



NOTICE OF MEETING

ANNUAL ELECTORS

Members of Council are advised that an Annual Electors' Meeting will be held in the Tuckey Room, 83 Mandurah Terrace Mandurah on:

**Monday 7 February 2022
at 7.00pm**

MARK R NEWMAN
Chief Executive Officer
3 February 2022

AGENDA

- 1 OPENING OF MEETING**
- 2 ACKNOWLEDGEMENT OF COUNTRY**
- 3 APOLOGIES**
- 4 DISCLAIMER**

All decisions made at the meeting tonight will be considered at the next practicable Ordinary meeting of Council. As such, any decision made at the meeting tonight could be revoked pursuant to the *Local Government Act*. Therefore, no person should rely on, or act on, the basis of any advice by an Elected Member or officer, or on the content of any discussion occurring during the course of the meeting. No person should rely on any decisions until formal notification in writing by Council has been received.

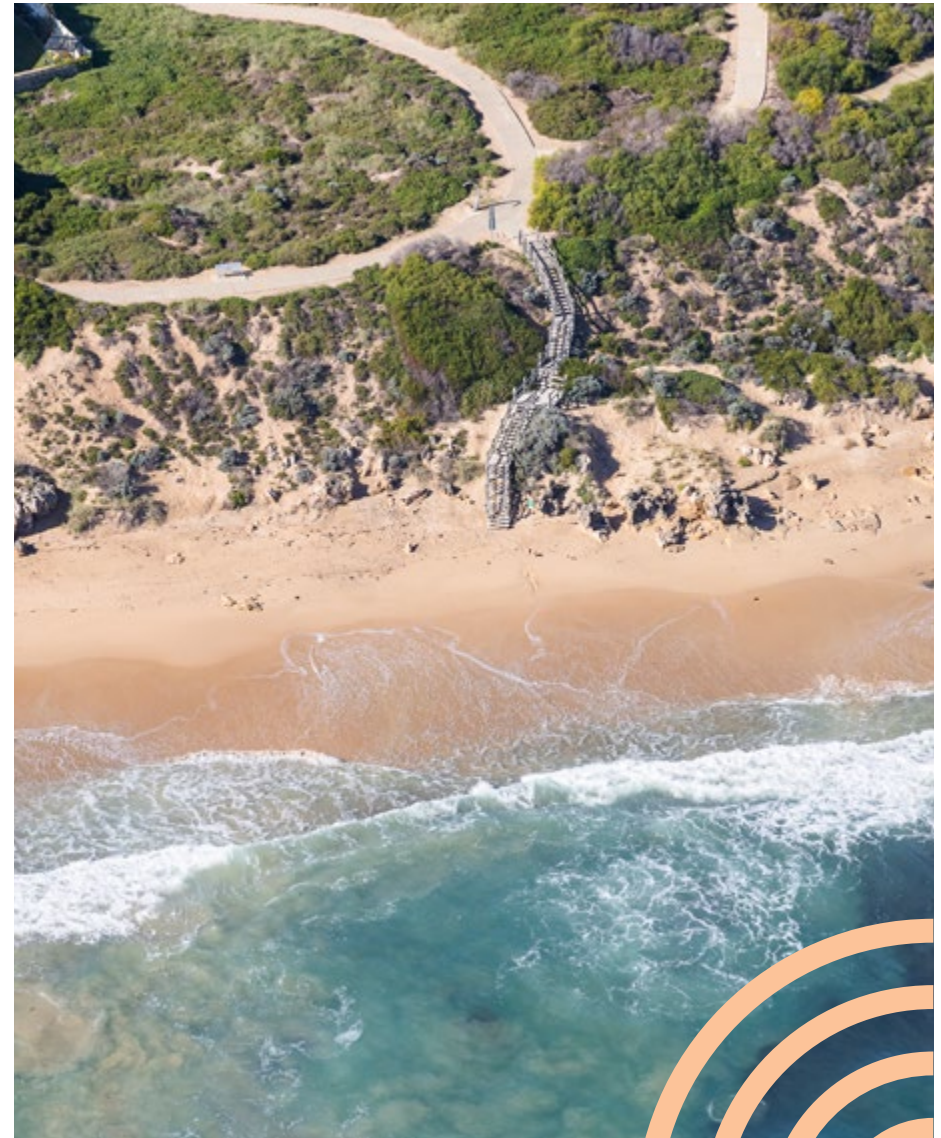
- 5 ANNUAL REPORT PRESENTATION**
- 6 DISCUSSION OF 2020/2021 ANNUAL REPORT**
- 7 DISCUSSION OF GENERAL BUSINESS**
- 8 CLOSE OF MEETING**



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



Acknowledgement of Country

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

City Profile



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

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

**idCommunity; City of Mandurah Population Forecast

Message from the Mayor and CEO



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

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

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

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

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

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

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

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

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

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

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

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

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



Elected Members

Committees and Advisory Groups July 2020 - June 2021



Mayor Rhys Williams

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



Councillor Caroline Knight, Deputy Mayor
North Ward

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



Councillor Peter Jackson
North Ward

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



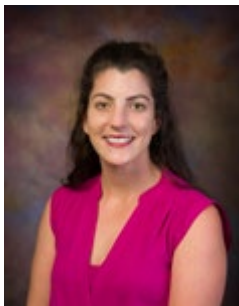
**Councillor
Ahmed Zilani**
North Ward

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



**Councillor
Merv Darcy**
Coastal Ward

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



**Councillor
Candice
Di Prinzio**
Coastal Ward

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



**Councillor
Jenny Green**
Coastal Ward

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



**Councillor
Darren Lee**
East Ward
(Oct 2005 – Jan 2021)

*Resigned
effective 19 Jan
2021*

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



**Councillor
Don Pember**
East Ward

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



**Councillor
Lynn Rodgers**
East Ward

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



**Councillor
Matt Rogers**
Town Ward

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



**Councillor
Peter Rogers**
Town Ward

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



**Councillor
Dave
Schumacher**
Town Ward

- Restart Mandurah Community Grants Fund Panel

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

No. of male members 9

No. of female members 4

No. of members who speak a language other than English (1 Dutch; 1 Bengali) 2

No. of members born outside Australia 6

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

No. of members aged:

25 - 34 3

35 - 54 0

55 - 64 3

> 64 2

Age not disclosed 2

No. of members who identify as Aboriginal or Torres Strait Islander 0

Please note that the data for three Elected Members was not available for inclusion.



Council Meeting Elected Member Attendance

1 Jul 2020 - 30 Jun 2021

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

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

Elected member conduct

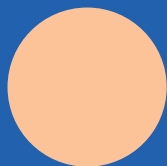
Section 5.121 of the Local Government Act 1995 requires a local government to maintain a register of complaints that result in an action dealing with a minor breach. There were no complaints recorded in the register of complaints during the reporting period.

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

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



Our Shared Vision



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

Planning for the Future

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

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

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

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

About the Annual Report

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

For each of the identified objectives under the key focus areas, projects/initiatives have been identified in the Corporate Business Plan 2020-2024. Performance indicators were also identified in the plan which are measured quarterly to ensure that the City delivers on its Strategic Community Plan.

This Annual Report provides an overview of our performance, detailing the strategies implemented and projects/initiatives undertaken for each key area and our progress to date. The Annual Report 2020-2021 meets our commitment to transparent performance reporting, in line with the Integrated Planning and Reporting Framework required of all local governments throughout Western Australia.



Strategic Direction

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

Focus for 2021 – 2022



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

ECONOMIC:

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

SOCIAL:

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

HEALTH:

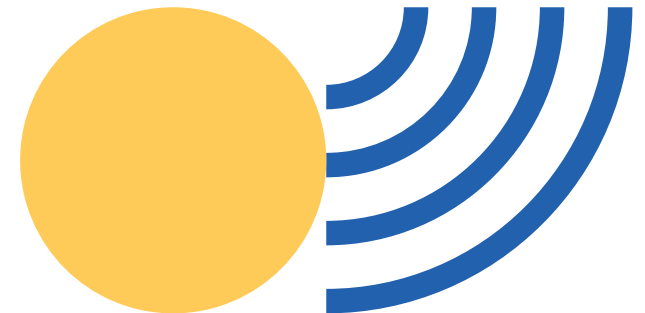
- Continue to implement the Public Health Plan
- Develop and implement a Public Open Space upgrade program

ENVIRONMENT:

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

ORGANISATIONAL EXCELLENCE:

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





2020 – 2021 Performance Highlights

ECONOMIC

Advocacy Framework and priorities endorsed

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

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

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

Mandurah Waterfront Redevelopment Project

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

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

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

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

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

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

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

Western Foreshore Commercial Site

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

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

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

Trolls in Western Australia project

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

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

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

Transform Mandurah

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

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

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



SOCIAL

Arts and Culture Strategy

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

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

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

Youth Development Strategy

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

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

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

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

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

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

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

Homelessness

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

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

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

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

City Centre Safety Summit actions and advocacy

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

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

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

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

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



HEALTH

Implement the Public Health Plan

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

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

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

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

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

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

ENVIRONMENT

Greening Mandurah

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

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

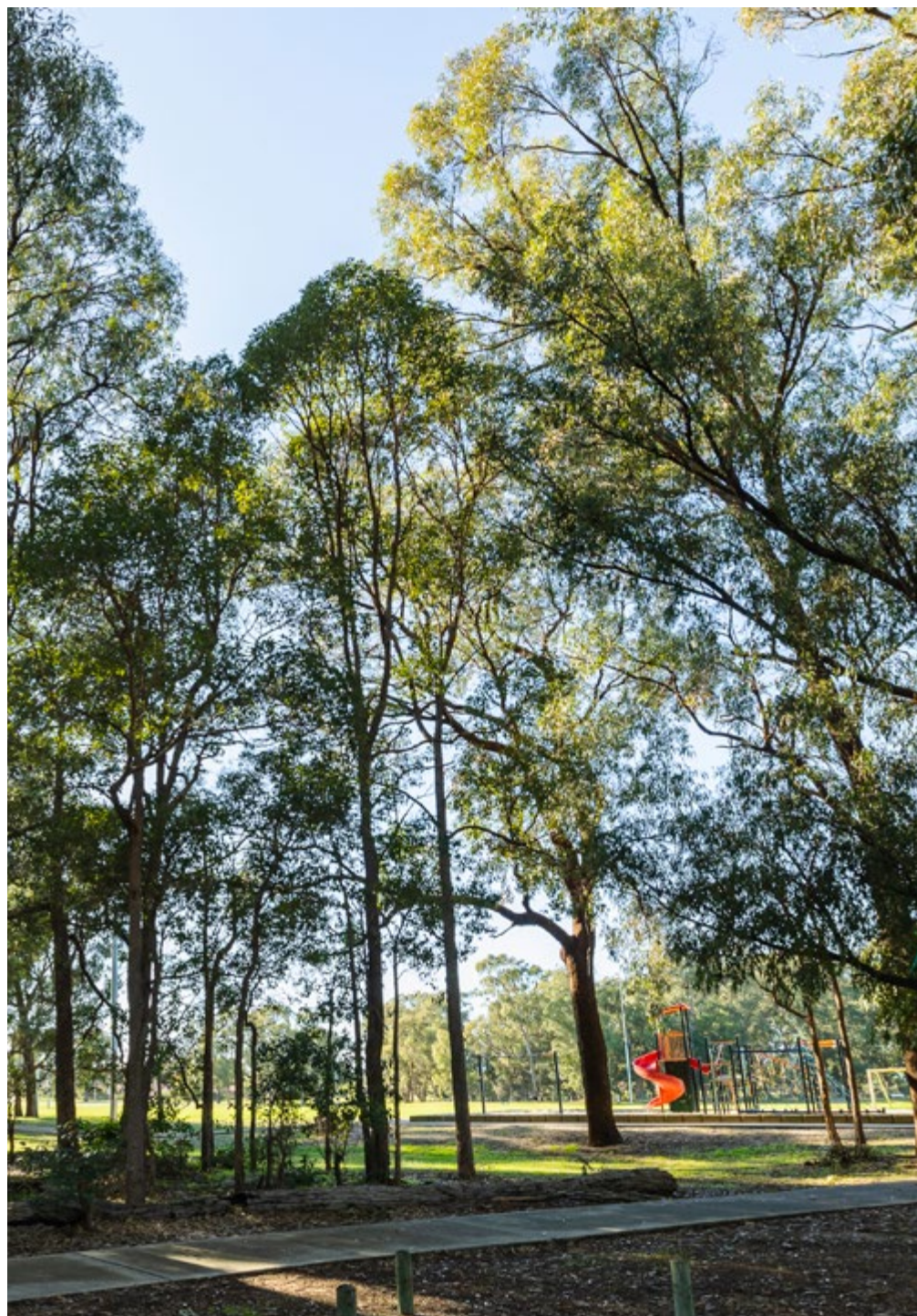
The Framework was developed on the back of a study in 2018 that showed Mandurah's urban tree canopy has grown to 19 percent from 13 percent in 2007 across the city, despite advancement in the development of sites.

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

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

Mitigating carbon emissions

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



ORGANISATIONAL EXCELLENCE

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

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

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

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

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

Workforce Plan

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

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

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



ECONOMIC

Objectives

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

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

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

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

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

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

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

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



SOCIAL








Objectives

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

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

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

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

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

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

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

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

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



HEALTH

Objectives

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

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

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

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

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

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



ENVIRONMENT

Objectives

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

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

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

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

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021	RESPONSIBILITY
4.13	Plan for the ongoing mitigation of carbon emissions	4.2	<ul style="list-style-type: none"> A District Cooling System (HVAC) feasibility study for the Administration/ Mandjar (including Cinema and MPAC) buildings is complete and the outcomes have been presented to ELT. A Council report has been drafted and is on hold pending investigation into the roof structures. Cogeneration study for the Mandurah Aquatic and Recreation Centre was completed during the year. At this stage, a number of options to pursue cogeneration are feasible, however this is not considered a priority at present. Initiative to be paused until a situation arises to make an option more attractive, such as an external funding opportunity. Achieved target in the second quarter, ahead of time. 	Environmental Services
4.14	Deliver environmental education programs and research partnerships	4.2, 4.3, 4.4, 4.5	<ul style="list-style-type: none"> A Conference Program was finalised in preparation for the Australian Association for Environmental Education national conference being hosted in Mandurah in September 2021. Five Embrace a Space groups have been engaging with their local communities to deliver planting days. A grant application targeting litter from cigarette butts has been submitted by the Clean Waterways Group to Keep Australia Beautiful. 	Environmental Services
4.15	Develop and implement Bushland Management Plans for priority nature reserves	4.2	<ul style="list-style-type: none"> 12 existing management plans have been updated and seven new plans were developed during the year. 	Environmental Services
4.16	Ensure the City has appropriate approvals (e.g. clearing permits and licences) for all works undertaken	4.2	<ul style="list-style-type: none"> A Water Efficiency Action Plan Report has been completed and provided to the Water Corporation for their assessment. All verge reports were completed, verge transformation photos provided by each community representative and Water Corporation funding has been provided as part of Waterwise Council verge makeover program. All groundwater volumes have been reported and water quality monitoring is ongoing. The Water Corporation and City of Mandurah have signed a 10-year water supply agreement. The water supply agreement is for the supply of three gigalitres per annum to the shallow aquifer for City of Mandurah extraction under the North Mandurah Managed Aquifer recharge program. 	Environmental Services

#	PROJECTS/INITIATIVES	OBJECTIVE	STATUS AS OF 30 JUNE 2021	RESPONSIBILITY
4.17	Ensure sustainable water use by the City and community	4.2, 4.4, 4.5	<ul style="list-style-type: none"> <p>A Water Efficiency Action Plan Report has been completed and provided to the Water Corporation for their assessment.</p> <p>All verge reports were completed, verge transformation photos provided by each community representative and Water Corporation funding has been provided as part of Waterwise Council verge makeover program.</p> <p>All groundwater volumes have been reported and water quality monitoring is ongoing.</p> <p>The Water Corporation and City of Mandurah have signed a 10-year water supply agreement. The water supply agreement is for the supply of three gigalitres per annum to the shallow aquifer for City of Mandurah extraction under the North Mandurah Managed Aquifer recharge program.</p> 	Environmental Services
4.18	Continue to manage the City's Coastline and waterways environment	4.1, 4.5	<ul style="list-style-type: none"> <p>The City continues to undertake coastal monitoring work on a weekly basis. It continues to oversee the annual sand bypassing works at Mandurah Ocean Entrance Channel, maintains beach access, maintains Mandurah Ocean Marina pen system, holds 24 waterways advisory group meetings per year, undertakes erosion control works at various sites along the coast and within the estuary, dredges boat ramp channels, and provides advice to planning, compliance and landscape services on waterways-based issues. This is all done within budget.</p> 	Marina and Waterways
4.19	Undertake high level scientific and strategic investigations to provide the foundation for improved waterways and coastal zone management decision making into the future	4.4, 4.2	<ul style="list-style-type: none"> <p>Australian Research Council (ARC) linkage project investigating an Early Storm Warning System is nearing completion. The Consultant (M P Rogers & Associates) completed a peer review of the Acoustic Wave and Current (AWAC) data which has been used in CHRMAP coastal hazard assessment. Watertech have been commissioned to undertake a review of beach access ways with a view to improving universal access.</p> 	Marina and Waterways



ORGANISATIONAL EXCELLENCE

Objectives

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

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

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

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

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










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

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

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

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

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

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

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

Service Performance



Customer Services

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

Libraries



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

Seniors



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



Waste Management

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



Procurement

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

*Counter failed in January.

Estimate based on 6 months figures = 87,802



Rangers

Reported dog wanders	1,931
Reported dog attacks	291



Cemeteries

Number of burials	65
Ashes interments	31



Environmental health

Private swimming pool and spa inspections	2,234
Food premise inspections	1,147
Water sample collections (swimming beaches)	126
Water sample collections (public swimming pools)	810



Recreation

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



Building Compliance

Value of Building Work approved (\$'000)	409,191
Time Taken to issue building permit applications (approx. average No. of Working Days)	
Certified	5
Uncertified	15
No. of Building and Compliance complaints received	464
No. of building and compliance complaints resolved	370
No. of Building Orders	2
No. of Planning Directions	2
No. of Prosecutions	1



Planning Services

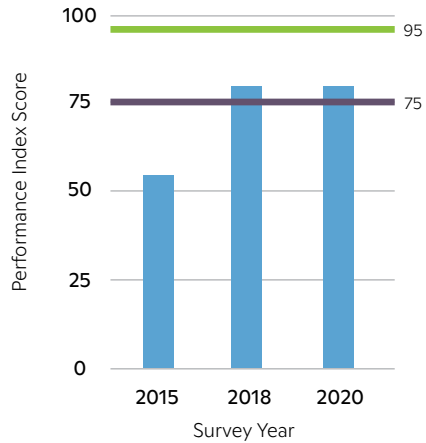
No. of structure plan applications determined within legislative time-frame	100%
No. of development applications determined within legislative time-frame	97.8%
No. of subdivision referrals determined within legislative time-frame	62.5%

Community Perceptions Survey Results

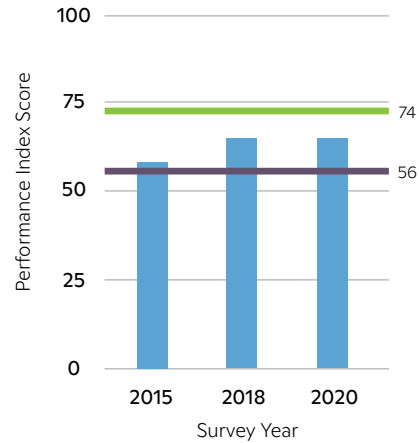
Trend Analysis - Performance Index Score

- Industry High
- Industry Average

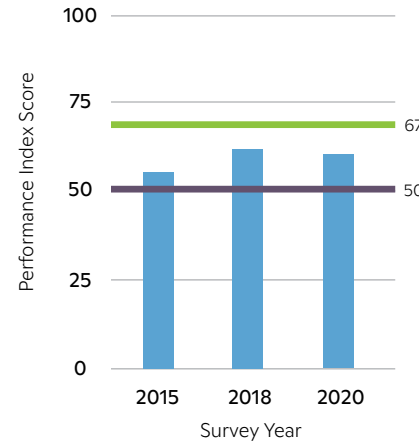
City of Mandurah as a place to live



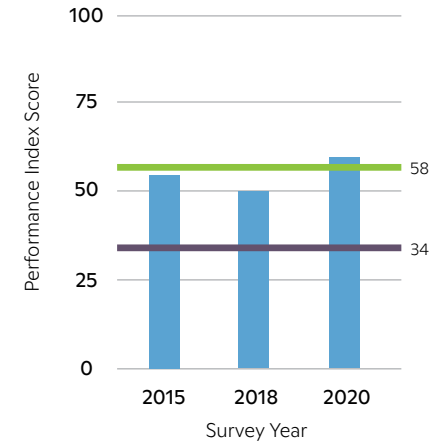
City of Mandurah as a governing organisation



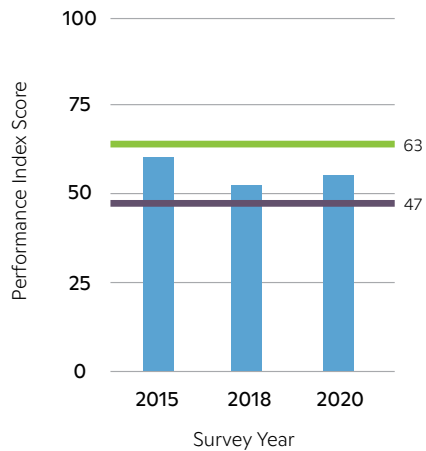
Council's leadership



The City has developed and communicated a clear vision for the area

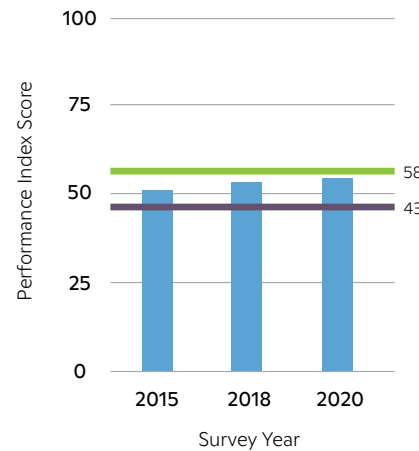


How the community is consulted about local issues

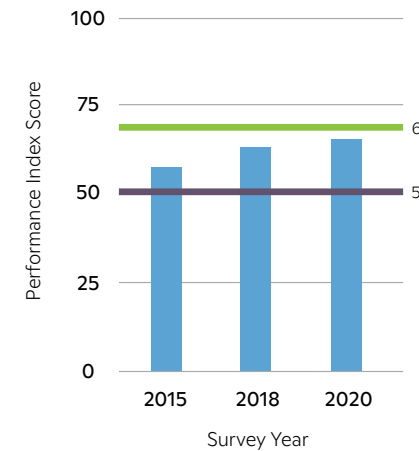


Economic development

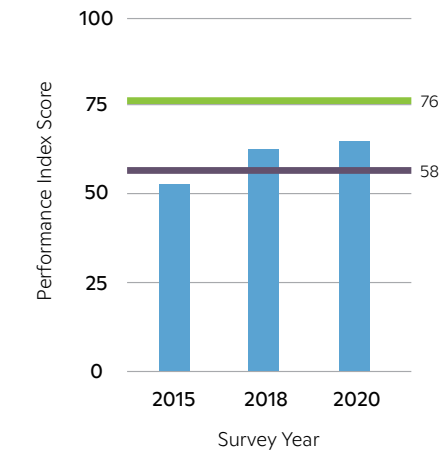
What the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities



Efforts to develop and promote Mandurah as a tourism destination

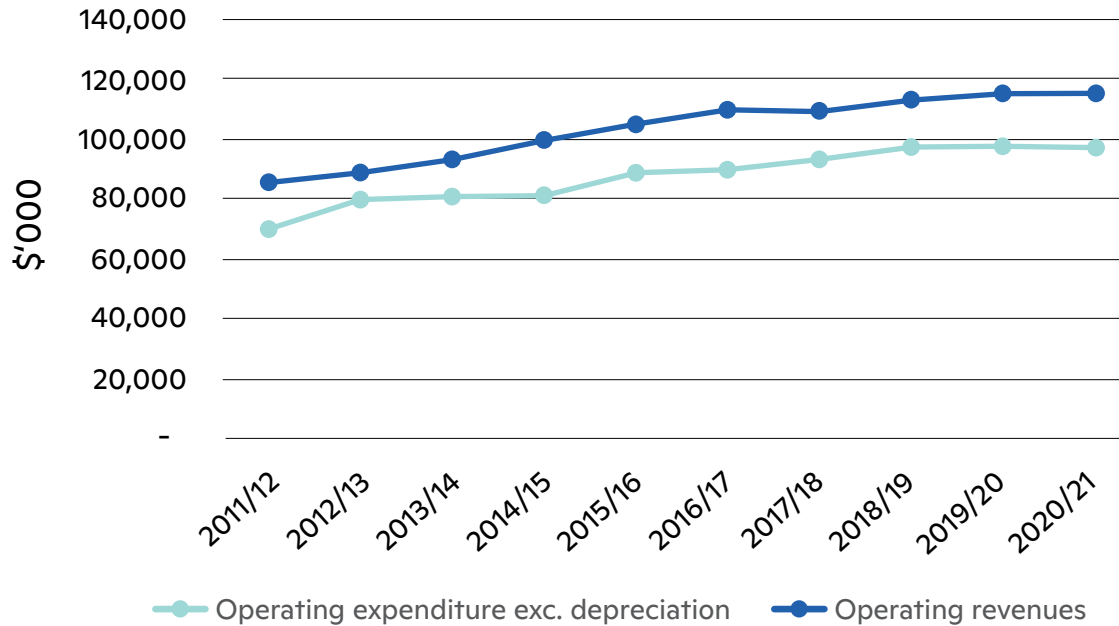


Conservation and environmental management



Financial Management

Operating Revenues and Expenditure



The City's balance sheet shows a strong financial position. Debt levels, and the ability to service that debt sit well within guideline levels.

Coupled with sound liquidity, the City is a financially stable organisation. Regular reports to Council on the City's financial performance demonstrate a good level of budgetary control (the City continues to receive unqualified audit reports). Regular discussions are held with the Audit and Risk Committee, which oversees the critical areas of finance, governance and risk.

In considering its longer term financial future, the City has identified the imbalances which exist in meeting the demand for new community assets, such as sports grounds and public open space and the need to properly maintain existing assets some of which, particularly buildings, are ageing rapidly.

Future planning must also take into account the need to maintain reasonable levels of rates increases, while recognising the needs of the community, in relation to their capacity to pay. This area is coming under pressure from the growing number of rate exemptions particularly from affordable housing providers and not-for-profit organisations providing lifestyle units for retirees.

The City reviewed its long term financial plan in June 2021. This plan, which is to be reviewed at least annually not only identifies future capital priorities and how they may be funded, but is also a useful tool in informing debate and decision-making. It also sets out the City's path to improvement in all reportable financial ratios.

Financial Ratios

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Asset Management

Asset Management Strategy

The City's Asset Management Working Group developed a draft Asset Management Strategy in 2020 to provide direction for the City's management of infrastructure assets. The asset management strategy provides a financial overview on the various infrastructure assets under the City's jurisdiction and a review on systems/resources supporting the management of the assets. The Improvement Plan actions identified in the draft Asset Management Strategy will guide the activities of the strategic asset management team in prioritising and resourcing to ensure infrastructure assets in the City's asset portfolio are managed according to community and projected demands.

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

Asset Management in Practice

The City's asset management activities include:

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

These activities comply with national standards, in particular the Institute of Public Works Engineering Australasia's, International Infrastructure Management Manual and the NAMS.Plus system. Guided by these standards, the City is working on a goal of reaching an intermediate level in asset management maturity by 2022.

Awards and Recognition

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

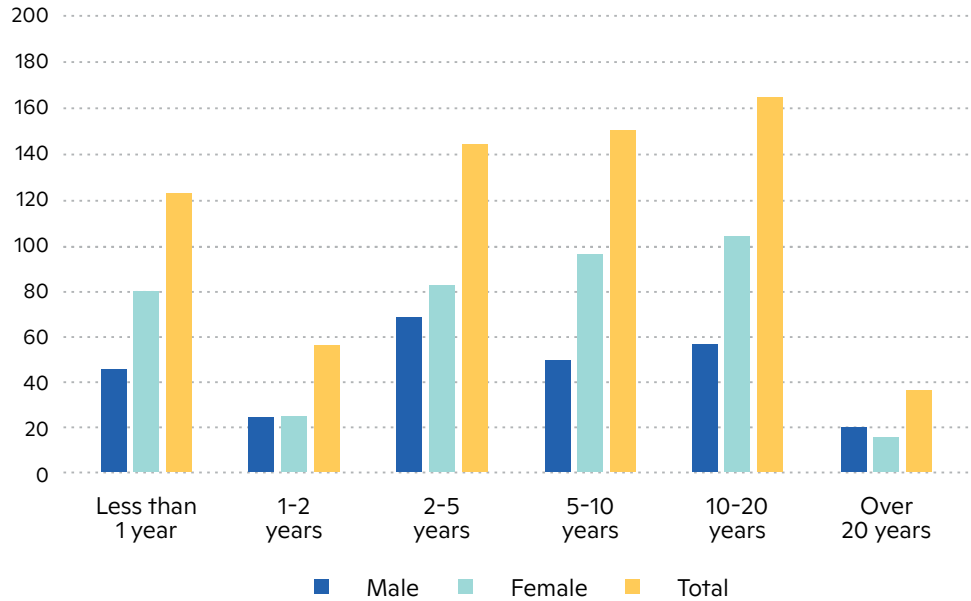
Awards received during 2020/21 included:

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

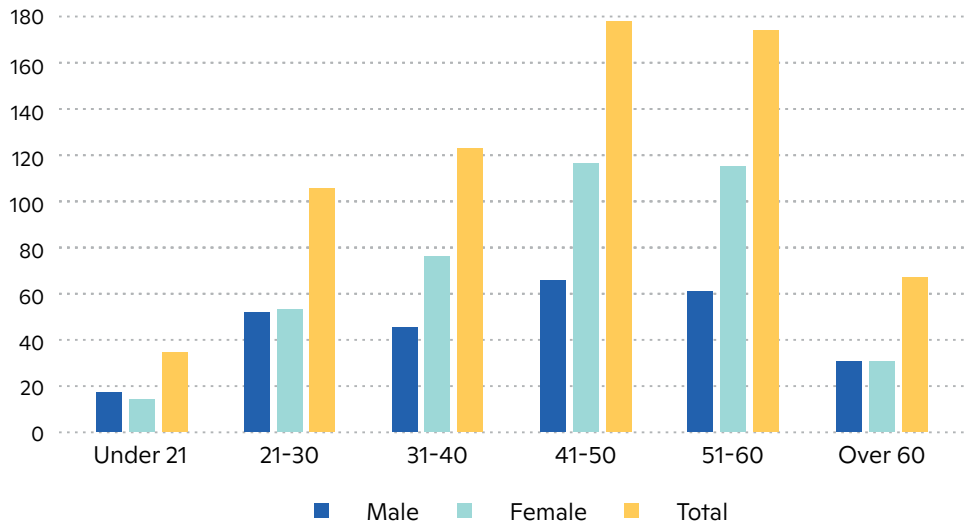


Staff Profile

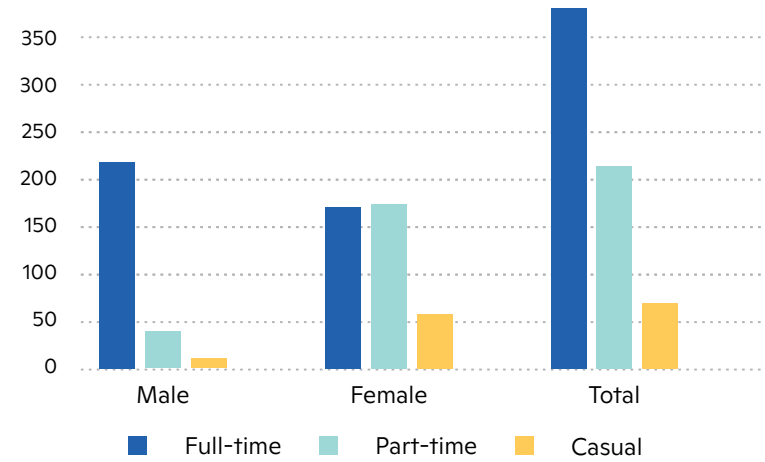
City of Mandurah Employees by tenure 2020/2021



City of Mandurah Employees by age 2020/2021



City of Mandurah Employees 2020/2021



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

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

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

Occupational Safety and Health

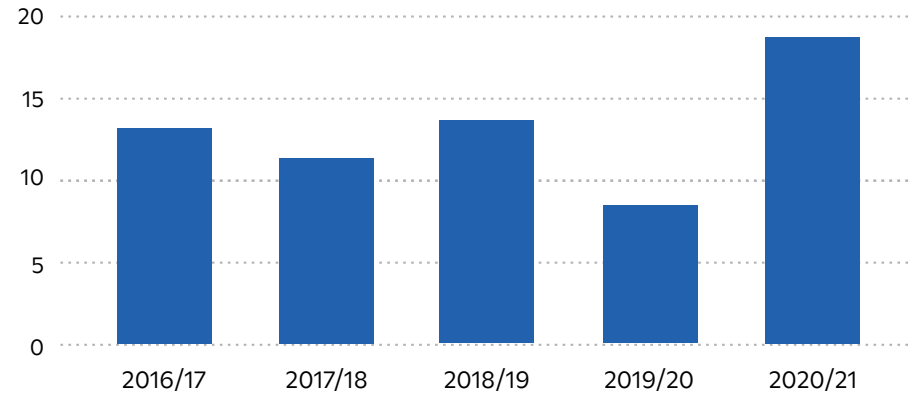
The City has been operating under the second Three Year Strategic OSH Plan which expires at the end of 2021. The strategic plan was developed utilising the 2018 LGIS Worksafe Plan Audit outcomes and known legislative requirements. Updates were made to the 3-Year Strategic OSH Action Plan following the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

Some of the 2020-2021 OSH highlights included:

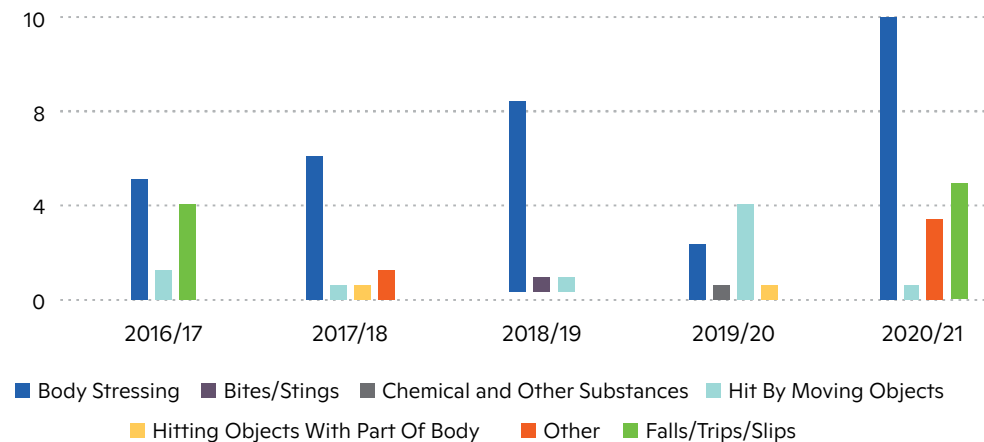
An online OSH system was introduced to capture incident and hazard reporting. Since then the reported hazards, near miss and minor first aid incidents have increased and has continued throughout the year. Officers consider this a positive development as it reflects improvements in incident reporting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

In June 2021, Local Government Insurance Services (LGIS) were engaged to conduct an assessment into the City's Occupational Safety and Health (OSH) management systems. The assessment is scored against five overarching elements which includes Management Commitment, Planning, Consultation and Reporting, Hazard Management and Training and Supervision. Overall there were 23 recommendations made which will assist with the preparation of the 2022-2024 OSH Strategic Plan.

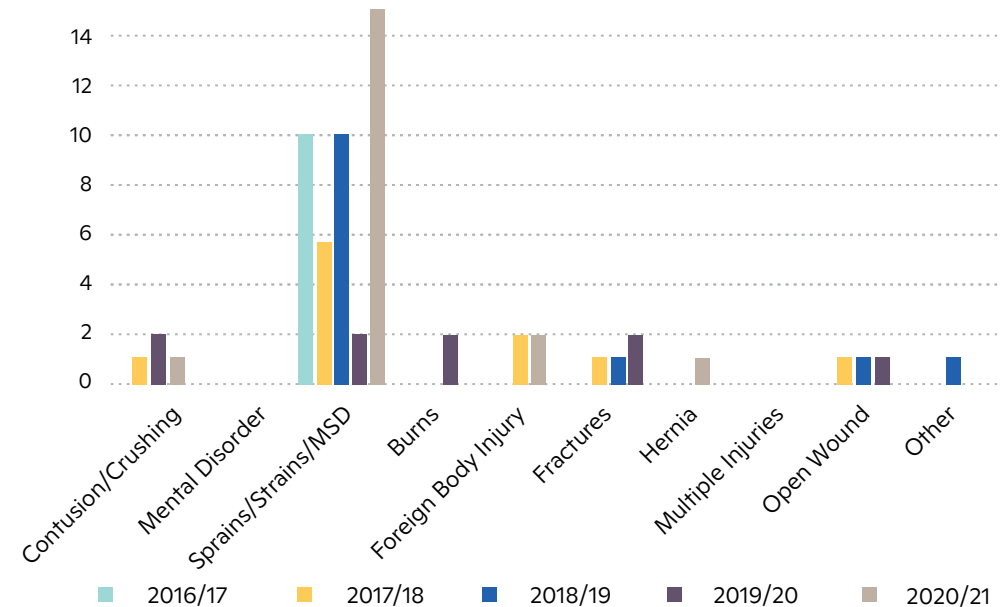
Lost time injuries - last five years



Cause of lost time injuries - last five years



Nature of lost time injuries - last five years



Access and Inclusion

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

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

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

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

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

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

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



Information Management

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

Key achievements this financial year include:

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

The State Records Act 2000

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

Recordkeeping Compliance

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



Recordkeeping & Freedom of Information Induction Program

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

Record Keeping Training Program

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

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

Freedom of Information (FOI)

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

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

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

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

Outside the Formal Process

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

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

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

Modifications to the Strategic Community Plan and Corporate Business Plan

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

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

1. Change Key Focus Area

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

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

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

3. Add project 'Manage Waste to Energy contract'

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

Focus Area: Environment

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

Image credits

Cover: City of Mandurah Administration Building 2021

Page 2: Blue Bay, Halls Head 2021

Page 3: Yabagurt Public Art, Mandjar Square 2021

Page 5: Dolphin Quay Marina, Mandurah 2021

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

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

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

Page 19: Bortolo Reserve, Greenfields 2021

Page 20: City of Mandurah Administration Building and Staff 2021

Page 26: Mandurah Terrace cafe strip 2021

Page 33: City of Mandurah Sports Awards 2020

Page 50: City of Mandurah Customer Services Area 2021

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

Page 61: City of Mandurah Customer Services Area 2021



**CITY OF
MANDURAH**

City of Mandurah

PO Box 210, Mandurah WA 6210

council@mandurah.wa.gov.au

www.mandurah.wa.gov.au



City of Mandurah Financial Statements 2020 - 2021

CITY OF MANDURAH
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

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COMMUNITY VISION

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

Principal place of business: 3 Peel St, Mandurah WA 6210

**CITY OF MANDURAH
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the City of Mandurah for the financial year ended 30 June 2021 is based on proper accounts and records to present fairly the financial position of the City of Mandurah at 30 June 2021 and the results of the operations for the financial year then ended in accordance with the Local Government Act 1995 and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Signed on the 17th day of December 2021



Mark Robert Newman
Chief Executive Officer

CITY OF MANDURAH
STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
Revenue				
Rates	28(a)	80,353,712	80,192,181	80,579,499
Operating grants, subsidies and contributions	2(a)	6,060,170	3,472,058	6,661,449
Fees and charges	2(a)	26,322,211	25,208,275	24,421,926
Interest earnings	2(a)	790,529	1,460,000	1,425,731
Other revenue	2(a)	1,973,167	235,500	1,904,584
		115,499,789	110,568,014	114,993,189
Expenses				
Employee costs		(46,583,884)	(48,372,090)	(45,401,757)
Materials and contracts		(44,089,341)	(43,794,015)	(44,589,416)
Utility charges		(4,005,691)	(4,120,720)	(3,993,463)
Depreciation on non-current assets	11(b)	(31,654,295)	(36,250,152)	(34,595,833)
Interest expenses	2(b)	(769,545)	(1,234,093)	(634,869)
Insurance expenses		(1,594,874)	(870,573)	(811,403)
Other expenditure	2(b)	(512,458)	(202,500)	(1,819,110)
		(129,210,088)	(134,844,143)	(131,845,851)
		(13,710,299)	(24,276,129)	(16,852,662)
Non-operating grants, subsidies and contributions	2(a)	10,818,117	16,537,764	8,607,134
Profit on asset disposals	11(a)	-	18,399	24,594
(Loss) on asset disposals	11(a)	(7,525,377)	(353,191)	(27,963,473)
Fair value adjustments to financial assets at fair value through profit or loss		4,525	-	-
		3,297,265	16,202,972	(19,331,745)
Net result for the period		(10,413,034)	(8,073,157)	(36,184,407)
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	13	(3,115,607)	-	941,064
Total other comprehensive income for the period		(3,115,607)	-	941,064
Total comprehensive loss for the period		(13,528,641)	(8,073,157)	(35,243,343)

This statement is to be read in conjunction with the accompanying notes.

CITY OF MANDURAH
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
Revenue				
	2(a)			
Governance		399	2,025	8,405
General purpose funding		85,168,507	83,512,729	86,978,740
Law, order, public safety		1,122,145	715,108	1,118,150
Health		401,397	319,825	302,956
Education and welfare		920,324	401,539	481,788
Community amenities		14,844,309	14,585,706	14,901,085
Recreation and culture		6,840,513	6,759,271	5,617,621
Transport		2,594,154	2,404,433	2,752,738
Economic services		2,583,548	1,550,850	1,615,104
Other property and services		1,024,493	316,528	1,216,602
		115,499,789	110,568,014	114,993,189
Expenses				
Governance		(5,784,597)	(6,772,482)	(5,938,602)
General purpose funding		(2,748,539)	(2,116,552)	(3,550,456)
Law, order, public safety		(3,628,639)	(4,057,736)	(4,740,514)
Health		(2,134,974)	(2,092,098)	(2,034,008)
Education and welfare		(4,806,393)	(4,718,248)	(4,224,889)
Community amenities		(20,260,162)	(18,838,819)	(18,128,247)
Recreation and culture		(42,986,269)	(46,856,030)	(43,697,089)
Transport		(23,930,123)	(30,088,759)	(30,784,699)
Economic services		(6,145,433)	(7,245,243)	(5,726,628)
Other property and services		(16,015,414)	(10,824,083)	(12,385,850)
		(128,440,543)	(133,610,050)	(131,210,982)
Finance Costs				
	2(b)			
General purpose funding		(232,027)	(35,000)	-
Community amenities		(15,071)	(11,585)	(20,338)
Recreation and culture		(177,937)	(708,020)	(263,556)
Transport		(113,027)	(387,656)	(187,180)
Other property and services		(231,483)	(91,832)	(163,795)
		(769,545)	(1,234,093)	(634,869)
		(13,710,299)	(24,276,129)	(16,852,662)
Non-operating grants, subsidies and contributions	2(a)	10,818,117	16,537,764	8,607,134
Profit on disposal of assets	11(a)	-	18,399	24,594
(Loss) on disposal of assets	11(a)	(7,525,377)	(353,191)	(27,963,473)
Fair value adjustments to financial assets at fair value through profit or loss		4,525	-	-
		3,297,265	16,202,972	(19,331,745)
Net result for the period		(10,413,034)	(8,073,157)	(36,184,407)
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	13	(3,115,607)	-	941,064
Total other comprehensive income for the period		(3,115,607)	-	941,064
Total comprehensive income for the period		(13,528,641)	(8,073,157)	(35,243,343)

This statement is to be read in conjunction with the accompanying notes.

CITY OF MANDURAH
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	NOTE	2021	2020
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	53,866,550	50,053,366
Trade and other receivables	6	6,443,291	6,086,065
Other financial assets	5(a)	9,111,103	96,670
Inventories	7	540,691	306,530
Other assets	8	2,407,241	1,084,274
TOTAL CURRENT ASSETS		72,368,876	57,626,905
NON-CURRENT ASSETS			
Trade and other receivables	6	1,475,315	1,266,147
Other financial assets	5(b)	448,285	441,659
Property, plant and equipment	9	254,428,252	259,100,600
Infrastructure	10	698,379,689	715,447,798
Investment property	14	4,860,000	4,860,000
Right-of-use assets	12(a)	759,271	4,293,141
TOTAL NON-CURRENT ASSETS		960,350,812	985,409,345
TOTAL ASSETS		1,032,719,688	1,043,036,250
CURRENT LIABILITIES			
Trade and other payables	15	16,239,800	11,454,706
Other liabilities	16	5,986,307	5,734,105
Lease liabilities	17(a)	438,797	1,015,507
Borrowings	18(a)	5,677,779	4,759,831
Employee related provisions	19	8,966,506	9,143,678
Other provisions	20	481,416	139,982
TOTAL CURRENT LIABILITIES		37,790,605	32,247,809
NON-CURRENT LIABILITIES			
Other liabilities	16	4,100,675	792,863
Lease liabilities	17(a)	347,168	3,163,118
Borrowings	18(a)	18,883,553	21,469,922
Employee related provisions	19	689,483	925,693
TOTAL NON-CURRENT LIABILITIES		24,020,879	26,351,596
TOTAL LIABILITIES		61,811,484	58,599,405
NET ASSETS		970,908,204	984,436,845
EQUITY			
Retained surplus		214,458,861	230,440,636
Reserves - cash/financial asset backed	4	44,767,915	39,199,174
Revaluation surplus	13	711,681,428	714,797,035
TOTAL EQUITY		970,908,204	984,436,845

This statement is to be read in conjunction with the accompanying notes.

CITY OF MANDURAH
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	RESERVES			TOTAL EQUITY
		RETAINED SURPLUS	CASH/FINANCIAL ASSET BACKED	REVALUATION SURPLUS	
		\$	\$	\$	
Balance as at 1 July 2019		274,232,081	31,592,136	713,855,971	1,019,680,188
Comprehensive income					
Net result for the period		(36,184,407)	-	-	(36,184,407)
Other comprehensive income	13	-	-	941,064	941,064
Total comprehensive income		(36,184,407)	-	941,064	(35,243,343)
Transfers from reserves	4	14,204,768	(14,204,768)	-	-
Transfers to reserves	4	(21,811,806)	21,811,806	-	-
Balance as at 30 June 2020		230,440,636	39,199,174	714,797,035	984,436,845
Comprehensive income					
Net result for the period		(10,413,034)	-	-	(10,413,034)
Other comprehensive income	13	-	-	(3,115,607)	(3,115,607)
Total comprehensive income		(10,413,034)	-	(3,115,607)	(13,528,641)
Transfers from reserves	4	8,293,848	(8,293,848)	-	-
Transfers to reserves	4	(13,862,589)	13,862,589	-	-
Balance as at 30 June 2021		214,458,861	44,767,915	711,681,428	970,908,204

This statement is to be read in conjunction with the accompanying notes.

CITY OF MANDURAH
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Rates		80,853,593	80,692,181	80,212,575
Operating grants, subsidies and contributions		4,814,887	3,963,832	12,674,810
Fees and charges		26,341,807	25,208,275	24,421,926
Interest received		524,914	1,460,000	1,425,731
Goods and services tax received		309,108	300,000	59,698
Other revenue		1,702,541	235,500	1,904,584
		114,546,850	111,859,788	120,699,324
Payments				
Employee costs		(46,967,112)	(48,372,090)	(44,518,078)
Materials and contracts		(38,634,024)	(43,544,015)	(44,868,482)
Utility charges		(4,005,691)	(4,120,720)	(3,993,463)
Interest expenses		(769,545)	(1,234,093)	(634,869)
Insurance paid		(1,594,874)	(870,573)	(811,401)
Other expenditure		(512,458)	(202,500)	(1,819,112)
		(92,483,704)	(98,343,991)	(96,645,405)
Net cash provided by operating activities	21	22,063,146	13,515,797	24,053,919
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for financial assets at amortised cost		(9,015,866)		
Payments for purchase of property, plant & equipment	9(a)	(4,286,859)	(7,440,965)	(9,317,970)
Payments for construction of infrastructure		(17,298,830)	(35,625,244)	(14,832,857)
Non-operating grants, subsidies and contributions		12,063,441	11,279,174	8,785,726
Proceeds from sale of property, plant & equipment	11(a)	2,232,437	1,020,562	1,022,411
Net cash provided by (used in) investment activities		(16,305,677)	(30,766,472)	(14,342,690)
CASH FLOWS FROM FINANCING ACTIVITIES				
Repayment of borrowings	18(b)	(5,337,258)	(25,410,640)	(6,384,932)
Payments for principal portion of lease liabilities	17(b)	(589,163)	(807,905)	(1,675,171)
Payments for principal portion of interest bearing liabilities		(298,281)		
Proceeds from interest bearing liabilities		612,248		
Payment for community loans		100,000	-	-
Proceeds on other loans and receivables		(100,668)	100,000	99,385
Proceeds from new borrowings	18(b)	3,668,837	27,500,000	2,750,001
Net cash provided by (used in) financing activities		(1,944,285)	1,381,455	(5,210,717)
Net increase (decrease) in cash held		3,813,184	(15,869,220)	4,500,512
Cash at beginning of year		50,053,366	39,312,663	45,552,854
Cash and cash equivalents at the end of the year	21	53,866,550	23,443,443	50,053,366

This statement is to be read in conjunction with the accompanying notes.

CITY OF MANDURAH
RATE SETTING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021

	NOTE	2021 Actual \$	2021 Budget \$	2020 Actual \$
OPERATING ACTIVITIES				
Net current assets at start of financial year - surplus/(deficit)	29 (c)	1,194,780	2,197,004	7,744,587
		1,194,780	2,197,004	7,744,587
Revenue from operating activities (excluding rates)				
Governance		399	2,025	8,405
General purpose funding		5,253,384	3,750,912	6,790,760
Law, order, public safety		1,122,145	715,108	1,118,150
Health		401,397	319,825	302,956
Education and welfare		920,324	401,539	481,788
Community amenities		14,844,309	14,585,706	14,901,085
Recreation and culture		6,840,513	6,759,271	5,617,621
Transport		2,594,154	2,404,433	2,752,738
Economic services		2,583,548	1,550,850	1,615,104
Other property and services		1,024,493	334,927	1,241,196
		35,584,666	30,824,596	34,829,803
Expenditure from operating activities				
Governance		(5,784,597)	(6,772,482)	(5,938,602)
General purpose funding		(2,980,566)	(2,151,552)	(3,550,456)
Law, order, public safety		(3,628,639)	(4,057,736)	(4,740,514)
Health		(2,134,974)	(2,092,098)	(2,034,008)
Education and welfare		(4,806,393)	(4,718,248)	(4,224,889)
Community amenities		(20,436,231)	(18,850,404)	(18,148,585)
Recreation and culture		(44,387,262)	(47,564,050)	(62,711,540)
Transport		(26,422,412)	(30,476,415)	(39,901,817)
Economic services		(6,437,159)	(7,245,243)	(5,726,628)
Other property and services		(19,717,232)	(11,269,106)	(12,832,285)
		(136,735,465)	(135,197,334)	(159,809,324)
Non-cash amounts excluded from operating activities	29(a)	40,923,432	36,584,944	59,475,328
Amount attributable to operating activities		(59,032,587)	(65,590,790)	(57,759,606)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	2(a)	10,818,117	16,537,764	8,607,134
Proceeds from disposal of assets	11(a)	2,232,437	1,020,562	1,022,411
Purchase of property, plant and equipment	9(a)	(4,286,859)	(7,440,965)	(9,317,970)
Purchase and construction of infrastructure	10(a)	(17,740,573)	(35,625,244)	(14,832,857)
		(8,976,878)	(25,507,883)	(14,521,282)
Non-cash amounts excluded from investing activities	29(b)	(603,762)	(5,275,266)	5,648,265
Amount attributable to investing activities		(9,580,640)	(30,783,149)	(8,873,017)
FINANCING ACTIVITIES				
Repayment of borrowings	18(b)	(5,337,258)	(25,410,640)	(6,384,932)
Proceeds from borrowings	18(c)	3,668,837	27,500,000	2,750,001
Payments for principal portion of lease liabilities	17(b)	(589,163)	(807,905)	(1,675,171)
Loans Utilised		744,828	431,591	534,073
Payments for principal portion of interest bearing liabilities		(298,281)	-	-
Proceeds from interest bearing liabilities		612,248	-	-
Payment for community loans		100,000	-	-
Proceeds on other loans and receivables		(100,668)	100,000	99,386
Transfers to reserves (restricted assets)	4	(13,862,589)	(3,832,612)	(21,811,806)
Transfers from reserves (restricted assets)	4	8,293,848	18,272,970	14,204,768
Amount attributable to financing activities		(6,768,198)	16,253,404	(12,283,681)
Surplus/(deficit) before imposition of general rates		(75,381,425)	(80,120,535)	(78,916,304)
Total amount raised from general rates	28(a)	79,919,648	79,761,817	80,111,084
Surplus/(deficit) after imposition of general rates	29(c)	4,538,223	(358,718)	1,194,780

This statement is to be read in conjunction with the accompanying notes.

CITY OF MANDURAH
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FOR THE YEAR ENDED 30 JUNE 2021

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1. BASIS OF PREPARATION

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost rather than at fair value. The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the City to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the City controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 32 to these financial statements.

INITIAL APPLICATION OF ACCOUNTING STANDARDS

During the current year, the City adopted all of the new and revised Australian Accounting Standards and Interpretations which were compiled, became mandatory and which were applicable to its operations.

These were:

- AASB 1059 *Service Concession Arrangements: Grantors*
- AASB 2018-7 *Amendments to Australian Accounting Standards - Definition of Materiality*

The adoption of these standards had no material impact on the financial report.

NEW ACCOUNTING STANDARDS FOR APPLICATION IN FUTURE YEARS

The following new accounting standards will have application to local government in future years:

- AASB 2020-1 *Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current*
- AASB 2020-3 *Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments*
- AASB 2021-2 *Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates*

It is not expected these standards will have an impact on the financial report.

CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- Employee expenses
- Land held for resale
- Other financial assets
- Property, Plant and Equipment
- Infrastructure
- Right-of-use assets
- Lease liabilities
- Borrowing liabilities
- Provisions
- Interest rate swaps

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES

(a) Grant revenue

Grants, subsidies and contributions are included as both operating and non-operating revenues in the Statement of Comprehensive Income:

	2021 Actual \$	2021 Budget \$	2020 Actual \$
Operating grants, subsidies and contributions			
Governance	-	2,025	8,405
General purpose funding	3,177,214	1,615,000	3,481,232
Law, order, public safety	355,106	144,921	468,762
Health	312,971	117,450	109,777
Education and welfare	519,857	57,415	157,259
Community amenities	40,087	122,660	174,405
Recreation and culture	925,241	928,219	1,628,818
Transport	247,706	298,844	380,588
Economic services	331,464	3,038	8,028
Other property and services	150,524	182,488	244,175
	6,060,170	3,472,058	6,661,449
Non-operating grants, subsidies and contributions			
General purpose funding	-	-	124,637
Law, order, public safety	8,657	-	485,275
Community amenities	20,340	-	-
Recreation and culture	409,473	13,133,930	1,499,372
Transport	4,152,616	3,303,834	4,090,206
Economic services	6,140,693	-	417,644
Other property and services	86,338	100,000	1,990,000
	10,818,117	16,537,764	8,607,134
Total grants, subsidies and contributions	16,878,287	20,009,822	15,268,583
Fees and charges			
General purpose funding	826,923	670,913	683,901
Law, order, public safety	630,282	569,688	649,349
Health	61,148	202,375	193,180
Education and welfare	387,725	344,124	323,803
Community amenities	14,378,694	14,273,047	14,253,178
Recreation and culture	5,656,662	5,831,052	4,737,851
Transport	1,838,830	1,675,225	1,820,983
Economic services	2,246,843	1,547,813	1,595,696
Other property and services	295,104	94,040	163,985
	26,322,211	25,208,275	24,421,926

There were no changes to the amounts of fees or charges detailed in the original budget.

SIGNIFICANT ACCOUNTING POLICIES

Grants, subsidies and contributions

Operating grants, subsidies and contributions are grants, subsidies or contributions that are not non-operating in nature.

Non-operating grants, subsidies and contributions are amounts received for the acquisition or construction of recognisable non-financial assets to be controlled by the local government.

Fees and Charges

Revenue (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Contracts with customers and transfers for recognisable non-financial assets			
Revenue from contracts with customers and transfers to enable the acquisition or construction of recognisable non-financial assets to be controlled by the City was recognised during the year for the following nature or types of goods or services:			
Operating grants, subsidies and contributions	6,060,170	3,472,058	6,661,449
Fees and charges	26,322,211	25,208,275	24,421,926
Other revenue	1,056,992	235,500	-
Non-operating grants, subsidies and contributions	10,818,117	16,537,764	5,616,589
	<u>44,257,490</u>	<u>45,453,597</u>	<u>36,699,964</u>
Revenue from contracts with customers and transfers to enable the acquisition or construction of recognisable non-financial assets to be controlled by the City is comprised of:			
Revenue from contracts with customers included as a contract liability at the start of the period	85,840	-	169,374
Revenue from contracts with customers recognised during the year	33,353,533	28,915,833	31,083,375
Revenue from transfers intended for acquiring or constructing recognisable non financial assets held as a liability at the start of the period	5,648,265	-	-
Revenue from transfers intended for acquiring or constructing recognisable non financial assets during the year	5,169,852	16,537,764	5,447,215
	<u>44,257,490</u>	<u>45,453,597</u>	<u>36,699,964</u>
Information about receivables, contract assets and contract liabilities from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:			
Trade and other receivables from contracts with customers	1,558,872		726,832
Contract liabilities from contracts with customers	(89,910)		(85,840)
Grant liabilities from transfers for recognisable non financial assets	(6,602,155)		(5,648,265)

Impairment of assets associated with contracts with customers are detailed at note 2 (b) under 'Other expenditure'.

Contract liabilities for contracts with customers primarily relate to grants with performance obligations received in advance, for which revenue is recognised over time as the performance obligations are met.

Consideration from contracts with customers is included in the transaction price.

Performance obligations in relation to contract liabilities from transfers for recognisable non financial assets are satisfied as project milestones are met or completion of construction or acquisition of the asset.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Revenue from statutory requirements

Revenue from statutory requirements was recognised during the year for the following nature or types of goods or services:

General rates	79,919,648	79,761,817	80,034,188
Specified area rates	434,064	430,364	545,311
	80,353,712	80,192,181	80,579,499

Assets and services acquired below fair value

Contributed assets	441,743	-	2,990,545
	441,743	-	2,990,545

Other revenue

Reimbursements and recoveries	916,175	-	-
Other	1,056,992	235,500	1,904,584
	1,973,167	235,500	1,904,584

Interest earnings

Interest on reserve funds	162,864	400,000	392,604
Rates instalment and penalty interest (refer Note 28(d))	559,790	500,000	704,180
Other interest earnings	67,875	560,000	328,947
	790,529	1,460,000	1,425,731

SIGNIFICANT ACCOUNTING POLICIES

Interest earnings

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest earnings (continued)

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES (Continued)

(b) Expenses	Note	2021 Actual \$	2021 Budget \$	2020 Actual \$
Auditors remuneration				
Audit of the Annual Financial Report		81,385	151,875	90,997
		81,385	151,875	90,997
Interest expenses (finance costs)				
Borrowings	18(b)	313,481	1,127,642	505,408
Interest rate swap		232,027	-	-
Interest bearing liabilities		199,266		
Lease liabilities	17(b)	24,771	106,451	129,461
		769,545	1,234,093	634,869
Other expenditure				
Impairment loss on trade and other receivables from contracts with customers		158,610	-	139,014
Sundry expenses		353,848	202,500	1,680,096
		512,458	202,500	1,819,110

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

2. REVENUE AND EXPENSES (Continued)

REVENUE RECOGNITION POLICY

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	Adopted by Council annually	When taxable event occurs	Not applicable	When rates notice is issued
Specified area rates	Rates charge for specific defined purpose	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	Adopted by Council annually	When taxable event occurs	Not applicable	When rates notice is issued
Service charges	Charge for specific service	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	Adopted by Council annually	When taxable event occurs	Not applicable	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants with no contract commitments	General appropriations and contributions with no reciprocal commitment	No obligations	Not applicable	Not applicable	Cash received	On receipt of funds	Not applicable	When assets are controlled
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming	Single point in time	Full payment prior to issue	None	Set by State legislation or limited by legislation to the cost of provision	Based on timing of issue of the associated rights	No refunds	On payment and issue of the licence, registration or approval
Pool inspections	Compliance safety check	Single point in time	Equal proportion based on an equal annually fee	None	Set by State legislation	Apportioned equally across the inspection cycle	No refunds	After inspection complete based on a 4 year cycle
Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Set by State legislation or limited by legislation to the cost of provision	Applied fully on timing of inspection	Not applicable	Revenue recognised after inspection event occurs
Waste management collections	Kerbside collection service	Over time	Payment on an annual basis in advance	None	Adopted by Council annually	Apportioned equally across the collection period	Not applicable	Output method based on regular weekly and fortnightly period as proportionate to collection service
Waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	Adopted by Council annually	Based on timing of entry to facility	Not applicable	On entry to facility
Airport landing charges	Permission to use facilities and runway	Single point in time	Monthly in arrears	None	Adopted by Council annually	Applied fully on timing of landing/take-off	Not applicable	On landing/departure event
Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	Adopted by Council annually	Based on timing of entry to facility	Returns limited to repayment of transaction price	On entry or at conclusion of hire
Memberships	Gym and pool membership	Over time	Payment in full in advance	Refund for unused portion on application	Adopted by Council annually	Apportioned equally across the access period	Returns limited to repayment of transaction price	Output method over 12 months matched to access right
Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Adopted by Council annually	Applied fully based on timing of provision	Not applicable	Output method based on provision of service or completion of works

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

3. CASH AND CASH EQUIVALENTS

	NOTE	2021	2020
		\$	\$
Cash at bank and on hand		18,114,502	3,904,077
Term deposits		35,752,048	46,149,289
Total cash and cash equivalents		53,866,550	50,053,366

Restrictions

The following classes of assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:

- Cash and cash equivalents		49,755,682	48,413,059
- Financial assets at amortised cost	5(a)	9,015,866	-
		58,771,548	48,413,059

The restricted assets are a result of the following specific purposes to which the assets may be used:

Reserves - cash/financial asset backed	4	44,767,915	39,199,174
Contract liabilities from contracts with customers	16	89,910	85,840
Grants for transfers for recognisable non financial assets	16	6,602,155	5,648,265
Bonds & Deposits	15	5,114,097	1,948,015
Unspent loans	18(d)	2,197,471	1,531,765
Total restricted assets		58,771,548	48,413,059

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three 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 financial position.

Restricted assets

Restricted asset balances are not available for general use by the City due to externally imposed restrictions. Externally imposed restrictions are specified in an agreement, contract or legislation. This applies to reserves, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

4. RESERVES - CASH/FINANCIAL ASSET BACKED

	2021 Actual Opening Balance	2021 Actual Transfer to	2021 Actual Transfer (from)	2021 Actual Closing Balance	2021 Budget Opening Balance	2021 Budget Transfer to	2021 Budget Transfer (from)	2021 Budget Closing Balance	2020 Actual Opening Balance	2020 Actual Transfer to	2020 Actual Transfer (from)	2020 Actual Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
(a) Building Reserve	1,750,807	10,831	(86,783)	1,674,855	1,807,813	939,060	(2,161,990)	584,883	1,473,343	673,710	(396,246)	1,750,807
(b) Cash in Lieu of Parking Reserve	476,232	3,100	-	479,332	471,178	9,242	-	480,420	465,611	10,621	-	476,232
(c) Asset Management Reserve	3,414,420	7,273,811	-	10,688,231	2,496,008	1,940,595	(1,824,778)	2,611,825	991,225	2,662,746	(239,551)	3,414,420
(d) Cultural Centre Reserve	149,781	-	-	149,781	2,480	-	(2,480)	-	227,480	-	(77,699)	149,781
(e) Museum Reserve	160,150	-	(160,150)	-	160,150	-	(160,150)	-	160,150	-	-	160,150
(f) Property Acquisition Reserve	3,913,886	-	(3,913,886)	-	3,920,867	468	(3,897,117)	24,218	4,091,243	210,307	(387,664)	3,913,886
(g) Sustainability Reserve	660,440	4,045	(39,063)	625,422	647,225	100,860	(189,180)	558,905	804,088	14,577	(158,225)	660,440
(h) Waste Reserve	2,382,544	1,626,399	-	4,008,943	1,617,218	10,726	(957,202)	670,742	1,519,653	967,894	(105,003)	2,382,544
(i) Community Improvements Reserve	33,233	-	(33,233)	-	33,234	-	(33,234)	-	96,932	-	(63,699)	33,233
(j) Traffic Bridge Reserve	399,886	-	(350,000)	49,886	399,886	-	(399,886)	-	495,106	-	(95,220)	399,886
(k) Tims Thicket Septage Reserve	75,697	-	(75,697)	-	74,894	1,468	-	76,362	74,010	1,687	-	75,697
(l) Tims Thicket Inert Reserve	105,041	-	(105,041)	-	104,413	42,816	-	147,229	102,716	2,325	-	105,041
(m) Inert Landfill Reserve	39,728	-	(39,728)	-	39,728	-	(39,728)	-	39,728	-	-	39,728
(n) Arts and Craft Centre Reserve	229,699	-	(229,699)	-	229,699	-	(229,699)	-	229,699	-	-	229,699
(o) Sand Pit Restoration Reserve	66,970	-	(66,970)	-	66,970	-	(66,970)	-	66,970	-	-	66,970
(p) Interest Free Loans Reserve	200,984	325	(150,984)	50,325	159,894	-	(159,894)	-	159,894	41,090	-	200,984
(q) CLAG Reserve	62,404	41	(56,039)	6,406	27,116	529	-	27,645	26,797	35,607	-	62,404
(r) Emergency Relief Fund Reserve	3,295	-	(3,295)	-	3,295	-	(3,295)	-	3,295	-	-	3,295
(s) Mandurah Ocean Marina Reserve	176,073	1,146	-	177,219	175,870	3,462	-	179,332	235,146	43,339	(102,412)	176,073
(t) Waterways Reserve - Stingray Wharf	277,341	456,332	-	733,673	274,639	4,579	(40,990)	238,228	-	277,341	-	277,341
(u) Interest on Investments Reserve	12,771	-	(12,771)	-	12,771	-	(12,771)	-	12,771	-	-	12,771
(v) Port Mandurah Canals Stage 2 Maintenance Reserve	92,106	599	-	92,705	92,322	1,792	-	94,114	82,473	9,633	-	92,106
(w) Mariners Cove Canals Reserve	83,920	546	-	84,466	85,053	1,672	-	86,725	73,628	10,292	-	83,920
(x) Port Bouvard Canal Maintenance Contributions Reserve	264,143	1,719	-	265,862	270,424	5,295	-	275,719	231,199	32,944	-	264,143
(y) Soccer Club Rooms Refurbishment Reserve	29,292	-	(29,292)	-	29,292	-	(29,292)	-	29,292	-	-	29,292
(z) Cash in Lieu POS Contributions Reserve	-	-	-	-	-	-	-	-	1,535,671	-	(1,535,671)	-
(aa) Unspent Grants Reserve	7,974,498	732,888	-	8,707,386	5,451,218	8,381	(5,275,197)	184,402	5,368,948	13,300,130	(10,694,580)	7,974,498
(ab) Leave Reserve	5,103,667	-	(527,409)	4,576,258	4,944,527	96,899	-	5,041,426	4,886,154	217,513	-	5,103,667
(ac) Carbon Offset Reserve	130,117	-	(130,117)	-	130,117	-	(130,117)	-	130,117	-	-	130,117
(ad) Bushland Acquisition Reserve	3,000,000	-	-	3,000,000	3,036,239	59,497	-	3,095,736	2,714,531	285,469	-	3,000,000
(ae) Port Bouvard Surf Life Saving Clubrooms Reserve	18,000	-	(18,000)	-	18,000	-	(18,000)	-	18,000	-	-	18,000
(af) Coastal Storm Contingency Reserve	255,699	1,664	-	257,363	252,987	4,958	-	257,945	250,000	5,699	-	255,699
(ag) Refurbishment Bortolo Pavillion Reserve	6,000	-	(6,000)	-	6,000	-	(6,000)	-	6,000	-	-	6,000
(ah) Refurbishment Rushton Park Reserve	13,500	-	(13,500)	-	13,500	-	(13,500)	-	13,500	-	-	13,500
(ai) Refurbishment Meadow Springs Pavillion Reserve	8,712	-	(8,712)	-	8,712	-	(8,712)	-	8,712	-	-	8,712
(aj) Digital Futures Reserve	83,029	447	(14,284)	69,192	42,573	834	-	43,407	92,070	959	(10,000)	83,029
(ak) Decked Carparking Reserve	997,716	6,494	-	1,004,210	987,134	19,346	-	1,006,480	975,480	22,236	-	997,716
(al) Specified Area Rates - Waterside Canals	101,760	17,226	-	118,986	104,301	-	(5,171)	99,130	103,070	2,349	(3,659)	101,760
(am) Specified Area Rates - Port Mandurah Canals	345,992	69,592	-	415,584	353,236	149,365	(79,060)	423,541	365,436	83,526	(102,970)	345,992
(an) Specified Area Rates - Mandurah Quay Canals	199,550	9,811	-	209,361	189,933	11,777	-	201,710	187,692	19,618	(7,760)	199,550
(ao) Specified Area Rates - Mandurah Ocean Marina	220,269	183,633	-	403,902	222,398	304,840	(162,999)	364,239	-	385,406	(165,137)	220,269
(ap) Specified Area Rate - Port Bouvard Canals	118,299	2,124	-	120,423	98,861	1,791	-	100,652	97,694	44,683	(24,078)	118,299

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(aq) Specified Area Rate - Mariners Cove	22,719	102	(6,964)	15,857	18,722	-	(9,717)	9,005	18,501	11,187	(6,969)	22,719
(ar) Specified Area Rate - Eastport	28,010	7,909	-	35,919	23,165	602	-	23,767	22,885	13,251	(8,126)	28,010
(as) Sports Club Maintenance Levy Reserve	141,402	48,604	(1,700)	188,306	133,395	58,210	-	191,605	105,226	56,275	(20,099)	141,402
(at) City Centre Land Acquisition Reserve	3,000,000	6,509	(2,000,000)	1,006,509	3,035,842	20,301	(2,000,000)	1,056,143	3,000,000	-	-	3,000,000
(au) City Facility Relocation Reserve	214,531	-	(214,531)	-	156,000	-	(156,000)	-	-	214,531	-	214,531
(av) Lakelands Community Infrastructure Reserve	1,090,206	7,096	-	1,097,302	1,078,644	21,139	-	1,099,783	-	1,090,206	-	1,090,206
(aw) Plant Reserve	952,687	629,812	-	1,582,499	938,504	9,937	(199,841)	748,600	-	952,687	-	952,687
(ax) Workers Compensation Reserve	111,968	369,448	-	481,416	110,781	2,171	-	112,952	-	111,968	-	111,968
(ay) Restricted Cash Reserve	-	2,390,336	-	2,390,336	-	-	-	-	-	-	-	-
	39,199,174	13,862,589	(8,293,848)	44,767,915	34,557,228	3,832,612	(18,272,970)	20,116,870	31,592,136	21,811,806	(14,204,768)	39,199,174

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserves - cash/financial assets backed.

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Purpose of the reserve
(a) Building Reserve	Building - Future new building capital requirements
(b) Cash in Lieu of Parking Reserve	Parking - Provide additional parking areas
(c) Asset Management Reserve	Asset Management - Renewal and upgrade of current infrastructure
(d) Cultural Centre Reserve	Cultural Centre - Equipment/plant replacement for Mandurah Performing Arts Centre and the provision of standby financing
(e) Museum Reserve	Museum - Operation of museum
(f) Property Acquisition Reserve	Property Acquisition - Future property purchases in areas other than the City Centre
(g) Sustainability Reserve	Sustainability - Development of Mandurah as a sustainable city
(h) Waste Reserve	Waste Facilities Reserve Fund - Future waste treatment initiatives
(i) Community Improvements Reserve	Community Improvements - Provision of community facilities
(j) Traffic Bridge Reserve	Traffic Bridge - Replacement of Mandurah Traffic Bridge
(k) Tims Thicket Septage Reserve	Tims Thicket Septage - Future site restoration
(l) Tims Thicket Inert Reserve	Tims Thicket Inert - Future site restoration and development
(m) Inert Landfill Reserve	Inert Landfill - Future site restoration and development
(n) Arts and Craft Centre Reserve	Arts and Craft Centre - Provision of new arts and craft facility
(o) Sand Pit Restoration Reserve	Sand Pit Restoration - Costs associated with closure of Red Road site
(p) Interest Free Loans Reserve	Interest Free Loans - Interest-free loans to sporting & community groups for minor capital projects
(q) CLAG Reserve	CLAG - Contiguous Local Authority Group for control of mosquitoes
(r) Emergency Relief Fund Reserve	Emergency Relief Fund - Capital grants to local emergency service groups. Availability of funds for emergencies/disaster in Mandurah
(s) Mandurah Ocean Marina Reserve	Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina
(t) Waterways Reserve - Stingray Wharf	Waterways - Future maintenance/asset replacement of specific waterways infrastructure
(u) Interest on Investments Reserve	Interest on Investments - Allocation for once-off purchases
(v) Port Mandurah Canals Stage 2 Maintenance Reserve	Port Mandurah Canals Stage 2 Maintenance - Stage 2 Future maintenance of canals
(w) Mariners Cove Canals Reserve	Mariners Cove Canals - Future maintenance of canals
(x) Port Bouvard Canal Maintenance Contributions Reserve	Port Bouvard Canal Maintenance Contributions - Contribution Future maintenance of canals
(y) Soccer Club Rooms Refurbishment Reserve	Soccer Club Rooms Refurbishment - To maintain presentation and functionality of the Club House
(z) Cash in Lieu POS Contributions Reserve	Cash in Lieu POS Contributions - Contributions received in accordance with Planning & Development Act
(aa) Unspent Grants Reserve	Unspent Grants & Contributions - Operating and non-operating grants and contributions tied to future expenditure.
(ab) Leave Reserve	Long Service Leave - To fund the long service and sick leave liability of Council's staff.
(ac) Carbon Offset Reserve	Carbon Offset - Fund initiatives which provide an offset to the environmental impact of the City's waste management activities.
(ad) Bushland Acquisition Reserve	Bushland Acquisition - For the purchase & protection of bushland and environmentally sensitive sites within the City
(ae) Port Bouvard Surf Life Saving Clubrooms Reserve	Port Bouvard Surf Life Saving Clubrooms - To maintain presentation and functionality of the Club House
(af) Coastal Storm Contingency Reserve	Coastal Storm Contingency - Provide for coastal emergency works due to storm damage
(ag) Refurbishment Bortolo Pavillion Reserve	Refurbishment Bortolo Pavillion - To maintain presentation and functionality of the Club House.
(ah) Refurbishment Rushton Park Reserve	Refurbishment Rushton Park - To maintain presentation and functionality of the Club House.
(ai) Refurbishment Meadow Springs Pavillion Reserve	Refurbishment Meadow Springs Pavillion - To maintain presentation and functionality of the Club House
(aj) Digital Futures Reserve	Digital Futures - Fund development, investigation or commissioning of digital technology initiatives.

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(ak) Decked Carparking Reserve	Decked Carparking - Amount received from Landcorp in June 2006, set aside for Decked Carparking
(al) Specified Area Rates - Waterside Canals	Specified Area Rates - Waterside Canals - Future maintenance of canals.
(am) Specified Area Rates - Port Mandurah Canals	Specified Area Rates - Port Mandurah Canals - Future maintenance of canals.
(an) Specified Area Rates - Mandurah Quay Canals	Specified Area Rates - Mandurah Quay Canals - Future maintenance of canals.
(ao) Specified Area Rates - Mandurah Ocean Marina	Specified Area Rates - Mandurah Ocean Marina - Future maintenance/asset replacement at Mandurah Ocean Marina.
(ap) Specified Area Rate - Port Bouvard Canals	Specified Area Rate - Port Bouvard Canals - Future maintenance of canals.
(aq) Specified Area Rate - Mariners Cove	Specified Area Rate - Mariners Cove - Future maintenance of canals.
(ar) Specified Area Rate - Eastport	Specified Area Rate - Eastport - Future maintenance of canals.
(as) Sports Club Maintenance Levy Reserve	Sports Clubs Maintenance Levy - To maintain various city buildings leased to clubs
(at) City Centre Land Acquisition Reserve	City Centre Land Acquisition Reserve - For future property purchases within the City Centre area
(au) City Facility Relocation Reserve	City Facility Relocation Reserve - To fund long term strategic relocation of city facilities
(av) Lakelands Community Infrastructure Reserve	Lakelands Community Infrastructure Reserve - Contribute to the construction of the community infrastructure on Lot 2300 Seppings Parade Lakelands
(aw) Plant Reserve	Plant reserve - Replacement of heavy plant and equipment
(ax) Workers Compensation Reserve	Workers Compensation - For the purposes of funding previous year workers compensation claims that are open and still have costs required to be paid by the City of Mandurah
(ay) Restricted Cash Reserve	Restricted cash carried forward for future use.

5. OTHER FINANCIAL ASSETS

(a) Current assets

Financial assets at amortised cost

Other financial assets at amortised cost

Term deposits

Community Loans

(b) Non-current assets

Financial assets at amortised cost

Financial assets at fair value through profit and loss

Financial assets at amortised cost

Community Loans

Financial assets at fair value through profit and loss

Units in Local Government House Trust

	2021	2020
	\$	\$
	9,111,103	96,670
	9,111,103	96,670
	9,015,866	-
	95,237	96,670
	9,111,103	96,670
	319,123	317,022
	129,162	124,637
	448,285	441,659
	319,123	317,022
	319,123	317,022
	129,162	124,637
	129,162	124,637

Loans receivable from clubs/institutions have the same terms and conditions as the related borrowing disclosed in Note 18(b) as self supporting loans.

SIGNIFICANT ACCOUNTING POLICIES

Other financial assets at amortised cost

The City 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.
- term deposits with original terms greater than three months are classified as other financial assets at amortised cost.

Financial assets at fair value through profit and loss

The City classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the City has not elected to recognise fair value gains and losses through other comprehensive income.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 30.

6. TRADE AND OTHER RECEIVABLES

Current

Rates receivable
Trade and other receivables
GST receivable
Allowance for impairment of receivables
Other receivables ESL
Other receivables Infringements

Non-current

Pensioner's rates and ESL deferred

2021	2020
\$	\$
3,487,767	3,740,154
1,558,872	726,833
416,766	725,874
(158,610)	(139,014)
92,995	12,288
1,045,501	1,019,930
6,443,291	6,086,065
1,475,315	1,266,147
1,475,315	1,266,147

SIGNIFICANT ACCOUNTING POLICIES

Trade and other receivables

Trade 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.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 30.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

Classification and subsequent measurement

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.

Trade receivables are held with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

7. INVENTORIES

Current

Fuel and materials

The following movements in inventories occurred during the year:

Balance at beginning of year

Movements to inventory

Balance at end of year

	2021	2020
	\$	\$
	540,691	306,530
	540,691	306,530
	306,530	326,258
	234,161	(19,728)
	540,691	306,530

SIGNIFICANT ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

8. OTHER ASSETS

Other assets - current

Prepayments
 Accrued income

	2021	2020
	\$	\$
Prepayments	1,680,216	622,864
Accrued income	727,025	461,410
	2,407,241	1,084,274

SIGNIFICANT ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

9. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land	Buildings - non- specialised	Total land and buildings	Furniture and equipment	Plant and equipment	Work in Progress	Total property, plant and equipment
	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2019	92,695,200	152,010,562	244,705,762	2,268,264	12,578,241	2,983,884	262,536,151
Additions	1,950,000	4,332,024	6,282,024	96,917	2,813,803	125,226	9,317,970
(Disposals)	(400,000)	(40,722)	(440,722)	(15,354)	(876,970)	-	(1,333,046)
Depreciation (expense)	-	(4,678,124)	(4,678,124)	(293,030)	(1,589,321)	-	(6,560,475)
Transfers	-	(4,860,000)	(4,860,000)	-	-	-	(4,860,000)
Balance at 30 June 2020	94,245,200	146,763,740	241,008,940	2,056,797	12,925,753	3,109,110	259,100,600
Comprises:							
Gross balance amount at 30 June 2020	94,245,200	151,441,505	245,686,705	2,349,181	14,437,751	3,109,110	265,582,747
Accumulated depreciation at 30 June 2020	-	(4,677,765)	(4,677,765)	(292,384)	(1,511,998)	-	(6,482,147)
Balance at 30 June 2020	94,245,200	146,763,740	241,008,940	2,056,797	12,925,753	3,109,110	259,100,600
Additions	-	1,464,095	1,464,095	309,829	1,756,165	756,770	4,286,859
(Disposals)	(1,380,000)	(291,726)	(1,671,726)	-	(917,727)	-	(2,589,453)
Depreciation (expense)	-	(4,807,607)	(4,807,607)	(229,863)	(1,332,284)	-	(6,369,754)
Balance at 30 June 2021	92,865,200	143,128,502	235,993,702	2,136,763	12,431,907	3,865,880	254,428,252
Comprises:							
Gross balance amount at 30 June 2021	92,865,200	152,593,511	245,458,711	2,656,610	15,097,988	3,865,880	267,079,189
Accumulated depreciation at 30 June 2021	-	(9,465,009)	(9,465,009)	(519,847)	(2,666,081)	-	(12,650,937)
Balance at 30 June 2021	92,865,200	143,128,502	235,993,702	2,136,763	12,431,907	3,865,880	254,428,252

9. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value					
Land and buildings					
Land		Market Approach	Independent registered valuer	June 2019	Selection of Land similar approximate utility
Buildings - non-specialised		Depreciated Replacement Cost	Independent registered valuer	June 2019	Historical cost per square floor area. Consumed benefit/obsolescence of asset.
(ii) Cost					
Furniture and equipment		Depreciated Replacement Cost	Independent registered valuer	June 2019	Historical cost per unit. Consumed economic benefit/obsolescence of asset.
Plant and equipment		Depreciated Replacement Cost	Independent registered valuer	June 2019	Historical cost per unit. Consumed economic benefit/obsolescence of asset.

Following a change to Local Government (Financial Management) Regulation 17A, plant and equipment type assets (being plant and equipment and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change was effective from 1 July 2019 and represented a change in accounting policy. Revaluations carried out previously were not reversed as it was deemed fair value approximated cost at the date of change.

CITY OF MANDURAH
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FOR THE YEAR ENDED 30 JUNE 2021

10. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads \$	Other infrastructure - drainage \$	Other infrastructure - parks \$	Other infrastructure - coastal and estuary \$	Other infrastructure - bridges \$	Other infrastructure - other infrastructure \$	Work in Progress \$	Total Infrastructure \$
Balance at 1 July 2019	333,964,005	135,082,332	154,469,201	50,602,840	63,909,863	5,656,960	10,952,584	754,637,785
Additions	10,667,525	1,154,623	4,938,630	-	(30)	184,236	(2,112,127)	14,832,857
(Disposals)	(8,800,553)	(6,757)	(18,698,306)	(122,628)	-	-	-	(27,628,244)
Revaluation increments / (decrements) transferred to revaluation surplus	(21,852)	80,806	759,051	119,191	3,868	-	-	941,064
Depreciation (expense)	(10,211,657)	(2,366,028)	(10,582,640)	(2,331,466)	(734,568)	(248,344)	-	(26,474,703)
Transfers	150,351	(304,270)	(690,171)	(1)	31	(16,901)	-	(860,961)
Balance at 30 June 2020	325,747,819	133,640,706	130,195,765	48,267,936	63,179,164	5,575,951	8,840,457	715,447,798
Comprises:								
Gross balance at 30 June 2020	513,233,648	185,600,383	173,056,608	96,059,624	71,696,205	6,232,107	8,840,457	1,054,719,032
Accumulated depreciation at 30 June 2020	(187,485,829)	(51,959,677)	(42,860,843)	(47,791,688)	(8,517,041)	(656,156)	-	(339,271,234)
Balance at 30 June 2020	325,747,819	133,640,706	130,195,765	48,267,936	63,179,164	5,575,951	8,840,457	715,447,798
Additions	3,794,955	690,162	923,197	3,755	434,042	-	11,894,462	17,740,573
(Disposals)	(2,009,665)	(160,998)	(4,625,937)	(370,949)	-	(812)	-	(7,168,361)
Revaluation increments / (decrements) transferred to revaluation surplus	-	-	-	(62,954)	-	-	(3,052,655)	(3,115,609)
Depreciation (expense)	(9,576,417)	(2,658,738)	(9,060,769)	(2,264,631)	(761,074)	(203,083)	-	(24,524,712)
Balance at 30 June 2021	317,956,692	131,511,132	117,432,256	45,573,157	62,852,132	5,372,056	17,682,264	698,379,689
Comprises:								
Gross balance at 30 June 2021	514,525,382	185,840,334	159,793,453	95,218,006	72,130,247	6,231,299	17,682,264	1,051,420,985
Accumulated depreciation at 30 June 2021	(196,568,690)	(54,329,202)	(42,361,197)	(49,644,849)	(9,278,115)	(859,243)	-	(353,041,296)
Balance at 30 June 2021	317,956,692	131,511,132	117,432,256	45,573,157	62,852,132	5,372,056	17,682,264	698,379,689

\$3,052,655 relates to an adjustment for assets incorrectly duplicated in prior years.

CITY OF MANDURAH
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10. INFRASTRUCTURE (Continued)

(b) Carrying Value Measurements

(i) Fair Value	Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
	Infrastructure - roads		Depreciated Replacement Cost	Independent registered valuer	June 2018	Construction costs, current condition, remaining useful lives. (i) Consumed economic benefit/obolenscence of asset.
	Other infrastructure - drainage		Depreciated Replacement Cost	Independent registered valuer	June 2018	Construction costs, current condition, remaining useful lives. (i) Consumed economic benefit/obolenscence of asset.
	Other infrastructure - parks		Depreciated Replacement Cost	Independent registered valuer	June 2018	Construction costs, current condition, remaining useful lives. (i) Consumed economic benefit/obolenscence of asset.
	Other infrastructure - coastal and estuary		Depreciated Replacement Cost	Independent registered valuer	June 2018	Construction costs, current condition, remaining useful lives. (i) Consumed economic benefit/obolenscence of asset.
	Other infrastructure - bridges		Depreciated Replacement Cost	Independent registered valuer	June 2018	Construction costs, current condition, remaining useful lives. (i) Consumed economic benefit/obolenscence of asset.
	Other infrastructure - land improvements		Depreciated Replacement Cost	At Cost basis	June 2019	Selection of Land similar approximate utility
	Other infrastructure - other infrastructure		Depreciated Replacement Cost	Independent registered valuer	June 2018	Construction costs, current condition, remaining useful lives. (i) Consumed economic benefit/obolenscence of asset.

11. FIXED ASSETS

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement between mandatory revaluation dates

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets that are land, buildings, infrastructure and investment properties acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework.

Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the City.

Revaluation (Continued)

At the end of each period the valuation is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

AUSTRALIAN ACCOUNTING STANDARDS - INCONSISTENCY

Land under roads from 1 July 2019

As a result of amendments to the *Local Government (Financial Management) Regulations 1996*, effective from 1 July 2019, vested land, including land under roads, is treated as right-of-use assets measured at zero cost. Therefore, the previous inconsistency with AASB 1051 in respect of non-recognition of land under roads acquired on or after 1 July 2008 has been removed, even though measurement at zero cost means that land under roads is still not included in the statement of financial position.

Vested improvements from 1 July 2019

The measurement of vested improvements at fair value in accordance with *Local Government (Financial Management) Regulation 17A(2)(iv)* is a departure from AASB 16 which would have required the City to measure the vested improvements as part of the related right-of-use assets at zero cost.

Refer to Note 12 that details the significant accounting policies applying to leases (including right-of-use assets).

CITY OF MANDURAH
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FOR THE YEAR ENDED 30 JUNE 2021

11. FIXED ASSETS

(a) Disposals of Assets

	2021 Actual Net Book Value	2021 Actual Sale Proceeds	2021 Actual Profit \$	2021 Actual Loss \$	2021 Budget Net Book Value	2021 Budget Sale Proceeds	2021 Budget Profit \$	2021 Budget Loss \$	2020 Actual Net Book Value	2020 Actual Sale Proceeds	2020 Actual Profit \$	2020 Actual Loss \$
Land - freehold land	1,380,000	1,221,204	-	(158,796)	-	-	-	-	400,000	363,954	24,594	(60,640)
Buildings - non-specialised	291,726	-	-	(291,726)	-	-	-	-	40,722	-	-	(40,722)
Furniture and equipment	-	-	-	-	-	-	-	-	15,354	-	-	(15,354)
Plant and equipment	917,727	1,011,233	-	93,506	1,355,354	1,020,562	18,399	(353,191)	876,970	658,457	-	(218,513)
Infrastructure - roads	2,009,665	-	-	(2,009,665)	-	-	-	-	8,800,553	-	-	(8,800,553)
Other infrastructure - drainage	160,998	-	-	(160,998)	-	-	-	-	6,757	-	-	(6,757)
Other infrastructure - parks	4,625,937	-	-	(4,625,937)	-	-	-	-	18,698,306	-	-	(18,698,306)
Other infrastructure - coastal and estuary	370,949	-	-	(370,949)	-	-	-	-	122,628	-	-	(122,628)
Other infrastructure - other infrastructure	812	-	-	(812)	-	-	-	-	-	-	-	-
	9,757,814	2,232,437	-	(7,525,377)	1,355,354	1,020,562	18,399	(353,191)	28,961,290	1,022,411	24,594	(27,963,473)

Infrastructure assets are replaced with no sale proceeds resulting in the written down value being the loss on sale.

11. FIXED ASSETS

(b) Depreciation

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Buildings - non-specialised	4,807,607	4,982,626	4,678,124
Furniture and equipment	229,863	468,128	293,030
Plant and equipment	1,332,284	1,509,593	1,589,321
Infrastructure - roads	9,576,417	10,321,479	10,211,657
Other infrastructure - drainage	2,658,738	2,459,397	2,366,028
Other infrastructure - parks	9,060,769	12,163,574	10,582,640
Other infrastructure - coastal and estuary	2,264,631	2,518,495	2,331,466
Other infrastructure - bridges	761,074	775,358	734,568
Other infrastructure - other infrastructure	203,083	242,219	248,344
Right-of-use assets - plant and equipment	759,829	809,283	1,560,655
	31,654,295	36,250,152	34,595,833

SIGNIFICANT ACCOUNTING POLICIES

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land and vested land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings - non-specialised	40 to 60 years
Furniture and equipment	3 to 10 years
Plant and equipment	5 years
Infrastructure - roads	25 to 100 years
Infrastructure - drainage	80 years
Infrastructure - parks	5 to 100 years
Infrastructure - coastal and estuary	20 to 50 years
Infrastructure - bridges	60 to 100 years
Infrastructure - other	5 to 100 years
Right of use - plant and equipment	Based on the remaining lease

Depreciation on revaluation

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

(a) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or

(b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

The City has adopted the first option above.

Amortisation

All intangible assets with a finite useful life, are amortised on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The residual value of intangible assets is considered to be zero and the useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income and in the note above.

12. LEASES

(a) Right-of-Use Assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

	Right-of-use assets - plant and equipment	Right-of-use assets Total
	\$	
Balance at 1 July 2019	2,002,291	2,002,291
Additions	3,851,505	3,851,505
Depreciation (expense)	(1,560,655)	(1,560,655)
Balance at 30 June 2020	4,293,141	4,293,141
Additions	264,938	264,938
Gains/(losses) from sale and leaseback transactions	(7,933)	(7,933)
Lease adjustments for a previous incorrectly recognised lease	(3,031,046)	(3,031,046)
Depreciation (expense)	(759,829)	(759,829)
Balance at 30 June 2021	759,271	759,271

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2021 Actual	2020 Actual
	\$	\$
Depreciation expense on lease assets	(759,829)	(1,560,655)
Interest expense on lease liabilities	(24,771)	(129,461)
Low-value asset lease payments recognised as expense	(368,524)	(320,236)
Gains/(losses) from sale and leaseback transactions	143	0
Total amount recognised in the statement of comprehensive income	(1,152,981)	(2,010,352)
Total cash outflow from leases	(613,934)	(1,804,632)

SIGNIFICANT ACCOUNTING POLICIES

Leases

At inception of a contract, the City assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the City uses its incremental borrowing rate.

All contracts that are classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Leases for right-of-use assets are secured over the asset being leased.

Right-of-use assets - valuation

Right-of-use assets are measured at cost. This means that all right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not included in the statement of financial position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 11 for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the City anticipates to exercise a purchase option, the specific asset is amortised over the useful life of the underlying asset.

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13. REVALUATION SURPLUS

	2021 Opening Balance	2021 Revaluation (Decrement)	Total Movement on Revaluation	2021 Closing Balance	2020 Opening Balance	2020 Revaluation Increment	2020 Revaluation (Decrement)	Total Movement on Revaluation	2020 Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	74,535,469	0	0	74,535,469	74,535,469	0	0	0	74,535,469
Revaluation surplus - Buildings - non-specialised	69,012,339	0	0	69,012,339	69,012,339	0	0	0	69,012,339
Revaluation surplus - Furniture and equipment	852,774	0	0	852,774	852,774	0	0	0	852,774
Revaluation surplus - Plant and equipment	188,091	0	0	188,091	188,091	0	0	0	188,091
Revaluation surplus - Infrastructure - roads	212,461,696	1	1	212,461,697	212,483,548	0	(21,852)	(21,852)	212,461,696
Revaluation surplus - Other infrastructure - drainage	95,224,109	0	0	95,224,109	95,143,303	80,806	0	80,806	95,224,109
Revaluation surplus - Other infrastructure - parks	189,564,223	0	0	189,564,223	188,805,172	759,051	0	759,051	189,564,223
Revaluation surplus - Other infrastructure - coastal and estuary	38,603,490	(62,953)	(62,953)	38,540,537	38,484,299	119,191	0	119,191	38,603,490
Revaluation surplus - Other infrastructure - bridges	16,663,696	0	0	16,663,696	16,659,828	3,868	0	3,868	16,663,696
Revaluation surplus - Other infrastructure - cultural	17,691,148	(3,052,655)	(3,052,655)	14,638,493	17,691,148	0	0	0	17,691,148
	714,797,035	(3,115,607)	(3,115,607)	711,681,428	713,855,971	962,916	(21,852)	941,064	714,797,035

Movement in the revaluation reserve during the year is due to a correction of prior year error for work in progress being written back to the revaluation reserve.

CITY OF MANDURAH
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14. INVESTMENT PROPERTY

Non-current assets - at fair value

Carrying balance at 1 July
 Closing balance at 30 June

Amounts recognised in profit or loss for investment properties

Rental income
 Direct operating expenses from property that generated rental income

Leasing arrangements

Investment properties are leased to tenants under long-term operating leases with rentals payable monthly. Minimum lease payments receivable on leases of investment properties are as follows:

Minimum lease payments under non-cancellable operating leases of investment properties not recognised in the financial statements are receivable as follows:

Within one year
 Later than one year but not later than 5 years
 Later than 5 years

SIGNIFICANT ACCOUNTING POLICIES

Investment properties

Investment properties are principally freehold buildings, held for long-term rental yields and not occupied by the City. They are carried at fair value. Changes in the fair values are presented in profit or loss as a part of other revenue.

2021 Actual	2020 Actual
\$	\$
4,860,000	4,860,000
<u>4,860,000</u>	<u>4,860,000</u>
705,851	789,914
23,910	38,656
705,951	705,851
270,235	264,936
-	-
<u>976,186</u>	<u>970,787</u>

Fair value of investment properties

A management valuation was performed to determine the fair value of investment properties. The main Level 3 inputs used in the valuation were discount rates, terminal yields, expected vacancy rates and rental growth rates estimated by management based on comparable transactions and industry data.

15. TRADE AND OTHER PAYABLES

Current

Sundry creditors
Prepaid rates
Accrued salaries and wages
ATO liabilities
Bonds and deposits held
Receipts in advance
Other accrued expenses
Retention monies

2021	2020
\$	\$
5,290,226	4,409,258
3,738,077	3,200,708
1,064,535	1,034,381
33	-
5,114,097	1,948,015
140,719	121,809
652,315	249,479
239,798	491,056
16,239,800	11,454,706

SIGNIFICANT ACCOUNTING POLICIES

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the City prior to the end of the financial year that are unpaid and arise when the City becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

16. OTHER LIABILITIES

	2021	2020
	\$	\$
Current		
Contract liabilities	89,910	85,840
Liabilities under transfers to acquire or construct non-financial assets to be controlled by the entity	5,536,246	5,648,265
Interest bearing liabilities	360,151	-
	5,986,307	5,734,105
Non-current		
Interest Rate Swap	550,424	792,863
Liabilities under transfers to acquire or construct non-financial assets to be controlled by the entity	1,065,909	-
Interest bearing liabilities	2,484,342	-
	4,100,675	792,863
	10,086,982	6,526,968

Performance obligations for each type of liability are expected to be recognised as revenue in accordance with the following time bands:

Less than 1 year
1 to 2 years
2 to 3 years
3 to 4 years
4 to 5 years
> 5 years

	Interest bearing liabilities	Contract liabilities	Liabilities under transfers to acquire or construct non-financial assets to be controlled by the entity	Interest rate swap
	\$	\$	\$	\$
	360,151	89,910	5,536,246	-
	387,654	-	-	550,424
	417,275	-	-	-
	449,178	-	-	-
	483,540	-	-	-
	746,695	-	1,065,909	-
	2,844,493	89,910	6,602,155	550,424

SIGNIFICANT ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the the City's obligation to transfer goods or services to a customer for which the City has received consideration from the customer.

With respect to transfers for recognisable non-financial assets, contract liabilities represent performance obligations which are not yet satisfied.

Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Interest bearing liabilities

Interest-bearing liabilities are recognised initially at fair value and net of directly attributable transaction costs.

After initial recognition, the interest-bearing liabilities are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss.

Liabilities under transfers to acquire or construct non-financial assets to be controlled by the entity

Grant liabilities represent the the City's performance obligations to construct recognisable non-financial assets to identified specifications which are yet to be satisfied.

Grant liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Interest rate swap

The City uses derivative financial instruments, interest rate swaps, to hedge its interest rate risks. Such derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. The balance at 30 June 2021 relates to a floating to fix swap with original notional amount of \$12 million. The fair value was determined by the bank using its valuation model (level 2 fair value).

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17. LEASE LIABILITIES

(a) Lease Liabilities	2021	2020
	\$	\$
Current	438,797	1,015,507
Non-current	347,168	3,163,118
	<u>785,965</u>	<u>4,178,625</u>

(b) Movements in Carrying Amounts

Purpose	Lease Number	Institution	Lease Interest Rate	Lease Term	Actual	30 June 2021	30 June 2021	30 June 2021	30 June 2021	30 June 2021	Budget	30 June 2021	30 June 2021	30 June 2021	Actual	30 June 2020	30 June 2020	30 June 2020	30 June 2020
					Lease Principal 1 July 2020	Actual New Leases	Actual Lease Adjustments	Actual Lease Principal Repayments	Actual Lease Principal Outstanding	Actual Lease Interest Repayments	Lease Principal 1 July 2020	Lease Principal Repayments	Lease Principal Outstanding	Lease Interest Repayments	Lease Principal 1 July 2019	Actual New Leases	Actual Lease Principal Repayments	Actual Lease Principal Outstanding	Actual Lease Interest Repayments
					\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Recreation and culture																			
Gym Equipment		MAIA	3.51%	Various	497,712	-	-	(204,031)	293,681	(12,748)	161,964	(129,991)	31,973	(16,409)	307,902	364,360	(174,550)	497,712	(10,091)
Other property and services																			
Software/Business Systems		MAIA	3.51%	Various	39,613		164,739	(139,523)	64,829	(8,958)	190,939	(273,177)	(82,238)	(20,447)	967,087	-	(927,474)	39,613	(16,529)
IT Equipment		Fuji /HP/MAIA	3.51%	Various	541,299	195,126	(165,037)	(164,499)	406,889	(1,924)	174,356	(123,221)	51,135	(10,158)	584,938	213,452	(257,091)	541,299	(21,398)
Survey Equipment		MAIA	3.51%	Various	33,321	69,812	(8,077)	(77,376)	17,680	(975)	32,851	(98,741)	(65,890)	(5,042)	132,137	-	(98,816)	33,321	(2,438)
Tech One		MAIA	3.51%	Various	3,060,060	-	(3,060,060)	-	-	-	1,208,142	(179,138)	1,029,004	(54,035)	-	3,273,693	(213,633)	3,060,060	(78,712)
Records - Postage Meter		Pitney Bowes	3.51%	60 months	6,620	-	-	(3,734)	2,886	(166)	6,560	(3,637)	2,923	(360)	10,227	-	(3,607)	6,620	(293)
					<u>4,178,625</u>	<u>264,938</u>	<u>(3,068,435)</u>	<u>(589,163)</u>	<u>785,965</u>	<u>(24,771)</u>	<u>1,774,812</u>	<u>(807,905)</u>	<u>966,907</u>	<u>(106,451)</u>	<u>2,002,291</u>	<u>3,851,505</u>	<u>(1,675,171)</u>	<u>4,178,625</u>	<u>(129,461)</u>

Adjustment in the lease liability during the year is due to a correction of prior year lease incorrectly recognised.

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18. INFORMATION ON BORROWINGS

(a) Borrowings

	2021	2020
	\$	\$
Current	5,677,779	4,759,831
Non-current	18,883,553	21,469,922
	24,561,332	26,229,753

(b) Repayments - Borrowings

Particulars	Loan Number	Institution	Interest Rate	30 June 2021	30 June 2021	30 June 2021	30 June 2021	Budget Principal 1 July 2020	30 June 2021	30 June 2021	30 June 2021	30 June 2021	Actual Principal 1 July 2019	30 June 2020	30 June 2020	30 June 2020	30 June 2020	
				Actual Principal	Actual New Loans	Actual Principal repayments	Actual Interest repayments		Actual Principal outstanding	Budget New Loans	Budget Principal repayments	Budget Interest repayments		Budget Principal outstanding	Actual New Loans	Actual Principal repayments	Actual Interest repayments	Actual Principal outstanding
				\$	\$	\$	\$		\$	\$	\$	\$		\$	\$	\$	\$	\$
Law, order, public safety																		
Port Bouvard Surf Life Saving Club [WTC 316(v)]	1	Westpac	1.36%	-	-	-	-	110	-	(110)	-	-	15,279	-	(15,279)	(240)	-	
Community amenities																		
Waste Trailers and Dolly [336]	19	Westpac	1.36%	240,815	-	(57,886)	(4,824)	241,310	-	(54,610)	(8,102)	186,700	295,119	-	(54,304)	(8,409)	240,815	
Waste Water Reuse [349]	8	Westpac	1.36%	146,255	-	(22,671)	(2,949)	146,544	-	(20,376)	(5,244)	126,168	195,921	-	(49,666)	(5,170)	146,255	
Halls Head Ablution Block [350]	7	Westpac	1.36%	97,505	-	(15,099)	(1,978)	97,697	-	(13,580)	(3,496)	84,117	130,615	-	(33,110)	(3,446)	97,505	
Halls Head Recycled Water 2019/20	52	Westpac	1.36%	200,000	-	(18,068)	(4,393)	200,000	-	(17,389)	(5,891)	182,611	-	200,000	-	-	200,000	
Ablutions 2020/21				-	-	-	-	-	200,000	(17,344)	(5,935)	182,656	-	-	-	-	-	
Recreation and culture																		
Allnutt Reserve Community Facility [316(iii)]	1	Westpac	1.36%	-	-	-	-	513	-	(513)	-	-	71,504	-	(71,504)	(1,018)	-	
Town Beach Ablutions [316(vii)]	1	Westpac	1.36%	-	-	-	-	220	-	(220)	-	-	30,557	-	(30,557)	(419)	-	
Rushton Park Redevelopment [318(ii)]	3	Westpac	1.36%	334,327	-	(92,688)	(2,666)	241,639	330,021	(83,095)	(10,917)	246,926	549,375	-	(215,048)	(4,969)	334,327	
Meadow Springs Recreation Facility [318(iii)]	3	Westpac	1.36%	250,493	-	(69,625)	(2,002)	180,868	251,445	(63,310)	(8,317)	188,135	412,032	-	(161,539)	(3,733)	250,493	
Mandurah Rugby Club [320]	4	Westpac	1.36%	42,468	-	(41,818)	(493)	650	42,579	-	(39,316)	(763)	82,842	-	(40,374)	(1,938)	42,468	
Mandurah Cricket Club [321]	5	Westpac	1.36%	14,145	-	(13,930)	(182)	215	14,182	-	(13,094)	(254)	1,088	-	(13,466)	(646)	14,145	
Mandurah Football & Sporting Club [324]	13	Westpac	1.36%	165,129	-	(80,737)	(2,843)	84,392	165,500	-	(78,869)	(4,711)	86,631	-	(77,167)	(6,413)	165,129	
Mandurah Rugby Club [325]	14	Westpac	1.36%	12,698	-	(6,187)	(245)	6,511	12,727	-	(6,070)	(362)	6,657	-	(5,939)	(493)	12,698	
Bowling Club Relocation [326]	17	Westpac	1.36%	1,092,882	-	(561,700)	(7,870)	531,182	1,092,424	-	(537,467)	(32,101)	554,957	1,641,210	-	(548,328)	(21,240)	1,092,882
Ablutions - Netball Centre [329(i)]	15	Westpac	1.36%	88,582	-	(42,896)	(1,478)	45,686	86,889	-	(41,873)	(2,501)	45,016	-	(41,887)	(2,487)	88,582	
Parks Construction [329(v)]	15	Westpac	1.36%	87,089	-	(42,896)	(1,478)	44,193	86,889	-	(41,873)	(2,501)	45,016	-	(41,887)	(2,487)	87,089	
Halls Head Bowling Club upgrade [331]	28	Westpac	1.36%	310,796	-	(36,811)	(6,654)	273,985	311,402	-	(32,228)	(11,236)	279,174	-	(33,208)	(10,256)	310,796	
Parks - Falcon Bay Reserve [333(i)]	18	Westpac	1.36%	72,390	-	(23,740)	(1,338)	48,650	70,839	-	(22,739)	(2,339)	48,100	-	(24,705)	(372)	72,390	
MARC Redevelopment [338]	21	Westpac	1.36%	763,964	-	(164,848)	(6,452)	599,116	764,769	-	(144,275)	(27,025)	620,494	-	(158,639)	(12,661)	763,964	
MARC Redevelopment Stage 1 [340]	26	Westpac	1.36%	503,911	-	(83,733)	(7,059)	420,178	504,555	-	(72,790)	(18,002)	431,765	-	(78,971)	(11,821)	503,911	
MARC Redevelopment Stage 2 [341]	24	Westpac	1.36%	1,277,816	-	(225,884)	(8,404)	1,051,932	1,277,431	-	(187,831)	(46,457)	1,089,600	1,494,077	-	(216,261)	(18,027)	1,277,816
Eastern Foreshore Wall [344]	27	Westpac	1.36%	835,933	-	(146,808)	(4,896)	689,125	836,854	-	(121,623)	(30,081)	715,231	-	(137,240)	(14,464)	835,933	
MARC Stage 2 [345]	12	Westpac	1.36%	1,228,894	-	(209,980)	(8,264)	1,018,914	1,229,904	-	(174,502)	(43,742)	1,055,402	1,685,125	-	(456,231)	(17,469)	1,228,894
Falcon Bay Seawall [351]	6	Westpac	1.36%	244,835	-	(37,904)	(4,923)	206,931	245,321	-	(34,049)	(8,779)	211,272	-	(82,066)	(8,642)	244,835	
MARC Solar Plan [353]	30	Westpac	1.36%	173,489	-	(20,308)	(3,727)	153,181	173,828	-	(17,759)	(6,277)	156,069	-	(18,315)	(5,721)	173,489	
Novara Foreshore Development [355]	32	Westpac	1.36%	346,980	-	(40,638)	(7,434)	306,342	347,657	-	(35,518)	(12,554)	312,139	-	(36,629)	(11,443)	346,980	
Falcon Bay Foreshore Upgrades [356]	40	Westpac	1.36%	346,980	-	(40,638)	(7,434)	306,342	347,657	-	(35,518)	(12,554)	312,139	-	(36,629)	(11,443)	346,980	
Mandjar Square Development [358]	35	Westpac	1.36%	433,630	-	(50,805)	(9,279)	382,825	434,476	-	(44,391)	(15,693)	390,085	-	(45,883)	(14,201)	433,630	
Lakelands DOS [360]	37	Westpac	1.36%	2,365,995	-	(325,665)	(10,790)	2,040,330	2,366,013	-	(248,575)	(67,881)	2,117,438	2,664,998	-	(299,003)	(37,453)	2,365,995
Falcon Seawall	41	Westpac	1.36%	458,859	-	(45,846)	(8,994)	413,013	459,221	-	(41,205)	(13,635)	418,016	-	(41,308)	(13,532)	458,859	
Manjar Square Stage 3 and 4	40	Westpac	1.36%	908,175	-	(104,239)	(5,441)	803,936	908,754	-	(82,410)	(27,270)	826,344	1,000,332	-	(92,157)	(17,523)	908,175
Novara Foreshore Stage 3	44	Westpac	1.36%	183,582	-	(18,327)	(3,609)	165,255	183,727	-	(16,482)	(5,454)	167,245	-	(16,485)	(5,451)	183,582	
Smart Street Mall Upgrade 2019/20	54	Westpac	1.36%	500,000	-	(49,690)	(10,927)	450,310	500,000	-	(43,460)	(14,728)	456,540	-	-	-	500,000	
Westbury Way North side POS Stage 3	53	Westpac	1.36%	200,000	-	(18,063)	(4,398)	181,937	200,000	-	(17,389)	(5,891)	182,611	-	-	-	200,000	
Falcon Bay Foreshore Stage 3 of 4	49	Westpac	1.36%	300,000	-	(27,106)	(6,586)	272,894	300,000	-	(26,083)	(8,837)	273,917	-	-	-	300,000	
Mandjar Square Final Stage	51	Westpac	1.36%	300,000	-	(27,106)	(6,586)	272,894	300,000	-	(26,083)	(8,837)	273,917	-	-	-	300,000	
Falcon Skate Park Upgrade	48	Westpac	1.36%	120,000	-	(11,916)	(2,633)	108,084	120,000	-	(10,433)	(3,535)	109,567	-	-	-	120,000	
Eastern/ Western Foreshore 2020/21	62	Westpac	1.36%	-	1,140,973	-	-	1,140,973	-	2,770,000	(240,145)	(62,211)	2,529,855	-	-	-	-	
Smart Street Mall 2020/21	55	Westpac	1.36%	-	1,102,206	-	-	1,102,206	-	2,000,000	(173,382)	(59,358)	1,826,618	-	-	-	-	
Novara Foreshore Stage 4	59	Westpac	1.36%	-	100,004	-	-	100,004	-	400,000	(34,676)	(11,872)	365,324	-	-	-	-	
Bortolo Reserve - Shared Use Parking and Fire Track Facility	60	Westpac	1.36%	-	300,011	-	-	300,011	-	350,000	(30,352)	(10,387)	319,648	-	-	-	-	
Falcon Bay Upgrade - Stage 4 of 5	58	Westpac	1.36%	-	280,011	-	-	280,011	-	300,000	(26,016)	(8,904)	273,984	-	-	-	-	
Enclosed Dog Park	57	Westpac	1.36%	-	20,151	-	-	20,151	-	200,000	(17,344)	(5,936)	182,656	-	-	-	-	
South Harbour Paving Upgrade Stage 2	61	Westpac	1.36%	-	50,002	-	-	50,002	-	50,000	(4,336)	(1,484)	45,664	-	-	-	-	
Falcon Skate Park Upgrade 2020/21	63	Westpac	1.36%	-	75,456	-	-	75,456	-	80,000	(7,521)	(1,816)	72,479	-	-	-	-	
Transport																		
Road Construction [316(ii)]	1	Westpac	1.36%	-	-	-	-	1,642	-	(1,642)	-	-	228,874	-	(228,874)	(3,234)	-	
Car Parking [316(iv)]	1	Westpac	1.36%	-	-	-	-	121	-	(121)	-	-	16,807	-	(16,807)	(240)	-	
Drainage [318(iv)]	3	Westpac	1.36%	83,835	-	(23,063)	(663)	60,772	78,576	-	(19,784)	(2,599)	58,792	-	(53,510)	(1,236)	83,835	
Road Construction [318(v)]	3	Westpac	1.36%	836,324	-	(231,504)	(6,658)	604,820	848,624	-	(213,672)	(28,071)	634,952	1,373,439	-	(537,115)	(12,410)	836,324
Road Construction [329(ii)]	15	Westpac	1.36%	188,410	-	(93,361)	(3,218)	95,049	189,111	-	(91,136)	(5,443)	97,975	-	(91,164)	(5,414)	188,410	
Drainage Construction [329(iii)]	15	Westpac	1.36%	63,624	-	(30,279)	(1,044)	33,345	61,333	-	(29,557)	(1,765)	31,776	-	(29,567)	(1,756)	63,624	
Peelwood Oval - Parking [329(iv)]	15	Westpac	1.36%	24,957	-	(12,616)	(435)	12,341	25,556	-	(12,316)	(736)	13,240	-	(12,320)	(732)	24,957	
Path Construction [329(vi)]	15	Westpac	1.36%	13,856	-	(7,570)	(261)	6,286	15,333	-	(7,389)	(441)	7,944	-	(7,391)	(439)	13,856	
Street Lighting [329(viii)]	15	Westpac	1.36%	18,103	-	(10,094)	(348)	8,009	20,444	-	(9,852)	(588)	10,592	-	(9,855)	(585)	18,103	
Road Construction [333(ii)]	18	Westpac	1.36%	320,984	-	(108,149)	(6,094)	212,835	322,713	-	(103,588)	(10,654)	219,125	-	(112,546)	(1,697)	320,984	

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18. INFORMATION ON BORROWINGS

(a) Borrowings

	2021	2020
Current	\$ 5,677,779	\$ 4,759,831
Non-current	18,883,553	21,469,922
	<u>24,561,332</u>	<u>26,229,753</u>

(b) Repayments - Borrowings

	Loan Number	Institution	Interest Rate	30 June 2021				Budget Principal 1 July 2020	30 June 2020				Actual Principal 1 July 2019	30 June 2020				
				Actual Principal	Actual New Loans	Actual Principal repayments	Actual Interest repayments		Actual Principal outstanding	Budget Principal	Budget New Loans	Budget Principal repayments		Budget Interest repayments	Budget Principal outstanding	Actual Principal	Actual New Loans	Actual Principal repayments
New Pedestrian Bridge Construction [335]	20	Westpac	1.36%	481,195	-	(117,099)	(9,596)	364,096	481,827	-	(110,329)	(16,367)	371,498	596,197	-	(115,002)	(11,694)	481,195
New Road Construction [339]	22	Westpac	1.36%	544,949	-	(114,636)	(7,379)	430,313	545,339	-	(102,919)	(19,313)	442,420	661,855	-	(116,906)	(5,110)	544,949
New Road Construction [342]	25	Westpac	1.36%	651,651	-	(112,634)	(4,510)	539,017	652,589	-	(93,915)	(23,229)	558,674	752,108	-	(100,457)	(16,687)	651,651
WMC Tims Thicket [343]	23	Westpac	1.36%	98,545	-	(15,494)	(2,085)	83,051	98,741	-	(14,096)	(3,484)	84,645	112,813	-	(14,268)	(3,312)	98,545
Road Construction [346]	11	Westpac	1.36%	385,053	-	(59,730)	(7,722)	325,323	385,817	-	(53,646)	(13,806)	332,171	515,930	-	(130,877)	(13,511)	385,053
MARC Carpark [347]	10	Westpac	1.36%	292,521	-	(45,367)	(5,873)	247,154	293,101	-	(40,752)	(10,488)	252,349	391,846	-	(99,325)	(10,339)	292,521
MPAC Forecourt [348]	9	Westpac	1.36%	121,886	-	(18,886)	(2,462)	103,000	122,128	-	(16,978)	(4,370)	105,150	163,270	-	(41,384)	(4,308)	121,886
Mandurah Marina [352]	29	Westpac	1.36%	173,489	-	(20,309)	(3,727)	153,180	173,828	-	(17,759)	(6,277)	156,069	191,804	-	(18,315)	(5,721)	173,489
MARC Carpark [354]	31	Westpac	1.36%	260,243	-	(30,471)	(5,577)	229,772	260,751	-	(26,632)	(9,416)	234,119	287,709	-	(27,466)	(8,582)	260,243
Mandurah Foreshore Boardwalk Renewal [357]	34	Westpac	1.36%	390,262	-	(45,718)	(8,354)	344,544	391,023	-	(39,948)	(14,124)	351,075	431,563	-	(41,301)	(12,771)	390,262
New Road Construction [359]	36	Westpac	1.36%	1,191,883	-	(163,642)	(6,386)	1,028,241	1,192,616	-	(125,617)	(44,411)	1,066,999	1,346,886	-	(155,003)	(15,025)	1,191,883
Smoke Bush Retreat Footpath [361]	38	Westpac	1.36%	86,736	-	(10,149)	(1,875)	76,587	86,906	-	(8,886)	(3,138)	78,020	95,900	-	(9,164)	(2,860)	86,736
New Boardwalks 18/19	42	Westpac	1.36%	458,859	-	(45,846)	(8,994)	413,013	459,221	-	(41,205)	(13,635)	418,016	500,167	-	(41,308)	(13,532)	458,859
Coodanup Drive - Road Rehabilitation	46	Westpac	1.36%	91,791	-	(9,150)	(1,818)	82,641	91,864	-	(8,241)	(2,727)	83,623	100,034	-	(8,243)	(2,725)	91,791
Pinjarra Road Carpark	45	Westpac	1.36%	183,582	-	(18,327)	(3,609)	165,255	183,727	-	(16,482)	(5,454)	167,245	200,067	-	(16,485)	(5,451)	183,582
New Road Construction 2018/19	39	Westpac	1.36%	1,497,356	-	(167,853)	(13,108)	1,329,503	1,497,071	-	(135,963)	(44,997)	1,361,108	1,650,547	-	(153,191)	(27,769)	1,497,356
South Harbour Upgrade	47	Westpac	1.36%	230,000	-	(20,772)	(5,054)	209,228	230,000	-	(19,997)	(6,774)	210,003	-	230,000	-	-	230,000
New Road Construction 2019/20	50	Westpac	1.36%	900,000	-	(101,885)	(7,231)	798,115	900,000	-	(78,226)	(26,510)	821,774	-	900,000	-	-	900,000
New Roads 2020/21	56	Westpac	1.36%	-	600,023	-	-	600,023	-	1,150,000	(99,693)	(34,131)	1,050,307	-	-	-	-	-
Other property and services																		
Office Building [272]	2	Westpac	1.36%	215,016	-	(215,016)	(1,933)	-	215,612	-	(195,631)	(3,140)	19,981	460,823	-	(245,807)	(10,369)	215,016
Information Systems [316(i)]	1	Westpac	1.36%	-	-	-	-	-	110	-	(110)	-	-	15,278	-	(15,278)	(240)	-
IT Server Room Upgrade [316(vi)]	1	Westpac	1.36%	-	-	-	-	-	296	-	(296)	-	-	41,252	-	(41,252)	(599)	-
IT Communications Equipment [318(i)]	3	Westpac	1.36%	67,470	-	(18,277)	(526)	49,193	62,861	-	(15,828)	(2,079)	47,033	109,874	-	(42,404)	(980)	67,470
IT Equipment [329(viii)]	15	Westpac	1.36%	25,701	-	(12,616)	(435)	13,085	25,556	-	(12,316)	(736)	13,240	38,021	-	(12,320)	(732)	25,701
Land Purchase [330]	16	Westpac	1.36%	1,223,995	-	(634,643)	(8,282)	589,352	1,224,952	-	(606,689)	(36,235)	618,263	1,848,929	-	(624,934)	(17,990)	1,223,995
Civic Building - Tuckey Room Extension	43	Westpac	1.36%	458,860	-	(45,846)	(8,995)	413,014	459,221	-	(41,205)	(13,634)	418,016	500,168	-	(41,308)	(13,531)	458,860
Short term loan COVID-19				-	-	-	-	-	-	20,000,000	(20,000,000)	(35,000)	-	-	-	-	-	-
				<u>26,229,753</u>	<u>3,668,837</u>	<u>(5,337,258)</u>	<u>(313,481)</u>	<u>24,561,332</u>	<u>26,250,068</u>	<u>27,500,000</u>	<u>(25,410,640)</u>	<u>(1,127,642)</u>	<u>28,339,428</u>	<u>29,864,685</u>	<u>2,750,000</u>	<u>(6,384,932)</u>	<u>(505,408)</u>	<u>26,229,753</u>
				26,229,753	3,668,837	(5,337,258)	(313,481)	24,561,332	26,250,068	27,500,000	(25,410,640)	(1,127,642)	28,339,428	29,864,685	2,750,000	(6,384,932)	(505,408)	26,229,753

Loans have terms up to 10 years and are secured against the general funds and income, entitlement and receipts arising from the general rates of the City of Mandurah. Loans are subject to the Debt Service Cover Ratio financial covenant. The City complied with the financial covenant for both 2021 and 2020.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

18. INFORMATION ON BORROWINGS (Continued)

(c) New Borrowings - 2020/21

Particulars/Purpose	Institution	Term Years	Interest Rate %	Amount Borrowed		Amount (Used)		Total Interest & Charges	Actual Balance Unspent
				2021 Actual	2021 Budget	2021 Actual	2021 Budget		
Eastern/ Western Foreshore 20/21	Westpac	10	1.36%	1,140,973	2,770,000	-	(2,770,000)	-	1,140,973
Smart Street Mall 2020/21	Westpac	10	1.36%	1,102,206	2,000,000	(832,645)	(2,000,000)	-	269,561
New Roads 2020/21	Westpac	10	1.36%	600,023	1,150,000	(600,023)	(1,150,000)	-	-
Novara Foreshore Stage 4	Westpac	10	1.36%	100,004	400,000	(100,004)	(400,000)	-	-
Bortolo Reserve - Shared Use Parking and I	Westpac	10	1.36%	300,011	350,000	(300,011)	(350,000)	-	-
Falcon Bay Upgrade - Stage 4 of 5	Westpac	10	1.36%	280,011	300,000	(280,011)	(300,000)	-	-
Ablutions 20/21	Westpac	10	1.36%	-	200,000	-	(200,000)	-	-
Enclosed Dog Park	Westpac	10	1.36%	20,151	200,000	(20,151)	(200,000)	-	-
Falcon Skate Park Upgrade 2020/21	Westpac	10	1.36%	75,456	80,000	(75,456)	(50,000)	-	-
South Harbour Paving Upgrade Stage 2	Westpac	10	1.36%	50,002	50,000	(50,002)	(50,000)	-	-
Short term loan COVID-19	WATC	1	-	-	20,000,000	-	(20,000,000)	-	-
				3,668,837	27,500,000	(2,258,303)	(27,470,000)	-	1,410,534

(d) Unspent Borrowings

Particulars	Date Borrowed	Unspent Balance 1 July 2020	Borrowed During Year	Expended During Year	Unspent Balance 30 June 2021
			\$	\$	\$
Bighton Lane	Westpac 6/02/2019	43,022	-	-	43,022
Brighton Plaza	Westpac 6/02/2019	14,115	-	-	14,115
WMC Tims Thicket	Westpac 6/02/2019	150,000	-	-	150,000
MARC Solar panel	Westpac 6/02/2019	34,411	-	(34,411)	-
New Road Construction - Dower Street	Westpac 6/02/2019	973	-	(973)	-
Lakelands DOS	Westpac 6/02/2019	733,679	-	(222,521)	511,158
Mandurah Foreshore Boardwalk Stage 3	Westpac 6/02/2019	51,882	-	(13,178)	38,704
Pinjarra Road Carpark	Westpac 6/02/2019	11	-	-	11
New Road Construction - Gibson Street	Westpac 6/02/2019	5,708	-	(5,708)	-
New Road Construction 19/20	Westpac 30/06/2020	116,098	-	(116,098)	-
Halls Head Recycled Water	Westpac 30/06/2020	29,927	-	-	29,927
Smart Street Mall	Westpac 30/06/2020	351,939	-	(351,939)	-
Eastern/ Western Foreshore 20/21	Westpac 30/06/2021	-	1,140,973	-	1,140,973
Smart Street Mall 2020/21	Westpac 30/06/2021	-	269,561	-	269,561
		1,531,765	1,410,534	(744,828)	2,197,471

(e) Undrawn Borrowing Facilities

Credit Standby Arrangements

	2021	2020
	\$	\$
Bank overdraft limit		
Bank overdraft at balance date		
Credit card limit	700,000	700,000
Credit card balance at balance date	(26,292)	(11,709)
Total amount of credit unused	673,708	688,291

Loan facilities

	2021	2020
Loan facilities - current	5,677,779	4,759,831
Loan facilities - non-current	18,883,553	21,469,922
Lease liabilities - current	438,797	1,015,507
Lease liabilities - non-current	347,168	3,163,118
Total facilities in use at balance date	25,347,297	30,408,378

Unused loan facilities at balance date

	2,197,471	1,531,765
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SIGNIFICANT ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are recognised at fair value when the City becomes a party to the contractual provisions to the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Borrowing costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Risk

Information regarding exposure to risk can be found at Note 30.

19. EMPLOYEE RELATED PROVISIONS

(a) Employee Related Provisions

	Provision for Annual Leave	Provision for Long Service Leave	Total
	\$	\$	\$
Opening balance at 1 July 2020			
Current provisions	4,965,704	4,177,974	9,143,678
Non-current provisions	-	925,693	925,693
	4,965,704	5,103,667	10,069,371
Additional provision			
Balance at 30 June 2021	(575,456)	162,074	(413,382)
	4,390,248	5,265,741	9,655,989
Comprises			
Current	4,390,248	4,576,258	8,966,506
Non-current	-	689,483	689,483
	4,390,248	5,265,741	9,655,989

	2021	2020
	\$	\$
Less than 12 months after the reporting date	4,390,248	4,965,704
More than 12 months from reporting date	5,240,462	5,055,570
Expected reimbursements from other WA local governments	25,279	48,097
	9,655,989	10,069,371

Timing of the payment of current leave liabilities is difficult to determine as it is dependent on future decisions of employees.

Expected settlement timings are based on information obtained from employees and historical leave trends and assumes no events will occur to impact on these historical trends.

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

The City's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Short-term employee benefits

Provision is made for the City's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The City's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at

Other long-term employee benefits (Continued)

rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The City's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the City does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Provisions

Provisions are recognised when the City has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

20. OTHER PROVISIONS

	Provision for Workers Compensation	Total
	\$	\$
Opening balance at 1 July 2020		
Current provisions	139,982	139,982
	<u>139,982</u>	<u>139,982</u>
Additional provision	341,434	341,434
Balance at 30 June 2021	<u>481,416</u>	<u>481,416</u>
Comprises		
Current	481,416	481,416
	<u>481,416</u>	<u>481,416</u>

21. NOTES TO THE STATEMENT OF CASH FLOWS

Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	2021 Actual \$	2021 Budget \$	2020 Actual \$
Cash and cash equivalents	53,866,550	23,443,443	50,053,366
Reconciliation of Net Cash Provided By Operating Activities to Net Result			
Net result	(10,413,034)	(8,073,157)	(36,184,407)
Non-cash flows in Net result:			
Adjustments to fair value of financial assets at fair value through profit and loss	(4,525)	-	-
Depreciation on non-current assets	31,654,295	36,250,152	34,595,833
(Profit)/loss on sale of asset	7,525,377	334,792	27,938,879
Write-off of WIP items	-	-	860,950
Changes in assets and liabilities:			
(Increase)/decrease in receivables	(566,394)	1,300,000	302,241
(Increase)/decrease in other assets	1,178,108	-	(60,576)
(Increase)/decrease in inventories	(234,161)	-	19,728
Increase/(decrease) in payables	4,785,091	250,000	(802,318)
Increase/(decrease) in employee provisions	(413,382)	-	425,992
Increase/(decrease) in other provisions	341,434		
Increase/(decrease) in other liabilities	715,521	(5,266,816)	5,564,731
Non-operating grants, subsidies and contributions	(12,505,184)	(11,279,174)	(8,607,134)
Net cash from operating activities	22,063,146	13,515,797	24,053,919

22. TOTAL ASSETS CLASSIFIED BY FUNCTION AND ACTIVITY

	2021	2020
	\$	\$
Governance	11,104,166	11,960,490
General purpose funding	4,831,467	5,274,377
Law, order, public safety	1,197,235	2,365,333
Health	106,445	160,743
Education and welfare	4,531,998	4,881,165
Community amenities	8,688,579	6,186,882
Recreation and culture	302,613,796	318,168,674
Transport	532,596,160	537,034,566
Economic services	98,427,371	100,244,987
Other property and services	845,933	97,092
Unallocated	67,776,538	56,661,941
	<u>1,032,719,688</u>	<u>1,043,036,250</u>

23. CONTINGENT LIABILITIES

The City has no identified contingent liabilities at the reporting date.

24. CAPITAL AND LEASING COMMITMENTS

(a) Capital Expenditure Commitments

Contracted for:

- capital expenditure projects
- plant & equipment purchases

Payable:

- not later than one year

	2021	2020
	\$	\$
	5,046,438	5,053,147
	82,017	84,265
	<u>5,128,455</u>	<u>5,137,412</u>
	5,128,455	5,137,412

(b) Operating Lease and Operating Expense Commitments

Non-cancellable operating leases and services agreement contracted for but not capitalised in the accounts.

Payable:

- not later than one year
- later than one year but not later than five years
- later than five years

	2021	2020
	\$	\$
	337,319	320,236
	383,910	336,284
	-	-
	<u>721,229</u>	<u>656,520</u>

SIGNIFICANT ACCOUNTING POLICIES

Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the City, are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower of the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leases (Continued)

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

25. ELECTED MEMBERS REMUNERATION

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Elected member - Mayor Rhys Williams			
Mayor's annual allowance	89,753	89,753	87,921
Meeting attendance fees	47,516	47,516	45,140
Other expenses	1,000	2,220	247
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	8,000	-
	141,769	150,989	136,808
Elected member - Deputy Mayor Caroline Knight			
Deputy Mayor's annual allowance	22,438	22,438	24,605
Meeting attendance fees	31,678	31,678	30,094
Other expenses	500	1,700	247
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	1,928	4,000	1,337
	60,044	63,316	59,783
Elected member - Councillor Darren Lee			
Meeting attendance fees	17,502	31,678	30,094
Other expenses	117	1,700	649
Annual allowance for ICT expenses	1,934	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	93
	19,553	40,878	34,336
Elected member - Councillor Matthew Rogers			
Meeting attendance fees	31,678	31,678	29,945
Other expenses	500	1,700	248
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	-
	35,678	40,878	33,693
Elected member - Councillor Lynn Rodgers			
Meeting attendance fees	31,678	31,678	29,945
Other expenses	-	1,700	248
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	6,084	-
	35,178	42,962	33,693
Elected member - Councillor Merv Darcy			
Meeting attendance fees	31,678	31,678	29,945
Other expenses	500	1,700	701
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	-
	35,678	40,878	34,146
Elected member - Councillor Peter Jackson			
Meeting attendance fees	31,678	31,678	29,945
Other expenses	500	1,700	701
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	-
	35,678	40,878	34,146
Elected member - Councillor Dave Schumacher			
Meeting attendance fees	31,678	31,678	15,197
Other expenses	-	1,700	247
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	-

25. ELECTED MEMBERS REMUNERATION

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Elected member - Councillor Peter Rogers	35,178	40,878	18,944
Meeting attendance fees	31,678	31,678	30,094
Other expenses	500	1,700	730
Annual allowance for ICT expenses	3,500	3,500	3,500
Travel and accommodation expenses	-	4,000	-
	35,678	40,878	34,324
Elected member - Councillor Don Pember			
Meeting attendance fees	30,094	31,678	30,094
Other expenses	419	1,700	248
Annual allowance for ICT expenses	3,325	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	-
	33,838	40,878	33,842
Elected member - Councillor Candice Di Prinzio			
Meeting attendance fees	31,678	31,678	21,049
Other expenses	-	1,700	630
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	-	4,000	38
	35,178	40,878	25,217
Elected member - Councillor Ahmed Zilani			
Meeting attendance fees	31,678	31,678	21,049
Other expenses	965	1,993	283
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	1,197	4,000	60
	37,340	41,171	24,892
Elected member - Councillor Jenny Green			
Meeting attendance fees	31,678	31,678	21,049
Other expenses	421	1,700	283
Annual allowance for ICT expenses	3,500	3,500	3,500
Training, Travel and accommodation expenses	1,174	4,000	-
	36,773	40,878	24,832
Elected member - Councillor Fred Riebeling			
Meeting attendance fees	-	-	9,045
Annual allowance for ICT expenses	-	-	1,052
	-	-	10,097
Elected member - Councillor R Wortley			
Meeting attendance fees	-	-	9,045
Annual allowance for ICT expenses	-	-	1,052
	-	-	10,097
Elected member - Councillor S Jones			
Meeting attendance fees	-	-	9,045
Annual allowance for ICT expenses	-	-	1,052
	-	-	10,097
	577,563	666,340	558,947
Fees, expenses and allowances to be paid or reimbursed to elected council members.			

25. ELECTED MEMBERS REMUNERATION

	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Mayor's allowance	89,753	89,753	87,921
Deputy Mayor's allowance	22,438	22,438	24,605
Meeting attendance fees	411,892	427,652	390,775
Other expenses	5,422	22,913	5,462
Annual allowance for ICT expenses	43,759	45,500	48,656
Training, Travel and accommodation expenses	4,299	58,084	1,528
	577,563	666,340	558,947

26. RELATED PARTY TRANSACTIONS

Key Management Personnel (KMP) Compensation Disclosure

	2021 Actual	2020 Actual
The total of remuneration paid to KMP of the City during the year are as follows:	\$	\$
Short-term employee benefits	2,473,435	2,450,337
Post-employment benefits	277,104	271,985
Other long-term benefits	54,763	42,790
Termination benefits	45,694	144,531
	2,850,996	2,909,643

Short-term employee benefits

These amounts include all salary, fringe benefits and cash bonuses awarded to KMP except for details in respect to fees and benefits paid to elected members which may be found above.

Post-employment benefits

These amounts are the current-year's estimated cost of providing for the City's superannuation contributions made during the year.

Other long-term benefits

These amounts represent long service benefits accruing during the year.

Termination benefits

These amounts represent termination benefits paid to KMP

26. RELATED PARTY TRANSACTIONS (Continued)

Transactions with related parties

Transactions between related parties and the City are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guaranties exist in relation to related parties at year end.

The following transactions occurred with related parties:

	2021 Actual	2020 Actual
	\$	\$
Purchase of goods and services*	716,636	795,224
Short term employee benefits -other related parties	630	-

* relates to funding for the Mandurah Performing Arts Centre

Related Parties

The City's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any elected member, are considered key management personnel.

ii. Other Related Parties

An associate person of KMP was employed by the City under normal employment terms and conditions.

Any entity that is controlled by or over which KMP, or close family members of KMP, have authority and responsibility for planning, directing and controlling the activity of the entity, directly or indirectly, are considered related parties in relation to the City.

iii. Entities subject to significant influence by the City

An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

27. MAJOR LAND TRANSACTIONS

(a) Details

The City is sub-dividing land at Lots 1197 and 1200 Leisure Way, Halls Head. This development is the subject of a Business Plan approved in March 2007, a copy of which is available on request from the City's Administration Office. Preliminary design works commenced in 2006/07 and \$3.222 million has been spent for development costs to 30 June 2021.

(b) Current year transactions	2021 Actual	2021 Budget	2020 Actual
	\$	\$	\$
Other revenue			
- Sale proceeds	1,278,000	-	381,000
Other expenditure			
- Cost of goods sold	(57,000)	-	(32,000)
	<u>1,221,000</u>	-	<u>349,000</u>

The above operating revenue for the proceeds of land held for resale is reflected in other revenue and operating expenditure for the cost of the disposed land held for resale is reflected in other expenditure.

(c) Expected future cash flows

	2021/22	2022/23	2023/24	2024/25	Total
	\$	\$	\$	\$	\$
Cash outflows					
- Development costs	(22,660)	-	-	-	(22,660)
	<u>(22,660)</u>	-	-	-	<u>(22,660)</u>
Cash inflows					
- Sale proceeds	511,000	-	-	-	511,000
	<u>511,000</u>	-	-	-	<u>511,000</u>
Net cash flows	<u>488,340</u>	-	-	-	<u>488,340</u>

(d) Assets and liabilities

Land held for resale included within Note 7

	2021	2020
	\$	\$
Current Inventory		
Land held for resale - cost	-	-
	<u>-</u>	<u>-</u>

CITY OF MANDURAH
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28. RATING INFORMATION

(a) Rates

RATE TYPE	Rate in \$	Number of Properties	2020/21 Actual Rateable Value \$	2020/21 Actual Rate Revenue \$	2020/21 Actual Interim Rates \$	2020/21 Actual Back Rates \$	2020/21 Actual Total Revenue \$	2020/21 Budget Rate Revenue \$	2020/21 Budget Interim Rate \$	2020/21 Budget Back Rate \$	2020/21 Budget Total Revenue \$	2019/20 Actual Total Revenue \$
Differential general rate / general rate												
Gross rental valuations												
Residential Improved	0.09594	33,008	522,541,795	50,132,682	598,726	45,225	50,776,633	50,132,663	500,000	-	50,632,663	50,046,886
Urban Development	0.13059	13	3,767,300	491,972	(46,059)	(33,153)	412,760	491,972	-	-	491,972	491,295
Business Improved	0.09293	988	145,374,998	13,509,699	125,974	11,779	13,647,452	13,509,699	-	-	13,509,699	14,245,038
							-					
Vacant Land												
Residential Vacant	0.16300	1,872	22,472,800	3,663,066	(164,919)	(25,066)	3,473,081	3,663,066	-	-	3,663,066	3,716,198
Business Vacant	0.16560	118	3,459,694	572,925	(20,395)	(9,582)	542,948	572,925	-	-	572,925	573,926
Sub-Total		35,999	697,616,587	68,370,344	493,327	(10,797)	68,852,874	68,370,325	500,000	-	68,870,325	69,073,343
Minimum payment												
	Minimum \$											
Gross rental valuations												
Residential Improved	1,108	8,373	83,540,166	9,277,284	(50,033)	1,483	9,228,734	9,277,284	-	-	9,277,284	9,289,376
Urban Development	1,108	-	-	-	-	-	-	-	-	-	-	-
Business Improved	1,108	378	2,179,226	418,824	(1,761)	-	417,063	418,824	-	-	418,824	412,176
							-					
Vacant Land												
Residential Vacant	917	1,388	5,834,502	1,272,796	197,941	13,044	1,483,781	1,272,796	-	-	1,272,796	1,322,051
Business Vacant	1,108	11	53,950	12,188	(1,108)	(457)	10,623	12,188	-	-	12,188	14,138
Sub-Total		10,150	91,607,844	10,981,092	145,039	14,070	11,140,201	10,981,092	-	-	10,981,092	11,037,741
		46,149	789,224,431	79,351,436	638,366	3,273	79,993,075	79,351,417	500,000	-	79,851,417	80,111,084
Discounts/concessions (Note 28(c))							(73,427)				(89,600)	(76,896)
Total amount raised from general rate							79,919,648				79,761,817	80,034,188
Specified Area Rate (Note 28(b))							434,064				430,364	545,311
Totals							80,353,712				80,192,181	80,579,499

SIGNIFICANT ACCOUNTING POLICIES

Rates

Control over assets acquired from rates is obtained at the commencement of the rating period.

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the City recognises revenue for the prepaid rates that have not been refunded.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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28. RATING INFORMATION (Continued)

(b) Specified Area Rate

Specified Area Rate	Basis of Valuation	Rate in \$	2020/21 Rateable Value \$	2020/21 Rate Revenue \$	2020/21 Interim Rate Revenue \$	2020/21 Back Rate Revenue \$	2020/21 Total Specified Area Rate Revenue \$	2020/21 Budget Rate Revenue \$	2020/21 Budget Back Rate Revenue \$	2020/21 Budget Interim Rate Revenue \$	2020/21 Total Budget Revenue \$	2019/20 Total Actual Revenue \$
Port Mandurah	Residential improved	0.00390	20,165,490	78,696	-	-	78,696	78,646	-	-	78,646	78,644
Waterside	Residential improved	0.00000	5,322,600	-	-	-	-	-	-	-	-	-
Mandurah Ocean Marina	Residential improved	0.01430	21,065,228	304,479	-	-	304,479	301,233	-	-	301,233	385,387
Mandurah Quay	Residential improved	0.00240	6,412,680	15,671	-	-	15,671	15,390	-	-	15,390	15,342
Port Bouvard Eastport	Residential improved	0.00150	8,499,130	12,841	-	-	12,841	12,749	-	-	12,749	12,717
Port Bouvard Northport	Residential improved	0.00400	5,586,405	22,373	-	-	22,373	22,346	-	-	22,346	42,456
Mariners Cove	Residential improved	0.00000	9,072,320	-	-	4	4	-	-	-	-	10,765
			76,123,853	434,060	-	4	434,064	430,364	-	-	430,364	545,311

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Specified Area Rate	Purpose of the rate	Area/properties Rate Imposed	2020/21 Actual Rate Applied to Costs	2020/21 Actual Rate Set Aside to Reserve	2020/21 Actual Reserve Applied to Costs	2020/21 Budget Rate Applied to Costs	2020/21 Budget Rate Set Aside to Reserve	2020/21 Budget Reserve Applied to Costs
Port Mandurah	Contribution toward maintaining and managing the canals in accordance with the Artificial Waterways Policy – Canals and Core Management Group.	All canal frontage properties located within the defined area of Port Mandurah Canals.	\$ 11,791	\$ 66,905	\$ -	\$ 13,746	\$ 64,900	\$ -
Waterside	Contribution toward maintaining and managing the canals.	All properties within the Waterside Canals.	-	-	3,543	-	-	5,171
Mandurah Ocean Marina	To provide for an enhanced maintenance standard and asset replacement costs.	All properties within the Mandurah Ocean Marina.	123,458	181,022	-	164,233	137,000	-
Mandurah Quay	Maintenance of the marina (i.e. the water body and walls) and is levied to cover the life cycle expenses of the marina.	All properties within the Mandurah Quay sub-division.	7,214	8,457	-	7,000	8,390	-
Port Bouvard Eastport	Recoup the costs of litter removal from the canal waterbody together with the costs of water quality testing, canal management fee, surveying and minor maintenance.	All canal frontages on the Eastport canals.	5,164	7,677	-	12,749	-	-
Port Bouvard Northport	Recoup the costs of litter removal from the canal waterbody together with the costs of water quality testing, canal management fee, surveying and minor maintenance/canal cleaning.	All canal frontages on the Northport canals.	21,027	1,345	-	22,346	-	-
Mariners Cove	Contribution toward maintaining and managing the canals in accordance with the Artificial Waterways Policy – Canals and Core Management Group.	All canal frontages on the Mariners Cove canals.	4	-	6,964	-	-	9,717
			168,658	265,406	10,507	220,074	210,290	14,888

The City did not raise service charges for the year ended 30 June 2021.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

28. RATING INFORMATION (Continued)

(c) Discounts, Incentives, Concessions, & Write-offs

Rates Discounts

Rate or Fee Discount Granted	Discount	Discount	2021 Actual	2021 Budget	2020 Actual	Circumstances in which Discount is Granted
	%	\$	\$	\$	\$	
Rates incentive	N/A	N/A	-	9,600	-	- Early payment incentive for the payment of rates and charges being full payment of all current and arrears of rates including specified area rates, emergency services levy, domestic refuse charge and private swimming pool inspection fees within 35 days of the issue date on the annual rate notice, for eligibility to enter the early incentive prize draw.
			-	9,600	-	

Waivers or Concessions

Rate or Fee and Charge to which the Waiver or Concession is Granted	Type	Discount	Discount	2021 Actual	2021 Budget	2020 Actual
		%	\$	\$	\$	\$
General rates	Concession	65%-100%		73,427	80,000	76,896
				73,427	80,000	76,896
Total discounts/concessions (Note 28(a))				73,427	89,600	76,896

Rate or Fee and Charge to which the Waiver or Concession is Granted	Circumstances in which the Waiver or Concession is Granted and to whom it was available	Objects and reasons of the Waiver or Concession
General rates	Peel Health Hub	Majority charitable entities with the exception of a State Government

28. RATING INFORMATION (Continued)

(d) Interest Charges & Instalments

Instalment Options	Date Due	Instalment Plan Admin Charge \$	Instalment Plan Interest Rate %	Unpaid Rates Interest Rate %
Option One				
Single full payment	11/11/2020	0.00	0.00%	7.00%
Option Two				
First instalment	11/11/2020	0.00	5.50%	7.00%
Second instalment	15/03/2021	3.00	5.50%	7.00%
Option Three				
First instalment	11/11/2020	0.00	5.50%	7.00%
Second instalment	13/01/2021	3.00	5.50%	7.00%
Third instalment	15/03/2021	3.00	5.50%	7.00%
Fourth instalment	17/05/2021	3.00	5.50%	7.00%

	2021 Actual \$	2021 Budget \$	2020 Actual \$
Interest on unpaid rates	224,655	140,000	338,768
Interest on instalment plan	335,135	360,000	365,412
Charges on instalment plan	95,735	110,363	116,458
	655,525	610,363	820,638

CITY OF MANDURAH
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29. RATE SETTING STATEMENT INFORMATION

		2020/21 Budget	2020/21	2019/20
	2020/21 (30 June 2021 Carried Forward)	(30 June 2021 Carried Forward)	(1 July 2020 Brought Forward)	(30 June 2020 Carried Forward)
Note	\$	\$	\$	\$
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
	Less: Profit on asset disposals	11(a) -	(18,399)	(24,594)
	Less: Non-cash movement in assets	(521,127)	-	-
	Less: Non-cash grants and contributions for assets	-	(2,990,525)	(2,990,525)
	Less: Movement in liabilities associated with restricted cash	36,246	(1,504,428)	(1,504,428)
	Less: Fair value adjustments to financial assets at fair value through profit and loss	(4,525)	-	(124,637)
	Movement in pensioner deferred rates (non-current)	(209,168)	-	108,335
	Movement in employee benefit provisions (non-current)	(236,210)	-	(142,195)
	Movement in contract liabilities (non-current)	(242,439)	-	303,229
	Add: Reallocation of Cash in Lieu from Reserve to Trust	-	1,290,837	1,290,837
	Add: Loss on disposal of assets	11(a) 7,525,377	353,191	27,963,473
	Add: Non-cash movements in liabilities	2,920,983	-	-
	Add: Depreciation on non-current assets	11(b) 31,654,295	36,250,152	34,595,833
	Non cash amounts excluded from operating activities	40,923,432	36,584,944	59,475,328
(b) Non-cash amounts excluded from investing activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to investing activities				
	Less: Non-cash grants and contributions for assets	(441,743)	-	-
	Movement in non current liability from transfers to acquire or construct non-financial assets to be controlled by the entity	(1,065,909)	-	-
	Movement in current unspent non-operating grants associated with restricted cash	903,890	(5,275,266)	5,648,265
	Non cash amounts excluded from investing activities	(603,762)	(5,275,266)	5,648,265
(c) Surplus/(deficit) after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Rate Setting Statement in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
	Less: Reserves - cash/financial asset backed	4 (44,767,915)	(20,116,870)	(39,199,174)
	Less: Unspent Borrowings	(2,197,471)	(614,011)	(1,531,765)
	Less: Current assets not expected to be received at end of year			
	- Prepaid rates	-	(2,455,879)	30,183
	- Current portion of community loan receivables	(95,237)	-	(96,670)
	Add: Current liabilities not expected to be cleared at end of year			
	- Current portion of borrowings	18(a) 5,677,779	7,499,999	4,759,831
	- Current portion of contract liability held in reserve	5,626,156	8,450	5,734,105
	- Current portion of lease liabilities	438,797	608,382	1,015,507
	- Current portion of interest bearing liabilities	360,151	-	0
	- Employee benefit provisions	4,917,692	5,041,426	5,103,667
	Total adjustments to net current assets	(30,040,048)	(10,028,503)	(24,184,316)

CITY OF MANDURAH
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29. RATE SETTING STATEMENT INFORMATION (Continued)

Net current assets used in the Rate Setting Statement

Total current assets	72,368,876	34,419,874	57,626,905	57,626,905
Less: Total current liabilities	(37,790,605)	(24,750,089)	(32,247,809)	(32,247,809)
Less: Total adjustments to net current assets	(30,040,048)	(10,028,503)	(24,184,316)	(24,184,316)
Net current assets used in the Rate Setting Statement	4,538,223	(358,718)	1,194,780	1,194,780

30. FINANCIAL RISK MANAGEMENT

This note explains the City's exposure to financial risks and how these risks could affect the City's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rate	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The City does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council. The finance area identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The City's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the City to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the City to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents and term deposits held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	\$	\$	\$	\$
2021					
Cash and cash equivalents	0.90%	53,866,550	35,752,048	18,114,502	-
Financial assets at amortised cost	0.36%	9,015,866	9,015,866	-	-
2020					
Cash and cash equivalents	1.03%	50,053,366	46,149,289	3,904,077	-

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2021	2020
	\$	\$
Impact of a 1% movement in interest rates on profit and loss and equity*	181,145	39,041

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. The City manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The City does not consider there to be any interest rate risk in relation to borrowings. Details of interest rates applicable to each borrowing may be found at Note 18(b).

30. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and Other Receivables

The City's major receivables comprise rates annual charges and user fees and charges. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The City manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of the City to recover these debts as a secured charge over the land, that is, the land can be sold to recover the debt. Whilst the City was historically able to charge interest on overdue rates and annual charges at higher than market rates, which further encourage payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

The City applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

The expected loss rates are based on the payment profiles of rates and fees and charges over a period of 36 months before 1 July 2020 or 1 July 2021 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of ratepayers and residents to settle the receivables. Housing prices and unemployment rates have been identified as the most relevant factor in repayment rates, and accordingly adjustments are made to the expected credit loss rate based on these factors.

The loss allowance as at 30 June 2021 for rates receivable was determined as follows:

	Current	More than 1 year past due	More than 2 years past due	More than 3 years past due	Total
30 June 2021					
Rates receivable					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	0%
Gross carrying amount	357,628	53,884	224,212	4,327,358	4,963,082
Loss allowance	-	-	-	-	-
30 June 2020					
Rates receivable					
Expected credit loss	0.00%	0.00%	0.00%	0.00%	0%
Gross carrying amount	249,332	238,422	253,537	2,998,863	3,740,154
Loss allowance	0	0	0	0	0

The loss allowance as at 30 June 2021 and 30 June 2020 was determined as follows for trade receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2021					
Trade and other receivables					
Expected credit loss	0.002%	5.00%	0.002%	6.00%	11%
Gross carrying amount	838,820	306,964	57,357	355,731	1,558,872
Loss allowance	2,985	74,979	3,698	76,948	158,610
30 June 2020					
Trade and other receivables					
Expected credit loss	0.06%	2.34%	1.00%	8.20%	12%
Gross carrying amount	291,497	266,328	48,954	120,054	726,833
Loss allowance	6,981	26,633	12,238	93,162	139,014

30. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The City manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 18(e).

The contractual undiscounted cash flows of the City's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
2021					
Payables	16,239,800	-	-	16,239,800	16,239,800
Borrowings	5,677,779	15,300,924	6,954,720	27,933,423	24,561,332
Contract liabilities	5,626,156	-	1,065,909	6,692,065	6,692,065
Interest bearing liabilities	581,781	2,223,580	1,289,885	4,095,246	2,844,493
Lease liabilities	531,743	354,136	-	885,879	785,965
	<u>28,657,259</u>	<u>17,878,640</u>	<u>9,310,514</u>	<u>55,846,413</u>	<u>51,123,655</u>
2020					
Payables	11,454,706	-	-	11,454,706	11,454,706
Borrowings	4,759,831	14,720,604	6,749,318	26,229,753	26,229,753
Contract liabilities	85,840	792,863	-	878,703	6,526,968
Lease liabilities	1,283,399	2,483,062	1,417,159	5,183,620	4,178,625
	<u>17,583,776</u>	<u>17,996,529</u>	<u>8,166,477</u>	<u>43,746,782</u>	<u>48,390,052</u>

31. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

No events occurred after balance sheet date.

32. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2020	Amounts Received	Amounts Paid	30 June 2021
	\$	\$	\$	\$
Cash in Lieu	1,593,404	159	(347,473)	1,246,090
	1,593,404	159	(347,473)	1,246,090

33. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the City's operational cycle. In the case of liabilities where the City does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the City's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the City applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The City contributes to a number of Superannuation Funds on behalf of employees. All funds to which the City contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the City would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The City selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the City are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the City gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

i) Impairment of assets

In accordance with Australian Accounting Standards the City's cash generating non-specialised assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

For non-cash generating specialised assets that are measured under the revaluation model, such as roads, drains, public buildings and the like, no annual assessment of impairment is required. Rather AASB 116.31 applies and revaluations need only be made with sufficient regulatory to ensure the carrying value does not differ materially from that which would be determined using fair value at the end of the reporting period.

CITY OF MANDURAH
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

34. ACTIVITIES/PROGRAMS

City operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME AND OBJECTIVES

ACTIVITIES

GOVERNANCE

To provide a decision making process for the efficient allocation of scarce resources.

Includes the activities of members of Council and the administrative support available to the Council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific local government services.

GENERAL PURPOSE FUNDING

To collect revenue to allow for the provision of services.

Rates, general purpose government grants and interest revenue.

LAW, ORDER, PUBLIC SAFETY

To provide services to help ensure a safer and environmentally conscious community.

Supervision of various local laws relating to fire prevention, animal control and other aspects of public safety including emergency services.

HEALTH

To provide an operational framework for environmental and community health.

Supervision of local laws, food control, mosquito and disease control.

EDUCATION AND WELFARE

To provide services to disadvantaged persons, the elderly, children and youth.

Operation of senior citizen's centre, youth centre and assistance to various community and voluntary services associated with families, children, aged and disabled.

COMMUNITY AMENITIES

To provide services required by the community.

Rubbish collection services, recycling services, operation of transfer station, cemetery services, administration of town planning scheme and protection of the environment.

RECREATION AND CULTURE

To establish and effectively manage infrastructure and resources which will help the social well being of the community.

Maintenance of halls, parks, playgrounds, sports grounds, recreation centres, various reserves and beaches; operation of libraries and other arts and cultural facilities.

TRANSPORT

To provide safe, effective and efficient transport services to the community.

Construction and maintenance of roads, drainage, works, footpaths, parking facilities and traffic signs. Maintenance of bus shelters and cleaning of streets.

ECONOMIC SERVICES

To help promote the local government and its economic wellbeing.

Marketing & promotion of tourism, visitor centres, economic development, implementation of building and development controls.

OTHER PROPERTY AND SERVICES

To monitor and control operating accounts.

Private works, administration and public works overheads, works depots and council plant operations.

35. FINANCIAL RATIOS

	2021 Actual	2020 Actual	2019 Actual
Current ratio	1.21	0.76	1.05
Asset consumption ratio	0.70	0.72	0.73
Asset renewal funding ratio	1.40	1.06	1.08
Asset sustainability ratio	0.43	0.45	0.61
Debt service cover ratio	1.98	2.67	2.77
Operating surplus ratio	(0.13)	(0.16)	(0.17)
Own source revenue coverage ratio	0.80	0.82	0.82

The above ratios are calculated as follows:

Current ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets}}$
Asset consumption ratio	$\frac{\text{depreciated replacement costs of depreciable assets}}{\text{current replacement cost of depreciable assets}}$
Asset renewal funding ratio	$\frac{\text{NPV of planned capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$
Asset sustainability ratio	$\frac{\text{capital renewal and replacement expenditure}}{\text{depreciation}}$
Debt service cover ratio	$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$
Operating surplus ratio	$\frac{\text{operating revenue minus operating expenses}}{\text{own source operating revenue}}$
Own source revenue coverage ratio	$\frac{\text{own source operating revenue}}{\text{operating expense}}$



Auditor General

INDEPENDENT AUDITOR'S REPORT 2021 City of Mandurah

To the Councillors of the City of Mandurah

Report on the audit of the annual financial report

Opinion

I have audited the financial report of the City of Mandurah (City) which comprises:

- the Statement of Financial Position at 30 June 2021, the Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity, Statement of Cash Flows and Rate Setting Statement for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information
- the Statement by the Chief Executive Officer.

In my opinion the financial report of the City of Mandurah:

- is based on proper accounts and records
- fairly represents, in all material respects, the results of the operations of the City for the year ended 30 June 2021 and its financial position at the end of that period in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities section below. I am independent of the City in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the City is responsible for the preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards. The CEO is also responsible for managing internal control (as required by the CEO) to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the City.

The Council is responsible for overseeing the City's financial reporting process.

Auditor's responsibility for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on other legal and regulatory requirements

In accordance with the Local Government (Audit) Regulations 1996 I report that:

- (i) In my opinion, the following material matters indicate a significant adverse trend in the financial position of the City:
 - a) The Operating Surplus Ratio as reported in Note 35 of the annual financial report is below the Department of Local Government, Sport and Cultural Industries' standard for the last three financial years.
 - b) The Asset Sustainability Ratio as reported in Note 35 of the annual financial report is below the Department of Local Government, Sport and Cultural Industries' standard for the last three financial years.
- (ii) The following material matter(s) indicating non-compliance with Part 6 of the Act, the Regulations or applicable financial controls of any other relevant written law were identified during the course of my audit:
 - a) There were weaknesses in the City of Mandurah's procurement controls which were identified by the City's internal auditors. For some of the purchases sampled, there was insufficient evidence that a sufficient number of quotations were obtained to test the market. In addition, there was one instance where the City purchased services in excess of its tender threshold without a public tender process. These practices increase the likelihood of not receiving value for money in procurement or favouritism of suppliers.
- (iii) All required information and explanations were obtained by me.
- (iv) All audit procedures were satisfactorily completed.
- (v) In my opinion, the Asset Consumption Ratio and the Asset Renewal Funding Ratio included in the financial report were supported by verifiable information and reasonable assumptions.

Other matter

The financial ratios for 2019 and 2020 in Note 35 of the financial report were audited by another auditor when performing their audit of the City for the years ending 30 June 2019 and 30 June 2020. The auditor expressed an unmodified opinion on the financial report for those years.

Other information

The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial report and my auditor's report. The CEO is responsible for the preparation and the Council for overseeing the other information.

My opinion does not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the City of Mandurah for the year ended 30 June 2021 included on the City's website. The City's management is responsible for the integrity of the City's website. This audit does not provide assurance on the integrity of the City's website. The auditor's report refers only to the financial report described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.



Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
17 December 2021