the local government or any other person.

(2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

## 19. Prohibition against involvement in administration

(1) A council member must not undertake a task that contributes to the administration of the local government unless authorised by the local government or the CEO to undertake that task.

(2) Subclause (1) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

## 20. Relationship with local government employees

(1) In this clause —

**local government employee** means a person —

- (a) employed by a local government under section 5.36(1) of the Act; or

- (b) engaged by a local government under a contract for services.

(2) A council member or candidate must not —

- (a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or

- (b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or

(c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means —

(a) make a statement that a local government employee is incompetent or dishonest; or

(b) use an offensive or objectionable expression when referring to a local government employee.

(5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XXXV.

## 21. Disclosure of information

(1) In this clause —

**closed meeting** means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;

**confidential document** means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;

**document** includes a part of a document;

**non-confidential document** means a document that is not a confidential document.

(2) A council member must not disclose information that the council member —

(a) derived from a confidential document; or

(b) acquired at a closed meeting other than information derived from a non-confidential document.

(3) Subclause (2) does not prevent a council member from disclosing information —

(a) at a closed meeting; or

(b) to the extent specified by the council and subject to such other conditions as the council determines; or

(c) that is already in the public domain; or

(d) to an officer of the Department; or

(e) to the Minister; or

(f) to a legal practitioner for the purpose of obtaining legal advice; or



(g) if the disclosure is required or permitted by law.

## 22. Disclosure of interests

(1) In this clause —

***interest*** —

(a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and

(b) includes an interest arising from kinship, friendship or membership of an association.

(2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest —

(a) in a written notice given to the CEO before the meeting; or

(b) at the meeting immediately before the matter is discussed.

(3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.

(4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know —

(a) that they had an interest in the matter; or

(b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.

(5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then —

(a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and

(b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.

(6) Subclause (7) applies in relation to an interest if —

(a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or

(b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.

(7) The nature of the interest must be recorded in the minutes of the meeting.

## 23. Compliance with plan requirement

If a plan under clause 12(4)(b) in relation to a council member includes a requirement referred to in clause 12(6), the council member must comply with the requirement.



# ATTACHMENT 1

## Complaint About Alleged Breach Form -

### Code of conduct for council members, committee members and candidates

Schedule 1, Division 3 of the *Local Government (Model Code of Conduct) Regulations 2021*

- NOTE:** A complaint about an alleged breach must be made —
- (a) in writing in the form approved by the local government
  - (b) to an authorised person
  - (c) within one month after the occurrence of the alleged breach.

Name of person who is making the complaint:
Name: _____ <div style="display: flex; justify-content: space-around;"><span><u>Given Name(s)</u></span><span><u>Family Name</u></span></div>

Contact details of person making the complaint:
Address: _____
Email: _____
Contact number: _____

Name of the local government (city, town, shire) concerned:

Name of council member, committee member, candidate alleged to have committed breach:

State the full details of the alleged breach. Attach any supporting evidence to your complaint form.

<b>Date of alleged breach:</b>
_____ / _____ / 20_____

<p><b>SIGNED:</b></p> <p><b>Complainant's signature:</b> .....</p> <p><b>Date of signing:</b> _____ / _____ / 20_____</p>
---------------------------------------------------------------------------------------------------------------------------

<p><b>Received by Authorised Officer</b></p> <p><b>Authorised Officer's Name:</b> .....</p> <p><b>Authorised Officer's Signature:</b> .....</p> <p><b>Date received:</b> _____ / _____ / 20_____</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**NOTE TO PERSON MAKING THE COMPLAINT:**

This form should be completed, dated and signed by the person making a complaint of an alleged breach of the Code of Conduct. The complaint is to be specific about the alleged breach and include the relevant section/subsection of the alleged breach.

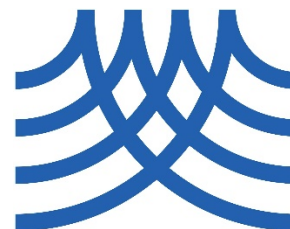
The complaint must be made to the authorised officer within one month after the occurrence of the alleged breach.

**Signed complaint form is to be forwarded to:**

Chief Executive Officer:  
[CEO@mandurah.wa.gov.au](mailto:CEO@mandurah.wa.gov.au) or Chief Executive Officer, City of Mandurah, PO Box 210, MANDURAH WA 6210

Mayor:  
[Mayor@mandurah.wa.gov.au](mailto:Mayor@mandurah.wa.gov.au) or Mayor, City of Mandurah, PO Box 210, MANDURAH WA 6210

## ATTACHMENT 6.2



**CITY OF  
MANDURAH**

### **Complaint About Alleged Breach Form - Code of conduct for council members, committee members and candidates**

Schedule 1, Division 3 of the *Local Government (Model Code of Conduct) Regulations 2021*

- NOTE:** A complaint about an alleged breach must be made —
- (a) in writing in the form approved by the local government
  - (b) to an authorised person
  - (c) within one month after the occurrence of the alleged breach.

<b>Name of person who is making the complaint:</b>	
Name: _____	
<u>Given Name(s)</u>	<u>Family Name</u>

<b>Contact details of person making the complaint:</b>
Address: _____
Email: _____
Contact number: _____

<b>Name of the local government (city, town, shire) concerned:</b>

<b>Name of council member, committee member, candidate alleged to have committed breach:</b>

**State the full details of the alleged breach. Attach any supporting evidence to your complaint form.**

**Date of alleged breach:**

\_\_\_\_\_ / \_\_\_\_\_ / 20\_\_\_\_\_

**SIGNED:**

**Complainant's signature:** .....

**Date of signing:** \_\_\_\_\_ / \_\_\_\_\_ / 20\_\_\_\_\_

**Received by Authorised Officer**

**Authorised Officer's Name:** .....

**Authorised Officer's Signature:** .....

**Date received:** \_\_\_\_\_ / \_\_\_\_\_ / 20\_\_\_\_\_

**NOTE TO PERSON MAKING THE COMPLAINT:**

This form should be completed, dated and signed by the person making a complaint of an alleged breach of the Code of Conduct. The complaint is to be specific about the alleged breach and include the relevant section/subsection of the alleged breach.

The complaint must be made to the authorised officer within one month after the occurrence of the alleged breach.

**Signed complaint form is to be forwarded to:**

Chief Executive Officer:

[CEO@mandurah.wa.gov.au](mailto:CEO@mandurah.wa.gov.au) or Chief Executive Officer, City of Mandurah, PO Box 210, MANDURAH WA 6210

Mayor:

[Mayor@mandurah.wa.gov.au](mailto:Mayor@mandurah.wa.gov.au) or Mayor, City of Mandurah, PO Box 210, MANDURAH WA 6210

# ATTACHMENT 6.3



## STANDARDS FOR CEO RECRUITMENT, PERFORMANCE AND TERMINATION

### Division 1 — Preliminary provisions

#### 1. Citation

These are the City of Mandurah *Standards for CEO Recruitment, Performance and Termination*.

#### 2. Terms used

(1) In these standards —

**Act** means the *Local Government Act 1995*;

**additional performance criteria** means performance criteria agreed by the local government and the CEO under clause 16(1)(b);

**applicant** means a person who submits an application to the local government for the position of CEO;

**contract of employment** means the written contract, as referred to in section 5.39 of the Act, that governs the employment of the CEO;

**contractual performance criteria** means the performance criteria specified in the CEO's contract of employment as referred to in section 5.39(3)(b) of the Act;

**job description form** means the job description form for the position of CEO approved by the local government under clause 5(2);

**local government** means the City of Mandurah;

**selection criteria** means the selection criteria for the position of CEO determined by the local government under clause 5(1) and set out in the job description form;

**selection panel** means the selection panel established by the local government under clause 8 for the employment of a person in the position of CEO.

(2) Other terms used in these standards that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

### Division 2 — Standards for recruitment of CEOs

#### 3. Overview of Division

This Division sets out standards to be observed by the local government in relation to the recruitment of CEOs.

#### **4. Application of Division**

(1) Except as provided in subclause (2), this Division applies to any recruitment and selection process carried out by the local government for the employment of a person in the position of CEO.

(2) This Division does not apply —

(a) if it is proposed that the position of CEO be filled by a person in a class prescribed for the purposes of section 5.36(5A) of the Act; or

(b) in relation to a renewal of the CEO's contract of employment, except in the circumstances referred to in clause 13(2).

#### **5. Determination of selection criteria and approval of job description form**

(1) The local government must determine the selection criteria for the position of CEO, based on the local government's consideration of the knowledge, experience, qualifications and skills necessary to effectively perform the duties and responsibilities of the position of CEO of the local government.

(2) The local government must, by resolution of an absolute majority of the council, approve a job description form for the position of CEO which sets out —

(a) the duties and responsibilities of the position; and

(b) the selection criteria for the position determined in accordance with subclause (1).

#### **6. Advertising requirements**

(1) If the position of CEO is vacant, the local government must ensure it complies with section 5.36(4) of the Act and the *Local Government (Administration) Regulations 1996* regulation 18A.

(2) If clause 13 applies, the local government must advertise the position of CEO in the manner referred to in the *Local Government (Administration) Regulations 1996* regulation 18A as if the position was vacant.

#### **7. Job description form to be made available by local government**

If a person requests the local government to provide to the person a copy of the job description form, the local government must —

(a) inform the person of the website address referred to in the *Local Government (Administration) Regulations 1996* regulation 18A(2)(da); or

(b) if the person advises the local government that the person is unable to access that website address —

(i) email a copy of the job description form to an email address provided by the person; or

(ii) mail a copy of the job description form to a postal address provided by the person.

#### **8. Establishment of selection panel for employment of CEO**

(1) In this clause —

***independent person*** means a person other than any of the following —

(a) a council member;



(b) an employee of the local government;

(c) a human resources consultant engaged by the local government.

(2) The local government must establish a selection panel to conduct the recruitment and selection process for the employment of a person in the position of CEO.

(3) The selection panel must comprise —

(a) council members (the number of which must be determined by the local government); and

(b) at least 1 independent person.

### **9. Recommendation by selection panel**

(1) Each applicant's knowledge, experience, qualifications and skills must be assessed against the selection criteria by or on behalf of the selection panel.

(2) Following the assessment referred to in subclause (1), the selection panel must provide to the local government —

(a) a summary of the selection panel's assessment of each applicant; and

(b) unless subclause (3) applies, the selection panel's recommendation as to which applicant or applicants are suitable to be employed in the position of CEO.

(3) If the selection panel considers that none of the applicants are suitable to be employed in the position of CEO, the selection panel must recommend to the local government —

(a) that a new recruitment and selection process for the position be carried out in accordance with these standards; and

(b) the changes (if any) that the selection panel considers should be made to the duties and responsibilities of the position or the selection criteria.

(4) The selection panel must act under subclauses (1), (2) and (3) —

(a) in an impartial and transparent manner; and

(b) in accordance with the principles set out in section 5.40 of the Act.

(5) The selection panel must not recommend an applicant to the local government under subclause (2)(b) unless the selection panel has —

(a) assessed the applicant as having demonstrated that the applicant's knowledge, experience, qualifications and skills meet the selection criteria; and

(b) verified any academic, or other tertiary level, qualifications the applicant claims to hold; and

(c) whether by contacting referees provided by the applicant or making any other inquiries the selection panel considers appropriate, verified the applicant's character, work history, skills, performance and any other claims made by the applicant.

(6) The local government must have regard to, but is not bound to accept, a recommendation made by the selection panel under this clause.

## 10. Application of Clause 5 where new process carried out

(1) This clause applies if the local government accepts a recommendation by the selection panel under clause 9(3)(a) that a new recruitment and selection process for the position of CEO be carried out in accordance with these standards.

(2) Unless the local government considers that changes should be made to the duties and responsibilities of the position or the selection criteria —

(a) clause 5 does not apply to the new recruitment and selection process; and

(b) the job description form previously approved by the local government under clause 5(2) is the job description form for the purposes of the new recruitment and selection process.

## 11. Offer of employment in position of CEO

Before making an applicant an offer of employment in the position of CEO, the local government must, by resolution of an absolute majority of the council, approve —

(a) the making of the offer of employment to the applicant; and

(b) the proposed terms of the contract of employment to be entered into by the local government and the applicant.

## 12. Variations to proposed terms of contract of employment

(1) This clause applies if an applicant who is made an offer of employment in the position of CEO under clause 11 negotiates with the local government a contract of employment (the **negotiated contract**) containing terms different to the proposed terms approved by the local government under clause 11(b).

(2) Before entering into the negotiated contract with the applicant, the local government must, by resolution of an absolute majority of the council, approve the terms of the negotiated contract.

## 13. Recruitment to be undertaken on expiry of certain CEO contracts

(1) In this clause —

**commencement day** means the day on which the *Local Government (Administration) Amendment Regulations 2021* regulation 6 comes into operation.

(2) This clause applies if —

(a) upon the expiry of the contract of employment of the person (the **incumbent CEO**) who holds the position of CEO —

(i) the incumbent CEO will have held the position for a period of 10 or more consecutive years, whether that period commenced before, on or after commencement day; and

(ii) a period of 10 or more consecutive years has elapsed since a recruitment and selection process for the position was carried out, whether that process was carried out before, on or after commencement day;  
and

(b) the incumbent CEO has notified the local government that they wish to have their contract of employment renewed upon its expiry.

(3) Before the expiry of the incumbent CEO's contract of employment, the local government must carry out a recruitment and selection process in accordance with these standards to select a person to be employed in the position of CEO after the expiry of the incumbent CEO's contract of employment.

(4) This clause does not prevent the incumbent CEO's contract of employment from being renewed upon its expiry if the incumbent CEO is selected in the recruitment and selection process referred to in subclause (3) to be employed in the position of CEO.

#### **14. Confidentiality of information**

The local government must ensure that information provided to, or obtained by, the local government in the course of a recruitment and selection process for the position of CEO is not disclosed, or made use of, except for the purpose of, or in connection with, that recruitment and selection process.

### **Division 3 — Standards for review of performance of CEOs**

#### **15. Overview of Division**

This Division sets out standards to be observed by the local government in relation to the review of the performance of CEOs.

#### **16. Performance review process to be agreed between local government and CEO**

(1) The local government and the CEO must agree on —

- (a) the process by which the CEO's performance will be reviewed; and
- (b) any performance criteria to be met by the CEO that are in addition to the contractual performance criteria.

(2) Without limiting subclause (1), the process agreed under subclause (1)(a) must be consistent with clauses 17, 18 and 19.

(3) The matters referred to in subclause (1) must be set out in a written document.

#### **17. Carrying out a performance review**

(1) A review of the performance of the CEO by the local government must be carried out in an impartial and transparent manner.

(2) The local government must —

- (a) collect evidence regarding the CEO's performance in respect of the contractual performance criteria and any additional performance criteria in a thorough and comprehensive manner; and
- (b) review the CEO's performance against the contractual performance criteria and any additional performance criteria, based on that evidence.

#### **18. Endorsement of performance review by local government**

Following a review of the performance of the CEO, the local government must, by resolution of an absolute majority of the council, endorse the review.

#### **19. CEO to be notified of results of performance review**

After the local government has endorsed a review of the performance of the CEO under clause 18, the local government must inform the CEO in writing of —

- (a) the results of the review; and
- (b) if the review identifies any issues about the performance of the CEO — how the local government proposes to address and manage those issues.

#### **Division 4 — Standards for termination of employment of CEOs**

##### **20. Overview of Division**

This Division sets out standards to be observed by the local government in relation to the termination of the employment of CEOs.

##### **21. General principles applying to any termination**

- (1) The local government must make decisions relating to the termination of the employment of a CEO in an impartial and transparent manner.
- (2) The local government must accord a CEO procedural fairness in relation to the process for the termination of the CEO's employment, including —
  - (a) informing the CEO of the CEO's rights, entitlements and responsibilities in relation to the termination process; and
  - (b) notifying the CEO of any allegations against the CEO; and
  - (c) giving the CEO a reasonable opportunity to respond to the allegations; and
  - (d) genuinely considering any response given by the CEO in response to the allegations.

##### **22. Additional principles applying to termination for performance-related reasons**

- (1) This clause applies if the local government proposes to terminate the employment of a CEO for reasons related to the CEO's performance.
- (2) The local government must not terminate the CEO's employment unless the local government has —
  - (a) in the course of carrying out the review of the CEO's performance referred to in subclause (3) or any other review of the CEO's performance, identified any issues (the **performance issues**) related to the performance of the CEO; and
  - (b) informed the CEO of the performance issues; and
  - (c) given the CEO a reasonable opportunity to address, and implement a plan to remedy, the performance issues; and
  - (d) determined that the CEO has not remedied the performance issues to the satisfaction of the local government.
- (3) The local government must not terminate the CEO's employment unless the local government has, within the preceding 12-month period, reviewed the performance of the CEO under section 5.38(1) of the Act.

##### **23. Decision to terminate**

Any decision by the local government to terminate the employment of a CEO must be made by resolution of an absolute majority of the council.

## **24. Notice of termination of employment**

- (1) If the local government terminates the employment of a CEO, the local government must give the CEO notice in writing of the termination.
- (2) The notice must set out the local government's reasons for terminating the employment of the CEO.

## Council Policy

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### Policy Objective

To ensure the City of Mandurah (the 'City') complies with section 5.38 of the *Local Government Act 1995 (the Act)* -which requires that the performance of each employee who is employed for a term of more than one year, including the Chief Executive Officer (CEO), is to be reviewed at least once in relation to every year of the employment.

### Policy Statement

This Policy has been developed in accordance with section 5.38 of the Act and Division 3 of the Local Government (Administration) Regulations 1996 which sets out the process for completing a performance review. The performance of the Chief Executive Officer (CEO) will be reviewed annually by Council and responsibility for this task shall sit with the Executive Committee. To ensure that the review is conducted with the required principles of fairness, integrity and impartiality transparency and independence, Council will engage the services of an appropriate independent consultant. Regulation.

Administrative responsibility for the review will be allocated to the Executive Manager Strategy/Manager People and Culture, and Business Performance, or officer designated by that role.

The performance of the CEO will be assessed each financial year against the following criteria:

- 1) Successful completion of Key Performance Indicators previously set by Council.
- 2) Achievements which do not relate to set Key Performance Indicators but are of significant benefit to the City.
- 3) Prudent financial management.
- 4) Delivery of objectives set in of the City's Strategic and Corporate Plans.
- 5) Implementation of appropriate risk management strategies.
- 6) The CEO's advocacy on behalf of the City.
- 7) Management of the organisational culture and the recognition of the City as an employer of choice.

All matters in relation to the CEO's performance and remuneration will be dealt with as confidential items by Council.

The Executive Manager Strategy and Business Performance will ensure the following is the annual performance review process is implemented:

- 1) Expressions of interest to conduct the review, in line with Council's POL-CPM02 purchasing policy/Procurement of Goods and Services, will be sought from appropriately qualified and experienced consultants.
- 2) Following consultation with the Council Executive Committee and the Chief Executive Officer, CEO the Executive Manager Strategy and Business Performance/Manager People and Culture will appoint an independent consultant to conduct the review.
- 3) A formal report on the City's achievements for the year is provided by the CEO against the criteria listed above.

# Annual Performance Review Chief Executive Officer

## POL-HRM 06

- 4) The consultant shall seek feedback from Elected Members in relation to the criteria determined above. The CEO and the ~~Executive Committee~~Council may agree on the appropriateness of feedback being sought from other people including the Executive Leadership Team. Whilst nominated people are requested to provide feedback, they are not required to do so. Note only factual information that is supported by evidence will be included in the report.
- 5) ~~The Executive Committee will consider the report provided by the consultant and will use its best endeavours to provide recommendations to be considered by Council at its September meeting each year.~~
- 5) The consultant will provide the draft to Council to ensure it reflects the responses that were received and to ensure there are no modifications required.
- 6) The draft report will be provided to the CEO for review and to provide an opportunity to respond to any points raised.
- 7) After considering the CEO's responses, the consultant will modify the report accordingly and provide the final report to the Manager People and Culture.
- 8) The Manager People and Culture present the final report to Council, considering the following:
  - 1) ~~The Executive Committee will make recommendation to Council in regard to:~~
    - a. Endorsement of the CEO's performance for the period under review.
    - b. The CEO's remuneration for the next 12 months, having regard to the relevant determination of the Salaries and Allowances Tribunal determination for Local Government CEO's.
    - c. If required, the extension or renewal of the CEO's contract.
    - d. Determination of appropriate Key Performance Indicators for the next 12 months.

## Legislative Context

*Local Government Act 1995*

*Division 3 of the Local Government (Administration) Regulations 1996*

*Salaries & Allowances Act 1975*

## Related Documents

Procedure: Chief Executive Officer – Performance and Remuneration Review

Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination, Department of Local Government, Sport and Cultural Industries, February 2021

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<b>Responsible Directorate:</b>	Business Services
<b>Responsible Department:</b>	N/A
<b>Reviewer:</b>	Director Business Services
<b>Creation date and reference:</b>	Minute G.56/8/13, 27 August 2013
<b>Last Review:</b>	23 July 2019, Minute G.12/7/19

# Annual Performance Review Chief Executive Officer

## POL-HRM 06

Amendments			
Version #	Council Approval Date, Reference	Date Document In force	Date Document Ceased
2	Minute G.35/2/15	25/02/2015	23/07/2019
3	Minute G.12/7/19	24/07/2019	-



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<b>7</b>	<b>SUBJECT:</b> <b>DIRECTOR:</b> <b>MEETING:</b> <b>MEETING DATE:</b>	Reschedule Annual Electors Meeting Business Services Council Meeting 23 February 2021
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### Summary

The scheduled Annual Electors' Meeting on Monday, 1 February 2021 required postponement due to the COVID-19 lockdown implemented in the Perth, Peel and South-West areas. Council is requested to set a new date for the Annual Electors' meeting to occur following the end of the Stay at Home and Closure Directions period.

### Disclosure of Interest

Nil.

### Previous Relevant Documentation

- G.17/12/20 15 December 2020 Accept 2019/20 Annual Reports and set date for Annual Electors Meeting.
- G.30/12/19 17 December 2019 Accept 2018/19 Annual Reports and set date for Annual Electors Meeting.
- G.17/12/18 18 December 2018 Accept 2018/19 Annual Reports and set date for Annual Electors Meeting.

### Background

In accordance with Section 5.27 of the *Local Government Act 1995* (the Act), Council is required once in each financial year, and at a time appointed by the Council, to hold the general meeting of electors of the district. The Annual Electors' Meeting covers such items as:

- A report of the performance of Council's principal activities;
- Receiving the Annual Financial Report;
- Receiving the Auditor's Report;
- Reports from the Mayor and Chief Executive Officer;
- Other general business.

Council adopted the 2019/2020 Annual Report, including the Annual Financial Statements, at its December 2020 Council meeting and called an Annual Electors' meeting for Monday, 1 February 2021.

Due to the COVID-19 lockdown implemented in the Perth, Peel and South-West areas effective from Sunday, 31 January 2021, the scheduled Annual Electors' Meeting was unable to be publicly conducted. The meeting was commenced in the presence of the Mayor and Chief Executive Officer announcing the requirement to postpone, re-schedule and re-advertise the meeting.

### Comment

The Act requires an Annual Electors' Meeting to be held within 56 days of Council accepting the Annual Report with local public notice of such meeting required at least 14 days prior to the meeting being held.

The occurrence of non-compliance to the above, due to COVID-19 consequences, has been discussed with the Department of Local Government, Sport and Cultural Industries. It was advised that some local governments were impacted by a similar issue in 2020 and more would undoubtedly be affected during

this period in 2021. It was noted that the City had complied with advertising requirements and had, technically, conducted the Annual Electors' Meeting if only to announce a postponement. Officers will include the sequence of events pertaining to compliance with section 5.27 of the Act in the 2021 Compliance Audit Return.

### **Consultation**

Nil.

### **Statutory Environment**

*Local Government Act 1995:*

- Section 5.27 Electors General Meeting to be held once every financial year

### **Policy Implications**

Nil.

### **Economic Implications**

Nil.

### **Risk Analysis**

Nil.

### **Strategic Implications**

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

#### Organisational Excellence:

- 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.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

### **Conclusion**

Due to the COVID-19 lockdown implemented in the Perth, Peel and South-West areas which commenced on 31 January 2021, Council is requested to set a new date of Tuesday 16 March 2021 for the Annual Electors' meeting to discuss the 2019-2020 Annual Report and Financial Statements.

### **RECOMMENDATION**

**That Council convenes a meeting of Annual Electors on Tuesday, 16 March 2021 at 7.00pm in the Civic Centre Tuckey Room.**

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<b>8</b>	<b>SUBJECT:</b>	City of Mandurah Waste Plan 2020 - 2025
	<b>DIRECTOR:</b>	Natural and Built Environment
	<b>MEETING:</b>	Ordinary Council Meeting
	<b>MEETING DATE:</b>	23 February 2021

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## Summary

The State Government Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy) published in 2019 includes a headline strategy for all local governments in the Perth and Peel regions, and regional centres, to prepare a Waste Plan.

The purpose of the Waste Plan is for local government to demonstrate how their waste services will be managed to achieve consistency with the Waste Strategy 2030 and protect public health and the environment. It is a statutory requirement for the City of Mandurah to prepare its Waste Plan by 31 March 2021.

City officers have subsequently prepared a detailed City Strategic Waste Plan 2020 – 2025 document (Attachment 8.1) that provides some background and context to the waste portfolio, the waste services the City currently delivers, and includes information on the current issues (i.e. Waste to Energy, third bin Food Organic and Garden Organic service and the waste levy review) that the City will need to address in the coming years. The Strategic Waste Plan also incorporates the completed DWER templates and 5-year Implementation Plan as appendices.

Council is requested to endorse the City's Strategic Waste Plan, including the DWER templates and the 5-year Implementation Plan, and authorise officers to submit these documents to DWER for approval/endorsement.

## Disclosure of Interest

N/A

## Previous Relevant Documentation

Nil

## Background

The Waste Authority is an independent statutory tribunal created by the Minister for Environment to coordinate and implement the State Government's Waste Strategy. The most recent Strategy is the WA Waste Strategy 2030 (published in 2019) with its vision that:

*“Western Australia will become a sustainable, low-waste, circular economy in which human health and the environment are protected from the impacts of waste”*

The Strategy contains three (3) key objectives with measurable targets, which are:

Objective 1

Avoid

*Western Australians generate less waste.*

Objective 2

Recover

*Western Australians recover more value and resources from waste.*

Objective 3

Protect

*Western Australians protect the environment by managing waste responsibly.*

The Waste Strategy 2030 includes a headline strategy to "Implement *local government waste plans which align local government waste planning processes with the Waste Strategy*".

The intent was for local government waste plans to provide a link between the targets and objectives of the Waste Strategy and local government waste management activities.

Consistent with the State Waste Strategy, the Chief Executive Officer of the Department of Water and Environment Regulation (DWER) exercised his powers under Section 40(4) of the *Waste Avoidance and Resource Recovery Act 2007*, and issued written notice on the City to prepare its Waste Plan.

Section 6.2(2) of the *Local Government Act 1995* requires local governments to have regard to their plans for the future (which include the City's waste plan under section of the WARR Act) in the preparation of their annual budgets.

The requirement to prepare a Waste Plan was imposed on all local governments in the Perth and Peel regions, and major regional centres.

The purpose of the Waste Plan is to:

- align local government waste management activities with the Waste Strategy
- map current performance and establish a benchmark to achieve Waste Strategy targets
- monitor progress on local government achievement of Waste Strategy targets; and
- design programs and activities which support the implementation of waste plans.

Section 40(3) of the WARR Act requires the waste plan to include:

- a) population and development profiles for the local government district
- b) an assessment of the significant sources and generators of waste received by the local government
- c) an assessment of the quantities and classes of waste received by the local government
- d) an assessment of the services, markets and facilities for waste received by the local government
- e) an assessment of the options for reduction, management and disposal of waste received by the local government
- f) proposed strategies and targets for managing and reducing waste received by the local government
- g) proposed strategies and targets for the efficient disposal of waste received by the local government that cannot be recovered, reused or recycled
- h) an implementation programme that identifies the required action, timeframes, resources and responsibilities for achieving these strategies and targets; and
- i) such other matters as may be prescribed by the regulations.

DWER developed MS Excel templates to assist local government in their preparation of its Waste Plan and these templates have been completed and included as appendices in the attached Waste Plan.

Section 44 of the WARR Act also requires the City to report on the implementation of the Waste Plan on an annual basis. The first report is due on 1 October 2021, for the 2020-21 financial year.

### **Comment**

The City's aim is to provide the community with a high-level waste management service, while encouraging less waste generation and increased waste minimisation and recycling. All waste related activities are to be performed in an efficient and effective manner to minimise environmental harm and maximise community benefit, while minimising the cost to the community.

In order to provide strategic direction in this regard, City officers have drafted a Waste Plan that provides the City with strategic direction regarding the future delivery of its waste services and addresses the legal requirements under the WARR Act to achieve the strategic targets within Waste Strategy 2030.

There are three (3) main factors that will have a very significant impact on the provision of the City waste services in the future. These include the City's commitment to supply waste to the Avertas Energy Waste to Energy (WtE) plant in Kwinana; the headline strategy within the Waste Strategy 2030 to require the City to implement a three-bin food organic and green organic collection service; and the review of the Waste Levy.

Further information on these three issues is detailed as follows:

#### 1. Waste to Energy

Waste to Energy (WtE) refers to a process that converts residual wastes (waste that would normally go to landfill) into energy such as heat, electricity or liquid transport fuels.

WtE is internationally recognised as effective recovery response to waste management, which outperforms composting in terms of reduced greenhouse gas generation and increased diversion from landfill.

In 2015, the City, together with the other members of the Rivers Regional Council (RRC) signed a legal agreement (20-year term) with Avertas Energy to supply a minimum tonnage of municipal solid waste to the Waste to Energy plant currently under construction in Kwinana. This will be the first waste to energy facility constructed in Australia (although there is a second facility also under construction in Rockingham). The agreement, which anticipates commencement of WtE operations in January 2022, will substantially impact on how the City manages its waste and therefore its waste management strategic planning for the foreseeable future.

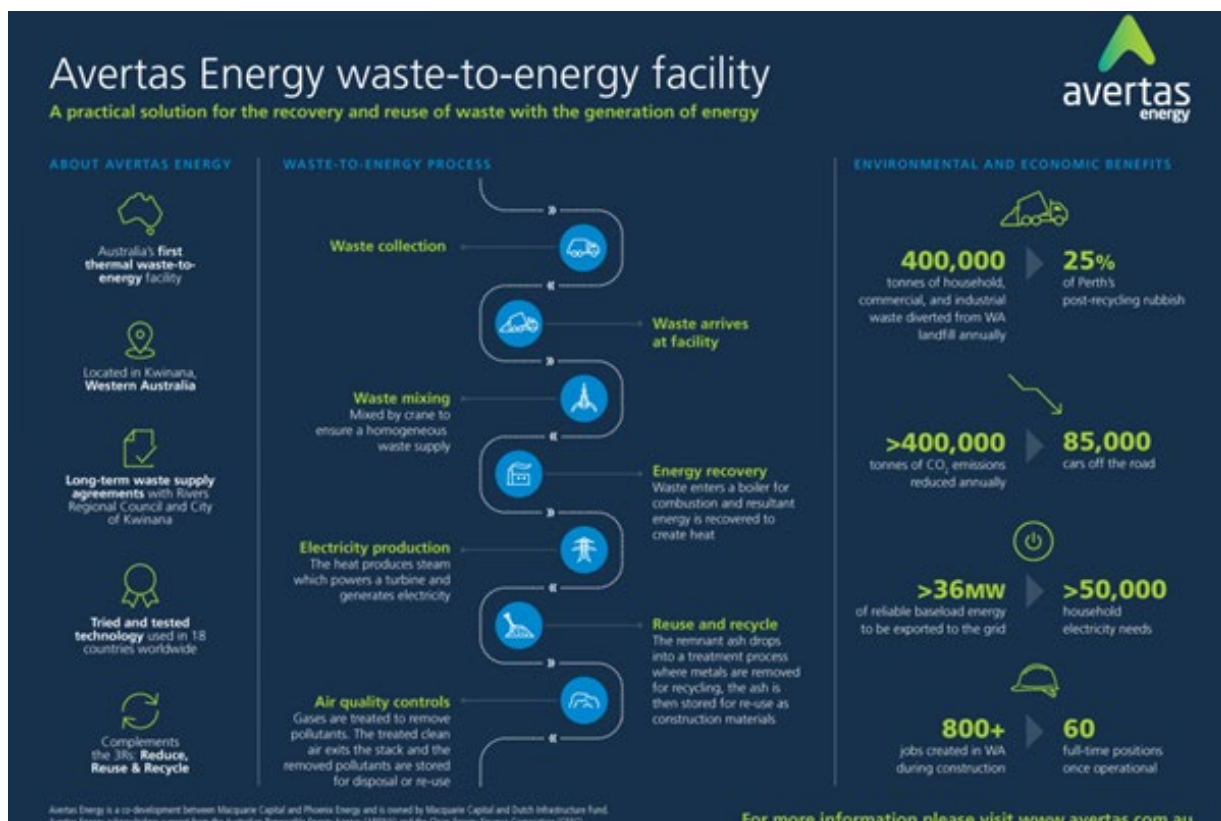
Council entered into this contract under the auspices of the *Waste Strategy 2012* and to achieve the landfill diversion targets within this strategy. The State significantly changed its approach, targets and strategies with the adoption of the *Waste Strategy 2030*, and the City (and other RRC members) are in the unenviable position where its commitment to Avertas Energy no longer meets the current Waste Strategy targets.

The Avertas Energy plant will be the first of its kind in Australia, integrating the recovery and re-use of waste with the generation of energy to provide a practical solution to two (2) communities challenges: waste disposal and renewable energy supply. The facility will use tried and tested moving grate combustion technology already operational in more than 2,000 similar waste to energy plants around the world (some located in City centres and in suburban residential areas).

The WtE plant has the following attributes:

- capacity to process 400,000 tonnes of household, commercial and industrial waste that would normally be destined to landfill each year
- a life cycle assessment on the project, by leading international engineering consultancy, Ramboll, has shown that the Avertas energy plant will reduce greenhouse gas emissions from the Perth Metropolitan area by the equivalent of 400,000 tonnes of CO<sub>2</sub> per annum. This is the equivalent of taking 85,000 cars off the road every year
- the plant will also generate the equivalent of 36MW of baseload electricity per annum to the Western Australian power grid (equivalent of powering 50,000 households), and participating Council's will have the opportunity to purchase electricity from the plant at a discount
- the facility will create more than 800 jobs during construction, including apprenticeships, sub-contractors and suppliers. Once the facility is operational, approximately 60 full time positions will be created.

The waste to energy process is detailed in the following infographic:



The by-products from the combustion process at the plant include fly and bottom ash and ferrous and non-ferrous metals which can be readily recycled. Avertas Energy recently announced that they have signed a 25-year contract with the Blue Phoenix Group who will build, own and operate a \$20M specialist

processing facility in Kwinana to treat bottom ash from the Avertas energy WtE plant. The new plant will treat the bottom ash, remove the metals and repatriate the residual aggregate into civil applications. The bottom ash would normally be disposed of at landfill, so this is a great initiative that further diverts waste from landfill. The plant will commence construction in 2021, employ 30-40 jobs during the construction phase and require 10 specially trained full time staff to operate the facility once built.

The City is accountable to its ratepayers, and as such, needs to ensure that the community is not financially disadvantaged by a conflict in timing between the City's contractual agreements and changes in State Government strategy.

Council provided a submission to DWER/Waste Authority when the *Waste Strategy 2030* document was being considered and highlighted the fact that a number of the headline actions could not be achieved (i.e. implementation of 3<sup>rd</sup> bin FOGO system) due to our contractual commitments to supply waste to the Waste to Energy plant. The Waste to Energy strategy will achieve a minimum 95% diversion of waste from landfill.

City officers believes that the State has adopted a one size fits all approach with its adopted Strategy. Whilst it is acknowledged that this has been done to drive a united approach to waste management in WA, it does not recognise market conditions, industry context and the variability in the LG's capability and legal commitment with respect to delivering waste services to meet the needs of the local community.

## 2. Food Organics and Garden Organics Collection Service

Food Organic Garden Organic (FOGO) refers to the source separation of the household organic fraction of waste and green waste from other waste streams so that it can be recycled into compost.

The State Government's Waste Strategy 2030 includes a headline action that requires all local governments within Perth and Peel regions to implement a three-bin kerbside collection system by 2025 that must include FOGO.

The general philosophy for this strategy is predicated on an obligation to the community to generate less waste, extract more from our valuable resources and to better manage the disposal of our waste. The intent being that this is an easy and efficient mechanism of diverting organic material away from landfill.

The FOGO service can cater for both food and green waste and will necessitate for the provision of a third bin to each residential premises. Under this collection system, each premises will have the following bins:

- 140 L red lidded bin for residual waste – collected fortnightly
- 240 L yellow lidded bin for co-mingled recycling – collected fortnightly
- 240 L green lidded bin for organic waste – collected weekly

The material collected through the organics bin will be diverted to an organics processing facility (likely to be located in Perth or regional areas) where a quality compost product can be produced. There are currently very limited facilities in Perth that can provide the processing of organic waste and guidelines for the quality of compost products are still being developed by the Waste Authority. The risk of an oversupply of organic material is that this will be diverted into landfill, which is the worst environmental result compared to the City's preferred solution of organic waste being treated at the WtE plant.

Council considered the implementation of a three bin FOGO service at its meeting on 26 April 2017 where it resolved:

*"That Council:*

1. *Resolves not to introduce a third green/organic waste bin into its waste management services suite at this time*
2. *Requests City officers to initiate a communications campaign to raise awareness of the issue."*

It is acknowledged that this resolution is contrary to the requirements of the State Waste Strategy that requires all local governments in Perth and Peel regions to implement a third bin FOGO service by 2025.

The rationale for this decision is summarised as follows:

- Existing contractual commitments to supply waste to the Avertas Energy waste to energy facility
- Significant financial cost to ratepayers (additional bins and trucks, collection costs and waste processing costs) that does not appear at this stage to justify the environmental and social benefits gained. It is estimated that the FOGO collection will add \$80 per household
- Contamination that may impact on the quality and use of the final composted product
- Potential over supply of end product due to increased capture of organic waste
- Lack of available space to store 3 bins on smaller, high density premises
- Increased transport carbon emissions

Despite numerous requests the Department of Water and Environment Regulation and the Waste Authority have been unable to produce a suitable Business Case that justifies or provides clear rationale for mandating the implementation of the FOGO service. The Waste Authority are also yet to finalise composting standards for the processing of FOGO sourced waste.

The City is contractually obliged to provide a significant quantity of waste to the WtE plant, and the City will still be liable for the applicable gate fee even if it delivers a shortfall in the committed tonnage. This limits the City's ability to explore other recovery or recycling options, such as the third bin FOGO service, without being financially penalised.

The City has addressed the FOGO issue in the Waste Plan (Implementation Plan) as follows:

*“Undertake a feasibility study for introducing a three bin FOGO service, consistent with the Waste Strategy 2030 in the 2023/24 financial year. The feasibility study will include an assessment of the viability of the service, including technology, markets, cost benefits and other contractual commitments.”*

It is highly anticipated that the City will undertake this feasibility study in conjunction with other members of the RRC, who are in a similar contractual position.

### 3. Waste Levy

The State Government's Waste Levy is currently charged on all waste generated or landfilled in the Perth Metropolitan Area. The levy is currently \$70/tonne for general waste and \$105/m<sup>3</sup> for construction and demolition waste.

The Waste Authority is currently reviewing the levy structure and is in the process of providing the Minister for Environment with recommendations for the future application, scope and probable increase of the Waste Levy.

At present, there is substantial uncertainty about the future application of the Waste Levy, including the future rate increases, the regions where the levy will be applicable (currently only the Perth Metropolitan area), the waste industries that will be liable for the levy (currently only landfill), and the potential for a sliding scale of rates applicable depending upon the waste hierarchy being achieved.

The Waste Authority 2019/20 Business Plan details a consistent Waste Levy revenue through to June 2023, even though it is striving for reduced waste to landfill, and landfill is the only current mechanism to generate Waste Levy revenue. In addition, the Avertas Energy WtE facility will commence operations in January 2022, reducing waste to landfill by a further 400,000 tonnes per annum. In view of the above, it is clear that the State Government will not be able to maintain Waste Levy revenue (where 75% of the revenue is allocated to consolidated revenue) without imposing a significant increase in the Waste Levy fee and/or expanding the scope of the waste levy in its geographical boundaries and application. The



Waste Levy Consultation Paper, prepared by DWER identified the possibility of the waste levy being applied to waste industries other than landfill, with particular emphasis on waste to energy.

The City currently does not pay the Waste Levy as its waste is disposed of outside of the Perth Metropolitan area. The City is exposed to potential waste levy changes, particularly if the levy is expanded into the Peel Region or imposed on WtE facilities. It is too soon to know which direction the Waste Authority and State Government will take with regards to the waste levy, however, the City needs to be cognisant of the financial impact the levy will place on our ratepayers who will ultimately have to pay through the annual rubbish charge.

City officers believe that it is highly probable that the Waste Levy will increase above the current rate of \$70/tonne, since it has not increased since July 2019, will be expanded as a minimum to also include the Peel Region, and could be imposed on waste to energy facilities (where waste is received from a 2-bin system i.e. no source separated organic collection service).

Illegal dumping is already a major issue in many local governments, including Mandurah, and the imposition of a levy into the Peel Region will increase gate fees at waste facilities and further exacerbate the prevalence of illegal dumping in our community. The City currently spends in the order of \$140,000 per annum on dealing with illegal dumping and littering issues in the community.

The City will have no choice but to pass on the full charge of the Levy to our ratepayers through the annual rubbish charge as this is our prime mechanism for funding the waste management portfolio. Any communication to the community will be clear that the levy is a State Government imposition and beyond the control of local government.

The Waste Levy review is expected to be released by the State Government in May 2021.

The framework of the City's Strategic Waste Plan is aligned with the State Waste Strategy's key objectives as follows:

#### Objective 1 – Avoid

Avoidance of waste generation is the preferred waste management option in the waste hierarchy. This section of the Waste Plan includes waste generation rates and the waste reduction required to achieve the State's waste generation reduction targets:

<b>AVOID</b> Western Australians generate less waste	<ul style="list-style-type: none"><li>• 2025 – 5% reduction in MSW generation per capita (based on 2014/15 baseline data)</li><li>• 2030 – 10% reduction in MSW generation per capita (based on 2014/15 baseline data)</li></ul>
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The City's baseline (2014/15) waste generation per capita/year is 667 kg. The proposed target waste generation rates under the Waste Strategy are 633 kg in 2025 and 600 kg in 2030. The waste generation rate in 2018 and 2019 was 626 kg; so, the City is well placed to achieve these targets.

The key actions within the City's Waste Plan which will assist in achieving the AVOID objective include:

- Undertake a feasibility study on the introduction of an on-demand verge collection service
- Undertake a feasibility study for introducing a three bin FOGO service, consistent with the Waste Strategy 2030
- Implement a community education program to increase awareness and encourage behaviour change around illegal dumping
- Continue to implement the City's Bin Tagging Program
- Continue with the Primary School Education Waste Education Program

- Review the benefits and costs of developing a Mandurah Waste App
- Review gate fee structure at the City's waste facilities

Officer Comment:

The City, in conjunction with the Cities of Gosnells, Armadale, South Perth, Belmont, Kwinana, Canning and the Shire of Murray, has engaged a waste consultant to undertake a review of the feasibility for the Perth and Peel regions to universally adopt a three-bin service, inclusive of a Food Organics and Garden Organics service.

The feasibility study will be undertaken by Talis Consultants and commence shortly, with outcomes expected by mid-2021.

Objective 2 – Recover

Where waste generation is unavoidable, efforts should be made to recover more value and resources from waste. Consistent with the waste hierarchy and circular economy principles, material recovery is preferred over energy recovery. Energy recovery is preferable to landfill disposal, but should only be applied to residual waste once better practice source separation approaches have been exhausted. It is important to note, where efforts have been made to recover, no penalties via State imposed levies should be made on local governments.

The Waste Strategy 2030 includes the following RECOVER targets:

<b>RECOVER</b> Western Australians recover more value and resources from waste	<ul style="list-style-type: none"><li>• 2025 – increase material recovery to 70%</li><li>• 2030 – increase material recovery to 75%</li><li>• Recover energy only from residual waste</li></ul>
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The City is responsible for processing the community's waste in the most environmentally and financially responsible manner. Key actions within the City Waste Plan under the RECOVER objective include:

- Determine the feasibility of establishing a Recycling Re-use Shop at the front end of the Waste Management Centre
- Install recycling hubs for problematic waste (ink cartridges, batteries, mobile phones, coffee pods, etc) in major City buildings to encourage recycling of these materials
- Development of a Waste Education Strategy and Plan
- Determine the feasibility of establishing a green waste facility in the southern corridor of Mandurah
- Prepare a Business Case for the use of hydrogen powered waste collection vehicles

Officers Comment:

The City operate a two-bin system for its waste collection service and our current recovery rates are well below the current and proposed Waste Strategy targets. However, when the proposed WtE facility in Kwinana becomes operation in January 2022, these recovery rates will increase significantly and exceed these targets.

The Waste Strategy 2030 document does not include a definition for the terms 'material recovery' or 'energy recovery', but it does define the term 'resource recovery' as follows:

“the process of extracting materials or energy from a waste stream through re-use, reprocessing, recycling or recovering energy from waste”.

The Strategy states that resource recovery includes the recovery of energy from waste, although energy recovery is considered to be the least preferred of all the resource recovery options in the waste hierarchy, as it releases the embodied energy, but does not preserve the material for re-use. Whilst the City explored the waste to energy strategy to divert waste away from landfill, it is clear that the Waste Authority have a different viewpoint and propose to exclude energy recovery from the material recovery targets. It would be the City's position that waste processed at a Waste to Energy plant should be included in the material recovery targets.

### Objective 3 – Protect

The transport, storage, processing and disposal of waste all have the potential to directly impact the environment. Objective 3 of the Waste Strategy is to protect the environment by managing waste responsibly, with targets for achieving best practice waste management, reducing litter and illegal dumping. The Waste Strategy includes the following PROTECT targets:

<b>PROTECT</b> Western Australians protect the environment by managing waste responsibly	<ul style="list-style-type: none"><li>• 2030 – No more than 15% of waste generated in Perth and Peel region in landfill</li><li>• 2030 – All waste is managed and/or disposed to better practice facilities</li><li>• 2030 – move towards zero illegal dumping</li><li>• 2030 – move towards zero littering</li></ul>
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Key actions within the City Waste Plan under the PROTECT objective include:

- Upgrade the green waste and general recycling storage areas at the Waste Management Centre
- Develop a Master Plan for the future upgrade of the Waste Management Centre
- Implement rehabilitation of the old inert cells at the Tims Thicket Inert landfill in accordance with Management Plan
- Upgrade fire detection and firefighting services at the Waste Management Centre
- Implement a community education program to increase awareness and encourage behaviour change around illegal dumping
- Investigate deployment of appropriate technology to assist in the reduction of illegal dumping

### Officer Comment:

The City's major waste facility is the Waste Management Centre in Parklands and this facility operates as a waste and recycling hub in the region. The facility is 24 years old and is in need of a major upgrade in the coming years to accommodate the future waste disposal needs of the Mandurah community. It is proposed to develop a Master Plan for the future upgrade of this facility in 2024/25. This will enable the City to effectively manage its waste into the future and work towards achieving the Waste Strategy's target of operating best practice waste facilities by 2030.

DWER has assisted local government in the preparation of their waste plans by developing templates. The templates are broken down into 2 parts. Part 1 of the template establishes the City's waste profile and baseline information in relation to the objectives and targets and this information is included in Appendix 1 of the Waste Plan.

Part 2 of the template is the 5-year Implementation Plan which details the actions the City will take over the next five (5) years to contribute towards the achievement of the relevant Waste Strategy objectives and targets. The Implementation Plan is included in Appendix 2 of the Waste Plan.

## Consultation

The WARR Act contains no requirement for the Waste Plan to undergo community consultation. The State Waste Strategy 2030 underwent substantial stakeholder consultation.

The following external organisations were consulted as part of the preparation of the City's Waste Plan:

- Waste Alliance Partner – Cleanaway Pty Ltd.
- Rivers Regional Council.
- Member Local Governments of the Rivers Regional Council
  - City of Gosnells
  - City of Armadale
  - City of South Perth
  - Shire of Serpentine Jarrahdale
  - Shire of Murray.

## Statutory Environment

The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) is the principal legislation for waste management in the State. The WARR Act establishes the role of local government entities to provide waste services in line with the State Government waste hierarchy.

The CEO of the Department of Water and Environment Regulation (DWER) has broad powers (under section 40(4) of WARR Act) to require by written notice waste plans to be prepared by local governments for inclusion within their plan for the future, outlining how, in order to protect public health and the environment, waste services provided by the local government will be managed to achieve consistency with the Waste Strategy 2030.

The WARR Act is quite specific if a local government does not comply with the notice issued by DWER to prepare a waste plan. In this regard, Section 42 of the WARR Act states:

*If a local government does not comply with the notices issued under sections 40(4) and 41(1), the CEO may serve notice in writing on the local government advising them that the CEO intends to prepare or modify a waste plan for them according to the notices, as if the CEO were the local government. The waste plan or its modification prepared by the CEO has effect as if it were part of a plan for the future made by the local government.*

*All costs, charges and expenses incurred by the CEO in this process may be recovered from the local government as a debt due to the Crown or may be deducted from any moneys payable by the Crown to the local government”.*

DWER have developed a Waste Plan Template that assists local government in the preparation of the Plan and includes a 5-year Implementation Plan. The Waste Plan requires Council endorsement and the endorsed plan will be submitted to DWER for approval by 31 March 2021.

The DWER Notice also requires for the City's Waste Plan to be reviewed and reported on annually in October each year and a progress report submitted to DWER. The first report is due in October 2021.

## Policy Implications

Nil

## Financial Implications

The waste portfolio has a significant operating budget, which is funded through the annual rubbish charge and fees and charges from the City's two waste facilities (Waste Management Centre and Tims Thicket

Waste Facility). Any surplus funds through the waste management budget is generally transferred to the waste reserves to provide funds for future waste capital projects and initiatives.

The waste reserve has a current balance of \$1.66M.

One of the headline actions within the City's Waste plan is to develop a Master Plan for the upgrade of the Waste Management Centre, which is now 24 years old, and it envisaged that the waste reserve could assist in funding the necessary upgrade works (subject to Council approval). The majority of the actions within the City's Waste Plan can be accommodated through the existing Waste Management operating budgets, although some actions/initiatives will require capital funds should Council endorse the project.

A number of the actions will require further investigation or the preparation of Business Cases/Feasibility Studies, and relevant reports will be presented to Council on these issues seeking endorsement. Funding of these initiatives and projects will be dealt with within the relevant Council report.

The waste management industry is facing a number of issues that have the potential to significantly impact on the City's waste management budget, which will require an increase in the City's annual rubbish charge (as this is the primary funding source for waste management services).

These issues include:

1. Commencement of the operation of the Waste to Energy plant in January 2022
2. The headline strategy within the Waste Strategy 2030 for all local governments in the Perth and Peel region to implement a third bin FOGO service by 2025
3. The review of the Waste Levy, which is expected to be announced in May 2021. It is highly probable that the waste levy will be expanded to include the Peel region, and could apply to other waste industries, like Waste to Energy plants. The current levy is \$70 per tonne for general waste and the levy has remained unchanged since July 2019.

The current annual rubbish charge is \$273 per premises and is based on waste being disposed of at landfill (current landfill charge is \$43.00 per tonne). The Waste to Energy facility is proposed to become operational in January 2022 and will necessitate an increase in the rubbish charge in 2021/22. The Waste Strategy requires the FOGO service to be implemented by 2025 and the waste levy changes are expected to apply in 2023/24 (subject to Government approval). The likely impacts on the annual rubbish charge over the next 5 years are summarised as follows:

Year	Anticipated Rubbish Charge <sup>1</sup>	Rationale
2020/21	\$273	Waste disposed of at Dardanup landfill
2021/22	\$320 <sup>2</sup>	WtE plant commences Jan 2022 (increased processing rate only applied for 12 months)
2022/23	\$367 <sup>3</sup>	WtE plant fully operational and processing charge applied over full 12 months
2023/24	\$455 <sup>4</sup>	Waste Levy applies to WtE (indicative)
2024/25	\$468 <sup>5</sup>	Waste Levy increases by \$5 per annum
2025/26	\$560 <sup>6</sup>	FOGO service implemented

Assumptions:

<sup>1</sup> An annual 2% CPI increase has been applied to the annual rubbish charge

<sup>2</sup> WtE plant will increase the disposal rate from \$43/tonne (landfill) to \$125/tonne in 2021/22 (WtE)

<sup>3</sup> WtE gate fee subject to annual CPI increase

<sup>4</sup> Indicative \$80/tonne waste levy applied to WtE plant from 1 July 2023.

<sup>5</sup> Waste levy is expected to increase annually by a further \$5 per tonne

<sup>6</sup> FOGO service implemented on 1 July 2025

The overall outcome of planned changes and/or amendments to waste management services provided by the City may result in an increase to the annual rubbish charge from \$273 (current) to \$560 (2025/26). These changes/amendments include the State Government's review of the Waste Levy, the imposition of a third bin FOGO service as mandated by the Waste Strategy 2030, and the City's strategic move to thermally treat the community's solid waste at the Waste to Energy plant in Kwinana.

It is important to note that the City can only implement a third bin FOGO service if it can be released from its contractual obligations with Avertas Energy to supply the committed tonnes of waste under the contract, or it can source the equivalent tonnes of waste (that the FOGO service would remove from the system) through other means (i.e. increasing commercial tonnes through the Waste Management Centre or negotiating with another Council to supply waste).

## **Risk Analysis**

Support and endorsement of the City's Waste Plan 2020 – 2025 will ensure:

- The City works towards achieving the State's Waste Strategy targets
- Delivery of the City's waste initiatives
- Continuation of the City's waste collection services
- Improvements in waste education to the community
- Improvement in the delivery of City's waste services

Failure to prepare and submit a Waste Plan may result in the CEO of DWER preparing a Waste Plan on behalf of the City and all costs associated with its preparation may be recovered from the City as a debt to the Crown.

## **Strategic Implications**

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

### Organisational Excellence:

- 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

## **Conclusion**

The State Government Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy) published in 2019 includes a headline strategy for all local governments in the Perth and Peel regions, and regional centres, to prepare a Waste Plan.

The purpose of the Waste Plan is for local government to demonstrate how their waste services will be managed to achieve consistency with the Waste Strategy 2030 and protect public health and the environment.

City officers have prepared a detailed City Strategic Waste Plan 2020 – 2025 document (Attachment 8.1) that provides some background and context to the waste portfolio, the waste services the City currently delivers, and includes information on the current issues (i.e. Waste to Energy, third bin Food Organic and Garden Organic service and the waste levy review) that the City will need to address in the coming years. The Strategic Waste Plan also incorporates the completed DWER templates and 5-year Implementation Plan as appendices.

The City's endorsed Waste Plan Templates are to be submitted to DWER by 31 March 2021.

It is recommended that Council endorse the City's Strategic Waste Plan, including the DWER templates and the 5-year Implementation Plan, and authorise officers to submit these documents to DWER for approval/endorsement.

NOTE:

- Refer **Attachment 8.1** *City of Mandurah Strategic Waste Plan 2020 - 2025*

**RECOMMENDATION**

**That Council endorse the City of Mandurah Strategic Waste Plan 2020 – 2025 (including the Department of Water and Environment Regulation Waste Plan templates) for submission to the Department of Water and Environment Regulation for approval.**



# City of Mandurah

## Strategic Waste Plan 2020 – 2025



## Executive Summary

The City currently provides a wide range of waste management services to its community through its Waste Alliance style contract with Cleanaway. This form of contracting is unique to local government and the waste management industry in general. The City has been using this style of contract delivery for waste management since 2000.

The City is responsible for the collection and disposal of kerbside and verge side waste, recyclables and garden organics from its approximately 41,000 households. It also owns the Waste Management Centre (WMC) in Parklands and the Tims Thicket Inert Landfill (TTIL) in Dawesville. Both facilities are operated by Cleanaway Pty Ltd under the Alliance contract.

The City's waste services are consistent with best practice local government operations and achieve an overall landfill diversion rate of 24%. There are a number of imminent changes within the waste management industry that are likely to have a significant impact on the City's waste services in the future.

The City is a member of the Rivers Regional Council (RRC) and is contractually committed to sending its waste (not including kerbside recyclables) to the Avertas Energy Waste to Energy (WtE) facility in Kwinana where it will be thermally treated and converted into electricity. The contract with Avertas Energy will enable the City of Mandurah to achieve its commitment of achieving zero waste to landfill. The introduction of WtE in Western Australia and the City's commitment to this technology will have a dramatic impact on the industry and is considered a significant "game changer".

A large portion of the City's waste stream will be diverted to the WtE facility, and accordingly, the City landfill diversion and waste recovery targets will be comparable to the world's best. WtE plants will also contribute to the State's Renewable Energy Targets, improve the energy mix in WA, reduce carbon emissions and contribute to future sustainability and reliability in energy production.

The State Waste Strategy 2030 has a vision of:

*"Western Australia will become a sustainable, low-waste, circular economy in which human health and the environment are protected from the impacts of waste"*

The State Strategy encourages Western Australians to work towards three (3) key objectives – AVOID; RECOVER and PROTECT, and has set challenging targets for residential waste disposal and recycling across Perth Metropolitan and Peel regions. It includes targets for waste avoidance, resource recovery, environmental protection and most importantly the development of this Waste Plan.

The Waste Strategy 2030 includes two (2) headline strategies that have particular relevance to local government and the City of Mandurah:

- 1. All local governments in Perth and Peel are required to implement a third Food Organic and Green Organic (FOGO) bin service by 2025 so as to divert at-source-separated food and organics to composting facilities*
- 2. All local governments in Perth and Peel regions and major regional centres are required to develop local government waste plans outlining how waste services will be managed to achieve consistency with the Waste Strategy 2030 and protect public health and the environment.*

The CEO of the Department of Water and Environment Regulation (DWER) has issued Notice on the City to prepare a Waste Plan in accordance with Section 40(4) of the WARR Act. The Waste Plan is required to be submitted to DWER by 31 March 2021. The Plan addresses the issues currently facing the waste industry and includes a detailed Implementation Plan that outlines actions over the next 5 years. The Plan will be reviewed and reported on annually in October each year and a progress report submitted to DWER.

This Waste Plan, and the associated 5-year Implementation Plan (refer Appendix 1) will ensure the City meets its obligations under the DWER Notice and the WARR Act.

The State Government is also reviewing the Waste Levy with the potential to expand the levy to the Peel Region and/or impose the levy on other waste related activities (other than landfill) and could include WtE facilities. The Waste Levy review is expected to be released in May 2021. The City's failure to meet its committed tonne targets, the Waste Levy, and the imposition of a third FOGO bin will add significant costs to the City's waste management operating budget and result in a substantial increase in the City's rubbish charge.

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## Glossary

<b>Term/Abbreviation</b>	<b>Description</b>
<b>C&amp;D</b>	Construction and demolition waste
<b>C&amp;I</b>	Commercial and Industrial waste
<b>CDS</b>	Container Deposit Scheme
<b>Contaminated waste</b>	Where one waste stream is contaminated with another
<b>Corporate waste</b>	Waste collected from commercial or government sources
<b>Dog waste bins</b>	Waste service specifically designed to address dog waste
<b>DWER</b>	Department of Water and Environment Regulation
<b>E-waste</b>	Electronic waste
<b>FOGO</b>	Food Organics and Garden Organics
<b>Green waste</b>	Bulk garden waste and tree lopping's collected from the verge
<b>Hard waste</b>	Items that are collected as part of the general junk collection
<b>HHW</b>	Household Hazardous Waste
<b>Household waste</b>	Waste specifically collected from the household only
<b>Illegally dumped waste</b>	Waste dumped
<b>Inert waste</b>	Waste that does not breakdown (i.e. sand, bricks, concrete)
<b>Kerbside collection</b>	Waste collected from mobile bins on the verge
<b>Landfill</b>	The process of burying waste at an approved disposal site
<b>Landfill diversion rate</b>	Proportion of waste diverted from landfill
<b>MGB</b>	Mobile Garbage Bin
<b>MRB</b>	Mobile Recycling bin
<b>MRF</b>	Materials Recovery Facility
<b>MSW</b>	Municipal Solid Waste – the solid waste generated from residential premises and local government activities
<b>Public place</b>	Areas for general use by the public e.g. parks, reserves
<b>Recycling</b>	The use of a product in the same form

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<b>Resource recovery</b>	The recovery of reusable resources from the waste stream
<b>Transfer station</b>	Facility to transfer waste from collection vehicles to long distance transport vehicles
<b>TTIL</b>	Tims Thicket Inert Landfill
<b>WALGA</b>	Western Australian Local Government Association
<b>WARR Act</b>	Waste Avoidance and Resource Recovery Act 2007
<b>Waste avoidance</b>	Reduction of waste generated by the whole community
<b>Waste Hierarchy</b>	Environmental desirability ranking of waste management options
<b>Waste Strategy</b>	State Government Waste Strategy 2030
<b>WtE</b>	Waste to Energy
<b>White goods</b>	Large household appliances e.g. fridges, washing machines
<b>WMC</b>	Waste Management Centre
<b>WMP</b>	City's Strategic Waste Management Plan 2020 - 2025

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## 1. INTRODUCTION

Waste management is a core responsibility for the City and accounts for a large component of its annual operating budget. The City provides a broad range of waste management services to the community including:

- Collection and disposal of household waste
- Collection and processing of household recyclables
- Hard waste and green waste verge collections
- Provision of and servicing of public bins (including supply of dog waste bags)
- Collection and disposal of litter and illegally dumped waste from public places
- Managing the City's waste (corporate, inert and organic) generated by City operations

The City also owns two waste facilities: the Waste Management Centre (WMC) in Parklands and the Tims Thicket Inert Landfill (TTIL) in Dawesville. Both facilities are operated by Cleanaway Pty Ltd under the Alliance contract.

The *Waste Avoidance and Resource Recovery Act 2007* (WARR) includes the requirement for Local Government to prepare and maintain a waste plan, which details strategies to manage waste, reduce waste and implement actions to meet targets, as part of the Local Government's plan for the future.

The WMP focuses on improving the management of waste as a resource and ensuring that the services provided to the community continue to meet and achieve current and future expectations. Through the development and implementation of the City's Waste Plan, the City will initiate and undertake the necessary actions to guide and improve its waste management practices.

The Waste Plan sets out how the City can achieve its objectives through a commitment to waste management, which will guide operational activities, deliver improved waste services and support sustainable behaviour change in the community.

The City is facing major challenges in delivering effective and sustainable waste management practices. These challenges include:

- increased pressure on landfill capacity
- community's desire to reduce the amount of waste going to landfill
- rise in waste disposal costs
- climate change
- potential expansion of the waste levies

- State Government desire to implement an at source food and organic collection services
- increased focus on environmental issues

Waste facilities and services need to respond to environmental issues and meet the expectations of the community, whilst simultaneously reducing levels of waste generation. The community's awareness and concern for the environment is increasing resulting in an expectation of improved waste management practices and resource recovery by the City.

Communication and education around sustainable waste practices is integral to meeting the objectives and targets outlined in the Waste Strategy. A comprehensive waste education and communication strategy is embedded in the City's Waste Plan in order to reach a wide demographic through a variety of channels. The education strategy will be designed to meet changing needs of the waste sector and community over the life of the Strategy. It seeks to help residents, visitors and businesses to understand their role in sustainable waste management.

This includes working towards becoming a Smart City; using digital technologies in all our initiatives to improve performance, efficiency and customer experience.



## 2. WASTE HIERARCHY

The waste hierarchy is a guiding concept in the Waste Strategy 2030 and is detailed in Section 5 of the *WARR Act*. It ranks waste management options in order of their general environment desirability, from avoidance as the most preferred option, through various resource recovery options, to the least preferred option of disposal.

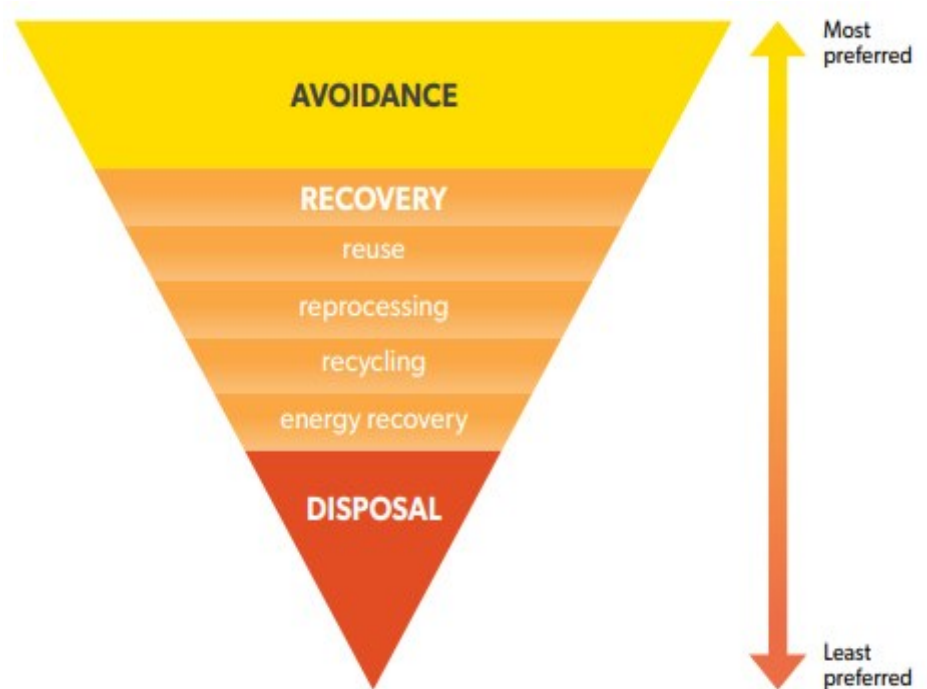
The hierarchy is detailed in Figure 1 and is a waste management tool that can be used alongside other decision-making tools to assess broader environmental, economic and social impacts of waste management options.

Waste avoidance is the most preferred option in the hierarchy.

Resource recovery options recover value from materials, thereby offsetting the environmental impacts of extracting and processing raw materials. Energy recovery is the least preferred recovery option.

Disposal is the least preferred waste option. Disposal generally recovers the least value from materials and delivers the least environmental benefit.

Figure 1 – Waste Hierarchy



### 3. CIRCULAR ECONOMY

A circular economy is a regenerative system in which waste and losses are minimised and resources are maximised through ongoing use for as long as possible. It builds on long standing sustainability concepts, including life cycle thinking and resource efficiency, and it complements the waste hierarchy.

A circular economy refers to a flow of both materials and energy – it moves away from the linear *'take, make, use and dispose'* model to one which keeps materials and energy circulating in the economy for as long as possible.

A circular economy presents opportunities for increased local recycling to support local jobs and investment and minimise the costs and impacts of unnecessary transport and extraction of raw materials.

The circular economy, along with the waste hierarchy, are the preferred guiding concepts detailed in the Waste Strategy 2030 in relation to the management of waste.

Figure 2 – Circular Economy Model



#### 4. EXTERNAL STAKEHOLDERS

External stakeholders have the ability to influence the City's waste management activities, and as such, need to be included within the development of the City's Waste Management Plan. Table 1 below outlines the external stakeholders, which have been considered, including their capacity to influence.

**Table 1 – List of external stakeholders**

<b>External Stakeholder</b>	<b>Description</b>	<b>Relationship</b>
<b>Waste Authority</b>	The Waste Authority is the State Government statutory body with responsibility for developing a Waste Strategy to encourage waste avoidance and maximise the recovery of materials, which would otherwise go to landfill. Its other primary roles include providing strategic and policy advice to the Western Australian Government, and implementing policies, plans and programs consistent with the Waste Strategy	Advocacy Alignment Engagement Compliance
<b>Federal Government</b>	The Australian Government is responsible for national legislation, strategies and policy framework for waste, including measures that give effect to obligations under international agreements	Advocacy Alignment Compliance
<b>Department of Water and Environment Regulation</b>	The key environment regulator in Western Australia	Advocacy Alignment Compliance
<b>Waste industry/market</b>	The associations and enterprises representing the different waste sectors including solid waste, recycling and resource recovery, which also drive the demand for finished products from waste and gives waste an inherent value. The waste industry is relied upon to make informed infrastructure and technology decisions that meet waste market needs and will help move WA towards becoming a circular economy	Advocacy Service Provision
<b>Local community/customers</b>	The City delivers waste services to the community and the community pays for these services through the annual rubbish charge. Ensuring the community is satisfied with the waste services delivered and is engaged in any changes to waste services is of critical importance to the City	Engagement Service Provision
<b>Rivers Regional Council (RRC)</b>	The RRC is a statutory local government authority established in the south eastern part of Perth and Peel region. The RRC operates no waste facilities.	Collaboration Contractual
<b>RRC Member Council's and other local governments</b>	The RRC Member Council's include: <ul style="list-style-type: none"> <li>• City of Armadale</li> <li>• City of South Perth</li> <li>• City of Gosnells</li> <li>• Shire of Murray</li> </ul>	Advocacy Contractual

- 
- Shire of Serpentine-Jarrahdale
- 

<b>External Stakeholder</b>	<b>Description</b>	<b>Relationship</b>
<b>Western Australian Local Government Association (WALGA) and Municipal Waste Advisory Council (MWAC)</b>	<p>WALGA aims to facilitate, encourage and promote economically sound, environmentally safe and efficient waste management practices for Western Australia, endorsed and supported by local government.</p> <p>MWAC is a standing committee of WALGA, with delegated authority to represent WALGA in all matters relating to solid waste management.</p>	<p>Advocacy Engagement</p>
<b>Cleanaway Pty Ltd</b>	<p>Cleanaway is the City's Waste Alliance partner and it provides the following services under the contract:</p> <ul style="list-style-type: none"> <li>• Weekly rubbish collections</li> <li>• Fortnightly recycling collections</li> <li>• Public bin collections</li> <li>• Hard waste verge collection</li> <li>• Green waste verge collections</li> <li>• Operation of Waste Management Centre</li> <li>• Operation of Tims Thicket Waste Facility</li> <li>• Collection of illegally dumped waste</li> <li>• Collection of dead animals</li> <li>• Bins at City and community events</li> <li>• Customer Service Centre</li> </ul>	<p>Contractual Collaboration</p>
<b>Cleanaway Solid Waste Ltd</b>	<p>The City currently delivers all of its waste to the Cleanaway Banksia Road landfill in Dardanup.</p>	<p>Contractual</p>
<b>Avertas Energy</b>	<p>Avertas Energy are currently constructing the waste to energy facility in Kwinana. The City has entered a contract with Avertas Energy to deliver its residual waste to the plant.</p>	<p>Contractual</p>

## 5. LEGISLATIVE FRAMEWORK

### 5.1 Federal Framework and Regulatory Context

#### 5.1.1 Product Stewardship Act

The *Product Stewardship Act 2011* provides the framework for managing the environment, health and safety impacts of products, taking into account a lifecycle perspective. The Act places a shared responsibility on all those involved in the lifespan of products, from the manufacturer to the end user. The framework includes voluntary, co-regulatory and mandatory product stewardship schemes. This approach is outlined below:

- **Voluntary accreditation of schemes** encourages product stewardship without the need for regulation and provides the community with certainty that voluntary accredited schemes are meeting specific requirements that ensure they carry out their activities in a transparent and accountable manner. This includes arrangements such as Mobile Muster and FluroCycle.
- **Co-regulatory product stewardship schemes** are delivered by industry and regulated by the Australian Government. For example, where there is a requirement to meet a certain recycling target, details of the activities to be carried out by a scheme operator will be detailed separately in regulations for each scheme. Examples of these schemes include the National Television and Computer Recycling Scheme and Product Stewardship for Waste Oil.
- **Mandatory product stewardship schemes** would place a legal obligation on parties to take certain actions in relation to a product. Requirements that can be placed on parties using the legislation include the labelling of products, making arrangements for recycling products at end of life, or requiring a deposit and refund to be applied to a product. There are currently no entirely mandatory stewardship schemes in place under the Act.

### 5.1.2 National Waste Policy

The National Waste Policy provides a national framework for waste and resource recovery in Australia. It outlines roles and responsibilities for collective action by businesses, governments, communities and individuals until 2030. The first National Waste Policy was published in 2009 and an updated Policy was again published in 2018.

The updated 2018 policy identifies five (5) overarching principles underpinning waste management in a circular economy. These include:

- Avoid waste
- Improve resource recovery
- Increase use of recycled material and build demand and markets for recycled products
- Better manage materials flows to benefit human health, the environment and the economy
- Improve information to support innovation, guide investment and enable informed consumer decisions

The 2018 National Waste Policy will guide continuing collaboration between all Australian governments, business and industry. It does not remove the need for governments, businesses and industry to implement tailored solutions in response to local and regional circumstances.

The National Waste Policy is supported by a National Action Plan, which includes targets and actions to implement the Policy. These targets and actions will guide investment and national efforts to 2030 and beyond and include:

- ban the export of waste, plastic, paper, glass and tyres, commencing in the second half of 2020
- reduce total waste generated in Australia by 10% per person by 2030
- 80% average recovery rate from all waste streams by 2030
- significantly increase the use of recycled content by governments and industry
- phase out problematic and unnecessary plastics by 2025
- halve the amount of organic waste sent to landfill by 2030
- make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions

## 5.2 State Framework and Regulatory Context

The City’s approach to waste management is bound by a strict regulatory framework, including a number of Acts and Regulations, Local Laws, Policies and Guidelines that regulate and control the management of waste. These documents include:

- Waste Strategy 2030
- Waste Avoidance and Resource Recovery Act 2007
- Waste Avoidance and Resource Recovery Regulations 2008
- Local Government Act 1995
- Litter Act 1979
- Environmental Protection Act 1986
- Environmental Protection Regulations 1987
- Public Health Act 2016
- City of Mandurah Waste Local Laws 2010
- City of Mandurah Waste Guidelines for New Developments

There is an increased focus on the environment, and as such legislation continues to reflect the evolutionary change from waste management designed primarily to protect public health to a system of resource management where waste is considered a resource, and is valued for recovery and reuse.

### 5.2.1 Waste Strategy 2030

The Waste Authority is an independent statutory tribunal created by the Minister for Environment to coordinate and implement the State Government’s Waste Strategy. The most recent Strategy is the WA Waste Strategy 2030 with its vision that:

*“Western Australia will become a sustainable, low-waste, circular economy in which human health and the environment are protected from the impacts of waste”*

The Strategy contains three (3) key objectives with measurable targets, which are:

**Table 2 – Waste Strategy 2030 Objectives**

<b>AVOID</b> Western Australians generate less waste	<ul style="list-style-type: none"> <li>• 2025 – 5% reduction in MSW waste generation per capita</li> <li>• 2030 – 10% reduction in MSW waste generation per capita</li> </ul>
---------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**RECOVER**

Western Australians recover more value and resources from waste

- 2025 – increase material recovery to 70%
- 2025 – all local governments in Perth and Peel region provide consistent three bin kerbside collection systems that include separation of FOGO from other waste categories
- 2030 – increase material recovery to 75%
- 2020 Recover energy only from residual waste

**PROTECT**

Western Australians protect the environment by managing waste responsibly

- 2030 – No more than 15% of waste generated in Perth and Peel region is landfilled
- 2030 – All waste is managed and/or disposed to better practice facilities
- 2030 – move towards zero illegal dumping
- 2030 – move towards zero littering

### 5.2.2 Waste Avoidance and Resource Recovery Act 2007

The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) came into force in July 2008 and is the primary legislation for managing waste in WA. Some of the key requirements of the Act include:

- The establishment of the Waste Authority
- Development of the State Waste Strategy
- Levies on waste
- The complementary Waste Avoidance and Resource Recovery Levy Act (WARR Levy Act)
- Legislative framework for waste avoidance and resource recovery systems
- Provision of municipal solid waste (MSW) services by LGAs
- Requirement for LGAs to develop a waste plan as part of their future planning



The primary objective of the Act is to contribute to sustainability, and the protection of human health and the environment in Western Australia, and the move towards a waste free society by:

- Promoting the most efficient use of resources, including resource recovery and waste avoidance
- Reducing environmental harm, including pollution through waste
- The consideration of resource management options against the following hierarchy:
  - Avoidance of unnecessary waste creation and resource consumption
  - Resource recovery (including reuse, reprocessing, recycling and energy recovery)
  - Disposal

### **5.2.3 Waste Avoidance and Resource Recovery Levy Act 2007**

The *Waste Avoidance and Resource Recovery Levy Act 2007* requires the payment of a levy per tonne of waste disposed of at landfills. The levy currently applies only to waste received at metropolitan landfills, or non-metropolitan landfills which receive waste from the metropolitan area.

The levy is designed to act as an economic instrument to reduce waste to landfill by increasing the price of landfill disposal and generates funds for a range of waste and environmental purposes. In accordance with the *WARR Act*, the Minister for Environment must allocate not less than 25% of the forecast waste levy amount to the WARR Account.

Funds in the WARR Account are applied to programs for the management, reduction, reuse, recycling, monitoring or measurement of waste and to support the Waste Strategy.

The current landfill levy is \$70 per tonne for municipal solid waste and \$105 per m<sup>3</sup> for C&D waste. There has not been an increase in the levy since July 2019.

The State Government is currently reviewing the scope and application of the waste levy and the outcomes of the review are expected in May 2021. It is expected that the levy will increase, be expanded beyond the Perth metropolitan area and apply to waste industries other than landfill, such as waste to energy facilities.

#### **5.2.4 Local Government Act 1995**

The *Local Government Act 1995* provides a framework for the functions and administration of local government in Western Australia, including setting out the functions of local government. The Act does not outline any specific requirements regarding waste management.

#### **5.2.5 Environmental Protection Act 1986**

The *Environmental Protection Act 1986* (EP Act) is the principle piece of environmental legislation in Western Australia for the prevention, control and abatement of pollution and environmental harm. The relevant waste sections in the Act were repealed once the WARR Act was gazetted. However, the EP Act is applicable as the overarching environmental protection legislation in Western Australia.

#### **5.2.6 City of Mandurah Waste Local Laws 2010**

The City's Waste Local Laws regulate the storage, collection and disposal of waste and recycling from residential and commercial premises and waste facilities within the City. These local laws were gazetted in 2010 and require review to ensure their relevance and adequacy.

#### **5.2.7 Waste Guidelines for New Developments**

These guidelines are based on the Western Australian Local Government Association (WALGA) template and provide guidance to applicants on how to incorporate best practice principles into different aspects of the waste management planning process.

WALGA has also drafted a Model Local Planning Policy – Waste Avoidance & Resource Recovery – Development Applications. The model policy has been developed to assist local governments by formalising a link between the Development Approval planning process and better waste management outcomes.

The model policy can be modified to meet the specific needs of the local government community and its internal planning processes.

It is proposed that Council consider adopting the draft WALGA Policy to ensure that waste management requirements are adequately addressed through the development process.

## 6. STRATEGIC ALIGNMENT

### 6.1 City of Mandurah Strategic Community Plan

The City's current *Strategic Community Plan 2020 – 2040* contains the following vision for Mandurah:

***“Woven by waterways, a city with a village heart.***

***We are built in nature – a meeting place surrounded by unique waterways, where the well-being of our people 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.”***

The Community Plan articulates an overarching vision for where the City wishes to be by 2040. It has five (5) Focus Areas, each with their own specific community objectives – Economic; Social; Health; Environment and Organisational Excellence.

The Community Plan includes the following waste-related priorities:

#### 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*

#### Organisational Excellence

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.*

The Community Plan is current until 2040, however, during this period of currency, the plan will be reviewed to confirm its future relevance. This provides an opportunity to include in the Community Plan direct links to the City's Strategic Waste Plan (this Plan).

## 6.2 Corporate Business Plan

The City's *Corporate Business Plan 2020 – 2024* outlines the City's key priorities, projects, services and actions over the next 4 years. It provides the detail for the implementation of the first four years of the Strategic Community Plan 2020 - 2040 and outlines the key service delivery required by the City. The Business Plan includes the following waste management priorities and actions:

- *Develop, implement and review the City's Waste Management Plan (this Plan)*
- *Manage household and community waste collection services, including weekly waste collections, fortnightly recycling collections, public bin collections, illegal dumping and dead animal collections*
- *Operate the City's Waste Management Centre and Tims Thicket Waste facility*

The City is a member of the Rivers Regional Council, who has developed their own Strategic Waste Management Plan to guide waste management for its local government members. This Plan seeks to:

- Increase community awareness of waste generation and management
- Increase awareness of sustainable waste management practices
- Involve the community in taking action towards a Zero Waste future
- Target specific community groups to boost awareness and involvement

The City's Waste Management Plan will supersede the RRC Strategic Waste Management Plan as it transitions into a Regional Subsidiary, which is expected to occur in 2021 (subject to Ministerial approval).

### 6.3 Regional Status

The City is a member of the Rivers Regional Council (RRC), which involves the following member Councils:

- City of Armadale
- City of Gosnells
- City of South Perth
- City of Mandurah
- Shire of Murray
- Shire of Serpentine-Jarrahdale

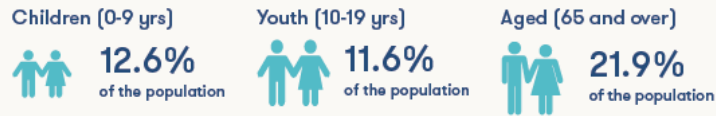
As part of its involvement in the Kwinana WtE facility, the RRC and its member Councils have signed a long-term agreement with Avertas Energy to provide an agreed quantity of waste to the WtE facility. The agreed quantity was based on historical waste generation and population growth within each Council.

## 7. CITY SNAPSHOT

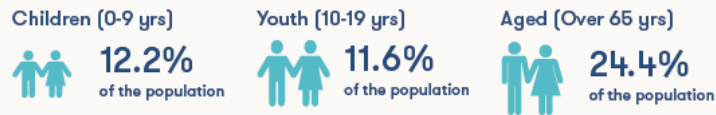
# Demographics

**Expected change in household type 2016 - 2036**

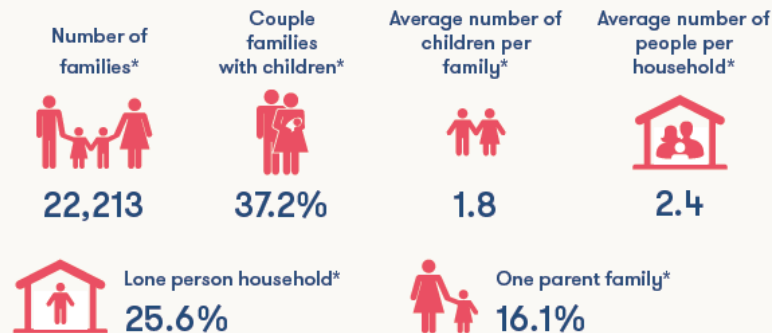
**Current population: 85,302**  
(ABS Regional Population Growth Australia - Released 27/03/2019)



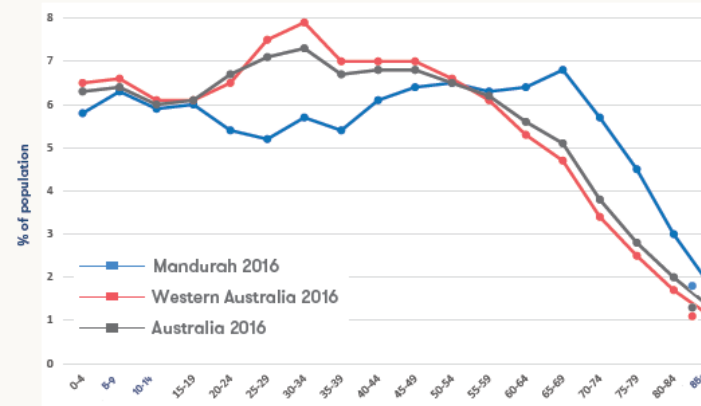
**Forecast population in 2036: 119,877**  
(Population and household forecasts, 2016 to 2036, prepared by .id, the population experts, October 2017.)



**Median age: 43 years old\***



**Mandurah's age structure: a comparison\***



**Born overseas: 34.5%**



People who speak a language other than English at home\* **8.8%**

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

**39.4%**

Percentage of population with University or other Tertiary Qualification

**35.7%**

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

**8.8%**

Source: Australian Bureau of Statistics; 2016 Census



Median weekly rent

**\$320**

Median monthly mortgage repayments

**\$1,820**



Number of private dwellings (ID Forecast)

2016:	2036:
<b>41,252</b>	<b>58,443</b>

Median weekly household income

**\$1,162**

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

**49%**

Existing dwellings which are separate houses in Mandurah

**81.6%**

Source: Australian Bureau of Statistics; 2016 Census

## Business



Number of local businesses\*

**4,581**

Largest industry sector by number of employees



Largest industry sector by business counts

**Construction**

## Retail Trade

Gross Regional Product

**\$3.33 billion (JUNE 2018)**

## Environment



Waste diversion from landfill

**24%**



% of clean energy used by the City of Mandurah

**19%**



City's carbon foot print

**14,318 tonnes CO<sup>2</sup>e- per year**

## Sports and Recreation



Hectares of public open space

**2,181**



Hectares of public open space per 1000 people

**25.5**

## 8. WASTE GENERATION AND DIVERSION

Waste management is a core responsibility for the City and comprises a large component of its annual budget. In 2018/19, the City received a total of 69,616 tonnes of waste/recycling through the Waste Management Centre comprising:

- 35,300 tonnes of municipal solid waste
- 8,763 tonnes of commercial general waste
- 1,460 tonnes of hard waste (verge collection)
- 6,669 tonnes of green waste (includes verge collection)
- 8,559 tonnes of kerbside recyclables
- 2,314 tonnes of recyclable materials
- 2,363 tonnes of street sweepings
- 4,188 tonnes of Construction & Demolition waste

The City recovered 17,542 tonnes of recyclable materials, achieving a recovery rate (landfill diversion rate) of around 25.2%. The City obtains its waste data from a range of sources, primarily from the weighbridge software at the WMC and TTIL, its waste contractor, Cleanaway, and City IT systems. This data is accumulated and is provided to DWER as part of the annual Local Government Waste Census.

Table 3 (below) details Waste and Recovery statistics for the City from 2016/17 to 2018/19:

**Table 3 – Waste and Recovery Statistics 2016 - 2019**

<b>Description</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
No of Households <sup>1</sup>	36,432	40,427	41,061
Waste per person (kg/week)	11	10	11
Waste per household (kg/week)	24	23	25
Total waste collected (t) <sup>2</sup>	58,012	57,680	57,810
Total waste recovered (t)	17,075	15,577	16,002
Recovery rate (%)	29%	27%	28%
<b>Kerbside Waste Collection</b>			
Kerbside waste collection (t)	29,380	29,022	28,832
Kerbside waste collection to landfill (t)	29,380	29,022	28,832

<sup>1</sup> Source - household data from .id, the population experts

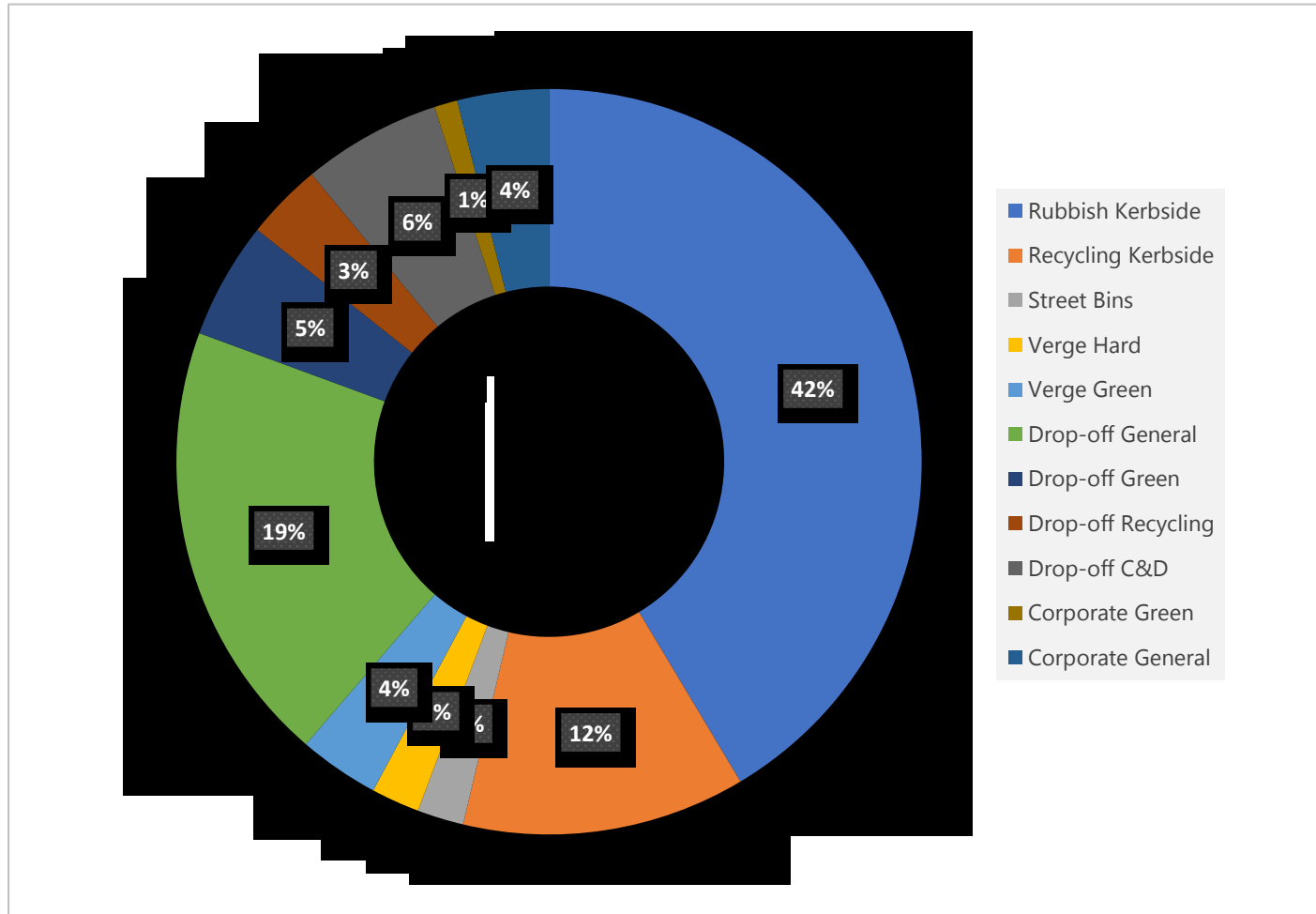
<sup>2</sup> Local Government Census data



<b>Kerbside Recycling Collection</b>			
Kerbside recycling collection (t)	8,027	8,177	8,092
Kerbside recycling collection to landfill (t)	833	1,173	1,180
Kerbside recycling collection recycled (t)	7,194	7,004	6,912
<b>Verge Collection</b>			
Verge green waste collection (t)	2,457	2,382	2,431
Verge green waste recycled (t)	2,457	2,382	2,431
Verge side hard waste collection (t)	1,970	1,911	1,890
Verge side hard waste collection to landfill (t)	1,470	1,495	1,459
Verge side hard waste collection recycled (t)	500	416	431
<b>Drop-Off (WMC)</b>			
Drop-off general waste received (t) (domestic source)	5,598	6,009	4,699
Drop-off general waste to landfill (t)	5,598	6,009	4,699
Drop-off waste recycled (t) * includes verge side	2,161	2,144	2,300
Drop-off green waste received (t)	6,458	5,160	5,620
Drop-off green waste recycled (t) *includes verge side	6,458	5,160	5,620

The City's Municipal Waste Profile for 2018/19 is detailed in Figure 3 below:

**Figure 3 – City Municipal Waste Profile (excludes commercial waste)**



## 9. WASTE CHARACTERISTICS

The City in conjunction with Cleanaway (Waste Alliance contractor) conducted an audit of both rubbish and recycling bins in the City in 2018 and 2019.

The audit included the analysis of both recycling bins from 500 households over a 5 day period (100 bins per day).

The results of the 2019 audit revealed the following results:

**Table 4 – 2019 Bin Audit Summary**

Indicator	Service	
	General	Recycling
Generation Weight (kg/household/collection)	14.05	10.46
Contamination Rate	kg/household/week	0.80
	% by Weight	7.63

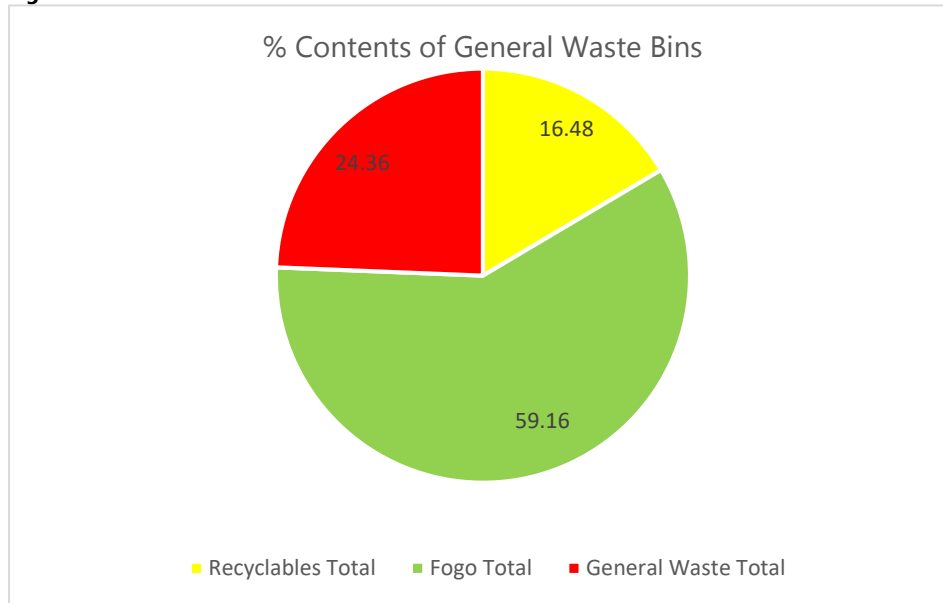
The breakdown of material in the general bin and recycling bin from the 2019 bin audit is summarised in Table 5 below:

**Table 5 – 2019 Bin Audit Breakdown Summary**

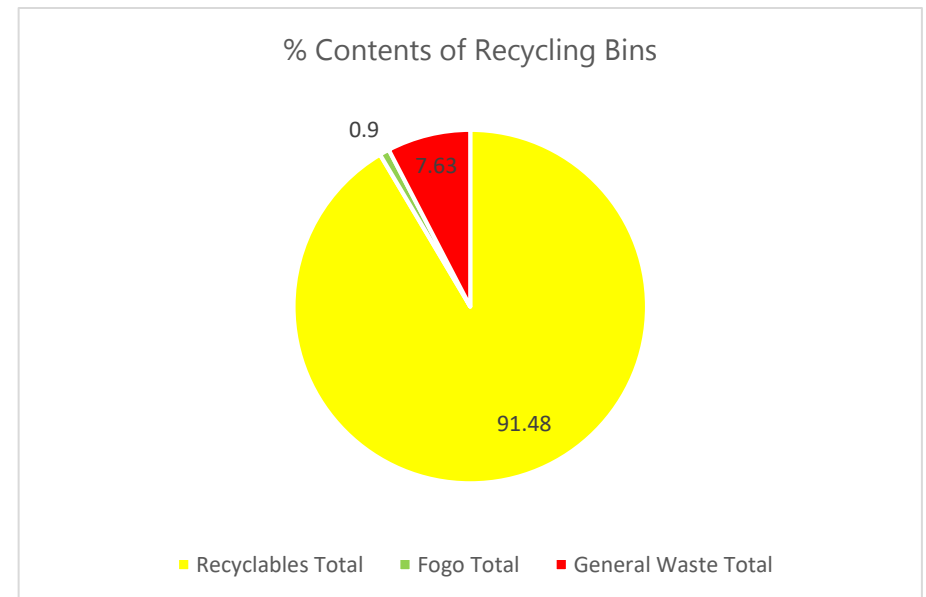
2019 Audit Summary				
	General Waste Audit		Recycling Audit	
	Weight (Kg)	% of Weight	Weight (Kg)	% of Weight
<b>Recyclable</b>	1,164.1	16.48	4,791.39	91.48
<b>FOGO</b>	4,152.5	59.16	46.0	0.9
<b>General</b>	1,708.6	24.36	394.01	7.63
<b>Total</b>	<b>7025.2</b>	<b>100</b>	<b>5231.4</b>	<b>100</b>

The composition of the general waste bin and recycling bins are detailed in Figure 4 and 5 below:

**Figure 4 – Contents of General Waste Bin**



**Figure 5 – Contents of Recycling Bin**



Results from the 2019 bin audit revealed the following key findings:

- 14.05 kg/week in the general waste bin
- 10.46 kg/fortnight in the recycling bin
- 59.16% of the general waste bin was made up of organic material, compared to 60.27% in 2018
- The contamination in the recycling bin was 8.53%, compared to 7.58% in 2018
- Recyclable material in the general waste bin was 24.36%, which equates to 3.42 kg per bin service

## 10. EXISTING WASTE SERVICES

The City provides the following range of waste service to its residential and commercial community:

**Table 6 – Existing Waste Services**

SERVICES	DETAILS
Dark green top 240 L general waste Bin	<p><b>Weekly collection</b> Waste is currently sent to landfill. In early 2022, waste will be sent to Waste to Energy facility where it will be converted to energy</p>
Yellow top 240 L recycling bin	<p><b>Fortnightly collection</b> Recyclables currently processed at the southern Metropolitan Regional Council (SMRC) Materials Recovery Facility (MRF) in Canning Vale. From April 2021, the recyclables will be processed at the newly built Cleanaway MRF in South Guildford</p>
Hard waste verge collection (Residential premises only)	<p><b>One collection per year (February – May)</b> General waste/junk sent to landfill Scrap metal recovered and recycled at Sims Metals in Spearwood</p>
Green waste verge collections (Residential premises only)	<p><b>Two collections per year</b> Green waste transported to Waste Management Centre where it is processed into mulch. Mulch is sent off site for further processing</p>
Public Bins in streets, parks and foreshores (includes provision of dog waste bags)	<p>Collections range from daily to weekly. Dog waste bags are generally replenished on a weekly basis</p>
Waste Management Centre Drop off general waste Drop off recyclables Drop of green waste Drop of C&D waste	<p>The facility is open 363 days per annum and can receive a range of general waste and recyclable materials</p>
Litter collection and illegal dumping	<p>City responds to these requests from the community</p>
Tims Thicket Inert Landfill	<p>The facility is only open to contractors</p>

These services are considered front end services and interface directly with the local community.

## 11. WASTE MANAGEMENT – CURRENT LEVEL OF SERVICE

### 11.1 Kerbside Collections for Domestic Rubbish – 240 L MGB

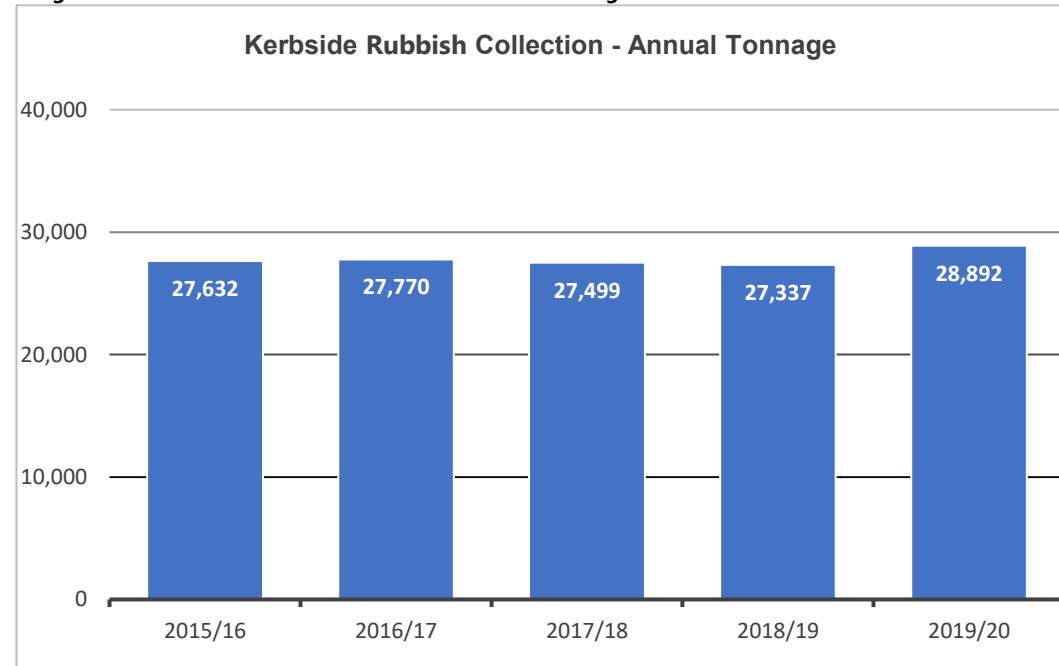
The City provides a weekly kerbside rubbish collection service to approximately 41,000 households and it is the most frequent and visible interface that many ratepayers have with City services. This service is provided by Cleanaway Pty Ltd through the City’s Waste Alliance contract.

Currently the waste from this collection is transported to the City’s Waste Management Centre in Parklands, where it is consolidated into large compaction trailers and transported to the Cleanaway Banksia Road Landfill in Dardanup.

When the Avertas Waste to Energy plant becomes operational in January 2022, the majority of this waste will be transported to the plant in Kwinana.

In 2019/20, the City’s contractor Cleanaway collected 30,415 tonnes of rubbish through the kerbside service and emptied over 1,900,000 rubbish bins.

Figure 6 – Residential Kerbside Rubbish Collection Tonnages



The tonnes of household waste collected over the last 5 years have remained relatively static with the exception of 2019/20, which can be attributed to the COVID-19 pandemic, and is illustrated in Figure 6.

The weekly household bin collection service one of the highest scoring elements of all the City’s services in the recent Catalyse Community Scorecard with a performance index score of 78%. Industry high score is 86%, with the industry average score being 73%.

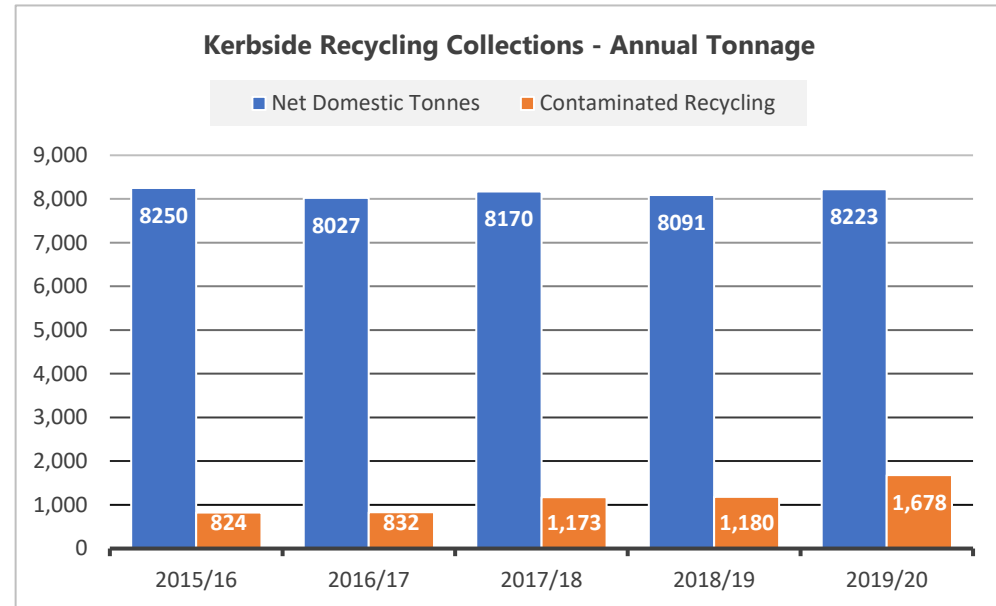
## 11.2 Kerbside Collections for Domestic Co-mingled Recycling – 240 L MGB

The City provides a fortnightly co-mingled kerbside recycling service for dry recyclables to approximately 41,000 households. This service is provided by Cleanaway Pty Ltd through the City’s Waste Alliance contract.

The fortnightly recycling collection service was also one of the highest scoring of all the City’s services in the recent Catalyse Community Scorecard with a performance index score of 75%. Industry high score was 84% with the industry average score being 70%.

All recyclable waste collected through this service is transported to the City’s Waste Management Centre in Parklands, where it is consolidated into large compaction trailers and transported to the Material Recovery Facility (MRF) owned by the Southern Metropolitan Regional Council in Canning Vale for sorting and baling. The recyclable materials are separated into their different waste streams through the sorting process, and the sorted material are then transported to manufacturers located both in Australian and overseas for further processing.

Figure 7 – Residential Kerbside Recycling Collection Tonnages



In November 2019, the Cleanaway MRF in South Guildford burnt down and the Canning Vale plant has been used as a temporary measure while this facility is rebuilt. The rebuild of this plant is well advanced and it is expected that the Cleanaway MRF will become operational in April 2021. At that time the City’s recyclable waste will be diverted to the South Guildford plant for sorting and baling.

In 2019/20, the City’s contractor, Cleanaway collected a total of 8,681 tonnes of recyclable material through the kerbside service and emptied over 850,000 recycling bins during this period. A total of 1,771 tonnes of contaminated recycling material was sent to landfill.

The tonnes of recyclable waste collected over the last 5 years has again remained reasonably static and can be illustrated above in Figure 7.

### 11.3 Residential Hard Waste Verge Collection

Since 2001, the City has provided an annual hard waste verge collection to the Mandurah community. The service has traditionally been conducted over a 13-week period between the months of February and May.

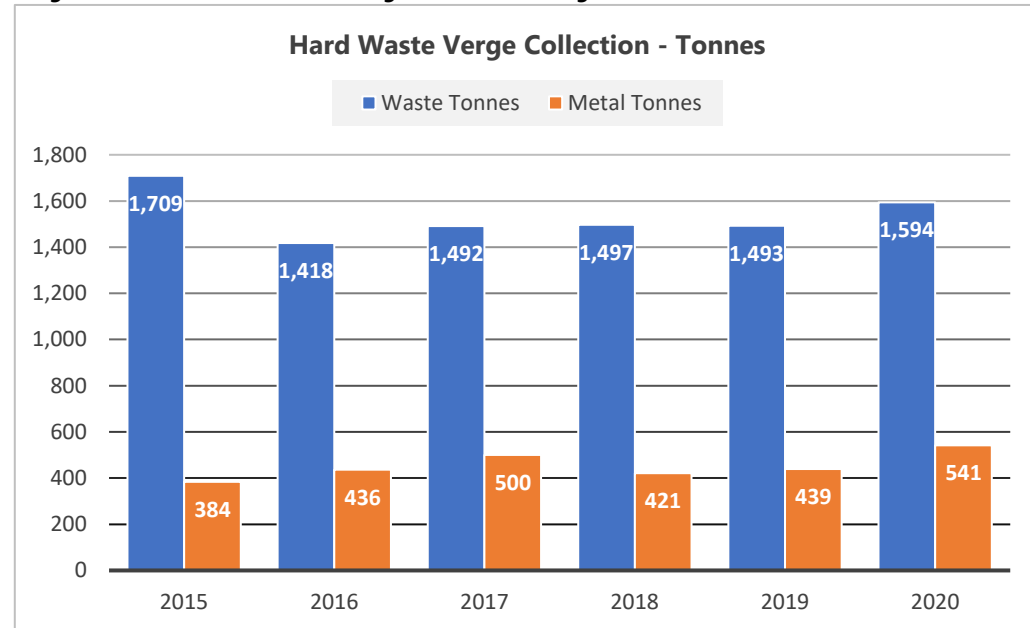
The City imposes restrictions on the type of items that can be collected through the verge collection service, including a 3 m<sup>3</sup> volume restriction for hard waste. Residents are also asked to separate their waste into two separate piles – one for general hard waste and the other scrap metal/whitegoods. Scrap metal is collected in a separate truck and transported back to the City’s WMC, where it is stockpiled and transported to Sims Metals in Spearwood for processing. Whitegoods are serviced by a local contractor on the kerbside where they are degassed prior to transport to the WMC.

The general hard waste is also transported back to the Waste Management Centre where it is consolidated with other general waste and transported in large compaction trailers to landfill.

Many local governments in Perth also ask their residents to place mattresses, e-waste on the verge where these are also collected in separate trucks and recycled. There is the potential for the City to explore these additional recycling opportunities. There is also a general move within the industry to move towards an on-demand service, rather than a scheduled service that has operated in the City since 2001. This provides an improved customer service experience to the resident and will improve the recovery of recyclable items. However, the service is generally considered more expensive than the current delivery of service, although an action is identified within the City’s WMP to investigate and explore these alternative options and report the outcomes to Council.

In 2020, the City’s waste contractor Cleanaway collected 1,594 tonnes of general waste and 541 tonnes of scrap metal/whitegoods. This equates to a 25% recovery rate from landfill for this collection. The average recovery rate over the last 5 years is 23%. The tonnes of waste collected through this service has again remained relatively static over the last 5 years and this can be illustrated above in Figure 8.

Figure 8 Residential hard waste verge collection tonnages





The verge-side bulk collections achieved a performance index score of 73% in the recent Catalyse Community Scorecard. Industry high score was 86% with the industry average score being 70%.

### 11.4 Residential Green Waste Verge Collection

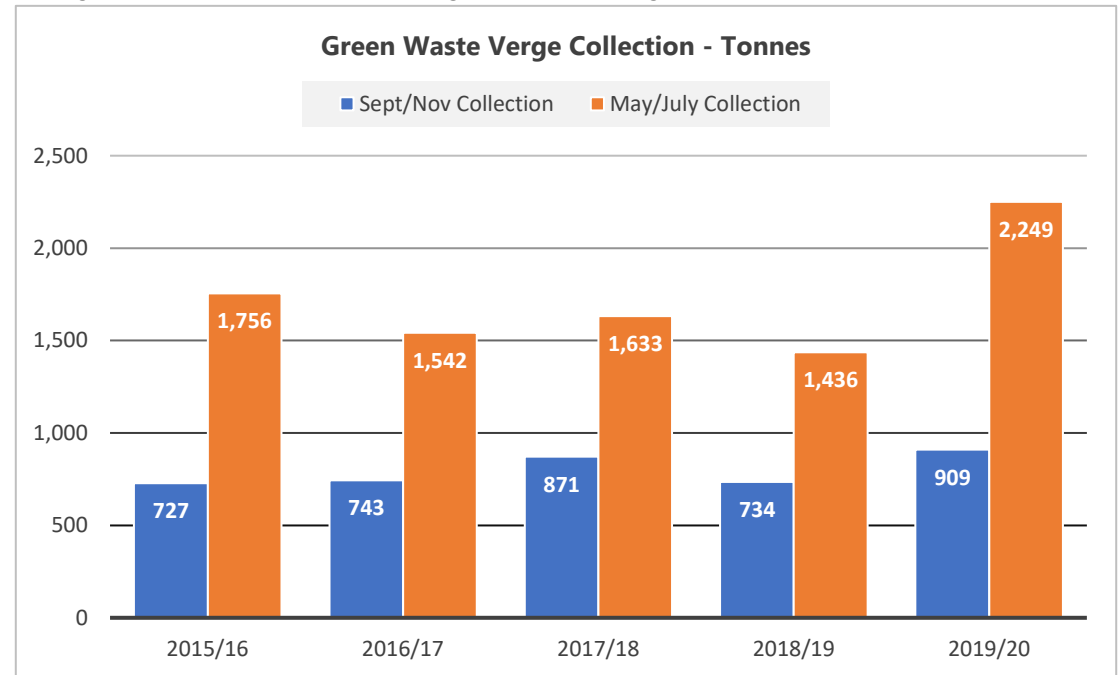
Since 2000, the City has provided a bi-annual green waste verge collection to residents each financial year to recover the bulky green waste that cannot be placed into the 240 L MGB as part of the weekly kerbside collection. The collections have traditionally been held between May to July and September to December each year. The collection in Autumn is generally the busier of the two (2) collections.

The City imposes green waste verge collection guidelines that are communicated to residents each year and include a 2m<sup>3</sup> volume restriction per household. Green waste is collected in rear loading collection vehicles using a small articulated bobcat and is transported back to the WMC where it is stockpiled with other green waste and mulched using a sub-contractors large grinding machine.

The mulched green waste is transported off site for further processing. The mulched green waste is not made available to residents of the facility as it is untreated and may contain weed seeds and plant pathogens.

During 2019/20, the City's waste contractor Cleanaway collected 3,159 tonnes of green waste through the bi-annual verge collection service. There is currently a 100% recycling recovery rate through this service with zero waste ending up in landfill. The average green waste tonnage collected over the last 5 years is 2,521. The trend in this system can be illustrated in Figure 9.

Figure 9 – Residential Green Waste Verge Collection Tonnages



## 11.5 Littering/Illegally Dumped Waste

The collection and disposal of litter and illegal dumping within the City is an expensive activity. There are substantial bush areas within the City boundaries so there is ample opportunity for unscrupulous members of the public to illegally dump waste material within the City. As waste disposal costs increase to the community, there may be a bigger incentive to illegally dispose of waste. This situation will only increase as the WtE plant comes on line and the potential expansion of the waste levy into the Peel region.

The incidence of illegal dumping waste within the City is regrettably on the increase, even though the City does provide its residents with ample opportunity to dispose of their waste through its bin collection system, verge collections and waste vouchers.

The improved management of litter and illegal dumping within the community will require a combination of community education and involvement as well as active enforcement. It is common knowledge within the community that the dumping of waste in public areas is illegal, so there is limited benefit in expending resources on confirming this message. The preference is to inform the community of the impacts of illegal dumping and to encourage the community to actively look out for and report any littering, suspicious behaviour or illegal dumping.

At present, the City's main objective is to remove illegal dumping from public areas as quickly as possible so as to prevent recurring acts of dumping. Dumped rubbish generally attracts more dumped rubbish. However, the City needs to improve the capture of data regarding incidents of illegally dumped waste so it can improve its education and enforcement activities. In addition, cameras surveillance of common hot spots for illegal dumping has proven to be successful in other local government areas where it has assisted enforcement activities.

In the event that people are caught illegal dumping, there should be firm consequences for their actions and the relevant facts on the incident should be published in both local print and social media platforms. Significant awareness of the problem is achieved if the community sees that offenders have been caught and punished accordingly.

Littering and illegal Dumping Requests over the last 3 years are detailed in Table 7 below:

**Table 7 – Littering and Illegal Dumping Statistics**

<b>Year</b>	<b>No of Requests</b>	<b>Estimated Clean Up Costs</b>	<b>Infringements Issued</b>
<b>2016/17</b>	586	\$150,000	11
<b>2017/18</b>	463	\$130,000	2
<b>2018/19</b>	638	\$150,000	5
<b>2019/20</b>	697	\$140,000	11

Some of the littering initiatives implemented by the City to contribute towards a zero littering target are as follows:

- 800 public bins located throughout the City
- 200 dog bag waste dispensers (compostable bags) throughout the City
- KABC Adopt a Spot and Clean-up programs
- Annual Clean Up Australia events
- Partnership with local community groups for clean-up events
- City Parks crews collect litter in parks before carrying out mowing activities and maintenance
- Sea bin trial – Mandurah Ocean Marina
- Establishment of Single Use Plastics Working Group
- Engagement of local contractors for litter clean ups in public places throughout City
- Street sweeping activities through CBD and local streets
- Ranger enforcement activities
- Compliance officer's enforcement activities

### **11.6 Public Bins (Streets, Foreshores and Reserves)**

The City has installed bins in public areas (parks, reserves, foreshores, street verges, etc) throughout the City for the disposal of general rubbish. There are currently 850 public bins within the City of Mandurah and these consist of dual and single bin enclosures in large foreshore reserves or single 240 L bins attached to a metal stand. The dual enclosures incorporate both a rubbish and recycling bin to encourage recycling of packaging waste in public areas.

The City has also recently installed 200 new dog waste dispensers throughout the municipality to assist dog owners in the collection of their dog waste. The dispensers contain compostable dog bags, which require UV protection so as to prevent rapid breakdown of the bag. The dog bags are replenished by the City's waste contractor, Cleanaway on a weekly basis when the bins are serviced.

## 11.7 Waste Management Centre

The City's Waste Management Centre was constructed in 1997 and has operated as a transfer station and recycling centre since its inception. The facility is located in the northern corridor of Mandurah (approximately 5.3 km from our northern boundary) at 80 Corsican Place, Parklands and is operated by Cleanaway Pty Ltd on behalf of the City as part of the Waste Alliance contract.

The facility is licensed by the Department of Water and Environment Regulation (DWER) L7200/1997/10 as a Solid Waste Depot (Category 62) and has a capacity of 60,000 tonnes of general waste.

The facility is licensed to receive the waste types as detailed in table 8 below:

**Table 8 – WMC – Acceptable Waste Types**

- 
- |                                                                                                                                                                             |                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• General waste</li> <li>• Scrap metal, car parts</li> <li>• White goods</li> <li>• Inert (Construction &amp; Demolition)</li> </ul> | <ul style="list-style-type: none"> <li>• Waste Oil</li> <li>• Cardboard</li> <li>• Dry Recyclables</li> <li>• Household Hazardous Waste – includes gas bottles and CFLs, fluorescent tubes and household batteries</li> </ul> |
| <ul style="list-style-type: none"> <li>• Green waste</li> <li>• Tyres</li> <li>• Asbestos</li> <li>• Mattresses</li> </ul>                                                  | <ul style="list-style-type: none"> <li>• Paint</li> <li>• E-waste</li> <li>• Car batteries</li> </ul>                                                                                                                         |
- 

The destination of the different type of waste materials received at the facility is detailed in Table 9 below:

**Table 9 – Waste Management Centre – waste destinations**

Waste Source	Destination	Waste Hierarchy
<b>MSW (kerbside)</b>	Collected by Cleanaway collection vehicles and transported to the City's WMC where it is consolidated in large compaction vehicles and transported to the Cleanaway landfill in Dardanup	Disposal
<b>Residual waste (post 2021)</b>	Avertas Waste to Energy facility in Kwinana	Energy Recovery
<b>Recycling (kerbside) (current)</b>	Collected by Cleanaway collection vehicles and transported to the City's WMC where it is consolidated in large compaction vehicles and transported to the SMRC Materials Recovery Facility in Canning Vale	Recycling
<b>Recycling (kerbside) (post March 2021)</b>	Collected by Cleanaway collection vehicles and transported to the City's WMC where it is consolidated in large compaction vehicles and transported to the Cleanaway Materials Recovery Facility in Guildford	Recycling
<b>Hard waste (verge side)</b>	Collected by sub-contractors and taken to the City's WMC	Disposal Recycling
<b>Green waste (verge side)</b>	Collected by sub-contractors and taken to the City's WMC for mulching. Mulch transported offsite for further processing	Recycling
<b>Cardboard</b>	Free drop off at WMC and sent for recycling	Recycling
<b>E-waste</b>	Free drop of at WMC and sent for recycling	Recycling
<b>HHW</b>	Free drop off at WMC and sent for recycling/disposal	Recycling Disposal
<b>Mattresses</b>	Drop off at WMC and sent for recycling	Recycling
<b>Tyres</b>	Drop off at WMC and sent for recycling.	Recycling
<b>Batteries</b>	Drop off at WMC and sent for recycling.	Recycling

The quantity of materials received through the facility over the last 4 years is detailed in Table 10 below:

**Table 10 – Waste Management Centre Tonnages**

Waste Type	2016/17	2017/18	2018/19	2019/20
<b>General waste</b>	41,514	42,500	51,904	59,751
<b>Municipal</b>	38,433	39,322	36,760	38,776
<b>Commercial</b>	3,081	3,177	15,144 <sup>#</sup>	20,975 <sup>#</sup>
<b>Green Waste</b>	6,807	6,581	6,669	5,571
<b>Scrap metal</b>	1,775	1,714	1,852	1,887
<b>Inert waste</b>	3,948	2,902	4,189	4,561
<b>Cardboard</b>	166	196	156	155
<b>Waste Oil</b>	49	48	59	55
<b>Mattresses</b>	89	86	88	95
<b>Car batteries</b>	28	37	41	39
<b>E-waste</b>	45	44	49	39
<b>HHW</b>	22	18	15	19
<b>Paint</b>	-	6	36	42

<sup>#</sup> The volume of commercial waste received through the Waste Management Centre has increased significantly from 2018. This increased volume is due to an arrangement with the City's Waste Alliance partner, Cleanaway who disposes of its commercial waste at the facility (rather than transporting direct to landfill). The facility can operate as a waste hub for the region.

## 11.8 Waste Vouchers

The City currently issues two green waste and two general waste vouchers to every improved property within Mandurah that pays the annual rubbish charge. The vouchers are attached to the bottom of the annual Rates Notice and are valid for a 12-month period only (1 Sept – 31 Aug).

Each green waste voucher entitles the user to 1m<sup>3</sup> (6' x 4' trailer) of uncontaminated green waste from their premises at the City's Waste Management Centre. Vouchers can be used for cars, trailers and utilities.

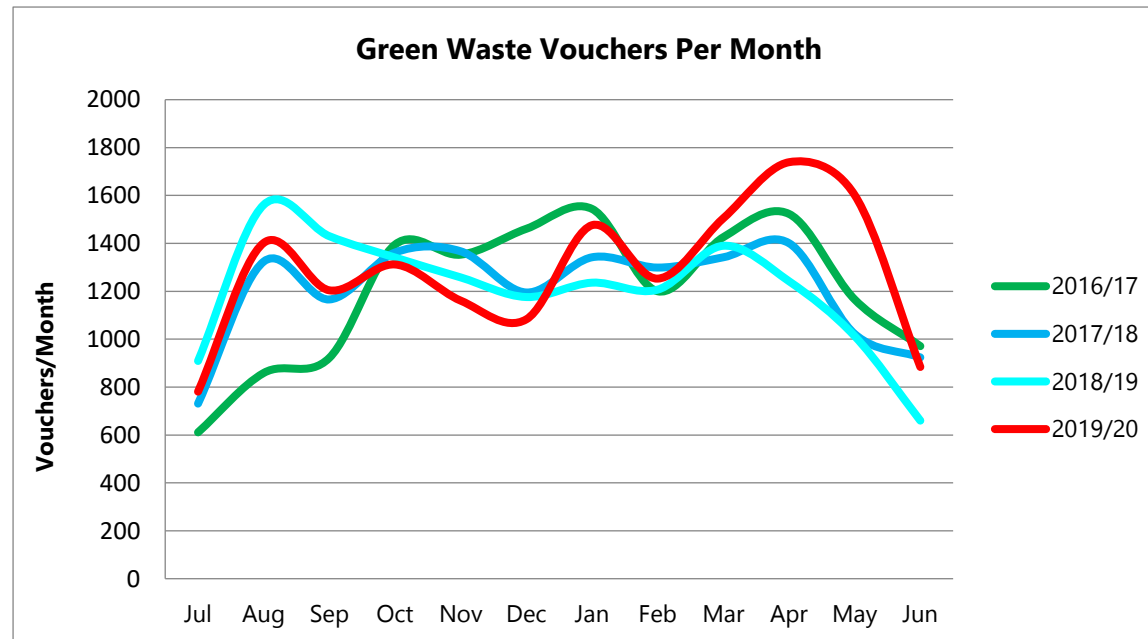
Each general waste vouchers entitles the user to 1m<sup>3</sup> (6' x 4' trailer) of general, inert or green waste from their premises at the City's Waste Management Centre. Vouchers can be used for cars, trailers and utilities.

The voucher barcodes are unique to each voucher and enables the vouchers to be tracked by the City in cases of misuse or abuse.

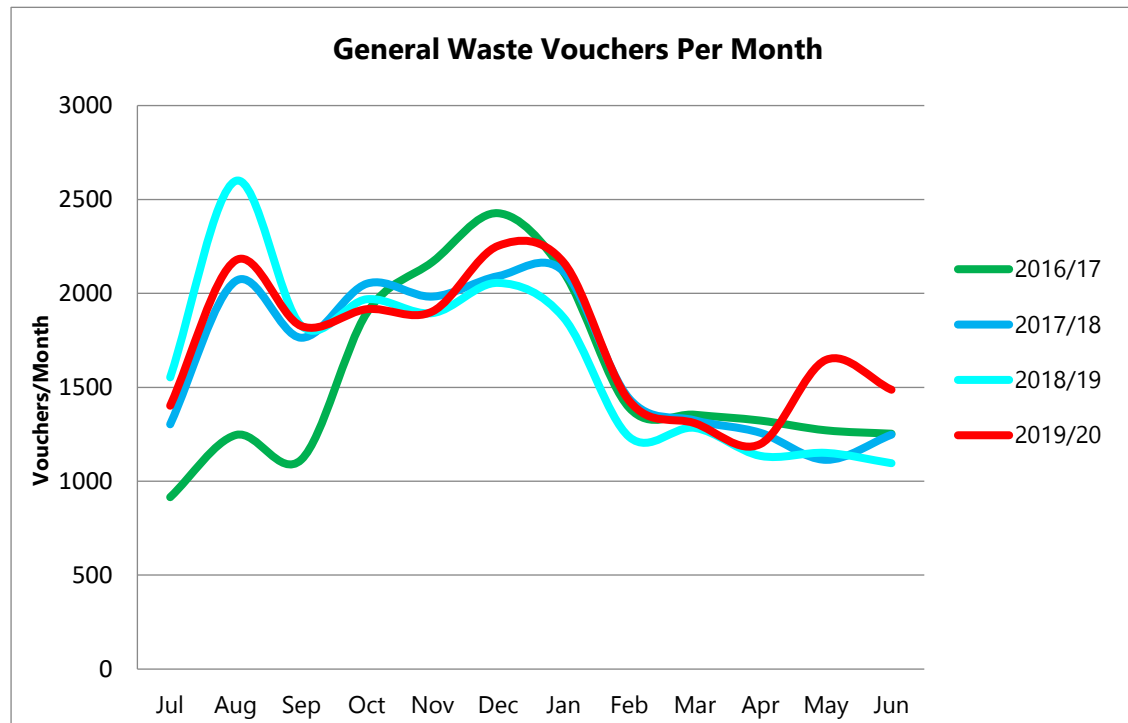
During 2019/20 a total of 36,112 vouchers were surrendered – which equates to a return rate of approximately 20%. The average return rate over the last 4 years has been 19.6%.

Figure 10 and 11 below detail the variability of voucher usage over the last 3 years:

**Figure 10 – Green waste voucher usage**



**Figure 11 – General waste voucher usage**





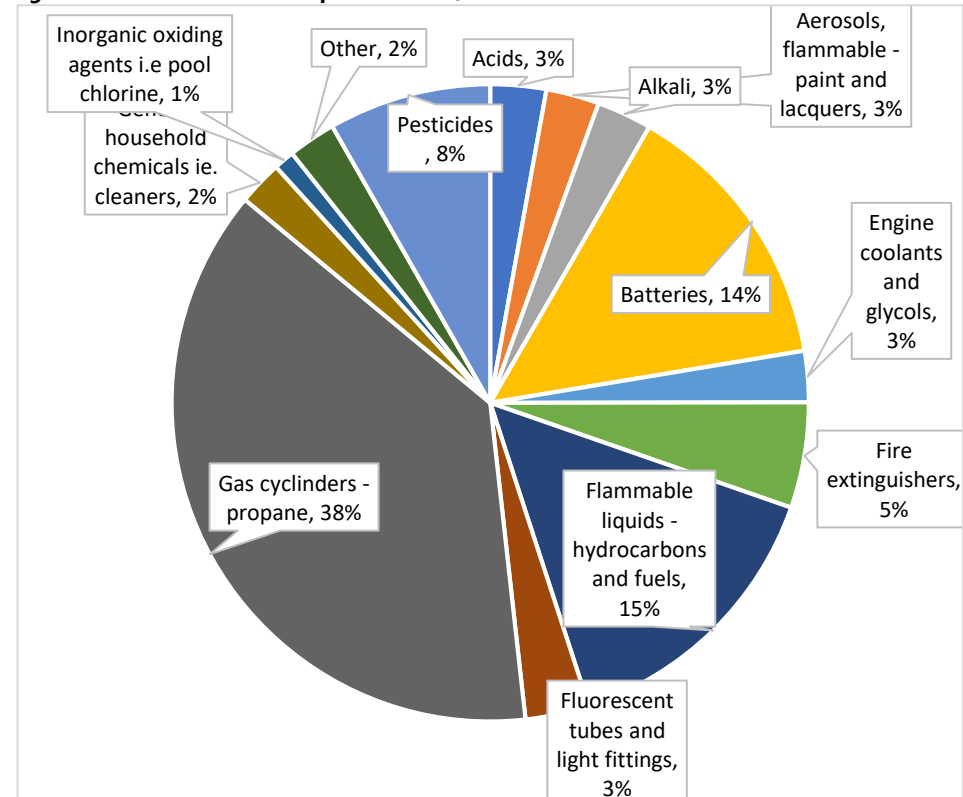
### 11.9 Household Hazardous Waste

Household Hazardous Waste (HHW) is a small but problematic component of the overall waste stream. HHW is categorised as household products that contain chemicals or substances that can be harmful to human, pets and/or the environment or that are no longer needed or have reached their end of the end-of-life. HHW includes items such as:

- Household
- Pesticides
- Gas cylinders
- Fire extinguishers
- Oxidising agents
- Acids
- Flammable liquids

The City has a dedicated permanent HHW storage shed (adjacent to the gatehouse) for the storage of HHW waste from the Mandurah community. The City provides free access and drop off for HHW at the Waste Management Centre. All HHW waste placed in this shed is appropriately documented and the disposal of HHW is funded through the State Governments Household Hazardous Program. Approximately 14,835 kg of HHW was collected from the program during 2019/20 at a cost of \$49,030 to the program. The composition of this HHW is illustrated in Figure 10.

Figure 10 – HHW material composition 2019/20



Cleanaway (Tox Free branch) attend the site on a regular basis to regularly collect HHW collected in the shed as part of the State Government HHW program.

The City is required to complete a survey to WALGA each year to document the approximate cost to the City to run the HHW program using City staff labour and contractors. The estimated cost for 2019/20 was \$38,950.

### 11.10 PaintBack

PaintBack was established in 2016 and is an industry led recycling initiative designed to divert unwanted paint and packaging from ending up in landfill and vital waterways. PaintBack is driven by the Australian Paint Industry and the major companies that supply around 90% of the architectural and decorative paint sold in Australia. Paintback is an independent not for profit organisation which is funded through a 15 cents (plus GST) per litre levy that is imposed on eligible paint products between a litre and 20 litres inclusive.

The City's WMC is a dedicated Paintback facility for the receipt of paint from both residents and trade painters. The paint is collected and transported to a facility in Perth where the paint is processed. The packaging and waste liquid are separated. The containers are recycled. Waste paint is treated in a number of ways including energy recovery for solvent paints and liquid/solid separation for water-based paints.

In 2019/20, a total of 41.9 tonne of paint was collected under this program.

The Paintback program is relatively new so historical data is not available and paint containers were previously treated as a waste product (once the paint had dried) as part of the HHW program and ended up in landfill.

### 11.11 Tims Thicket Inert Disposal Site

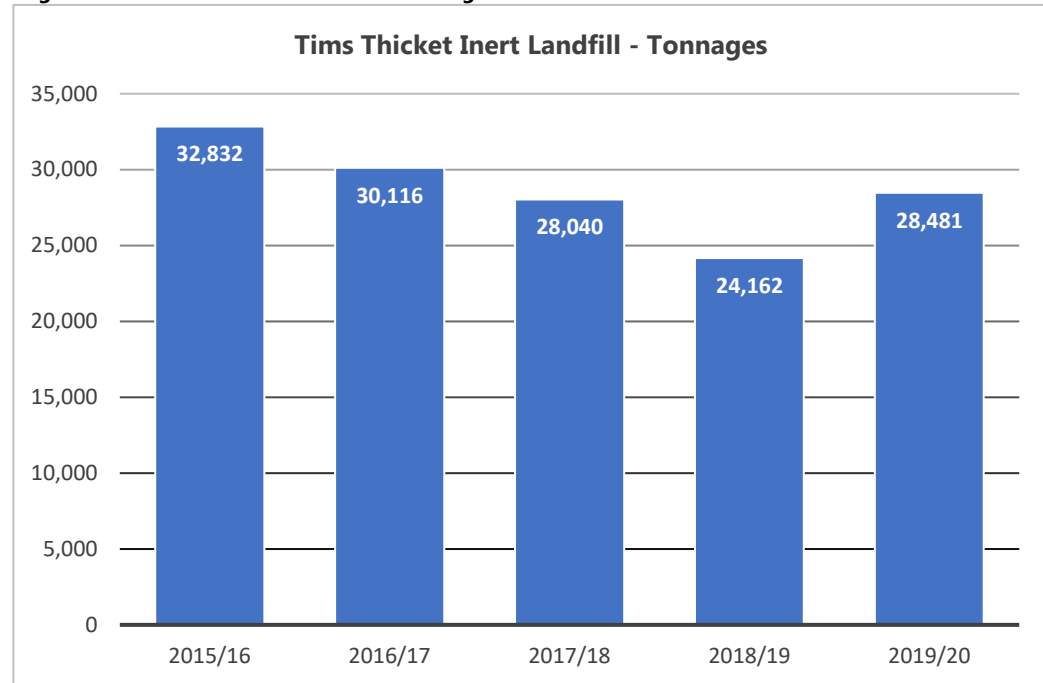
The City's Tims Thicket Inert Disposal Site was constructed in 1995 and is located in the southern corridor of Mandurah at 180 Tims Thicket Road, Dawesville. The site is operated by Cleanaway Pty Ltd on behalf of the City as part of the Waste Alliance contract.

The facility is licensed by the Department of Water and Environment Regulation (DWER) L6860/1995/11 as a Class 1 Inert landfill (Category 63) and Crushing of Building material (Category 13). The approved production capacity under the licence are 50,000 m<sup>3</sup> of inert waste and 10,000 t of crushed building material.

During 2019/20 the facility received 28,480 tonnes of Class 1 Inert material and no crushing activities were undertaken.

Over the last 5 years the facility has received on average a total of 28,726 tonnes of class 1 inert waste. The trend over this period is illustrated in Figure 11.

Figure 11– Tims Thicket Inert Landfill Tonnages



## 12. WASTE STRATEGY 2030 OBJECTIVES

The City will achieve its vision for waste management and education through the delivery of the following objectives. Individual actions have been identified to meet these objectives in Appendix 1 – Mandurah Waste Management Plan (Implementation Plan).

### Objective 1 – AVOID: Generate less waste

Waste avoidance is driven in a large part by purchasing behaviour. It relies on high levels of awareness and motivation by consumers, both individuals and organisations, about how to reduce the impacts of purchasing decisions. Education and incentives are critical to increase awareness of waste avoidance and to support waste avoidance behaviours.

The City will address this issue through support and implementation of extended producer responsibility, product stewardship programs and education programs to reduce both its own waste production and that of the wider community.

Key actions under this objective include:

- Undertake a feasibility study on the introduction of an on-demand verge collection service
- Undertake a feasibility study for introducing a three bin FOGO service, consistent with the Waste Strategy 2030
- Implement a community education program to increase awareness and encourage behaviour change around illegal dumping
- Continue to implement the City's Bin Tagging Program
- Continue with the Primary School Education Waste Education Program
- Review the benefits and costs of developing a Mandurah Waste App
- Review gate fee structure at the City's waste facilities

### Objective 2 – RECOVER: Recover more value and resources from waste

Where waste generation is unavoidable, efforts should be made to recover more value and resources from waste.

The City is responsible for processing the community's waste in the most environmentally and financially responsible manner. Key resource recovery actions under this objective include:

- Determine the feasibility of establishing a Recycling Tip Shop at the front end of the Waste Management Centre
- Install recycling hubs for problematic waste (ink cartridges, batteries, mobile phones, coffee pods, etc) in major City buildings to encourage recycling of these materials
- Development of a Waste Education Strategy and Plan
- Determine the feasibility of establishing a green waste facility in the southern corridor of Mandurah
- Prepare a Business Case for the use of a hydrogen powered waste collection vehicle

### Objective 3 – PROTECT: Protect the environment by managing waste responsibly

The City is committed to excellence in the protection of the natural environment. Key actions to achieve this objective include:

- Upgrade the green waste and general recycling storage areas at the Waste Management Centre
- Develop a Master Plan for the future upgrade of the Waste Management Centre
- Implement rehabilitation of the old inert cells at the Tims Thicket Inert landfill in accordance with Management Plan
- Upgrade fire detection and fire fighting services at the Waste Management Centre
- Implement a community education program to increase awareness and encourage behaviour change around illegal dumping
- Investigate deployment of appropriate technology to assist in the reduction of illegal dumping
- Develop a City of Mandurah Litter Strategy

### 13. PERFORMANCE MEASURES AND TARGETS

Progress against the City’s Waste Plan will be reviewed and reported annually in October each year in accordance with DWER requirements.

#### 13.1 Waste Avoidance

The Waste Strategy 2030 sets targets for the reduction in waste generation per capita by 2025 and 2030, based on a 2014/15 baseline data set. These targets are listed in Table 10 below:

**Table 10: Waste Strategy Avoidance Targets**

Objective	<b>AVOID</b> <b>Western Australians generate less waste</b>
<b>2025 Target</b>	Reduction in MSW generation per capita by 5%
<b>2030 Target</b>	Reduction in MSW generation per capita by 10%

Waste generation figures include waste from:

- Kerbside general waste and recycling bins
- Bulk verge collections
- Residential drop off at the City’s Waste Management Centre
- Public bins in streets, parks and foreshores
- Event bins

The City’s waste generation data since 2014/15 is detailed in Table 11 below:

**Table 11: City of Mandurah population, households and waste generation compared with state averages and targets for 2025 and 2030**

	Actual					Targets	
	2014-15 (baseline)	2015-16	2016-17	2017-18	2018-19	2024-25	2029-30
<b>Population</b> <sup>(1)</sup>	82,202	83,233	84,196	85,302	86,474	103,344	111,578
<b>Households</b> <sup>(1)</sup>	33,131	37,160	38,262	40,427	41,061	42,242	45,910
<b>Total domestic waste generated</b> <sup>(2)</sup>	54,813	56,466	54,704	53,433	57,810		
<b>Waste generation per capita/year (kg)</b> <sup>(2)</sup>	667	678	650	626	626	633	600

<sup>1</sup> Source – population data from Census and id. Population experts and household data from City property database

<sup>2</sup> Local Government Census data

The City's baseline (2014/15) waste generation per capita/year is 667 kg. The proposed target waste generation rates under the Waste Strategy are **633 kg in 2025** and **600 kg in 2030**. The waste generation rate in 2017/2018 and 2018/2019 was 626 kg; so, the City is well placed to achieve these targets.

## 13.2 Resource Recovery

The Waste Strategy 2030 sets targets for overall and material recovery for 2025 and 2030 as detailed in Table 12 below:

**Table 12: City of Mandurah Resource Recovery Targets**

	2014-15	2015-16	2016-17	2017-18	2018-19	2020 target	2025 target	2030 target
<b>Population<sup>(1)</sup></b>	82,202	83,233	84,196	85,302	86,474			
<b>Households<sup>(1)</sup></b>	33,131	37,160	38,262	40,427	41,061			
<b>Overall recovery (%)<sup>(2)</sup></b>	25%	27%	29%	27%	28%	<b>65%</b>	<b>67%</b>	<b>70%</b>
<b>Materials recovery</b>	25%	27%	29%	27%	28%	<b>&gt;80%</b>	<b>&gt;80%</b>	<b>&gt;80%</b>
<b>Energy recovery</b>	0%	0%	0%	0%	0%	<b>&lt;20%</b>	<b>&lt;20%</b>	<b>&lt;20%</b>
<b>Perth metro average<sup>(3)</sup></b>	36%	38%	40%	41%				

<sup>1</sup> Source – population data from Census and id. Population experts and household data from City property database

<sup>2</sup> Local Government Census data

<sup>3</sup> Waste Authority data fact sheets

The City operate a two bin system for its waste collection service and our current recovery rates are well below the current and proposed Waste Strategy targets. However, when the proposed WtE facility in Kwinana becomes operation in January 2022, these recovery rates will increase significantly and exceed these targets.

The Waste Strategy 2030 document does not include a definition for the terms ‘material recovery’ or ‘energy recovery’, but it does define the term ‘resource recovery’ as follows:

*“the process of extracting materials or energy from a waste stream through re-use, reprocessing, recycling or recovering energy from waste”.*

The Strategy states that resource recovery includes the recovery of energy from waste, although energy recovery is considered to be the least preferred of all the resource recovery options in the waste hierarchy, as it releases the embodied energy, but does not preserve the material for re-use. Whilst the City explored the waste to energy strategy to divert waste away from landfill, it is clear that the Waste Authority have a different viewpoint and propose to exclude energy recovery from the material recovery targets. It would be the City’s position that waste processed at a Waste to Energy plant should be included in the material recovery targets.



## 14. THE CHANGING WASTE ENVIRONMENT

The waste management industry is changing at an alarming rate and there is an expectation that the City is responsive to these changes and recognises the evolving opportunities, challenges and risks.

The City is going through a period of significant evolution in relation to waste management practices and with several major challenges occurring as follows:

1. Contracted to deliver significant tonnages of the City's non-recyclable waste to the new Waste to Energy plant in Kwinana
2. Changes to recycling commodity markets
3. New State Waste Strategy 2030, which includes challenging actions and targets
4. State Government's impost for Local Governments in Perth and Peel to implement a three-bin kerbside collection system that includes FOGO by 2025
5. Review of the Waste Levy and the potential expansion of the Levy into the Peel region and into waste industries other than landfill
6. Implementation of the Containers for Change scheme
7. Introduction of the Circular Economy
8. Increase in high density living and implications this has on delivery of waste services
9. State Government Plastics Policy

### 14.1 Waste Education

Education of the community is a multi-faceted activity that needs to be undertaken in a structured and organised fashion. The City provides waste education to the community so as to reduce waste disposal to landfill, increase resource recovery and support the community in adopting sustainable behavioural change. The current school education program is provided in conjunction with our Waste Alliance partner, Cleanaway.

The current approach to waste education focuses on encouraging residents to view waste as a resource and provide them with the knowledge and skills required to participate effectively in waste avoidance and resource recovery. The City can further promote and encourage better waste practices through improved community education. This will further promote a reduction in waste sent to landfill and increase resource recovery and the recycling of materials.

The City's current waste education and engagement methods are detailed below in Table13:

Engagement Method	Description
<b>City of Mandurah Website</b>	The City's website contains detailed information on the waste services provided to residents. The information is reviewed and updated regularly
<b>Annual Waste &amp; Recycle Guide</b>	The City produces an annual Waste and Recycle guide (available in electronic copy and hard copy on request) which provides information on the annual waste services. The guide is circulated in July each year
<b>Social Media</b>	A platform to raise awareness and engagement of contemporary issues, including Facebook, Instagram, etc
<b>Community newspapers</b>	Used to promote waste related information in the form of an advertisement or similar
<b>Posters and flyers</b>	Used to promote waste related information in an eye catching and easy to understand manner.

In addition, the City provides the following education programs to the community:

- Cleanaway Primary School Education program – delivers waste education to primary schools within the City of Mandurah
- Waste Wise Schools – this initiative is funded through the Waste Avoidance and Resource Recovery Account administered by the Waste Authority. It offers resources and support for schools to plan, implement and maintain waste avoidance and waste recovery/reuse projects such as recycling, composting and worm farming. The program is provided free of charge and is available to all schools in Western Australia. There are currently 13 schools in Mandurah that participate in the program.
- Bin Tagging Program – provides realistic feedback to residents on their recycling behaviours through the use of a bin tag system.

## 14.2 Food and Organics Collection Service

Food Organic Garden Organic (FOGO) refers to the source separation of the household organic fraction of waste and green waste from other waste streams so that it can be recycled into compost.

The State Government's Waste Strategy 2030 includes a headline action that requires all local governments within Perth and Peel regions to implement a three-bin kerbside collection system by 2025 that must include FOGO.

The general philosophy for this strategy is predicated on an obligation to the community to generate less waste, extract more from our valuable resources and to better manage the disposal of our waste. The intent being that this is an easy and efficient mechanism of diverting organic material away from landfill.

The FOGO service can cater for both food and green waste and will necessitate for the provision of a third bin to each residential premises. Under this collection system, each premises will have the following bins:

- 140 L red lidded bin for residual waste – collected fortnightly
- 240 L yellow lidded bin for co-mingled recycling – collected fortnightly
- 240 L green lidded bin for organic waste – collected weekly

The material collected through the organics bin will be diverted to an organics processing facility (likely to be in Perth or regional areas) where a quality compost product can be produced. There are currently very limited facilities in Perth that can provide the processing of organic waste and guidelines for the quality of compost products are still being developed by the Waste Authority. The risk of an oversupply of organic material is that it will be into landfill, which is the worst environmental result compared to the City's preferred solution of organic waste being treated at the WtE plant.

Council considered the implementation of a three bin FOGO service at its meeting on 26 April 2017 where it resolved:

***"That Council:***

- 1. Resolves not to introduce a third green/organic waste bin into its waste management services suite at this time***
- 2. Requests City officers to initiate a communications campaign to raise awareness of the issue."***

It is acknowledged that this resolution is contrary to the requirements of the State Waste Strategy that requires all local governments in Perth and Peel regions to implement a third bin FOGO service by 2025.

The rationale for Council's this decision is summarised as follows:

- Existing contractual commitments to supply waste to the Avertas Energy waste to energy facility
- Significant financial cost to ratepayers (additional bins and trucks, collection costs and waste processing costs) that does not appear at this stage to justify the environmental and social benefits gained. It is estimated that the FOGO collection will add \$80 per household
- Contamination that may impact on the quality and use of the final composted product
- Potential over supply of end product due to increased capture of organic waste
- Lack of available space to store 3 bins on smaller, high density premises
- Increased transport carbon emissions

Despite numerous requests the Department of Water and Environment Regulation and the Waste Authority have been unable to produce a suitable Business Case that justifies or provides clear rationale for mandating the implementation of the FOGO service. The Waste Authority are also yet to finalise composting standards for the processing of FOGO sourced waste.

The City is contractually obliged to provide a significant quantity of waste to the WtE plant, and the City will still be liable for the applicable gate fee even if it delivers a shortfall in the committed tonnage. This limits the City's ability to explore other recovery or recycling options, such as the third bin FOGO service, without being financially penalised.

The City has addressed the FOGO issue in the Waste Plan (Implementation Plan) as follows:

*"Undertake a feasibility study for introducing a three bin FOGO service, consistent with the Waste Strategy 2030 in the 2023/24 financial year. The feasibility study will include an assessment of the viability of the service, including technology, markets, cost benefits and other contractual commitments."*

It is highly anticipated that the City will undertake this feasibility study in conjunction with other members of the RRC, who are in a similar contractual position.

### 14.3 Waste to Energy

Waste to Energy (WtE) refers to a process that converts residual wastes (waste that would normally go to landfill) into energy such as heat, electricity or liquid transport fuels.

WtE is internationally recognised as effective recovery response to waste management, which out performs composting in terms of reduced greenhouse gas generation and increased diversion from landfill.

In 2015, the City, together with the other members of the Rivers Regional Council signed a legal agreement (20-year term) with Avertas Energy to supply a minimum tonnage of municipal solid waste to the Waste to Energy plant currently under construction in Kwinana. This will be the first waste to energy facility constructed in Australia (although a second facility is also under construction in Rockingham). The agreement, which anticipates commencement of WtE operations in January 2022, will substantially impact on how the City manages its waste and therefore its waste management strategic planning for the foreseeable future.

Council entered into this contract under the auspices of the *Waste Strategy 2012* so as to achieve the landfill diversion targets within this strategy. The State significantly changed its approach, targets and strategies with the adoption of the *Waste Strategy 2030*, and the City (and other RRC members) are in the unenviable position where its commitment to Avertas Energy no longer meets the Waste Strategy targets.

The Avertas Energy plant will be the first of its kind in Australia, integrating the recovery and re-use of waste with the generation of energy to provide a practical solution to two (2) communities challenges: waste disposal and renewable energy supply. The facility will use tried and tested moving grate combustion technology already operational in more than 2,000 similar waste to energy plants around the world (some located in City centres and in suburban residential areas).

The WtE plant has the following attributes:

- capacity to process 400,000 tonnes of household, commercial and industrial waste that would normally be destined to landfill each year
- a life cycle assessment on the project, by leading international engineering consultancy, Ramboll, has shown that the Avertas energy plant will reduce greenhouse gas emissions from the Perth Metropolitan area by the equivalent of 400,000 tonnes of CO<sub>2</sub> per annum. This is the equivalent of taking 85,000 cars off the road every year
- the plant will also generate the equivalent of 36MW of baseload electricity per annum to the Western Australian power grid (equivalent of powering 50,000 households), and participating Council's will have the opportunity to purchase electricity from the plant at a discount
- the facility will create more than 800 jobs during construction, including apprenticeships, sub-contractors and suppliers. Once the facility is operational, approximately 60 full time positions will be created.

The by-products from the combustion process at the plant include fly and bottom ash and ferrous and non-ferrous metals which can be readily recycled. Avertas Energy recently announced that they have signed a 25-year contract with the Blue Phoenix Group who will build, own and operate a \$20 m specialist processing facility in Kwinana to treat bottom ash from the Avertas energy WtE plant. The new plant will treat the bottom ash, remove the metals and repatriate the residual aggregate into civil applications. The bottom ash would normally be disposed of at landfill, so this is a great initiative that further diverts waste from landfill. The plant will commence construction in 2021, employ 30-40 jobs during the construction phase and require 10 specially trained full time staff to operate the facility once built.

The City is accountable to its ratepayers, and as such, needs to ensure that the community is not financially disadvantaged by a conflict in timing between the City's contractual agreements and changes in State Government strategy.

Council provided a submission to DWER/Waste Authority when the *Waste Strategy 2030* document was being considered and highlighted the fact that a number of the headline actions could not be achieved (i.e. implementation of 3<sup>rd</sup> bin FOGO system) due to our contractual commitments to supply waste to the Waste to Energy plant.

City officers believes that the State has adopted a one size fits all approach with its adopted Strategy. Whilst it is acknowledged that this has been done to drive a united approach to waste management in WA, it does not recognise market conditions, industry context and the variability in the LG's capability and legal commitment with respect to delivering waste services to meet the needs of the local community.

#### 14.4 Waste Levy

The State Government's Waste Levy is currently charged on all waste generated or landfilled in the Perth Metropolitan area. The levy is currently \$70/tonne for general waste and \$105/m<sup>3</sup> for C&D waste.

The Waste Authority is currently reviewing the levy structure and is in the process of providing the Minister for Environment with recommendations for the future application, scope and increase of the Waste Levy.

At present, there is substantial uncertainty about the future application of the Waste Levy, including the future rate increases, the regions where the levy will be applicable (currently only the Perth Metropolitan area), the waste industries that will be liable for the levy (currently only landfill), and the potential for a sliding scale of rates applicable depending upon the waste hierarchy being achieved.

The Waste Authority 2019/20 Business Plan details a consistent Waste Levy revenue through to June 2023, even though it is striving for reduced waste to landfill, and landfill is the only current mechanism to generate Waste Levy revenue. In addition, the Avertas Energy WtE facility will commence operations in January 2022, reducing waste to landfill by a further 400,000 tonnes per annum. In view of the above, it is clear that the State Government will not be able to maintain the Waste Levy revenue (where 75% of the revenue is allocated to consolidated revenue) without imposing a significant increase in the Waste Levy fee and/or expanding the scope of the Waste Levy in its geographical boundaries and application.

The City currently does not pay the Waste Levy as its waste is disposed of out of the Perth Metropolitan area at the Cleanaway landfill in Dardanup. The City is therefore exposed to potential Waste Levy changes, particularly if the levy is expanded into the Peel Region or imposed on WtE facilities. It is too soon to know which direction the Waste Authority and State Government will take with regards to the Waste Levy, however, the City needs to be cognisant of the financial impact the levy will place on our ratepayers who will ultimately have to pay through the annual rubbish charge.

The Waste Levy review is expected to be released by the State Government in May 2021.

## 14.5 Containers for Change Scheme

The WA Government introduced a State-wide Container Deposit Scheme (known as Containers for Change) on 1 October 2020. The scheme allows consumers to take empty beverage containers covered by the Scheme to a refund point in exchange for a refund. A refund of 10 cents is applicable to all returned eligible beverage containers.

There are currently six (6) refund depots operating within the City.

The Scheme has many benefits including reducing litter, increasing recycling, protecting the environment and providing opportunities for social enterprise participation.

The Scheme is designed to compliment the existing kerbside recycling collection and existing waste services. The refund will encourage consumers to collect and recycle beverage containers consumed away from home. Key features of the WA Scheme are expected to align with existing and proposed schemes in other states and territories with respect to structure, operations, labelling and refund amount.

The impacts of the Container for Change program on the City include:

- Reduced litter and reduced cost of litter clean up
- Reduced quantity of waste collected in public places
- Decrease in the quantity of recycling in the kerbside recycling bin, which will affect the City's overall recycling rate.

The Scheme is designed so that the City and MRF operator share the revenue for refunds from containers placed in the kerbside recycling bin. The quantum of this revenue is unknown at this stage as the Scheme is in its infancy.

The true financial impact of the Scheme on the City's waste operations and budget will not be unknown until the scheme has been operating for an extended period of time.



## 15. WASTE PROFILE, BASELINE DATA AND IMPLEMENTATION PLAN

The *Waste Avoidance and Resource Recovery Act 2007* includes the requirement for Local Government to maintain a waste plan, which details strategies to manage waste, reduce waste and implement actions to meet targets, as part of the Local Government's plan for the future.

DWER has assisted local government in the preparation of their waste plans by developing a MS Excel Waste Plan template. The templates are broken down into 2 parts. Part 1 of the template establishes the City's waste profile and baseline information in relation to the objectives and targets and this information is included in Appendix 1 of this Strategic Waste Plan.

Part 2 of the template is the 5-year Implementation Plan, which details the actions the City will take over the next five (5) years to contribute towards the achievement of the relevant Waste Strategy objectives and targets. The Implementation Plan is included in Appendix 2 of this Strategic Waste Plan.

# **APPENDIX 1 – WASTE PLAN PART 1**

## **WASTE PROFILE AND BASELINE DATA**

## Local government waste plan

### City of Mandurah

## Part 1 - services and performance

### 1.0 Introduction

Part 1 of the City of Mandurah waste plan establishes the City's waste profile and baseline information in relation to the objectives and targets set out in the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy):

**Avoid** - Western Australians generate less waste.

**Recover** - Western Australians recover more value and resources from waste.

**Protect** - Western Australians protect the environment by managing waste responsibly.

Where data was available, the Department of Water and Environmental Regulation (DWER) has pre-filled sections of Part 1. If any of the pre-filled information is incorrect, please amend accordingly and advise of the changes.

Please take the time to ensure that you complete each section, where relevant. In some tabs, you may need to scroll down to ensure that you have not missed any sections.

# Part 1 - Services and performance

## 2.0 Integrated planning and reporting

All local governments plan for the future<sup>1</sup> through the development of strategic community plans and corporate business plans. Waste plans form part of local government integrated planning and reporting as an issue-specific informing strategy.

Table 1: Links between plan for the future and waste management (Please complete the table, even if the answer is "waste isn't mentioned in our SCP or CBP")

<b>Strategic Community Plan</b>	
Title:	<i>City of Mandurah Strategic Community Plan 2020 - 2040</i>
Came into force:	1-Jul-20
Date of next review:	1-Jul-22
Waste-related priorities:	<p><i>Strategies - Environment: Educate our community on global environmental; sustainability issues and demonstrate leadership in the field Partner and engage with our community to deliver environmental sustainability outcomes Organisational Excellence: Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and finance management</i></p>
<b>Corporate Business Plan</b>	
Title:	<i>City of Mandurah Corporate Business Plan 2020 - 2024</i>
Came into force:	1-Jul-20
Date of next review:	1-Jul-21
Waste-related priorities:	<p><i>Focus Area 4 Develop, implement and review the City's Waste Management Plan (this Plan) Manage household and community waste collection services, including weekly waste collections, fortnightly recycling collections, public bin collections, illegal dumping and dead animal collections Operate the Waste Management Centre and Tims Thicket Waste Facility</i></p>

<sup>1</sup> 'Plan for the future' means a plan made under section 5.56 of the *Local Government Act 1995* and Division 1 and 3 of Part 5 of the *Local Government (Administration) Regulations 1996*.

## Part 1 - Services and performance

### 3.0 Avoid

Avoidance of waste generation is the preferred waste management option in the waste hierarchy. This section looks at waste generation rates and the reduction required to contribute to the state's waste generation reduction targets - **2025**: Reduction in MSW generation per capita by 5%, **2030**: Reduction in MSW generation per capita by 10%.

Reviewing this data is a critical element of waste planning as it can show how waste generation has changed, identify potential reasons for changes and indicate areas to target in *Part 2 – Implementation plan* (Table 21).

Table 2: City of Mandurah population, households and waste generation compared with state averages and targets for 2025 and 2030

(Local government to review prefilled data)

	Actual					Targets	
	2014-15 (baseline)	2015-16	2016-17	2017-18	2018-19	2024-25	2029-30
<b>Population</b> <sup>(1)</sup>	82,202	83,233	84,196	85,302	86,474	103,344	111,578
<b>Households</b> <sup>(1)</sup>	33,131	37,160	38,262	40,427	41,061	42,242	45,910
<b>Total domestic waste generated</b> <sup>(2)</sup>	54,813	56,466	54,704	53,433	57,810		
<b>Waste generation per capita/year (kg)</b> <sup>(2)</sup>	667	678	650	626	626	633	600

(1) Source (except 2014-15): Western Australia Tomorrow Population Report No. 11 <https://www.dph.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>. Population for 2014-15 from Western Australia Tomorrow Population Report No. 10. Population for intercensal years extrapolated. Households estimated using 'Average people per households' from 2016 ABS Census Quickstats.

(2) Source: Local Government Census data - domestic waste

#### Additional comments (local government to insert any additional comments that may be applicable)

Population data was slightly amended to reflect City's population data and population forecasts (prepared by .id, the population experts)  
Household data amended to reflect City's property data records. Baseline data has not been amended.  
2018/19 figures added to show trends

## Part 1 - Services and performance

### 4.0 Recover

Where waste generation is unavoidable, efforts should be made to maintain the circulation of materials within the economy. Table 3 gives the overall recovery rate for your local government compared to Waste Strategy targets and the state average. This is broken down into the proportion of the recovery which was materials recovery (reuse, reprocessing or recycling) or energy recovery. The Waste Strategy includes a target that from **2020**, energy should only be recovered from residual waste (see *Guidance Document – Table 1*, for more information).

Table 3: City of Mandurah population, households and recovery rate compared with state averages and targets for 2020, 2025 and 2030

*(LG to review the pre-filled data and amend/update if necessary. Add additional comments if necessary.)*

	2014-15	2015-16	2016-17	2017-18	2018-19	2020 target	2025 target	2030 target
<b>Population<sup>(1)</sup></b>	82,202	83,233	84,196	85,302	86,474			
<b>Households<sup>(1)</sup></b>	33,131	37,160	38,282	40,427	41,061			
<b>Overall recovery (%)<sup>(2)</sup></b>	25%	27%	29%	27%	28%	65%	67%	70%
<b>Materials recovery</b>	25%	27%	29%	27%	28%	>80%	>80%	>80%
<b>Energy recovery</b>	0%	0%	0%	0%	0%	<20%	<20%	<20%
<b>Perth metro average<sup>(3)</sup></b>	36%	38%	40%	41%				

(1) Source (except 2014-15): Western Australia Tomorrow Population Report No. 11 <https://www.dph.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>. Population for 2014-15 from Western Australia Tomorrow Population Report No. 10. Population for intercensal years extrapolated. Households estimated using 'Average people per households' from 2016 ABS Census Quickstats.

(2) Source: Local Government Census data - domestic

(3) Source: Waste Authority data fact sheets <http://www.wasteauthority.wa.gov.au/programs/data/data-fact-sheets/>

#### **Additional comments** *(local government to insert any additional comments that may be applicable)*

Population data was slightly amended to reflect City's population data and population forecasts (prepared by .id, the population experts)  
Household data amended to reflect City's property data records. Baseline data has not been amended.  
2018-19 figure added to show trends . Perth metro average figure unknown.

## Part 1 - Services and performance

### 5.0 Protect

Objective 3 of the Waste Strategy is to protect the environment by managing waste responsibly, with targets for achieving better practice, reducing litter and illegal dumping. **By 2030 all waste is managed by and/or disposed to better practice facilities, by 2030 move towards zero illegal dumping and zero littering.**

### 5.1 Better practice

Adoption of better practice approaches to waste management is an important way in which local government can better protect the environment from the impacts of waste, and contribute to achievement of the targets under objective 3 of the Waste Strategy. See *Guidance Document - 5.0 Better practice, Table 4* for a summary of the Waste Authority's current and planned better practice guidelines.

Table 4: Better practice approaches and programs adopted by the City of Mandurah

(LG to complete the table)

Waste management activity/service	Waste Authority better practice guideline or program	Date of adoption/implementation	Comment
Behaviour change programs and initiatives	WasteSorted communications toolkit	Ongoing	The City uses the toolkit wherever possible in its delivery of waste related information to the community
	WALGA Big Tagging Program Guidelines for Local Government	2014	Program has been in place since 2014. In 2020 the program was expanded to align with the WALGA Bin Tagging Program
Kerbside waste services	Construction and Demolition Waste Position Statement	2018	Construction and demolition waste is separated at the City's Class 1 landfill and stockpiled and crushed for use in municipal activities
	FOGO Position Statement	N/A	The City intends to undertake a FOGO feasibility study in 2023/24 financial year. Feasibility study to include an assessment of the viability of the service, including technology, markets, cost benefits and other contractual commitments
	Source Separation of Waste Position Statement		The City has provided a fortnightly co-mingled kerbside collection service since 2000. A new waste oil and battery collection service was implemented in 2019 where residents can place 5L of waste oil and 1 car battery on their verge for collection each fortnight (aligns with recycling service). The hard waste verge collection is required to be source separated so that scrap metal can be collected separately and recycled. The Waste Management Centre is designed so that residents can source separate their waste and place recyclables in designated recycling areas prior to placing general waste in the tipping shed.
	WALGA Better Practice Reuse Shop Guidelines	Proposed	The City's proposed Recycling Tip Shop (subject to Council endorsement) will be based around the WALGA guidelines
Primary School Education Program	N/A	2000	Cleanaway provide a primary school education program to primary schools within the district. Parents of the students participating are surveyed to gauge the program effectiveness and seek input on the City's recycling service in general. A detailed report is produced each term outlining the parent and teacher feedback

### 5.2 Litter

The data in Table 5 was reported by the your local government in the 2017-18 local government census. Additional information to be provided by the local government in Table 6 if available.

Table 5: 2017-18 litter data (LG to review pre-filled and complete the table)

	Response and comments
Litter hotspot used on a regular basis for littering in 17-18	Shopping centres, road verges, parks, fast food outlets
What are the main items littered at these hotspots?	Packaging material, take away food containers, dog waste bags
Current measures aimed at contributing towards the zero littering target	Over 800 public bins located throughout the City Installation of over 200 dog waste bag dispensers with the use of compostable bags located throughout the City KABC Adopt a Spot and Clean up programs Partnerships with community groups for clean up events Annual Clean Up Australia events CityParks collect litter in parks before mowing lawns and conducting park maintenance Sea bin trial - Marina Single Use plastics Disability group cleanups Ranger activities

Table 6: Additional litter information (LG to complete the table where information is available)

Is littering increasing or decreasing in your local government authority?	It would appear to be increasing based on complaint data
How were the costs associated with cleaning up litter calculated? Employee time? Dollar value? Both?	Litter is collected through a combination of contractors and staff within CityParks. Accurate financial data is not currently available, but the City's recent move to One Council should improve the collection of data specific to this activity.
Does the city have a litter strategy? If not, what is the ETA for completing one?	The City does not have a dedicated Litter Strategy and an action has been included in the Plan to develop a Strategy in 2023/24
Have any of the city's compliance and waste education officers undergone training on litter prevention? If so, what training?	No - not aware training was available
What current policies and guidelines does your council enact to prevent litter? E.g. Event planning guidelines on the use of balloons in council facilities and the release of helium balloons; no cigarettes on the beach; no single use plastics at events.	An internal Single Use Working Group was created to address and reduce the use of single use plastics within the City.
How does your local government measure the effectiveness and impact of programs designed to reduce littering and illegal dumping?	The effectiveness of littering/illegal number measures is assessed by the number of incidences, number of infringements issued and disposal costs

Estimated cost of cleanup (due to collection, disposal, education, infrastructure and enforcement)	Unknown
----------------------------------------------------------------------------------------------------	---------

Source: Local government Census data2017-18

<b>Additional comments</b> <i>(local government to insert any additional comments that may be applicable)</i>

### 5.3 Illegal dumping

The data in Table 7 was reported by your local government in the 2017-18 local government census. Additional information to be provided by the local government in Table 8 if available.

Table 7: 2017-18 Illegal dumping data (LG to review pre-filled data and complete the table)

	Response and Comments
Cost of cleaning up illegally dumped waste during 2017-18	\$130,000 (rough estimate)
Sites used on a regular basis for illegal dumping in 2017-18. Where possible, please provide site address/es	Stock Road, Parklands End of Stock Road, Lakelands New subdivisions (Madora Bay and Dawesville) Dandaragan Drive, Dawesville End of Old Pinjarra Road, Greenfields End of Tims Thicket Road, Dawesville 7 Quail Road, Herron
What are the main items dumped at these sites?	General household junk, tyres, mattresses, furniture etc
Current measures aimed at contributing towards the zero illegal dumping target	Rangers monitor and patrol known dumping sites around the district and utilise signage from the Litter Lookout Program to highlight these areas. Covert cameras are placed at popular dumping spots. These are only effective if you have either a vehicle registration plate to follow up and/or a witness who can positively identify the alleged offender. Discriminate dumping on verges during the night is also an ever increasing problem - which could be linked to tenants not having access to waste vouchers. Ratepayers are provided with 4 waste vouchers (2 green waste and 2 general waste) each year to provide free disposal at Waste Management Centre; 2 green waste verge collections and one hard waste collection. Illegal dumping campaign on social media, print media.

Source: Local government Census data2017-18

<b>Additional comments</b> <i>(local government to insert any additional comments that may be applicable)</i>
At present, the City is unable to provide the data requested in Table 9. However, when the City upgrades its CRM system to One Council in July 2021 - there will be the potential to segregate complaint data for littering and illegal dumping and to obtain improved waste and financial data for collections. The City will also explore improving data collection methods in the field, through electronic data capture, so as to provide improved data about composition of illegally dumped waste

Table 9 indicates the type of detailed data local governments may collect to enable better targeted monitoring and enforcement of illegal dumping. Please provide this information here, if available.

Table 9: Detailed illegal dumping data collection by the City of Mandurah

(LG to complete the table if data available)

Date of data collection: Not available

Waste Type	# of incidents	Total approximate Weight (tonnes)	Change from previous year	Regulatory notices issued
C&I				
C&D				
E-waste				
Household waste				
Mulch & green waste				
Scrap metal				
Soil & excavated material				
Hazardous/problem waste				
Other				
<b>TOTAL</b>				
<b>Cleaned up by</b>	<b>% of total incidents</b>		<b>Cleanup costs (\$)</b>	
Local government				
Land owner				
Offender				
<b>TOTAL</b>				

Which division/unit/section of your organisation is responsible for litter management/prevention? Waste services? Compliance (e.g. Rangers)? Infrastructure?	Infrastructure is managed by Waste Management, Litter prevention is shared between Waste Services and Ranger Services. Ranger Services are responsible for compliance/enforcement.
How important is litter management to your organisation? (1 - Not at all important; 5 - Highly important).	3

Table 8: Additional illegal dumping information (LG to complete the table where data is available)

Is illegal dumping increasing or decreasing in your local government authority?	Increasing
How does your local government measure the effectiveness and impact of programs designed to reduce illegal dumping?	No of incidents and cost of dumping
Which division/unit/section of your organization is responsible for illegal dumping management/prevention? Waste services? Compliance (e.g. Rangers)? Infrastructure?	Waste Management are responsible for clean up through the use of contractors. Ranger Services are responsible for compliance/enforcement.



# Part 1 - Services and performance

## 6.0 Waste management tools

### 6.1 Waste services

Local government data relating to the waste collected, recovered and landfilled is presented in Table 10. It is important to review this data when developing *Part 2 – Implementation Plan*, as it can:

- provide an understanding of how different systems are performing (e.g. recovery levels)
- highlight the need for any new collection systems or infrastructure
- identify the timing and capacity of any new collection systems or facilities required to meet the changing needs of local governments.

In working towards alignment with the Waste Strategy, the local government should focus on the materials resources with the greatest potential to support the objectives and targets of the Waste Strategy.

NB: DWER is currently developing a range of better practice guidelines. Better practice rates will need to be updated as the guidelines are released.

Table 10: Significant sources and generators of waste in 2017-18 (LG to review pre-filled data and amend/update if necessary. Add additional comments if necessary)

Service/Sources	Tonnes collected	Tonnes recovered	Recovery rate	Better Practice rate	Target rate 2025	Target rate 2030
Kerbside	mixed waste	29,022				
	comingled recyclables	8,177	7,004	19%	%	
	green waste					
	FOGO					
Vergeside	green waste	2,382	2,382	65%	%	
	hard waste	1,911	416			
Drop-off	mixed waste	6,009				
	dry recyclables	157	157			
	green waste	2,778	2,778	43%	%	
	hard waste	1,571	1,571			
	hazardous waste					
Public place	mixed waste	1,412		0%		
	comingled recyclables					
Special event	mixed waste	14		0%		
	comingled recyclables					
Commercial	mixed waste	1,523				
	comingled recyclables	482	413	21%	n/a	
	paper/cardboard					
Local government waste	Illegal dumping clean up					
	street sweepings					
	roadworks	1386	0	38%	%	
	other C&D activities					
	roadside pruning	856	856			
other						
<b>TOTAL</b>	<b>57,680</b>	<b>15,577</b>	<b>27%</b>			

Source: Local Government Census Data 2017/18

#### Additional comments (local government to insert any additional comments that may be applicable)

Added tonnage for local government waste - roadworks and Citypark activities  
 Added note to explain drop off hard waste composition  
 Commercial quantities of mixed waste and green waste not included in table  
 Compositional waste data from bin audit under taken by Cleanaway within City in 2019

Table 11 provides space for the local government to include bin audit information for kerbside waste services, if available. Bin audits can help local governments understand the material composition in kerbside bins, highlight where additional efforts are required to increase performance and assist in planning for future service options such as FOGO collection. See **Appendix for full breakdown of composition categories**

Table 11: Compositional audit data for kerbside waste services (Complete if data is available. Add additional comments if necessary).

General waste bin	
Yield per household (kg/hhl/week)	14.05
Per capita (kg/per capita/week)	6.35
Audit year	2019
Composition	Total %
Recyclables (paper, cardboard, plastics, steel, aluminium, glass)	16.48
Organics (organics, wood/timber, textiles, earth)	61.97
Hazardous (medical, sanitary/ hygiene, nappies, chemicals, paint, batteries, fluorescent tubes, light bulbs, oil, building material)	0.54
Other (electronic waste, miscellaneous)	21.01

Recycling bin	
Yield per household (kg/hhl/week)	5.23
Per capita (kg/per capita/week)	1.78
Audit year	2019
Composition	Total %
Recyclables (paper, cardboard, plastics, steel, aluminium, glass)	91.48
Organics (organics, wood/timber, textiles, earth)	2.16
Hazardous (medical, sanitary/ hygiene, nappies, chemicals, paint, batteries, fluorescent tubes, light bulbs, oil, building material)	0.11
Other (electronic waste, miscellaneous)	6.25

Garden organics or FOGO bin	
Yield per household (kg/hhl/week)	N/A
Per capita (kg/per capita/week)	N/A
Audit year	N/A
Composition	Total %
Recyclables (paper, cardboard, plastics, steel, aluminium, glass)	N/A
Organics (organics, wood/timber, textiles, earth)	N/A
Hazardous (medical, sanitary/ hygiene, nappies, chemicals, paint, batteries, fluorescent tubes, light bulbs, oil, building material)	N/A
Other (electronic waste, miscellaneous)	N/A

# Part 1 - Services and performance

## 6.0 Waste management tools

### 6.2 Waste infrastructure

The number, type, capacity and location of key existing local government owned and/or operated waste and resource recovery infrastructure is required to understand the future need for different facility types. **This section is not relevant to local governments that do not own/operate waste facilities.**

Table 12: Current waste and resource recovery infrastructure operated by the local government (LG to complete the table)

Facility name (and licence number if applicable)	Facility Type	Location	Managed by	Licence category and approved production or design capacity	Material type	Service/activity	Remaining Capacity (if applicable)	Anticipated Closure (year)
Mandurah Waste Management Centre Lic No. L7200/1997/10	Transfer station and recycling centre	80 Corsican Place, Parklands	Cleanaway Pty Ltd	Category 62 - 60,000 T	General waste	Drop off and landfill	N/A	Unknown
					Green waste	Drop off, mulch and recycle		
					Inert waste	Drop off and landfill		
					Scrap metal	Drop off and recycle		
					HHW	Drop off and storage prior to recycling/disposal		
					Asbestos	Drop off and landfill		
					Other recyclables: - Paper and cardboard	Drop off and storage prior to recycling		
Problematic wastes: - Batteries - Tyres - Mattresses - E-waste	Drop off and storage prior to recycling							
Tims Thicket Waste Facility Lic No. L6860/1995/11	Inert Landfill facility	180 Tims Thicket Road, Dawesville	Cleanaway Pty Ltd	Category 63 - 50,000 m3 Category 13 - 10,000 T	Class 1 inert waste	Drop off and landfill		Landfill - 2050
					Crushed concrete	Drop off, crush and recycle		

Table 13 provides space for local governments to provide information about planned waste and resource recovery infrastructure, if relevant.

Table 13: Planned waste and resource recovery infrastructure (LG to complete the table)

Location	Managed by	Licence category and approved production or design capacity (if known)	Waste type	Service/activity	Estimated operation start date
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	General/Recyclable	Undertake feasibility study to establish a recycling tip shop at front end of Waste Management Centre	2021/22
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	Recycling	Upgrade of recycling areas (green waste, scrap metal, inert waste, tyres, mattresses, batteries, asbestos, e-waste, etc) at WMC through the construction of new hardstands and bunkers for the storage of these materials.	2020/21
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	General Waste	Upgrade fire detection and fire fighting services at Waste Management Centre.	2021/22
Waste Management Centre	Cleanaway Pty Ltd	Category 62 - 60,000 T	General Waste	Purchase two new compaction trailers (replacing old trailers) to transport waste to landfill/waste to energy facility	2020/21

**Additional comments** (local government to insert any additional comments that may be applicable)

The Waste Management Centre was constructed in 1997. The City proposes a major upgrade and has committed to developing a Master Plan for the future upgrade of the facility in 2024/25.

## Part 1 - Services and performance

### 6.0 Waste management tools

#### 6.3 Policy and procurement

##### 6.3.1 Contracts

Information on your local government's existing waste contracts should be detailed in Table 14. When reviewing services, it is a good opportunity to evaluate how they are performing, opportunities for regional collaboration and to identify any opportunities for improvement, review or renegotiation.

Table 14: Existing waste management contracts (LG to complete the table)

Contractor	Services		Notes/comments
Cleanaway Pty Ltd	Weekly refuse collection	Operation of Waste Management Centre	The City has entered into a long term (7 years with 3 x 1 year options) strategic alliance contract with Cleanaway Pty Ltd for the delivery of all waste management services within the City. The contract is managed by a Board comprised of senior staff from both the City and Cleanaway and contract performance is managed through KPI and a strategic review of the contract every 2 years.
	Fortnightly recycling collection	Operation of Tims Thicket Waste facility (inert landfill)	
	Recycling processing	Green waste verge collections	
	Public bin collections	Illegal dumping/littering	
	Junk verge collection	Special event collections	
	Commercial 240 L bin rubbish and recycling collections	Waste Education	
	Customer Service Centre		
Cleanaway	Landfill Disposal		The City has a separate contract with Cleanaway for the disposal of the City's waste at the Banksia Road Landfill in Dardanup. The contract expires on 8 August 2021.
Avertas Energy	Waste processing		The City has signed a long term (20 years) contract with Avertas Energy for the processing of the City's municipal waste stream. The plant is expected to be operational and be able to receive the City's waste from January 2022.

##### 6.3.2 Waste local laws and policies

Information on your local government's existing local laws, strategies or policies that may complement/support this waste plan and contribute to the Waste Strategy objectives should be detailed in Table 15.

Table 15: Existing waste-related local laws, strategies and policies (LG to complete the table)

Type of local law, strategy or policy	Name of local law, strategy or policy	Came into force	Comments
Waste Avoidance and Resource Recovery Act 2007 - Local Laws	City of Mandurah Waste Management Amendment Local Law 2012	2010	Local laws were originally gazetted in 2010. A major amendment to the local laws was gazetted in 2012 where Part 2 relating to Waste Management Plans was removed - along with some minor terminology amendments. It is proposed to review the local laws in 2021/22 in line with the WALGA Local Law template.

### 6.3.3 Land use planning instruments

Information on your local government's existing local planning instruments which contribute to the management of waste should be detailed in Table 16

Table 16: Existing waste-related land use planning instruments related to waste management (LG to complete the table)

<b>Local Planning Strategy</b>	TITLE:	Local Planning Strategy	
	ENDORSED BY WAPC:	Not as yet	
	NEXT REVIEW DUE:	N/A	
	Is waste considered and reflected in the Local Planning Strategy?	NO	Please provide details below:
<b>Local Planning Scheme</b>	Does the Local Planning Strategy identify current and future waste facility sites?	NO	Please provide details below:
	Does the Local Planning Strategy identify buffers around existing and/or future sites to avoid land use conflict?	YES	Please provide details below: Waste water treatment plant buffers Waste Management Centre is located within Water Corporation Waste water treatment plant odour buffer Tims Thicket Waste facility is surrounded by 31 Ha of crown land vested in the City for recreation purposes and provides adequate buffers to residential premises
	TITLE:	City of Mandurah Town Planning Scheme 3	
<b>Local planning policies</b>	GAZETTED:	21-Jul-99	
	NEXT REVIEW DUE:	New Scheme being progressed - Local Planning Scheme 12	
	Are resource recovery facilities, waste disposal facility and waste storage facility defined as land uses (as per <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> ) and included in the council Local Planning Scheme zoning table, with either a P/I/D/A/X permissibility?	NO	If NO please provide comments below:
	If these land uses are not defined and not in the zoning table, how does the Scheme deal with such land uses (i.e. is an alternative definition used to that in the <i>Regulations 2015</i> ? Or are these land uses zoned as "Use not listed")?	Please provide details below: These land uses are zoned as "Use not listed"	
	Does the Local Planning Scheme identify statutory buffers as Special Control Areas for strategic waste infrastructure facilities to avoid encroachment by incompatible land uses?	NO	If NO please provide comments below: Peel Region Scheme identifies buffer to Waste Water Treatment Plant & Waste Management Centre
<b>Local planning policies</b>	TITLE:		
	ADOPTED BY COUNCIL:		
	RELATIONSHIP TO WASTE STRATEGY OBJECTIVES:		
	Does the local government have any local policies which relate to the objectives of the Waste Strategy (reduce generation, increase recovery, protect the environment)?	NO	If YES please provide comments:

### 6.3.4 Sustainable procurement

Local governments can be significant consumers whose purchasing decisions and procurement policies can have positive impacts. This section reviews activities relating to procurement of infrastructure, goods and services that avoid waste, promote resource recovery or encourage greater use of recyclable and recycled products. Information on existing sustainable procurement policies or practices that may contribute to the Waste Strategy objectives should be detailed in Table 17.

Table 17: Existing sustainable procurement policies and practices (LG to complete the table)

Sustainable procurement policy or practice	Date adopted by council	Actions implemented e.g. switching to recycled	Alignment with Waste Strategy targets, objectives or focus materials
Council Procurement Policy (includes section on sustainable procurement)	27-Oct-20	Section 4 of the Policy relates to Sustainable Procurement	Procurement that reduces waste and energy efficiency, and causes least damage to the environment is preferred.
Procedure - Procurement of Goods and Services	11/01/2021	Section 6 relates to Sustainable Procurement	

Additional comments (local government to insert any additional comments that may be applicable)

## Part 1 - Services and performance

### 6.0 Waste management tools

#### 6.4 Behaviour change programs and initiatives

Communication and engagement with waste generators and managers underpins many local government waste management activities, and are vital in driving behaviour change needed to achieve the objectives and targets of the Waste Strategy.

Behaviour change programs and initiatives refers to activities that increase awareness, skills and knowledge; provide consistent messaging; help people to use waste infrastructure; and encourage the adoption of specific, positive waste behaviours and attitudes.

Most local governments have existing behaviour change programs and initiatives and it is important to evaluate their effectiveness. This section includes an opportunity for a high level qualitative assessment process to understand what has worked and what has not. The results can be used to inform actions for *Part 2 – Implementation plan (Table 21)*.

Information on the local government's existing waste behaviour change programs or initiatives should be detailed in Table 18. This may include participation in Waste Authority funded programs, or programs/initiatives run by the local government.

Table 18: Behaviour change programs and initiatives, including Waste Authority programs and other local government initiatives (LG to complete the table)

Local government program/initiative	Description	Outcomes achieved as a result of the program (Qualitative/quantitative)	Evaluation method	What's worked/not worked	Suggested improvements
Bin tagging program	The City, in conjunction with its waste contractor, Cleanaway implemented a Bin Tagging Program in 2014. The program was postponed in March 2020 due to COVID-19. The program recommenced in Oct 2020 in line with WALGA bin tagging program	Reduction in the level of contamination in the recycling bin and improving understanding of what can and cannot be recycled	Audit of kerbside bin. Data collated in a Dashboard which is reviewed by Operational Management Team	Program clearly demonstrated a reduction in contamination within the recycling bin	Program has recently been modified to align with WALGA's bin tagging program where it uses tags rather than stickers and also includes audits of the rubbish bin
Waste education	Primary School Education Program	Education of primary school children on waste minimisation and recycling	A survey is sent out to each parent at the end of the education sessions seeking their input on the education program and City's recycling service in general. Results are compiled in a report on a Term basis.	Program works well and results are encouraging	Annual reporting of results detailing responses from teacher and parents about the education program and the City's recycling service.
Waste education	Recycling Bin - Sticker Program	Inform residents on the types of materials that can and cannot be placed in the recycling bin	Level of contamination within the recycling bin	Stickers deteriorate over time and it is not cost effective to update stickers as recycling information changes	
Waste education	Stall at annual Crab Fest event to educate the community on waste minimisation and recycling activities. Education activities are undertaken jointly with Cleanaway	Educate the community on the City's recycling activities	Number of interactions with community members and general feedback	Information at stall is generally well received by community.	Crab Fest for 2020 and 2021 cancelled due to COVID-19
Waste education	Review of City's website to contain accurate waste information	Provide accurate and up to date information to the community on the City's waste management services and activities.	Monthly review of website to ensure information is accurate and to explore opportunities to improve and expand the website to enable improved access for residents	Information on website requires regular review and needs to be easily accessible.	Improved website functionality by providing access to online forms
Waste education	Annual Waste and Recycle Guide	Inform residents on the City's waste and recycling activities	Reviewed annually		Transitioned Waste guide from a paper copy to an electronic version in 2020, which can be downloaded from the website. Paper copy can still be requested.

**Additional comments** (*local government to insert any additional comments that may be applicable*)

*Rivers Regional Council do not provide any waste education activities to the City.*

## 6.5 Data

Table 19 provides an opportunity to assess existing waste data practices, identify strengths and gaps and consider the kinds of data activities which could be included in the *Part 2 – Implementation Plan* to improve the local government's waste data. It should be completed based on the data/information covered in *Part 1* of this document, as well as the individual experience of the officer/s responsible for collecting and using waste data.

Where 'no', please comment on:

- the kinds of data that is missing, where data gaps exist
- barriers to collecting or accessing adequate data
- the kinds of data collection, analysis or reporting practices that are not currently in place which would assist local government waste management functions.



Table 19: Assessment of waste data (LG to complete the table)

	Please ✓		Comment
	YES	NO	
Does the local government have access to adequate waste data to complete Part 1 of the waste plan?		✓	Mandalay Technologies weighbridge software is utilised at both waste facilities. Other data sources are City's Enterprise System (One Council) and contractors. Data is regularly reviewed to improve data capture. Data relating to littering and illegal dumping requires improvement.
Does the local government use waste data when undertaking planning activities for waste projects/programs?	✓		Waste data is vital and allows for informed decisions to be made when considering infrastructure and/or changes to existing or new services
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government use waste data when monitoring or assessing waste projects/programs?	✓		Waste data is captured monthly and Dashboards are analysed on a monthly basis.
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government use adequate waste data to measure progress toward the targets and objectives of the Waste Strategy?	✓		Waste data allows for trends to be analysed and tracked against targets and objectives
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government have access to adequate waste data to fulfil annual data reporting obligations under the WARR Regulations? (previously undertaken through the Waste and Recycling Census)	✓		Data capture from facilities, contractors and City Enterprise systems is sufficient to enable completion of mandatory reporting
Are there any types of waste data that the local government does not currently collect or have access to that would be helpful/useful?	✓		Data for commercial 240 L MGB collections. As commercial 240 L MGBs are collected in the same truck as residential 240 L MGBs, it is difficult to accurately determine quantities of residential and commercial waste. Some generic assumptions are made regarding commercial 240 L MGBs and this is included in the Waste Census. Also the recycling data is obtained from Cleanaway and is amalgamated across the entire facility and include many local governments. It would be useful to have Mandurah specific data, but this is not possible. Weekly audits of recycling trucks are undertaken to gauge contamination rates.
Are there any ways which local government waste data collection, storage or use could be improved?	✓		Improved data collection for Illegal dumping and littering activities
Is the data collected by the local government accurate? Are any new strategies needed to improve accuracy?	✓		Majority of data is captured through weighbridge software at major waste facility. Some conversions and assumptions made with commercial bin collections
Does the pre-filled data provided in this template align with the data the local government has? i.e. is this pre-filled data accurate?			Some data required updating - discrepancy between population and household numbers. There is also some difficulty in accurately determining the quantity of waste collected through the kerbside collection from commercial premises as we do not provide a dedicated commercial service. At times, there is difficulty in accurately quantifying between residential and commercial waste and recyclables received at the Waste Management Centre (drop off).
Any additional comments?			

## Part 1 - Services and performance

### 7.0 Summary

The purpose of *Part 1* of the waste plan is to consolidate information about current waste management practices, to enable you to assess and identify:

- current waste management performance
- alignment between current waste management practices and the Waste Strategy
- strengths and successes, as well as gaps and opportunities for improvement.

Table 20 provides space to analyse the data and information presented in *Part 1*, and should be used to determine waste management priorities for the short, medium and long term, and translate these priorities into actions in *Part 2 – Implementation plan (Table 21)*.

Table 20: Assessment of current waste management performance and prioritisation of future actions *(Completing this table is optional)*

<p><b>Waste management achievements</b> (for example, performance/achievement against Waste Strategy targets or objectives or where particular waste management objectives have already been met)</p>	<p>Bin tagging program Primary School Education Program Waste Alliance contract Avertas Energy Waste Contract Upgraded website and provision of improved waste information Annual waste guide transition to electronic version</p>
<p><b>Opportunities for improvement</b> (for examples, where performance against Waste Strategy targets or objectives could be improved or where waste management objectives have not been met)</p>	<p>Improved data collection for illegal dumping and littering activities Development of Waste Education Strategy and Plan Feasibility study for the establishment of Recycling Tip Shop at WMC Feasibility Study for third bin FOGO service Review of how verge collections are delivered Reduction in littering and illegal dumping incidents</p>
<p><b>Priority areas for action in Part 2 – Implementation plan</b></p>	<p><b>Ongoing (activities currently under way and/or continuously undertaken)</b> Bin Tagging program Primary School Education Program Implementation of waste plan Upgrade of recycling areas at WMC</p> <p><b>Short term (within the next 1-2 years)</b> Waste audits of rubbish and recycling bins Development of Waste Education Strategy and Plan Upgrade of recycling areas at WMC Improve data collection in littering and illegal dumping Feasibility study for tip shop at WMC Feasibility study on improved verge collections <del>Delivery of waste to Waste to Energy plant</del></p> <p><b>Medium term (within the next 3-5 years)</b> Undertake Feasibility study on the introduction of a third bin FOGO service Achievement of resource recovery targets in Waste Strategy Develop City of Mandurah Litter Strategy</p> <p><b>Long term (more than five years)</b> Achievement of resource recovery targets in Waste Strategy Development of master plan for upgrade of Waste Management Centre Business Case for hydrogen powered waste collection vehicle</p>

## **APPENDIX 2 – WASTE PLAN PART 2**

### **IMPLEMENTATION (ACTION) PLAN**

## Part 2 - Implementation plan

This implementation plan outlines the actions which your local government will take over the next 5+ years to contribute to the achievement of relevant Waste Strategy targets and objectives. It is where the priorities described in the summary ( Part 1 – 7.0 Summary, Table 20) are translated into actions. Please refer to the *Guidance Document* under sections: **4.0 How to complete Part 2 – implementation plan**, **5.0 Better practice** and **6.0 Waste management tools**, when developing this implementation plan.

Table 21: Implementation plan

Waste Management Tool	Actions (OR link to existing local government plan/document that details this activity)	Is the action new or existing?	Detailed actions/sub-actions (OR link to existing local government plan/document that details this activity)	Milestones (SMART - Specific, Measurable, Achievable, Relevant, Timed)	Target (SMART)	Timeframe for delivery (completion date)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, why?)	Aligns to Waste Strategy Objective/s			Responsibility for implementation (branch, team or officer title, not the names of individual officers)	Identified risks (Impact/consequences and mitigation strategies)	
								Avoid	Recover	Protect			
Waste services	Undertake a feasibility study on the introduction of an on-demand verge collection service	New	1. Review current verge collection service 2. Review Cleanaway tender submission (2017) for on-call verge bin system 3. Prepare feasibility study on the future delivery of verge collection services, including an on demand bin service 3. Report to Council outlining options and seeking endorsement	1. Completion of feasibility study by June 2023 2. Report to Council for endorsement by Dec 2023	1. Feasibility study to be completed by June 2023 2. Report to Council by December 2023	Dec-23	N - Future operational budget	✓	✓		Waste Management		
	Undertake a feasibility study for introducing a three bin FOGO service, consistent with the Waste Strategy 2030 in the 2023/24 financial year	New	1. Review State Government Better Practice Guidelines on 3 bin FOGO kerbside service 2. Prepare a Feasibility study on 3 bin FOGO service 3. Study to include an assessment of the viability of the service, including technology, markets, cost benefits and other contractual commitments 4. Report to Council outlining options and seeking endorsement 5. Implement chosen solution	1. Feasibility study to be completed by June 2023 2. Report to Council for endorsement by Dec 2023	1. Feasibility study to be completed by June 2023 2. Report to Council by December 2023	Dec-23	N - Future operational budget	✓	✓		Waste Management		
	Continue to undertake waste oil and battery kerbside recycling collections	Existing	1. Service commenced in Dec 2019 2. Continue to provide waste oil and car battery kerbside collections to Mandurah residents 3. Service to be reviewed annually	1. Continue to provide recycling service to Mandurah residents 2. Review service annually	Continue to provide service to Mandurah residents		Ongoing	Y - existing operational budget		✓	✓	Waste Management	Risks: Inability to collect general household waste and operate the Waste Management Centre Contractual Arrangements with Avertas Energy - committed waste; cost of service to ratepayers, available markets to process FOGO; contamination rates; available space to store 3 bins Financial implications to community
	Review Waste Service Plans (for each waste system) under the Waste Alliance contract with Cleanaway annually and seek Alliance Board approval of any proposed amendments	Existing	1. Operational Management Team to annually review Waste Service Plans for each waste system as required by the Waste Alliance contract 2. Waste Alliance Board to approve amendments to the Service Plans each year as part of budget deliberations 3. The annual Waste Alliance budget is to be based on implementation of the Service Plans and be approved by the Waste Alliance Board and Council	1. Service Plans to be reviewed in February each year and any amendments to be referred to Waste Alliance Board for approval 2. Waste management budget to be presented to the Waste Alliance Board in March each year for consideration, adoption and referral to Council for approval	1. Service Plans to be reviewed in February each year 2. Plan amendments to be approved by Waste Alliance Board in March each year 3. Waste management budget to be presented to Waste Alliance Board in March each year for consideration, adoption and referral to Council for approval		Ongoing	Y - existing operational budget	✓	✓	✓	Waste Management	
	Maintain membership on Rivers Regional Council (or Regional Subsidiary if that occurs)	Existing	1. The City has been a member of Rivers Regional Council since 2015 2. Maintain the City's membership on the Rivers Regional Council (or Regional Subsidiary if that is approved by Minister)	Maintain membership on RRC (or Regional Subsidiary)	Maintain membership on RRC		Ongoing	Y - existing operational budget	✓	✓	✓	Waste Management	
	Review the impact of the Containers for change program on the City's waste services	New	Conduct a review of the City's waste service to ascertain the impact, if any, of the State Governments Containers for Change program	Review completed by June 2022	Review completed by June 2022	Jun-22	Y - existing operational budget			✓			
	Continue representation on relevant waste related committees and attend relevant waste conferences	Existing	1. Continue to provide representation on WALGA Officers Advisory Group, Consistent Communications Collective, etc 2. Maintain membership of Waste Management and Resource Recovery Association 3. Attend State Waste conference or other applicable waste related conferences	1. Maintain membership on WALGA Officers Advisory Group 2. Maintain membership and representation on relevant waste related groups 3. Attend State Waste conference or other applicable waste related conferences	1. Maintain memberships 2. Represent City of Mandurah in committees and at conferences		Ongoing	Y - existing operational budget				Waste Management	
Waste Infrastructure	Upgrade the green waste and general recycling storage areas at the Waste Management Centre in accordance with concept plan	Existing	1. Complete concept design 2. Consult with DWER and seek the appropriate approvals to commence works 3. Works to be undertaken in last quarter of 2020/21	Works to be completed by Jun 2021	Works to be completed by 30 June 2021	Jun-21	Y - 2020/21 capital budget		✓	✓	Waste Management Infrastructure Management Operational Services		
	Develop a Master Plan for the future upgrade of the Waste Management Centre	New	1. Waste Management Centre is 24 years old 2. Engage Consultant and prepare Master Plan for upgrade of Waste Management Centre 3. Report to Council seeking endorsement of Master Plan	Master Plan to be prepared and approved by Council by December 2025	Master Plan to be prepared and approved by Council by 2025	Jun-25	N - Future waste management budget			✓	✓	Waste Management Technical Services	
	Determine the feasibility of establishing a Recycling Tip Shop at the front end of the City's Waste Management Centre	New	1. Review current Recycling Tip shop design and options for operating facility 2. Prepare Business Plan for Recycling Tip shop 3. Prepare report to Council seeking project endorsement	1. Business Plan to be completed by May 2022 2. Report to Council by June 2022	1. Finalise concept design of Recycling Tip shop by June 2022 2. Business Plan to be completed by May 2022 3. Report to Council by June 2022 seeking endorsement	Jun-22	N - Future waste management budget	✓	✓			Waste Management Business Services	
	Implement rehabilitation of the old inert cells at Tims Thicket Inert landfill in accordance with the Management Plan	New	1. New Management Plan has been prepared and circulated to DWER 2. Implement actions within the Management Plan	1. Completion of rehabilitation actions within plan for 2020/21 2. Completion of rehabilitation actions within plan for 2022/23 3. Completion of rehabilitation actions within plan for 2024/25	1. Completion of rehabilitation actions for 2020/21 2. Completion of rehabilitation actions for 2022/23 3. Completion of rehabilitation actions for 2024/25		2025	Existing budget - Long Term Financial Plan	✓	✓	✓	Waste Management	Risks: Failure to provide adequate waste infrastructure to deal with the City's waste Failure to maintain the City's waste facilities to best practice standards Mitigation: Actions outlined in this plan aim to mitigate these risks
	Purchase new compaction trailers for the transport of waste to the Waste to Energy facility in Kwinana	Existing	1. Develop RFT for the purchase of two new quad axle compaction trailers for use at WMC 2. Advertise RFT and procure trailers	1. RFT to be advertised in January 2021 2. City to receive trailers by Sept 2021	1. Procurement finalised and trailers ordered by March 2021 2. City to receive trailers by Sept 2021	Sep-21	Existing 2020/21 capital budget	✓				Waste Management Procurement - Tenders and Contracts City Fleet	
	Upgrade fire detection and fire fighting services at Waste Management Centre.	New	1. Review fire fighting services at WMC 2. Develop scope of works to connect all fire fighting services at the site to the dedicated fire main for site 3. Install thermal cameras into recycling shed and network into existing communication system	1. Develop scope of works to upgrade fire fighting services at the facility 2. Procure and carry out upgrade works 3. Procure and install thermal cameras	Fire detection and fire fighting upgrades to be completed by June 2022	Jun-22	Proposed 2021/22 Capital Budget				✓	Waste Management	
	<b>(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region)</b> Install weighbridge at the Tims Thicket Waste facility for inert landfill operations (dependant upon Waste Levy expansion into Peel Region)	New	<b>(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region)</b> 1. Evaluate State Governments decision on review of Waste Levy 2. Determine if weighbridge is required due to receipt of leviable waste at site 3. Develop RFQ document and procure weighbridge	<b>(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region)</b> 1. RFQ document to be advertised by September 2021 2. Procurement finalised and order placed 3. Weighbridge installation	<b>(This action is dependant upon Waste Levy Review and whether the levy is expanded to include the Peel Region)</b> 1. Procurement finalised and weighbridge ordered by Nov 2021 2. Weighbridge to be installed and operational by Mar 2022		Mar-22	Proposed 2021/22 Capital Budget	✓	✓		Waste Management	
Determine the feasibility of establishing a green waste facility in the southern corridor of Mandurah	New	1. Prepare a feasibility study on the establishment of a green waste facility in the southern corridor of Mandurah 2. Prepare report to Council seeking endorsement.	1. Feasibility study to be completed by June 2023 2. Report to Council by December 2023	1. Feasibility study to be completed by June 2023 2. Report to Council by December 2023	Dec-23	N - Future operational budget			✓		Waste Management		
Policies and procurement	Review City of Mandurah Waste Management Local Laws 2010	New	1. Review the City's current Waste Local Laws and compare to WALGA Waste Local Law template 2. Propose draft amendments to City's Local Laws 3. Prepare report to Council seeking approval of proposed amendments to Local Laws	1. Local Law review to be completed by Dec 2021. 2. Report to Council seeking endorsement by Mar 2022	Local Law reviewed and report presented to Council by Mar 2022	May-22	Y - operational budget	✓			Waste Management Governance and Legal		
	Review the gate fee structure at the City's waste facilities in light of the Waste to Energy facility becoming operational in January 2022	New	1. Prepare financial model of the gate fee structure at WMC - based on current WTE gate fee and the site becoming operational in January 2022 2. Review Council's fees and charges schedule (waste management) to reflect model outcomes 3. Seek Council approval of new fees	1. Prepare financial model by 28 Feb 2021. 2. Incorporate new fees into Council's draft 2021/22 Fee and Charges Schedule 3. Council to approve draft Fees and Charges Schedule by 30 June 2021	1. Incorporate new fees into Council's draft 2021/22 Fee and Charges Schedule by 30 March 2021. 2. Council to adopt draft 2021/22 Fee and Charges Schedule by 30 June 2021 (as part of budget deliberations)	Jun-21	Y - operational budget	✓			Waste Management Financial Services	Risks: Inability to influence or manage legislative changes. Failure to maintain financial sustainability of all waste service units Mitigation:	
	Prepare a Business Case for the use of a hydrogen powered waste collection vehicle	New	1. Evaluate report from Aurecon on the Renewable Hydrogen Transport Hub 2. Work with Cleanaway and prepare a Business Case on the use of a hydrogen powered waste vehicle	Business Case to be completed by June 2024	Business Case to be completed by Jun 2024	Jun-24	N - Future operational budget	✓	✓			Waste Management Environment Team	

Waste Management Tool	Actions (OR link to existing local government plan/document that details this activity)	Is the action new or existing?	Detailed actions/sub-actions (OR link to existing local government plan/document that details this activity)	Milestones (SMART - Specific, Measurable, Achievable, Relevant, Timed)	Target (SMART)	Timeframe for delivery (completion date)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, why?)	Aligns to Waste Strategy Objectives			Responsibility for implementation (branch, team or officer title, not the names of individual officers)	Identified risks (Impact/consequences and mitigation strategies)	
								Avoid	Recover	Protect			
Data	Improve data collection for illegal dumping	New	1. Implement a new system for capturing of illegal dumping data through the One Council CRM system (waste types, amount, cost, etc). 2. Deploy in field electronic devices (i.e. Tablets) to waste collection drivers to capture images and improved data in the field	1. One Council CRM system to be operational by 2021 2. Evaluate the best in field devices to capture the relevant illegal dumping information and how this can be linked back to the CRM	Data recording system to be in place for illegal dumping by the end of 2021	Dec-21	Y - Future operational budget			✓	Waste Management Business Services	Risks: Lack of access to accurate data poses risks in terms of unknown impacts on the environment and inability to implement effective strategies Mitigation: Strategy is to continuously improve data collection systems, with particular emphasis around illegal dumping	
	Investigate deployment of appropriate technology to assist in the reduction of illegal dumping	New	Investigate enforcement options, such as CCTV, for use at regular illegal dumping sites	Complete study/options by end of 2021/22	Study to be completed by June 2022	2022/23	N - Future waste management minor capital budget	✓	✓	✓	Waste Management Financial Services		
	Continue to conduct a compositional waste audit of the residential rubbish and recycling bins every 2 years	Existing	1. Last waste audit was conducted by Cleanaway in March 2019. 2. Audit to be undertaken in March/April 2021 and March/April 2023 and March/April 2025 3. Appoint consultant/contractor to undertake audit work 3. Conduct audit and report findings to Alliance Board and Council	1. Waste audit to be undertaken in April 2021 2. Waste audit to be undertaken in April 2023 3. Waste audit to be undertaken in April 2025	1. Audit results to be presented to Waste Alliance Board and Council by Aug 2021 2. Audit results to be presented to Waste Alliance Board and Council by Aug 2023 3. Audit results to be presented to Waste Alliance Board and Council by Aug 2025		Aug 2021 Aug 2023 Aug 2025	Y - Operational Budget			✓		Waste Management
Behaviour change programs and initiatives	Develop and implement a Waste Education Strategy and Plan to engage with and encourage waste minimisation and sustainable waste behaviour (Plan to include resourcing requirements)	New	1. Prepare Education Strategy and Plan in conjunction with the City's Communications and Sustainability Teams. Plan to include: - Social media campaigns - Print media campaigns - Website - Waste and Recycle Guide 2. Plan to be reviewed by internal and external stakeholders 3. Final plan to be endorsed by Council 4. Implement Education Plan 5. Plan to include an evaluation of resources required to deliver the actions within the Education Plan	1. Draft Waste Education Strategy and Plan 2. Stakeholder engagement 3. Report to Council seeking endorsement 4. Implement plan	Waste Education Strategy and Plan adopted by Council by Dec 2021.	Dec-21	Y - Operational budget	✓	✓	✓	Waste Management Corporate Communications Environment Cleanaway Pty Ltd (waste contractor)		
	Implement a community education program to increase awareness and encourage behaviour change around illegal dumping	New	1. Develop and distribute illegal dumping awareness material for a range of dumping types 2. Publicise illegal dumping enforcement activities 3. Promote illegal dumping messages to the community	1. Draft illegal dumping communications plan by April 2021 2. Implement plan actions by June 2021	10% decrease in recorded illegal dumping incidents (2019/20 baseline)	Jun-21	Y - Operational Budget	✓		✓	Waste Management Corporate Communications Ranger Services		
	Continue to implement the City's bin tagging program	Existing	1. City commenced its bin tagging program in 2014. The program was modified in 2020 to align itself with the WALGA bin tagging program 2. New program commenced in October 2020. 3. Continue to implement bin tagging program to all Mandurah residents 4. Bin tagging results to be reported monthly to Operational Team through Bin Tagging Dashboard 5. Communicate bin taggings results to community	1. Bin tagging program to continue on an ongoing basis to Mandurah residents 2. Program to be delivered through Cleanaway's full time permanent Recycling Education Officer 2. Bin tagging results reported monthly to Operational Team meeting 3. Results evaluated and communicated to residents	1. Minimum of 250 properties per week assessed by REO 2. Contamination rate (as evaluated by bin tagging audits) to be lower than 6% by Dec 2024	Ongoing	Y - operational waste budget	✓			Waste Management Corporate Communications Cleanaway Pty Ltd (waste contractor)		
	Develop an annual Waste and Recycle Guide for Mandurah residents	Existing	1. Waste and Recycle guide is reviewed each year in conjunction with the City's Communications Team to ensure that the information is accurate and up to date 2. The availability of the guide is communicated to Mandurah residents through a dedicated communications plan 3. Guide is made available through the City's website where it can be downloaded 4. Paper version of guide is also made available to residents upon request	1. Waste and Recycle guide reviewed and amended, and made available to residents for download from City's website by 1 July each year. 2. Paper copies are made available upon request (posted out)	1. Annual Waste and Recycle available to residents by 1 July each year. 2. Paper copies are made available upon request (posted out)	Ongoing	Y - operational waste budget	✓			Waste Management Corporate Communications		
	Review and enhance the waste management information on the City's website	Existing	1. Review the waste management information on the City's website on a quarterly basis to ensure information is accurate and up to date 2. Explore how the waste management section of the website can be enhanced to improve customer interaction (i.e. online forms, etc)	Waste management information on City's website reviewed and updated quarterly	Website information reviewed and updated quarterly	Ongoing	Y - operational waste budget	✓			Waste Management Corporate Communications		
	Review the benefits and costs of developing a Mandurah Waste App	New	1. Engage with community on preferences for receiving waste information. 2. Review community feedback, costs and benefits. 3. Prepare report to Executive Leadership Team with recommendations	Report to City Executive on the development of a Waste App by end of 2021/22.	If approved, Waste app to be rolled out before start of 2022/23.	2022/23	Future waste management budget	✓			Waste Management Corporate Communications		
	Develop and implement a resident worm farming and composting subsidy scheme	New	1. Research subsidy schemes in use at other Councils. 2. Develop and seek approval for subsidy scheme for worm farms and compost bins. 3. Communicate scheme to residents	1. Develop subsidy scheme 2. Seek City endorsement 3. Implement communication campaign to inform residents	New scheme to be developed and approved by Director/ELT by June 2023	Jun-23	N - Future operational/project budget	✓	✓		Waste Management Corporate Communications Environment	Risks: Failure to engage with community on correct recycling behaviours could cause increased costs associated with processing, landfill Mitigation: An improved community understanding through ongoing education and behaviour change programs.	
	Continue with the Primary School Waste Education Program	Existing	1. City's waste contractor Cleanaway to continue to provide a school incursion program to Mandurah schools to teach about waste education and sustainability 2. A report to be produced each term outlining parent and teacher feedback on the program 3. Prepare and publish annual report on the program 4. Annually review the school program in conjunction with Operational Management Team	1. Cleanaway to continue to deliver school incursion program to primary schools within Mandurah 2. Publish annual report in Sept each year detailing program effectiveness 3. Annually review program each year	1. Minimum of 4 primary schools in Mandurah to be visited each term. 2. Annual report on education program to be presented and published in Sept each year	Ongoing	Y - Operational budget	✓	✓	✓	Waste Management Corporate Communications Cleanaway Pty Ltd (waste contractor)		
	Encourage schools within the City to participate in the State Government's Waste Wise Schools Program	New	1. Currently 13 schools in Mandurah participate in the state Government's Waste Wise program 2. Write to remaining schools and encourage their participation in the program 3. Assist existing and new schools with the implementation of the program	Write to all schools within Mandurah that are currently not accredited under the Waste Wise program.	Schools participating in the Waste Wise program increase by 2 per annum over the term of this Plan (baseline is 13 schools as at Dec 2020)	2021	Y - Operational budget	✓	✓	✓	Waste Management		
	Install recycling hubs for problematic wastes (ink cartridges, batteries, mobile phones, coffee pods, etc) in major Council buildings to encourage recycling of these materials	New	1. Design recycling hubs and determine products to be collected 2. Procure and install recycling hubs in main Council buildings (Administration building, Libraries, Waste Management Centre) 3. Inform public of recycling hubs through an effective communication plan	1. Develop scope and procure 4 recycling hubs 2. Install hubs in the 4 designated locations 3. Prepare and initiate communication plan 4. Review effectiveness of hubs and evaluate if additional units shall be procured.	1. Procure and install 4 recycling hubs by Dec 2022. 2. Prepare and initiate communication plan 3. Review and evaluate effectiveness of units by Dec 23	Dec-23	Y - draft 2021/22 operational budget	✓	✓	✓	Waste Management Corporate Communications		
	Develop a City wide Litter Strategy	New	1. Draft a Litter Strategy for the City of Mandurah 2. Seek Council endorsement of the Litter Strategy	1. Consult with Rangers and Compliance Section 2. Draft City of Mandurah Litter Strategy 3. Seek Council endorsement of Litter Strategy	1. Prepare Litter Strategy by June 2023 2. Council endorsement of Litter Strategy by Oct 2023	Oct-23	N - Future operational budget				✓	Waste Management Ranger Services Compliance	
	Prepare a Local Planning Policy that formalises a link between the Development Approval planning process and better waste management outcomes, and seek Council adoption of the Policy		1. Review WALGA's draft template for Local Planning Policy - Waste Avoidance & Resource Recovery - development applications 2. Review the City's current waste management guidelines for multi unit developments 3. Liaise with City's Statutory Planning Section about implementing Draft Local Planning Policy 4. Draft Local Planning Policy with reference to Mandurah 4. Seek City and Council approval of Local Planning Policy 5. Implement policy and make applicants aware of new Policy and guidelines	1. Review WALGA Local Planning Policy Template by April 2022 2. Review the City's current waste management guidelines for developments by April 2022 3. Liaise with Statutory Planning Sections with regards to implementing Local Planning Policy 4. Draft Local Planning Policy to be completed by Sept 2022 5. City and Council consideration of Local Planning Policy by Dec 2021	City and Council consideration of the Local Planning Policy by Dec 2022	Dec-22	Y - Operational Budget	✓	✓	✓	Waste Management Strategic Land Use Planning Statutory Planning		

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<b>9</b>	<b>SUBJECT:</b>	Advertising in Road Reserves Council Policy
	<b>DIRECTOR:</b>	Business Services
	<b>MEETING:</b>	Ordinary Council Meeting
	<b>MEETING DATE:</b>	23 February 2021

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## Summary

The City of Mandurah (the City) currently provides infrastructure in road reserves that are considered for purposes of commercial advertising.

City Officers are recommending enabling commercial advertising on illuminated street signs and bench seats, subject to conditions to limit the number of advertising opportunities to reduce the impact on amenity, reduce visual pollution within the City and ensure safety for road users. This balanced approach to advertising in road reserves will provide local businesses and entities opportunities to advertise their businesses for the purposes of wayfinding. The City is also exploring more contemporary and effective options for advertising including digital signage.

The Peel Chamber of Commerce and Industry Inc (PCCI) have previously been granted use of 11 banner poles on Mandurah Road which they have been using as a revenue source for their operations. PCCI has just recently entered into agreements with interested members to hire the banners for a further 12 months. Council is requested to provide notice to the PCCI, that once the current banner pole advertising period has concluded, that the City will not enter into any further agreements with PCCI and the banner poles will return to the City for public messages.

To enable a strategic approach to signage in road reserves, Council is requested to consider the proposed Advertising in Road Reserves Policy (refer *Attachment 9.1*). The Policy sets out the parameters for advertising for commercial purposes, including road and pedestrian safety, the public versus private interests, visual pollution and how signage contributes to the amenity of the City. A review of seating infrastructure (including bench seats) in the City will be undertaken over the next year which will include locations, required number and replacement program.

Council is requested to adopt the proposed Council Advertising in Road Reserves Policy (Refer *Attachment 9.1*).

## Previous Relevant Documentation

Nil

## Background

The City currently has one contract with a supplier who is responsible for the management of advertising signage on 34 illuminated street signs on City managed lands and road reserves under the control of Main Roads. The City receives an annual fee from this contractor who provide advertising opportunities to businesses.

This contract expires on 31 December 2023. Under this contract the signs are to be primarily used for local businesses that are community orientated to advertise their services, which is the basis of why the City procured the services.

The City has historically had an agreement with PCCI for the use of 11 of the banner poles on Mandurah Road. PCCI offer all their members the opportunity to advertise on these banner poles for a period of 12 months and receive revenue in return which assists in funding their operations.

## Comment

Council is requested to consider the proposed Advertising in Road Reserves Policy (Refer *Attachment 9.1*).

The purpose of the Policy is to ensure a strategic approach to signage for commercial uses, which addresses road and pedestrian safety, the public versus private interests, reduces visual pollution and ensures advertising is consistent with the City's plans and policies. The Policy also ensures that advertising signage contributes to the amenity of the City and provides direction to City officers who are responsible for administering the advertising in road reserves.

Whilst the proposed Policy does not address the requirements for signage located within private property, the Policy is consistent with the objectives of the City's Local Planning Policy LPP2 Signage and relevant local laws.

Through the development of the Policy, the City has explored the various advertising opportunities for commercial purposes including illuminated street signs, bench seats, banner poles, bins, billboards and bus shelters. City Officers are recommending enabling commercial advertising on illuminated street signs and bench seats only, subject to conditions to limit the number to reduce impact on amenity and visual pollution within the City. Other opportunities such as digital signage strategically located will be further investigated with a report to be provided to Council in the coming months.

The Peel Chamber of Commerce and Industry (PCCI) has recently entered a 12 month hire arrangement with some of its members for advertising on the banner poles located on Mandurah Road. The PCCI receives revenue from the members, which helps with fund their operations. Therefore, it is recommended that Council approve the use of the banner poles to the PCCI until the end of the hire agreement expiry which is less than 12 months from now. This will also provide an opportunity for City officers to work with the PCCI to explore options on how they can cover the revenue shortfall that they have received previously from the advertising.

Following consultation with Elected Members, the Policy sets out the following parameters for advertising in road reserves, ensuring a balanced and fair approach to enable businesses, person/entity and shopping centres, commercial and industrial precincts opportunities to advertise their businesses for the purposes of wayfinding. This will include advertising opportunities for:

- Local businesses, person or entity that have the relevant approvals to operate out of an established premise within the district of Mandurah; and
- Shopping Centres, Commercial or Industrial Precincts.

The Policy set outs the following types of advertising that is prohibited under the proposed Policy:

- Depict images of unhealthy food;
- Prohibit promoting smoking or tobacco products;
- Depict images that promote alcohol or the consumption of alcohol products; or
- Include content that is considered by the City to be false, deceptive or misleading, considered by the City to be offensive or discriminatory or not in the spirit of the Policy.

### City of Mandurah Public Health and Wellbeing Plan 2020 – 2023

Alarmingly, three out of four adults in Mandurah are obese or overweight as set out in the City of Mandurah Public Health and Wellbeing Plan 2020 – 2023. In addition, Australian adults are getting more than a third of their daily energy intake from junk food. This includes foods and drinks like fast foods meals, sweet bakery products, pastry based savoury foods, chocolate, crisps, processed meat, sugary drinks and alcoholic drinks.

International reviews of large studies have concluded that food marketing has an influence on children's nutrition knowledge, preferences, purchase behaviour, consumption patterns and diet-related health. Recent data from the World Cancer Research Fund shows children's exposure to unhealthy advertising is directly linked to an increase in energy (kilojoule) consumption, which illustrates the strength of advertising

on influencing food choices. The recommendations from these studies have been used to implement government policies which restrict or prohibit unhealthy food and drink promotion.

In the development of the proposed Policy, Council may consider that it is appropriate to limit advertising that may be in opposition to the messaging within the Public Health and Wellbeing Plan 2020-2023, such as unhealthy practises around junk food, smoking or unsafe consumption of alcohol.

City Officers have considered several options in relation to unhealthy or junk food and alcohol advertising. Unlike smoking or tobacco advertising, regulation has not been established to prohibit the advertising of junk food or alcohol in Australia, so therefore it is challenging to govern or create an effective policy position. Until such regulation is introduced to ban unhealthy or junk food or alcohol advertising, the proposed Policy intends to prohibit images of unhealthy food or images that promote alcohol or the consumption of alcohol products on bench seats and illuminated signs.

Information from the Australian Dietary Guidelines, WA Healthy Options Policy and the Live Lighter© public education program will be utilised to determine whether the food product is categorised as unhealthy/junk food. It is important that businesses can promote healthier alternatives of a food product that is typically considered unhealthy such as commercial burgers, pizza etc. It is proposed that the assessment process will consider permitting an image of the product if the business can demonstrate it is a true representation of the product they sell and provides nutritional information, and the image is linked to a health message.

#### Condition for advertising on illuminated signs

City Officers are recommending that illuminated signs are for the purposes of wayfinding only. This assists the public to effectively locate the business premises. As outlined in the policy, wayfinding signage located is to be located within a 2 kilometre radius to the business, person or entity to which they relate.

As the City receives revenue from the advertising and the City's logo is incorporated at the top of the illuminated street signs (at the discretion of the City) it is important that the businesses advertising their location on the illuminated street signs aligns to the proposed Policy.

The Policy outlines several conditions for illuminated advertising signs that focus on location and placement to ensure safety for the road users, pedestrians and cyclists. The conditions include:

- Signage should not restrict or cause interference with necessary sight lines required for safe vehicular and pedestrian movement or conflict with the residential amenity.
- Signage should have regard and consider the streetscape and amenity impact of the immediate environment.
- Placement of signage should consider the extent of signage congestion or clutter presently existing within streetscapes, and the potential impact and effectiveness of the Illuminated Street Signs in such an environment.
- Applications received by the City for the installation of an Illuminated Street Signs within City road reserves must comply with any relevant requirements set out by Main Roads Western Australia.

The City has recently received a request from the illuminated street sign contractor to increase the number of businesses that can advertise on one sign. The proposal is to replace the static sign panel on four of the illuminated signs with a static electronic panel that will change the sign displayed every 30 seconds to allow for the display of more businesses to advertise. Whilst the City acknowledges that this may create a cost-effective model for local businesses to advertise, City Officers do not support this proposal due to road safety concerns including distraction for road users. In addition, through the proposed Policy, the Council is seeking to limit commercial advertising in road reserves as to not impact on the amenity and visual pollution of the area.

A review of the position of Council on illuminated signs will be carried out prior to the contract expiring in 2023, to determine whether Council wish to continue with offering businesses this type of advertising in road reserves in the future.



### Conditions for advertising on Bench Seats

Bench seats advertising will be offered to businesses, people or entities for the purposes of wayfinding in 30 locations throughout the City of Mandurah. The bench seat commercial advertising opportunities will be limited to bus stops only and the locations will be determined by the City based on requests from businesses, people or entities to advertise.

The City is currently reviewing the seat infrastructure across the City to commence a renewal and replacement program to ensure that the bench seats (both for community and commercial purposes) are in appropriate locations for the community. Once this assessment has been undertaken the bench seat advertising will be once again offered to the businesses for the purposes of wayfinding.

### Banner Poles

The City has an agreement with PCCI to manage and control 11 of the 16 banner poles located on the left-hand side of Mandurah Road, commencing at Meadow Springs and heading in a southerly direction. The PCCI receives all revenue collected by offering these signs to financial members.

The remaining banner poles are for the City with the purposes of the signage relating to community events, tourism and community messaging in accordance with the Public Health and Wellbeing Plan.

Given the strategic location of the banner poles, City Officers are recommending that the use of all banner poles be reviewed once the agreement with the PCCI has been finalised. This will provide an opportunity for the City to utilise the banner poles for strategic purposes including advertising events, identity, tourism, art and community messaging in accordance with the Public Health and Wellbeing Plan and the Strategic Community Plan 2020 - 2040.

### **Consultation**

Two Council workshops were held in August and October 2020 to seek input from Elected Members on the development of the proposed Policy. A questionnaire was also circulated to provide input from Elected Members on the development of the Policy. A further workshop was held with Elected Members in February 2021 to provide guidance to Officers on the policy development.

The City has also consulted with the PCCI on the banner poles.

### **Statutory Environment**

Regulation 11(2)(ja) of the *Local Government (Functions and General) Regulations 1996*

Section 2.7(2)(b) of the Local Government Act 1995 prescribes that Council determine the local governments policies.

*City of Mandurah Property and Public Places Local Law 2016*

### **Policy Implications**

- Policy POL- PBH 04 – Council Alcohol Management Policy
- Policy POL-CPM 02 – Procurement Policy
- Local Planning Policy LPP2 Signage
- Public Health and Wellbeing Plan 2020 - 2023

### **Financial Implications**

The City has one contract with a supplier who is responsible for the management of advertising signage on illuminated street signs on City managed lands and road reserves under the control of Main Roads.

The City receives revenue of \$86,437 per annum (GST exclusive) for the illuminated street signs.

### **Risk Analysis**

The City receives revenue from signage. Should advertising or information on signage be inconsistent or at conflict with the Council's plans and policy, this may create a reputational risk for the City and undermine the City's and Council's vision for the community.

### **Strategic Implications**

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

#### Health:

- Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community.
- Promote the importance of a healthy, active lifestyle and the role the natural environment plays in preventative health, within our community.

#### Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- 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.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

### **Conclusion**

Officers are recommending that Council approve the Advertising in Road Reserves Policy that enables businesses to advertise in a balanced and conditioned manner to reduce visual pollution, impact on amenity and ensures pedestrian and road user safety.

NOTE:

- Refer ***Attachment 9.1 Advertising in Road Reserves Policy***

### **RECOMMENDATION**

**That Council:**

- 1. Adopt the Advertising in Road Reserves Policy as per Attachment 9.1.**
- 2. Approve the use of the banner poles to the Peel Chamber of Commerce and Industry until the end of the current hire agreement expiry.**
- 3. Notes that the City will undertake a strategic review of seating infrastructure in road reserves which will include a replacement program.**

## POLICY

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### Objective:

The purpose of the Advertising in Road Reserves Policy (Policy) is to ensure a strategic approach to signage for commercial uses, which addresses road and pedestrian safety, the public versus private interests, reduces visual pollution, ensures advertising is consistent with the City of Mandurah (the City) plans and policies and ensures signage contributes to the amenity of the City.

Whilst this Policy does not address the requirements for signage located within private property or crown land not vested in the City or signage used by the City of Mandurah for its own messaging, the Policy is consistent with the objectives of the City's Local Planning Policy LPP2 Signage and relevant local laws.

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### Statement:

#### 1. Scope

This Policy applies to commercial advertising on illuminated street signs and bench seats located in road reserves in the City of Mandurah.

Advertising on illuminated street signs and bench seats should be aligned with the following:

- City of Mandurah Public Health and Wellbeing Plan 2020 – 2023;
- City of Mandurah Strategic Community Plan 2020 - 2040; and
- Council Alcohol Management Policy POL-PBH 04.

#### 1.1 Advertising permitted

Advertising will be used primarily for the purposes of wayfinding for the following:

- Local businesses, person or entity that have the relevant approvals to operate out of an established premises within the district of Mandurah; and
- Shopping Centres, Commercial or Industrial Precincts.

#### 1.2 Advertising prohibited

The following advertising is prohibited:

- Depict images of unhealthy food;
- Promoting smoking or tobacco products;
- Depict images that promote alcohol or the consumption of alcohol products; or
- Include content that is considered by the City to be false, deceptive or misleading, considered by the City to be offensive or discriminatory or not in the spirit of this Policy.

### 2. Illuminated Street Signs

#### 2.1 Purpose of illuminated signs

Illuminated Street Signs are to be utilised primarily for the purposes of wayfinding.

### 2.1 Location

Illuminated Street Signs must only be installed at approved locations across the City (refer to *Annexure 1*).

The following conditions relate to the locations for Illuminated Street Sign applications in the City:

- Wayfinding signage must be located within a 2 kilometre radius to the business or entity to which they relate. Note: the distance may be extended to a maximum of 5.0 kilometres where the Illuminated Street Sign relates to a large shopping centre, commercial or industrial precinct.
- A maximum of two (2) signs may be erected at any one road intersection if the location is suitable and only where the road is divided by a traffic island.

### 2.2 Placement

The following conditions relate to the approval of the placement of Illuminated Street Signs:

- Signage should not restrict or cause interference with necessary sight lines required for safe vehicular and pedestrian movement or conflict with the residential amenity.
- Signage should have regard and consider the streetscape and amenity impact of the immediate environment.
- Placement of signage should consider the extent of signage congestion or clutter presently existing within streetscapes, and the potential impact and effectiveness of the Illuminated Street Signs in such an environment.

Applications received by the City for the installation of an Illuminated Street Signs within City road reserves must comply with any relevant requirements set out by Main Roads Western Australia.

### 2.3 Display

The following conditions relate to the display of Illuminated Street Signs:

- All Illuminated Street Signs must be illuminated internally.
- Display must include business names only and must not contain images that are non-compliant with section 1.2 of this Policy.
- Illuminated panels must indicate the names of the streets to which they relate, and indicate a message relating to distance, with arrows pointing in the appropriate direction where applicable.
- The City of Mandurah logo may be installed at the top of each Illuminated Street Sign, if requested by the City.
- Rotating static displays/multi display will not be permitted.
- Wayfinding for any one Business or other entity is limited to a maximum of two locations.
- Wayfinding signage for Shopping Centres, Commercial or Industrial Precincts is limited to a maximum of four locations.
- Wayfinding signage is only allowable to a business, person or entity that has an established premise and has the applicable approvals to operate the business from the premises.

### 2.3 Sustainability

- To reduce the impact that the Illuminated Street Signs have on the environment, the power source must be using a renewable energy source, unless approved by the Director Built and Natural Environment. This condition comes into effect for any new installations once Council has approved the Policy.

## 3 Bench Seats

### 3.1 Purpose of advertising

Bench seats are for the primary purpose of providing an affordable option for businesses to advertise their location. Bench seat advertising must be used for the purposes of wayfinding.

### 3.2 Location and placement

The following conditions relate to the location and placement of signage on bench seats:

- Advertising will be permitted on a limited number of bench seats in locations determined by the City of Mandurah. The total number of bench seats available throughout the City for commercial advertising is 30.
- Placement of advertising is only allowed at bench seats located at bus stops.
- Wayfinding signage must be located within a 2 kilometre radius to the business or entity to which they relate.

Wayfinding for any one Business, person or other entity is limited to a maximum of two locations. Signage should have regard and consider the streetscape and amenity impact of the immediate environment.

### 3.3 Advertising

The following conditions relate to the display of bench seats:

- Advertising must include business names only and must not contain images that are non-compliant with section 1.2 of this Policy.

## 4 Other conditions

The City may impose additional conditions on any approval or contract relating to illuminated signs or bench seat advertising provided that it does not conflict with this Policy.

## 5 Commercial infrastructure prohibited

Advertising on banner poles, bus shelters and bins is not permitted for commercial purposes.

## 6 Advertising and Signage Generally

All signage must be in accordance with the City's Planning Policy LPP2 Signage and relevant local laws.

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**Responsible Directorate:**

**Reviewer:**

# Advertising in Road Reserves Policy

**POL-XXX ##**

Creation date:

Amendments:

Related Documentation and/or  
Legislation:



CITY OF  
MANDURAH

DRAFT

**CITY OF MANDURAH**

**NOTICE OF MOTION**

**COUNCIL MEETING OF 23 FEBRUARY 2021**

**MAYOR RHYS WILLIAMS**

**DONATION TO THE LORD MAYOR'S DISTRESS RELIEF FUND**

I hereby give notice that I intend to move the following Motion at the Council meeting of 23 February 2021:

**That Council:**

- 1. Extends its sympathies and best wishes to those in the communities who have suffered loss and damage in the catastrophic fires in the Perth Hills area.**
- 2. Approves an unbudgeted donation of \$10,000 to the Lord Mayor's Distress Relief Fund.**
- 3. Commends the brave volunteers from our local Mandurah career and volunteer fire brigades; Falcon Fire and Rescue Service, the City's Southern Districts Bushfire Brigade and the Mandurah SES, for their courage in helping another community in its time of need.**

Reason for the Motion:

The recent fires in the Perth Hills area have truly been devastating. They have resulted in significant and traumatic property damage, loss and injury to livestock and fauna, and has had a huge impact on the environment.

The City of Mandurah and our local community has a proud history of supporting fundraising in such circumstances and this proposal reflects this.

In response to the tragic consequences of these fires for local communities, Council is requested to approve this donation to the Lord Mayor's Distress Relief Fund.



**Mayor Rhys Williams**  
**16 February 2021**