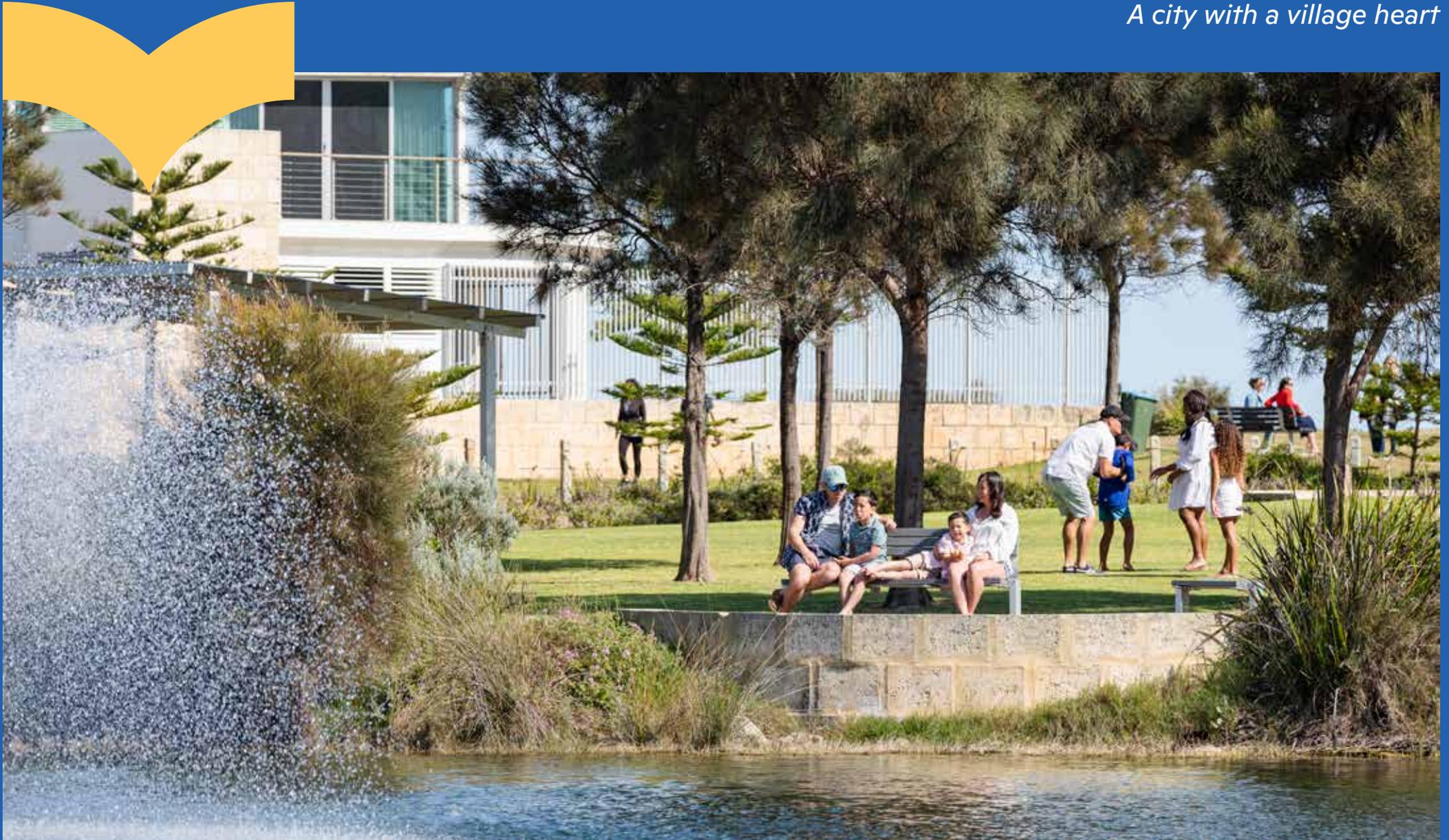


*A city with a village heart*



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## 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.*

# Message from the Mayor and CEO

This year, a number of milestone plans, capital works and strategies aimed at transforming Mandurah's future have come to fruition, or are well on the road to completion.

We've had another eventful year of building upon the solid foundations laid for our Transform Mandurah plan, which aims 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.

In advancing our plans to transform our city, the circular estuary pool on the Eastern Foreshore, Kwillena Gabi Pool, was opened just in time for the Christmas break in 2021. This was a milestone component of the \$22m Mandurah Waterfront project, which has investments from the Federal and State governments, and the City of Mandurah.

It's been wonderful to see our community and visitors enjoying these new and revitalised spaces with family and friends.

Works continued on the Western Foreshore's world-class Play Space, including the installation of the main 12m high play tower. Project planning for the Western Foreshore Commercial Site also progressed with an Expressions of Interest process and the selection of preferred proponents, and it's exciting to see the next phase of our foreshore redevelopment coming to the fore.

As has been the case with many projects across the country, some of the City's large infrastructure projects have been delayed due to the flow on effect of the pandemic.

Challenges within the building industry around shortages in building materials and skilled trades, and thus some pricing increases, have meant that some local projects have been delayed longer than expected. However the project teams have worked their very best to overcome these challenges and keep capital works progressing and on track as much as possible.

To help guide the city towards a strong and resilient future, the City engaged Deloitte Access Economics to carry out some of the most important and comprehensive research Mandurah has seen, laying out Mandurah's fundamental structural challenges of the past 20-30 years. By gaining a better understanding of the city's long-term socio-economic challenges, the City now has a comprehensive baseline from which to confidently address Mandurah's toughest issues over the next decade.

The 'Transform Mandurah Economic Opportunities' report also highlights eight key economic opportunities that fit with Mandurah's strengths, and are designed to increase economic growth over the next 10 years. We are really keen to continue this work and build on the positive momentum seen in Mandurah recently.

We're proud of many other successes and milestones throughout the year, including a range of amazing community events and activations, the relocation and fit out of a vital service in our community – the Peel Community Kitchen, the opening of Mandurah's first enclosed dog park, and the commencement of Mandurah's Assertive Outreach service, helping our city's most vulnerable people.

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.



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

# City Profile



Land area in square kilometres  
**173.5km<sup>2</sup>**



Coastline  
**51km**



Time by car from Perth  
**50 mins**



Population\*  
**93,414**



Population per square kilometre  
**533.8**



Land area in hectare  
**17,350ha**



Distance from Perth  
**72km**



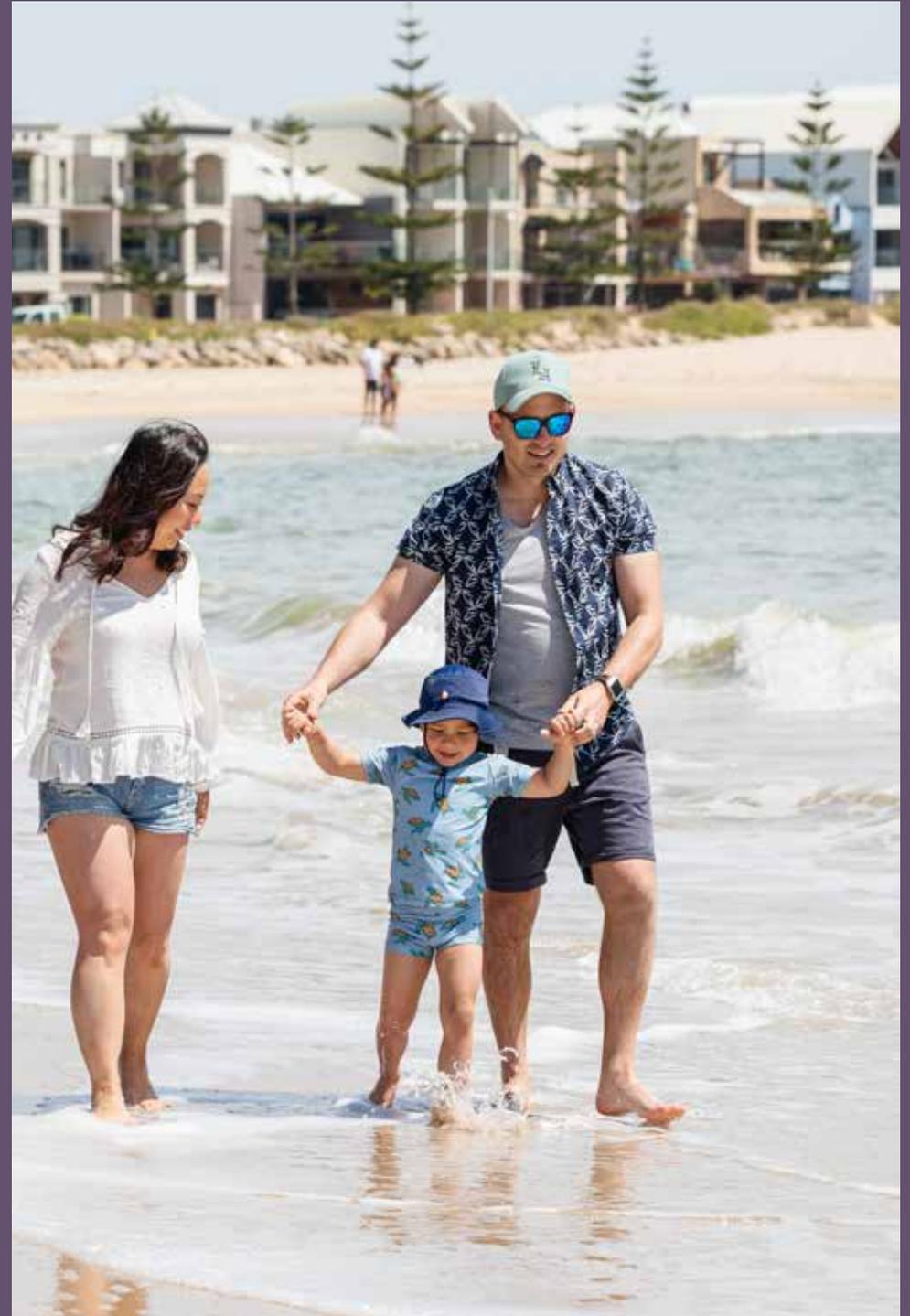
Time by train from Perth  
**51 mins**



Number of households\*\*  
**36,829**



Households per square kilometre  
**210.5**



\*ABS; Regional Population Growth, Australia - released 26/07/2022)

\*\*idCommunity; City of Mandurah Population Forecast



Number of bridges  
(including footbridges)  
**27**

Playgrounds  
**137**

Parks and Reserves  
**611**

Area used for  
Recreation  
**348.7Ha**

Total length of canal  
waterways  
**22km approx.**

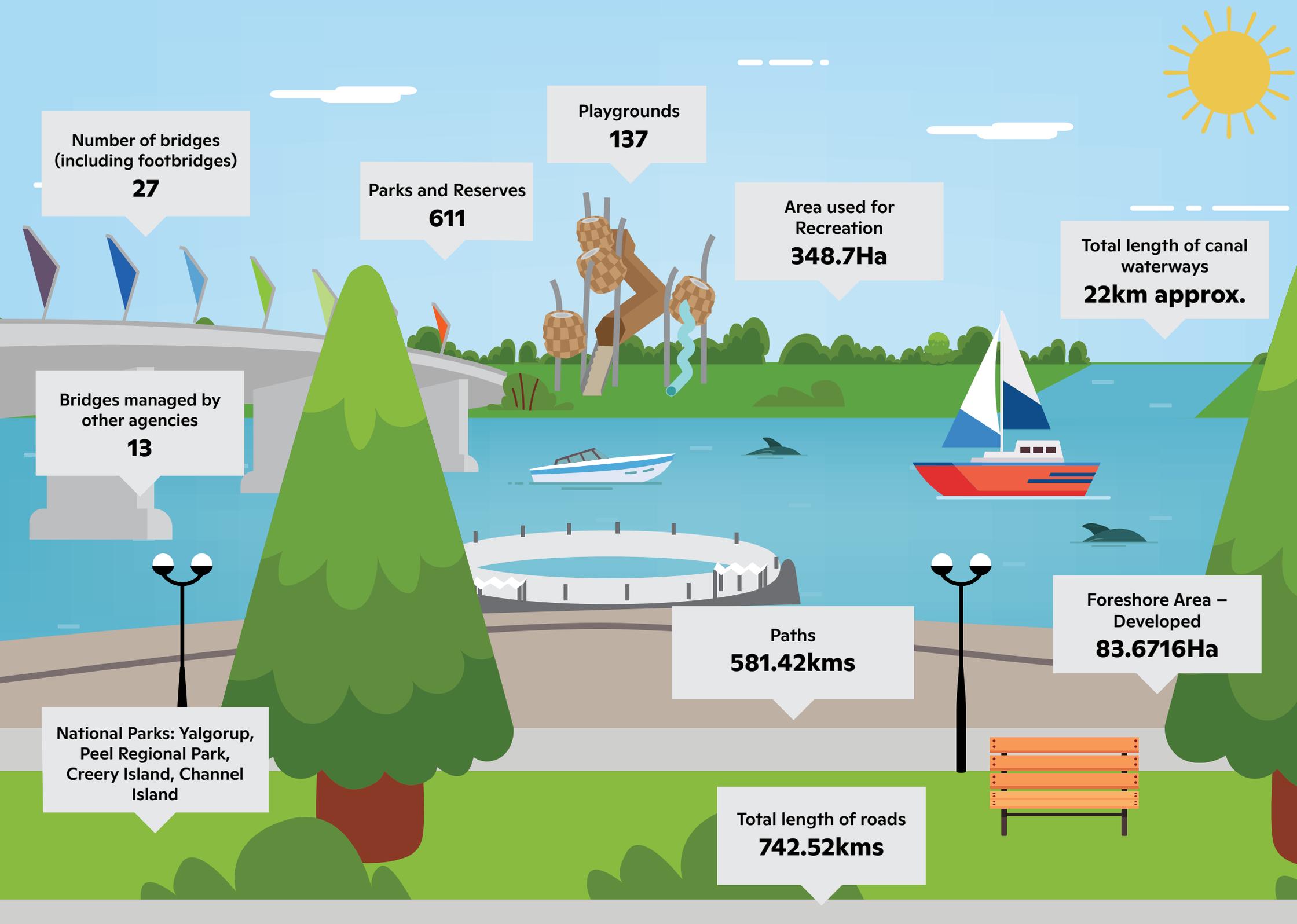
Bridges managed by  
other agencies  
**13**

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

Paths  
**581.42kms**

Foreshore Area –  
Developed  
**83.6716Ha**

Total length of roads  
**742.52kms**



# Our Elected Members

## Mayor



Mayor  
Rhys Williams

## North Ward



Cr Caroline Knight  
Deputy Mayor



Cr Peter Jackson



Cr Ahmed Zilani

## Coastal Ward



Cr Merv Darcy  
2017 – Oct 2021



Cr Candice  
Di Prinzio



Cr Jenny Green



Cr Bob Pond  
Oct 2021 – present

## East Ward



Cr Lynn Rodgers  
2001 – Oct 2021



Cr Don Pember



Cr Amber Kearns  
Oct 2021 – present



Cr Daniel Wilkins  
Oct 2021 – present

## Town Ward



Cr Matt Rogers  
2017 – Oct 2021



Cr Peter Rogers

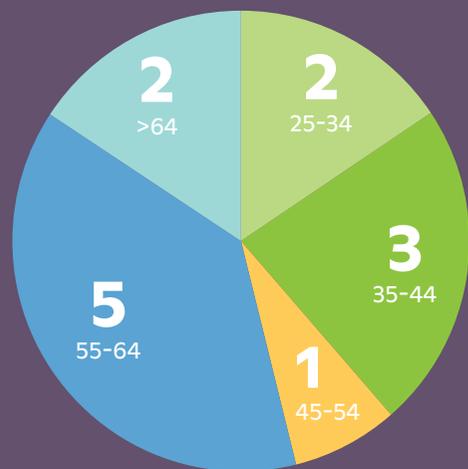


Cr Dave  
Schumacher

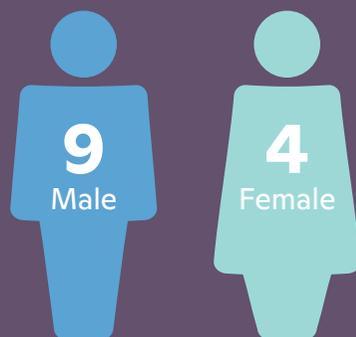


Cr Ryan Burns  
Oct 2021 – present

# About Our Elected Members



**AGE**



**GENDER**



2 New Zealand  
1 UK  
1 USA  
1 Guernsey, Channel Islands  
1 Bangladesh

**COUNTRY OF ORIGIN**

*No Elected Members identify as Aboriginal or Torres Strait Islander.*



**13 English**

1 Dutch  
1 Bangla  
1 Melanesian Pidgin

**LANGUAGE SPOKEN AT HOME**

## 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 was one complaint recorded in the register of complaints during the reporting period, no sanction was imposed as an outcome of the complaint. 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.

# Committees and Advisory Groups

Committee/ Advisory Group	Members	
	1 Jul 21 - 15 Oct 21	19 Oct 21 - 30 June 22
Audit and Risk Committee	Mayor Rhys Williams	Mayor Rhys Williams
	Cr Jenny Green	Cr Jenny Green
	Cr Peter Jackson (Chairperson)	Cr Ryan Burns
	Cr Caroline Knight (Deputy Member)	Cr Caroline Knight
	Cr Don Pember (Deputy Member)	Cr Don Pember (Deputy)
	Cr Peter Rogers	Cr Peter Rogers (Chairperson)
	Cr Ahmed Zilani	Cr Amber Kearns (Deputy)
Committee of Council	Mayor Rhys Williams	
	Cr Merv Darcy	
	Cr Lynn Rodgers	
	Cr Candice Di Prinzio	
	Cr Jenny Green	
	Cr Peter Jackson (Chairperson)	
	Cr Caroline Knight	
	Cr Don Pember	
Cr Ahmed Zilani		
Access and Inclusion Advisory Group	Cr Matt Rogers (Deputy)	Cr Jenny Green
	Cr Jenny Green	Cr Don Pember
	Cr Ahmed Zilani	
Australian Coastal Council Association		Cr Caroline Knight (Nominee)

Planning & Community Consultation Committee		Mayor Rhys Williams
		Cr Ryan Burns
		Cr Amber Kearns
		Cr Bob Pond
		Cr Jenny Green
		Cr Peter Jackson
		Cr Caroline Knight
Australia Day Awards Selection Panel	Cr Lynn Rodgers	Cr Ryan Burns
	Cr Candice Di Prinzio	Cr Amber Kearns
	Cr Peter Jackson	Cr Bob Pond
	Cr Caroline Knight	Cr Ahmed Zilani
		Cr Daniel Wilkins
		Cr Dave Schumacher
City of Mandurah Convention Scholarship Assessment Panel	Mayor Rhys Williams	
	Cr Jenny Green	
City of Mandurah Sports award	Cr Merv Darcy	
Coastal Hazard Risk Management Adaptation Planning Steering Committee (CHRiMAP)	Cr Caroline Knight	
Fully Fenced Dog Park Working Group	Cr Don Pember	
Kids Teaching Kids: School Selection Panel	Cr Caroline Knight	
	Cr Ahmed Zilani	
Mandurah Bushfire Advisory Committee	Cr Merv Darcy	Cr Ryan Burns
	Cr Jenny Green (Deputy)	Cr Jenny Green (Deputy)
Mandurah Community Museum Advisory Group	Cr Merv Darcy	
	Cr Matt Rogers	
Mandurah Environmental Advisory Group	Cr Lynn Rodgers	Cr Caroline Knight
	Cr Caroline Knight	Cr Daniel Wilkins

Mandurah Liquor Accord	Cr Jenny Green Cr Peter Jackson	
Mandurah Local Emergency Management Advisory Committee	Cr Merv Darcy Cr Don Pember (Deputy)	Cr Ryan Burns (Deputy) Cr Don Pember
Mandurah Performing Arts Inc Board	Cr Peter Rogers	Cr Peter Rogers
Mandurah Matters Steering Group	Mayor Rhys Williams Cr Matt Rogers Cr Candice Di Prinzio Cr Jenny Green Cr Caroline Knight Cr Don Pember Cr Peter Rogers Cr Ahmed Zilani	Mayor Rhys Williams Cr Amber Kearns Cr Candice Di Prinzio Cr Bob Pond Cr Caroline Knight Cr Don Pember Cr Daniel Wilkins Cr Ahmed Zilani
Metro Outer JDAP	Mayor Rhys Williams (June 2021 until 26/01/2022) Cr Merv Darcy (Alternate Member 2 to 26/01/2022) Cr Matt Rogers (Alternate Member 1 to 26/01/2022) Cr Jenny Green (June 2021 until 26/01/2022) Cr Caroline Knight (until 26/01/2022)	Mayor Rhys Williams (Member 1 from 26/01/2022) Cr Jenny Green (Alternate Member 2 from 26/01/2022) Cr Caroline Knight (Member 2 from 26/01/2022) Cr Peter Rogers (Alternate Member 1 from 26/01/2022)
Murdoch University Undergraduate Nursing Scholarship Selection Panel	Cr Caroline Knight Cr Don Pember	
Peel Development Commission		Mayor Rhys Williams
Peel Harvey Biosecurity Group	Cr Caroline Knight	Cr Caroline Knight (Nov 21 - Apr 22)
Peel Mosquito Management Group	Cr Merv Darcy Cr Jenny Green	Cr Bob Pond (Deputy) Cr Jenny Green
Peel Regional Leaders Forum	Mayor Rhys Williams Cr Jenny Green	
Peron Naturaliste Partnership	Cr Jenny Green (Deputy) Cr Caroline Knight	Cr Jenny Green Cr Caroline Knight

	Mayor Rhys Williams Cr Lynn Rodgers Cr Jenny Green Cr Don Pember Cr Peter Rogers	Mayor Rhys Williams Cr Amber Kearns Cr Bob Pond Cr Don Pember
Restart Mandurah Community Grants Fund Panel	Cr Lynn Rodgers Cr Peter Jackson Cr Dave Schumacher Cr Ahmed Zilani	
Rivers Regional Council	Cr Merv Darcy Cr Jenny Green Cr Peter Rogers (Deputy Member) Cr Ahmed Zilani (Deputy Member)	Cr Jenny Green Cr Peter Rogers Cr Ahmed Zilani (Deputy) Cr Dave Schumacher (Deputy)
South West Regional Road Group	Mayor Rhys Williams	
Strategic Economic Advisory Group	Mayor Rhys Williams	
Strategic Finance Working Group	Mayor Rhys Williams Cr Caroline Knight Cr Don Pember Cr Peter Rogers (Deputy)	Mayor Rhys Williams Cr Caroline Knight Cr Don Pember Cr Peter Rogers
Strategic Street Present and Homeless Working Group	Mayor Rhys Williams Cr Lynn Rodgers Cr Peter Jackson Cr Ahmed Zilani	
WALGA : Peel Country Zone	Mayor Rhys Williams Cr Caroline Knight Cr Jenny Green (Deputy)	Mayor Rhys Williams Cr Caroline Knight
WALGA AGM Voting Delegate	Cr Peter Rogers	
Waste Management Alliance Board	Mayor Rhys Williams	

# Elected Member Meeting Attendance

Elected Member		Council Meeting	Special Council Meeting	Audit & Risk Committee	Committee of Council Jun 2021 – Dec 2021	Planning & Community Consultation Dec 2021 – Jun 2022
<b><sup>1</sup>Number of Meetings Held</b>	<b>Attended</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>N/A</b>
Cr Merv Darcy		2	1	N/A	3	N/A
Cr Lynn Rodgers		1	1	N/A	2	N/A
Cr Matt Rogers		1	0	N/A	N/A	N/A
<b><sup>2</sup>Number of Meetings Held</b>	<b>Attended</b>	<b>12</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3</b>
Mayor Rhys Williams		12	5	4	4	3
Cr Caroline Knight		12	4	4	4	3
Cr Peter Jackson		11	5	1	3	3
Cr Ahmed Zilani		11	5	3	3	N/A
Cr Candice Di Prinzio		7	1	N/A	1	1
Cr Jenny Green		12	5	4	4	2
Cr Don Pember		11	5	0	3	2
Cr Peter Rogers		12	4	3	4	3
Cr Dave Schumacher		11	4	N/A	2	3
<b><sup>3</sup>Number of Meetings Held</b>	<b>Attended</b>	<b>9</b>	<b>4</b>	<b>3</b>	<b>N/A</b>	<b>3</b>
Cr Bob Pond		9	4	N/A	N/A	3
Cr Amber Kearns		9	3	3	N/A	3
Cr Daniel Wilkins		9	4	2	N/A	2
Cr Ryan Burns		9	4	3	N/A	3

<sup>1</sup> Term of office expired 16 October 2021

<sup>2</sup> Elected to office for the full financial year 2021/22

<sup>3</sup> Term of office commenced 19 October 2021

N/A = Not a committee member



CHOCOLATERIA  
SAN CHURRO

# 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 minor review of its 20 Year Strategic Community Plan during the 2021/22 financial year. The Revised Strategic Community Plan 2020-2040 was formally adopted by Council at its meeting in May 2022 and will be effective from the 2022/2023 financial year.

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.



# Focus for 2022 – 2023

## Economic

Diversifying our economy

**\$6.1 mil**

- Continued delivery of Mandurah Waterfront project
- Progress City Centre Master Plan and Parking Plan
- Progress Western Foreshore Commercial Site
- Yalgorup National Park
- Peel Harvey Estuary Trails project
- Giants of Mandurah project

## Social

Connecting our people.

**\$56.2 mil**

- Progress Dawesville Community Centre
- Support delivery of Mandurah's Common Ground
- Continue Assertive Outreach Trial
- Deliver actions from Access and Inclusion Plan
- Develop Place Enrichment Strategy
- ManPAC building works and MARC building works (roof and acoustic panel)
- Progress literacy strategy
- Develop community safety strategy
- Develop arts and culture strategy

## Health

Promoting a healthy-active Mandurah

**\$15 mil**

- Delivery of Public Health Plan
- Planning and delivery of Coastal Shared Path projects
- Support sport and recreation clubs to deliver health and wellbeing initiatives
- Deliver health and wellbeing programs and services through the MARC
- Progress Netball feasibility study

## Environment

Protecting and nurturing our environment.

**\$29.8 mil**

- Environment Strategy and Greening Mandurah Framework
- Bushland Management (including Bushland Buyback)
- North Mandurah Managed Aquifer Project
- Waste Strategy
- Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)
- Solar Plan delivery
- Develop a waste education and community engagement plan.

## Organisational Excellence

Asset Management

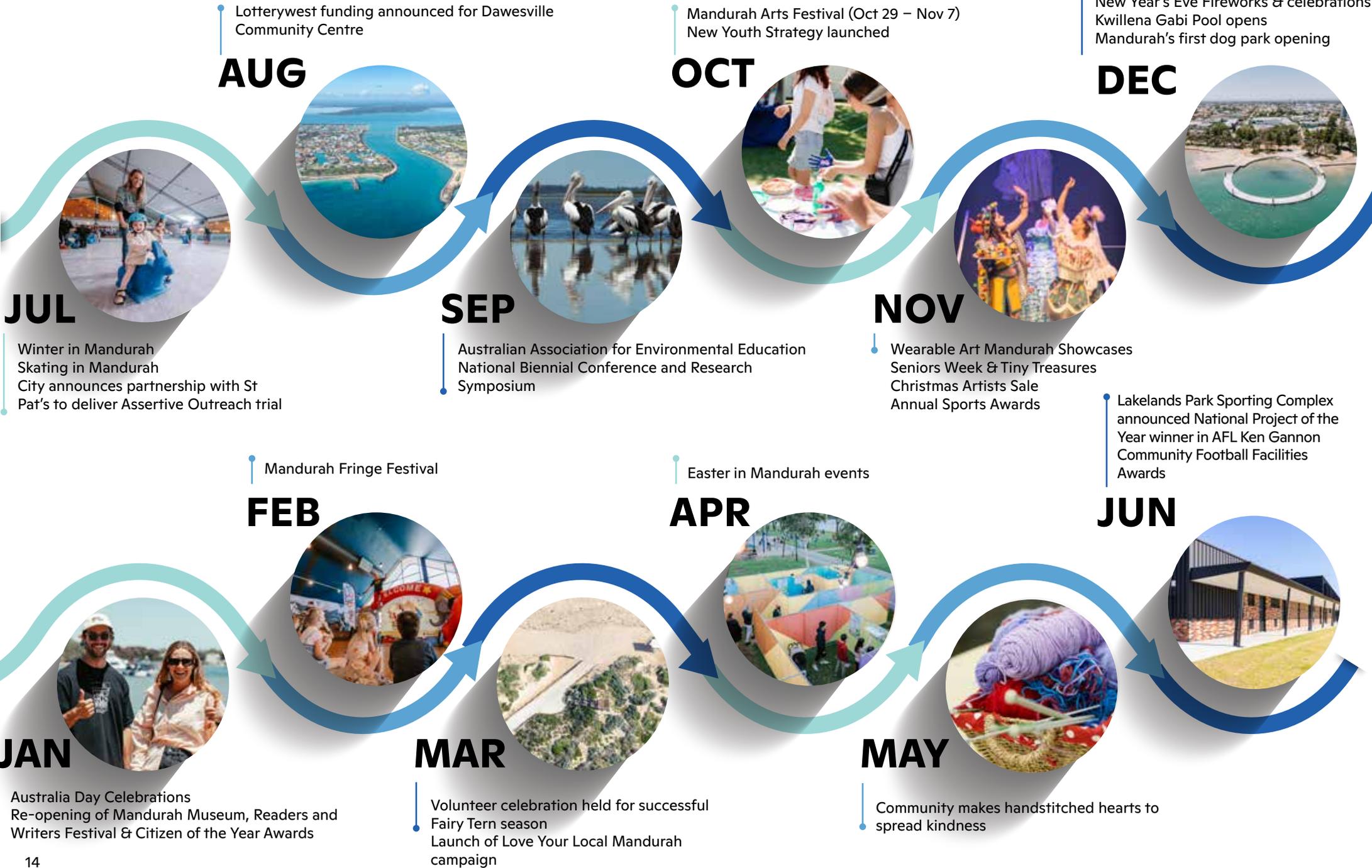
**\$21.5 mil**

Statutory Function & City Business

**\$11.5 mil**

- Roll out Enterprise Resource Planning system
- Service Level Reviews
- Project Management Framework
- Business Continuity Plan
- Bushfire Mitigation activities
- Adopt new customer service charter
- Adopt new record keeping plan

# Year in Review 2021 - 2022



# Awards and Recognition



The City was awarded  
Most Accessible  
Community in WA for 2021



Water Corporation  
awarded the City the  
'Gold Waterwise Council'  
for its Water Efficiency  
Action Plan



City of Mandurah's Health  
Services team was named  
'Environmental Health Local  
Government Team of the Year' at  
the 2021 Environmental Health  
Australia WA conference



City named overall winner  
at Public Health Advocacy  
Institute's 2021 Local  
Government Policy Awards



Lakelands Park Sporting  
Complex named 'National Project  
of the Year' winner in AFL Ken  
Gannon Community Football  
Facilities Awards

2021-2022  
Performance



# Performance Highlights

## Economic

---

- Kwillena Gabi Pool opened to the public in December 2021
- Works progressed on Western Foreshore Play Space (Koolaanga Waabiny Playground) to deliver a world-class play area
- Project planning for Western Foreshore Commercial Site progressed
- A review of the City Centre Parking Strategy and development of a new City Centre Parking Plan has been underway, including community engagement and occupancy surveys
- Deloitte Access Economics was engaged to identify key economic opportunities for Mandurah. As a result, the Transform Mandurah Economic Opportunities Report was finalised
- Work progressed to determine future investment opportunities within the Yalgorup National Park, including the first stage of an Environmental Values Assessment
- Christmas in Mandurah and Skating in Mandurah Winter Festival were held in Mandurah, both again proving to be successful, crowd-pleasing events



# Economic

## Objectives

1.1. Promote and foster investment aimed at stimulating sustainable economic growth

1.2. Facilitate and advocate for sustainable local job creation, and industry growth and diversification

1.3. Actively partner and engage with business and industry to support Mandurah's entrepreneurial capacity and capability

1.4. Advocate for and facilitate opportunities for improved education, training and skill development opportunities in Mandurah

1.5. Establish and leverage opportunities with key stakeholders to achieve sustainable economic outcomes with due consideration to environmental impacts

● Above Target   ● On Target   ● Below Target   ● Attention Required

#	Projects/Initiatives	Objective	Status*	Comment	Responsibility
1.1	Deliver the Waterfront Redevelopment Stage 1 project (Eastern and Western Foreshore upgrades including playground and picnic area improvements and ablutions, and Smart Street Mall upgrades)				
1.1.1	Deliver Mandurah Estuary Pool (Kwillena Gabi Pool)	1.1, 1.3 1.5	●	The Kwillena Gabi Pool (Estuary Pool) was opened to the public in December 2021, and works to the southern end of the Eastern Foreshore area are expected to be substantially complete by the end of 2022. Procurement for the design of a new toilet block on the Eastern Foreshore has begun with construction expected to be completed by the end of 2023.	Infrastructure Management
1.1.2	Deliver Western Foreshore Play Space	1.1, 1.3 1.5	●	Installation of main play tower is complete. The Play Space and surrounds are expected to be substantially completed by the end of 2022.	Infrastructure Management
1.2	Develop the business case, undertake feasibility study and obtain funding support for the Data Array project	1.5	●	As part of the Transform Mandurah research, the Data Array project will now be assessed and prioritised against the list of initiatives that have been identified.	Transform Mandurah
1.3	Partner with Department of Biodiversity, Conservation and Attractions (DBCA) to develop sustainable eco-tourism opportunities and product in the Yalgorup National Park and adjacent areas				
1.3.1	Develop a detailed design plan to determine future investment opportunities within the Yalgorup National Park with a focus on northern access and activation	1.5	●	Initial State Government funding payments have been received and Stage 1 of the Environmental Values Assessment (EVA) (Desktop Analysis) has been awarded to a consultant and is almost complete. Stage 2 (EVA and Flora and Fauna study) is awaiting completion of Stage 1, but procurement process underway in parallel in order to move quickly once Stage 1 is complete.	Transform Mandurah

1.3.2	Develop and implement a Beach Access Management Plan to better align local government and DBCA land management actions to improve conservation, recreation and safety outcomes on beaches adjoining the Yalgorup National Park	1.5	●	Stage 1 of the Environmental Values Assessment (Desktop Analysis) has been awarded to a consultant and is almost complete. Stage 2 (EVA and Flora and Fauna study) is awaiting completion of Stage 1, but procurement process underway in parallel in order to move quickly once Stage 1 is complete. Consultant for Aboriginal Heritage and Cultural Survey has been appointed by Department of Biodiversity, Conservation and Attractions (DBCA), with the funding agreement being developed by the City of Mandurah to cover this procurement by DBCA, as well as their detailed design planning stage which will start later this year.	Transform Mandurah
1.3.3	Facilitate the planning and development of eco-tourism opportunities on land adjoining the Yalgorup National Park	1.5	●	Extensive engagement has been undertaken with private landowners adjoining the Yalgorup National Park. Landowners are progressing tourism product development ideas with positive ongoing engagement across the City.	Transform Mandurah
1.4	Plan and develop a network of new eco-tourism and recreation trails around Peel-Harvey Estuary and the Yalgorup National Park				
1.4.1	Plan and develop the 30km 'Island Shared-use Trail' around the 'Island' (Halls Head, Erskine, Falcon, Wannanup)	1.5	●	Consultant 'Common Ground Trails' has been appointed and work is progressing.	Transform Mandurah
1.4.2	Plan and develop a network of paddle launch sites around the estuary, including all-abilities launch sites	1.5	●	Consultant 'Common Ground Trails' has been appointed and work is progressing. Mandatory site visit for Riverside Gardens all-abilities launch facility has occurred with two companies attending and expecting to submit a tender.	Transform Mandurah
1.4.3	Plan and develop a 70km+ shared-use 'Round the Estuary Trail' around the Peel-Harvey Estuary, comprising of existing and new trail sections	1.5	●	Consultant 'Common Ground Trails' has been appointed, and the Engagement Plan is being developed.	Transform Mandurah
1.5	Review the City Centre Parking Strategy and develop a new City Centre Parking Plan focused on timed parking options, signage and wayfinding and lighting	1.3	●	First stages of community engagement and occupancy surveys have been undertaken and the project is progressing in line with approved timeframes as per the project plan.	City Planning
1.6	Develop and maintain an Integrated Transport Strategy and underpinning Transport Plans	1.3	●	Draft Integrated Transport Strategy is being finalised.	Technical Services
1.7	Upgrade Pinjarra Road	1.5	●	Stage 2 (East of Anstruther Road) has been completed and the road opened. Stage 3 (Anstruther Road to Randell Street) east bound lanes (heading to Pinjarra) are complete and construction of the west bond lanes (heading to the City Centre) are expected to be complete by late 2022.	Operations Services, Technical Services
1.8	Upgrade Peel Street	1.5	●	Land acquisition for road widening has been finalised and underground power supply works are expected to be completed in 2023.	Operations Services, Technical Services
1.9	Upgrade Leslie Street	1.5	●	Leslie Street upgrades are completed.	Operations Services, Technical Services

1.10	Develop business cases for the delivery of the City's Transform Mandurah program					
1.10.1	Undertake data analysis and option development	1.1, 1.2, 1.4,	●	Deloitte Access Economics was engaged to undertake analysis to identify key economic opportunities for Mandurah. The report has been finalised and will be presented to Council in July.	Transform Mandurah	
1.10.2	Develop the business cases	1.1, 1.2, 1.4,	●	A multi-criteria assessment model has been developed in conjunction with the Peel Development Commission (PDC) and scoring will be undertaken with a view for the consensus priority projects list to be taken back to Council in October for endorsement.	Transform Mandurah	
1.11	Emerging Industries Attraction – Facilitate growth and development of globally-emerging industries in Mandurah and Murray					
1.11.1	Perth and Peel Hydrogen Cluster – Jointly develop regional, national and international hydrogen supply chain ecosystems and enhance hydrogen research and development, and education and training outcomes.	1.1, 1.2, 1.3, 1.4, 1.5	●	Proposed Woodside hydrogen transport and refuelling project in Mandurah was unsuccessful. Proof of concept research paper is being finalised in order to support attraction of private investors to the precinct.	Transform Mandurah	
1.11.2	Facilitate and promote creative industries (game development, video content development/animation, post production, audio and gaming) training and skills development in Mandurah and Peel Region	1.1, 1.2, 1.3, 1.4, 1.5	●	Program (content development) for the 'Introduction to Filmmaking and career opportunities in the film industry' workshop and 'Science Fiction Film Festival' was held and was well attended. A review is underway for the next steps.	Transform Mandurah	
1.11.3	Develop a Creative Hub with working infrastructure, entrepreneurial support, collaborative community, impact system in place and access to training and skill development	1.1, 1.2, 1.3, 1.4, 1.5	●	The City's new Culture and the Arts strategy is being finalised which will assist to inform the development of the Creative Hub.	Transform Mandurah	
1.12	Deliver the Restart Mandurah Business and Industry Incentive Scheme (Ready Now, Grow Now, Invest Now)	1.3	●	The Activate Now grant round is closed. Four Activate Now, three Grow Now and one Invest Now grant applications were received during the year. The program is to be put on hold pending outcomes reports and next stages of the Transform Mandurah process.	Transform Mandurah	
1.13	Support the delivery of the 'Giants of Mandurah' project	1.5			Festivals & Events	
	Develop and implement a project plan that encompasses community engagement, environmental considerations, marketing and promotion, and delivery of the project	1.5	●	A project plan has been developed outlining the engagement process and delivery timelines for the project. An artist visit was undertaken and the final sites have been selected. An environmental review is underway with business engagement being planned.	Festivals & Events	
1.14	Develop a Master Plan and Land Reallocation Strategy to guide and facilitate the Redevelopment of the Mandurah City Centre	1.1, 1.2, 1.5	●	Progress has been made with the first stage of community engagement complete, and analysis of the results underway. Stage 2 engagement workshops are being planned with consultant support to be provided.	City Planning	

1.15	Progress project planning for the Western Foreshore Commercial Site including the development and advertising of the Expressions Of Interest process and subsequent boundary changes	1.1, 1.2	●	Stage 1 of the EOI process was approved by Council in May and preferred proponents for Stage 2 were approved.	City Planning
1.16	Facilitate and support small business development in Mandurah				
1.16.1	Provide support to the Peel Chamber of Commerce and Industry (PCCI)	1.3	●	Several meetings were held, and a Business Membership Agreement/ MoU for the new financial year is now under development, with potential opportunities to arise from the Transform Mandurah Economic Opportunities Report.	Transform Mandurah
1.16.2	Support and facilitate a Co-working space in Mandurah (Make Place)	1.3	●	Make Place has now been closed and has transitioned to a new co-working model based out of the old Sailing Museum facility on Ormsby Terrace. The new facility is open, with an official launch expected within the next two months.	Transform Mandurah
1.16.3	Develop a framework to guide engagement with local business	1.3	●	A communications matrix for 2021/22 was developed and is currently being used. Channels of communication have been identified for upcoming projects and marketing / promotions. Activities are ongoing with quarterly reporting continuing.	Transform Mandurah
1.17	Plan and deliver the Waterfront Redevelopment - Eastern Foreshore North Precinct	1.1, 1.3, 1.5		Draft design/concept is being developed, with procurement of the design services to be progressed in late 2022.	Infrastructure Management
1.18	Develop an Education, Training and Employment Strategy for Mandurah	1.4	●	The Deloitte Access Economics report on economic opportunities is finalised and will be presented to Council for consolidation in July, along with other concurrent studies including the 'People of Peel', for which a report will be presented at the Council meeting in August for noting, both of which will help form the basis of this strategy.	Transform Mandurah
1.19	Develop a framework to encourage private sector investment opportunities	1.1, 1.2, 1.3	●	Meetings and discussions with landowners are ongoing, with the City Centre Master Plan, City Centre Parking Plan, Integrated Transport Study and Property Strategy all well underway to assist in facilitating private sector investment opportunities. The Transform Mandurah Economic Opportunities Report is now finalised and going to Council in July which will also assist to identify investment priorities. Investment Attraction Awareness campaign targeting East Coast investors is now live in market, as well as supporting content and new web pages on the City's website.	Transform Mandurah
1.20	Implement the requirements for Film Friendly City including application, process, website, and image gallery		●	A web page has been setup and the application form is now live.	Festivals & Events
1.21	Support the City's Strategic Economic Advisory Group (SEAG) in line with the priorities of the Advocacy Strategy	1.5	●	Ongoing engagement with SEAG continues, with key inputs being provided on strategic priorities including Human Capital and Investment Attraction.	Transform Mandurah
1.22	Entrepreneurial Capacity Building – Promote and support small business entrepreneurship in Mandurah and the Peel Region	1.3	●	The Business Thrive program started in late April 2022 and is continuing. New entrepreneurial program development is underway with a potential facilitator and wrap around workshop and support partners identified and being engaged.	Transform Mandurah

1.23	Provide support for the growth of Mandurah tourism sector (Visit Mandurah)	1.3, 1.5	●	Support is ongoing, with collaboration and engagement providing insights to support the sector and to inform other City activities (e.g. tourism development opportunities associated with the Yalgorup National Park).	Transform Mandurah
1.24	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	●	Introductions have been made between Shire of Murray Manager Economic Development and City of Mandurah Manager Transform Mandurah, with a face to face meeting to be held in July.	Transform Mandurah
1.25	Continue to support Business and City-led events and activations within the City Centre				
1.25.1	Deliver the City Centre activation program targeting the Winter and Summer Seasons	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	Program on schedule with Winter ice skating and associated activations to be delivered during July 2022 school holidays. Christmas program including the Christmas Lights Trail was successfully delivered in Summer 2021.	Transform Mandurah
1.25.2	Street Performer and Busking Program	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	This program is ongoing.	Transform Mandurah
1.25.3	In-Venue Performance Program	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	This program is ongoing.	Transform Mandurah
1.25.4	Alfresco Dining - Communication and Review of Guidelines	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	City Centre database promotion of new guidelines is completed. Business engagement has been undertaken with interested businesses, and implementation and communication is ongoing.	Transform Mandurah
1.25.5	Develop and deliver the Markets in Mandurah Project	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	An independent consultant was appointed to undertake the program. A review of the Markets in Mandurah model was undertaken. Report on new Markets Guidelines for the 2022/23 season will be workshopped with Elected Members and presented to Council in August.	Transform Mandurah
1.25.6	Support Local Program - Smart Street Mall	1.1, 1.2, 1.3, 1.5	●	Ongoing promotion and support is continuing, including street activation via the new 'Come Play in Smart Street' initiative.	Transform Mandurah
1.25.7	Colours of Mandurah	2.1, 2.4, 2.5	●	This project is being reviewed, including maintenance requirements.	Transform Mandurah
1.25.8	City Centre Program Evaluations - Pedestrian Tracking	5.4	●	Request For Quote for spend mapping subscription has been undertaken and finalised. The City will trial this product and consider RFQ for further initiatives to undertake in 2022/23.	Transform Mandurah
1.25.9	Christmas Lights Trail	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	The Christmas Lights Trail 2021 was successfully delivered.	Transform Mandurah

1.25.10	Deliver the Winter Festival – Skating in Mandurah	1.1, 1.2, 1.3, 1.5, 2.2, 2.4, 2.5	●	Skating in Mandurah took place on Mandurah’s Eastern Foreshore from 1-17 July 2022. The event included a range of winter-inspired activities including a large ice rink, ice slide, pop up amusements, pop-up bar for food and drinks as well as a full line up of free and ticketed events and activities. Ticketed events included Sensory Sessions which offered a low stimulus environment to support people with sensory needs, and two exclusive Princesses on Ice events. Free activities were available every day including arts and crafts, magic shows, face painting, arcade game days and a roaming photo booth.	Transform Mandurah
1.25.11	Support local business investment through the Activate Now City Centre Business Grants initiative	1.1, 1.3	●	Five applications were received/processed during the year.	Transform Mandurah
1.26	Undertake an Expression of Interest process for the commercial use of public open space within the City Centre.	1.1, 1.3	●	The EoI process was launched in line with the amended guidelines. Applications to be assessed in October 2022 with new permits to commence from December 1 2022.	Transform Mandurah
1.27	Continue to provide support to Visit Mandurah as the region’s peak tourism organisation	1.1, 1.3	●	The City continues to provide funding to Visit Mandurah, and Visit Mandurah continues to provide progress updates.	Strategy & Economic Development
1.28	Implement the City of Mandurah Events Strategy	1.1, 1.5	●	An external events framework, indentifying targets and kPIs for external event attraction, have been developed.	Festivals & Events
1.29	Deliver the City of Mandurah’s other key major events (minimum of three) including the Winter in Mandurah Festival, Christmas in Mandurah program, New Year’s Eve Celebrations, Australia Day Celebrations and Summer in Mandurah.	1.3, 1.5	●		Festivals & Events
1.29.1	Christmas in Mandurah	1.3, 1.5	●	Christmas in Mandurah program, including the Christmas Pageant was delivered.	
1.29.2	New Year’s Eve Celebrations	1.3, 1.5	●	Successfully delivered New Year’s Eve Celebrations.	
1.29.3	Australia Day Celebrations	1.3, 1.5	●	Successfully delivered Australia Day Celebrations.	
1.29.4	Summer in Mandurah	1.3, 1.5	●	Summer in Mandurah program concluded with Easter foreshore activations and in-venue ticketed events.	
1.29.5	Winter in Mandurah	1.3, 1.5	●	Winter in Mandurah Tender signed off with Ice Rinks Australia with amended program of 17 days set for July.	
1.30	Deliver the annual Mandurah Crab Fest event	1.3, 1.5, 2.2, 2.5	●	In January, Council made the decision not to proceed with Crab Fest in 2022. The timeliness of this decision and the proactive engagement with event stakeholders meant that the potential impacts were well managed. A quarterly event report including an economic impact assessment of Crab Fest to measure event outcomes, was developed and circulated for quarter two, three and four.	Festivals & Events

1.31	Manage the City's External Event Attraction Fund	1.5, 2.5	●	Financial year investment was \$107,550, supporting 32 external events with an economic return of \$1.9m.	Festivals & Events
1.32	Provide support to private developers and landowners to progress investment projects within Mandurah	1.1, 1.5	●	Numerous landowner discussions were held over the period in preparation for engagement activities on the City Centre Master Plan and Parking Plan, together with the Waterfront works and newly lodged Development Proposals.	City Planning
1.33	Provide support in the delivery of State and Federal Government funded projects within Mandurah	1.1, 1.5	●	Common Ground consultant team design meetings were held; Department of Health meetings for Peel Health Campus redevelopment have started; project team and inputs for the Mandurah Estuary Bridge duplication project have been provided.	City Planning
1.34	Develop and implement the City's Property Strategy	1.3	●	Site by Site Analysis has been undertaken with the Internal Project Team and draft recommendations were undertaken.	City Planning
1.35	Provide building approval services within legislated timeframes	1.1	●	Applications continue to be completed within statutory timeframes, with application numbers remaining strong.	Building Services
1.36	Undertake assessment of Development Applications, Subdivision and Structure Plan proposals with legislative timeframes	1.1	●	Applications have been completed within statutory timeframes.	Statutory Planning
1.37	Maintain Mandurah Ocean Marina (MOM) and MOM Chalet Park	1.1	●	Improvements have been made to chalet park contracts and asset management. All maintenance and capital work has been completed on time and within budget, and improved occupancy in both Marina and Chalet Park.	Marina & Waterways
1.38	Build capability of local suppliers to engage in procurement opportunities	1.2, 1.3	●	This has not been achieved due to the restrictions relating to COVID-19.	Governance Services
1.39	Implement the City's apprenticeship program	1.2	●	Currently filling 13 apprenticeship positions across the City. On target for 2021/22 but now reviewing process and support for next year.	People and Culture
1.40	Continue to implement the City's Aboriginal Traineeship program	1.2	●	Existing traineeships recommenced post COVID break. Currently filling a total of eight traineeship positions, which include the Aboriginal Traineeships as above, across the City. This program is business as usual and backfill recruitment is occurring as vacancies arise.	People and Culture
1.41	Maintain existing transport infrastructure and regional public open spaces to provide appropriate commercial transport networks and tourism infrastructure	1.1, 1.5	●	This program is ongoing.	Operations Services, Technical Services

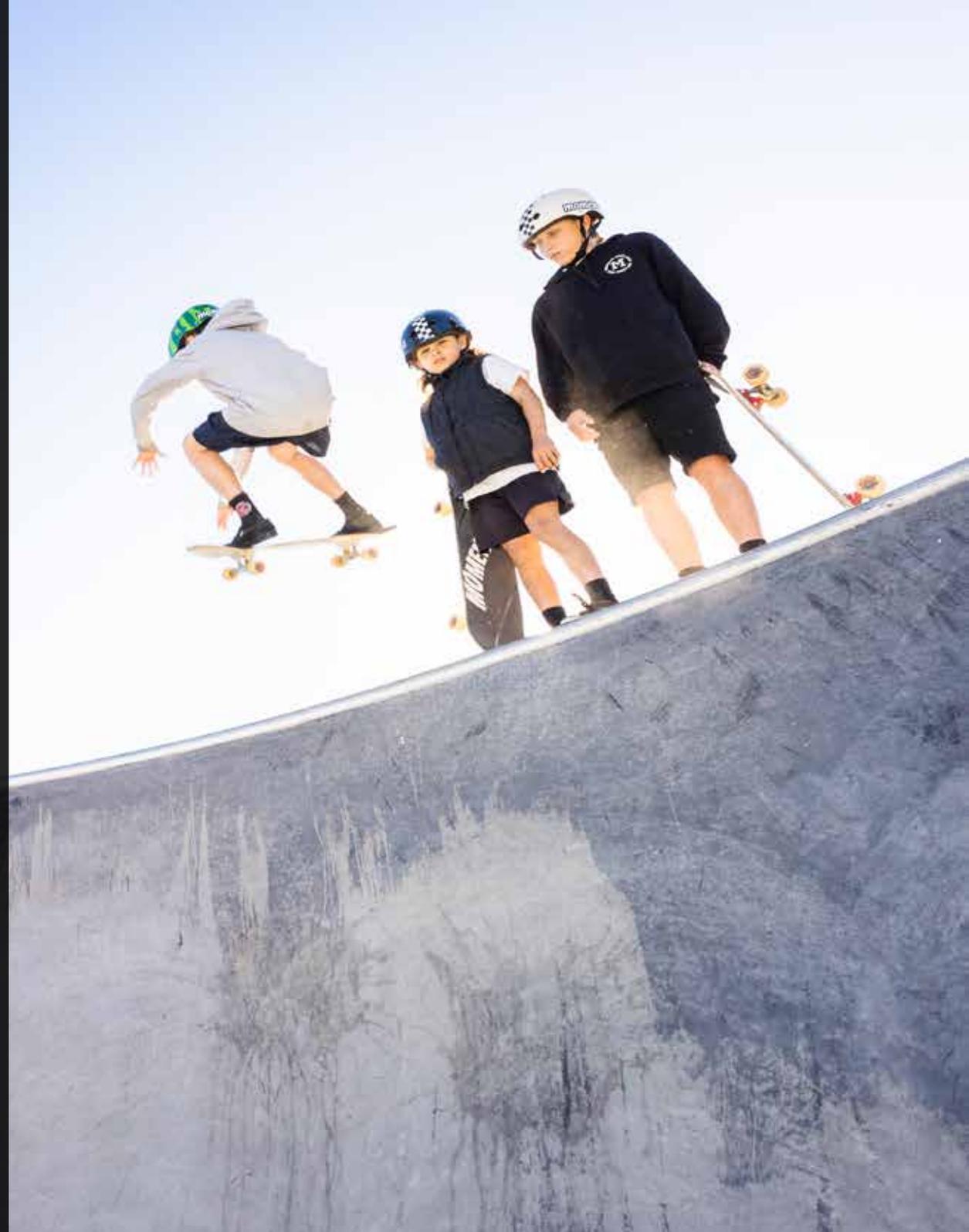


# Performance Highlights

## Social

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- Tender for detailed planning of the Dawesville Community Centre was awarded
- Peel Community Kitchen was relocated to Tuart Avenue, serving more than 200 meals per day
- Meeting Place public artwork on the Western Foreshore completed and launched as part of the 2021 Mandurah Arts Festival
- Enclosed Dog Park on Leslie Street officially opened to the public in December
- Mandurah Assertive Outreach service commenced operations, with 34 people housed during the reporting period
- Location of Mandurah's Common Ground facility was announced in September 2021
- New Youth Strategy 2021-2026 was launched, in which more than 120 young people helped to shape
- City signs 'Peel Says No To Violence' pledge for the third year in a row, and annual Mandurah Silent March is held
- Lease signed with Falcon Community Menshed Inc.
- City won Most Accessible Community Award in September 2021



# Social

## Objectives

2.1. Promote safety within the community through urban design

2.2. Promote a positive identity and image of Mandurah based on its unique lifestyle offering

2.3. Facilitate opportunities that promote community led initiatives by building resilience, local capacity and the contributions of young people

2.4. Promote and encourage community connection to create social interaction and a strong sense of 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. Provide diverse and sustainable places and spaces that enable people to lead an active lifestyle

● Above Target   ● On Target   ● Below Target   ● Attention Required

#	Projects/Initiatives	Objective	Status*	Comment	Responsibility
2.1	Deliver the City Centre Christmas Decorations Activation	2.5	●	Successfully completed Christmas decorations in 2021, and the planning and procurement process commenced for Christmas 2022.	Infrastructure Management
2.2	Refurbish (Internal) Mandurah Performing Arts Centre (Mandjoogoordap Middar-Warangka Mia)	2.5	●	Project delivery was deferred to 2022/23, and funding milestones have been amended to reflect delivery timeframe.	Infrastructure Management
2.3	Install Pedestrian Bridge on Mandurah Road (design phase)	2.1		A durability assessment of the structure was undertaken, and design is to be finalised in 2022/23.	Infrastructure Management
2.4	Progress the Dawesville Community Centre through to completion	2.4, 2.5, 2.6	●	The tender was released for the detailed planning of the Dawesville Community Centre, and Bollig Design Group was appointed. A suitable management model for the Centre will be investigated in 2022/23.	Community Capacity Building
2.5	Coordinate the relocation, fit-out and launch of Peel Community Kitchen	2.1, 2.3, 2.4	●	The Peel Community Kitchen relocation completed and operational.	Community Capacity Building
2.6	Commission major public artworks	2.1, 2.3, 2.5			Arts and Culture
2.6.1	Installation of 'Meeting Place' public artwork on the Western Foreshore as part of the Western Foreshore redevelopment		●	The 'Meeting Place' artwork was completed and launched as part of the Mandurah Arts Festival 2021/22.	
2.6.2	Audit, maintain and decommission public artworks		●	To be progressed as part of the Arts and Culture Strategy in 2022/23.	
2.7	Refurbish the Billy Dower Youth Centre (Moorditj Mia)	2.1, 2.2, 2.6	●	This project has been deferred to 2022/23.	Youth Development

2.8	Deliver and maintain an Enclosed Dog Park	2.5, 2.4	●	The dog park was officially opened to the public in December 2021.	Operations Services
2.9	Implement Homelessness Assertive Outreach	2.3	●	The Assertive Outreach service commenced operations and continued throughout the year.	Community Capacity Building
2.10	Explore the concept of a Cultural Centre in the City of Mandurah (project to progress consistent with Council direction)	2.1, 2.3, 2.5	●	Community engagement and visioning with key stakeholders was undertaken.	Community Capacity Building
2.11	Provide day time security patrols within the City Centre	2.4	●	Security patrols continued effectively until quarter three of 2021/22 and were then suspended for three months due to COVID impacts on contractor.	Ranger Services
2.12	Support the delivery of an appropriate parking enforcement response for the Lakelands Train Station	2.1	●	Significant work remains in finalising a proposed enforcement approach for Lakelands Train Station. Labour planning has been finalised and new Licence Plate Recognition system has been commissioned.	Ranger Services
2.13	Embolden local Men's Sheds to operate strategically and sustainably	2.1, 2.3, 2.4	●	Lease finalised with Falcon Community Menshed, including approval from Department of Lands. Site investigations continue for a central shed.	Community Capacity Building
2.14	Progress the Common Ground project with the State Government	2.1, 2.3	●	The City approved land sale to the State Government of Lots 400 – 404 Allnutt Street (Cnr Dower Street), Mandurah. The Minister for Community Services announced the Mandurah Common Ground site in September 2021. The Common Ground Place Framework was released by the Department of Communities.	Community Capacity Building
2.15	Develop, implement, monitor and report on the Mandurah Homelessness and Street Present Strategy	2.1, 2.3, 2.4	●	Strategy implementation continued. Key items in the strategy are on track, including Assertive Outreach, support for the showers, community kitchen, police and sector liaison and advocacy.	Community Capacity Building
2.16	Develop, implement, monitor and report on the City of Mandurah Stretch Reconciliation Action Plan (RAP)	2.3, 2.4, 2.5	●	RAP progress continued. Key projects such as engagement in the community around a Cultural Centre, dual naming projects, traineeships and NAIDOC progressed.	Community Capacity Building
2.17	Develop, implement, monitor and report on the Mandurah Access and Inclusion Plan 2021 - 2026	2.1, 2.3, 2.4, 2.5	●	The City continues to implement and monitor the current Access and Inclusion Plan.	Community Capacity Building
2.18	Develop, implement, monitor and report on a Place Activation Framework, including place-based community development model	2.3, 2.4, 2.5	●	A Place Enrichment Strategy was progressed and due for completion in 2022/23.	Community Capacity Building
2.19	Develop, implement, monitor and report on the Mandurah Arts, Culture and Heritage Strategy	2.3, 2.4, 2.5	●	Extensive engagement was undertaken to inform the strategy. This project will be completed in 2022/23.	Arts & Culture
2.20	Develop, implement, monitor and report on the Mandurah Youth Development Strategy	2.2, 2.3, 2.4, 2.5	●	A new Youth Strategy was developed and officially launched in October 2021. Actions from the Strategy are being delivered and are on track as planned.	Youth Development
2.21	Initiate the Village Hub model for seniors which promotes socially connected, healthy and active ageing	2.3, 2.4, 2.5	●	An application for Federal funding was unsuccessful, and therefore this project will not progress.	Seniors & Community Centre, Community Capacity Building
2.22	Plan, design and deliver the City's Capital Infrastructure projects	2.1	●	Delivery of the capital works program was significantly impacted by COVID, including materials and labour shortage.	City Planning, Recreation Services, Infrastructure Management

2.23	Coordinate the Liquor Accord	2.3, 2.4	●	The Liquor Accord delivered consistent with the Terms of Reference. A supply monitoring check was conducted in December using a confederate where 20 of the 21 sites visited complied with legislation and requested identification prior to serving alcohol.	Community Capacity Building
2.24	Deliver an optimal range of literacy and learning services through Libraries and Museum (Kora Kori Baalap Mia) to meet the expectations of the community	2.3, 2.4, 2.5	●	Library and Museum services continued. Museum was closed for several months due to roof repairs.	Library & Heritage Services
2.25	Coordinate the City's response to the prevention of Family and Domestic Violence	2.3, 2.4	●	Support continued to be provided to the sector via officer support and network meetings. Partnership funding was monitored (Peel Says No To Violence funding). Ask for Angela training for hairdressers was conducted, and Active Bystander training was held for the local community.	Community Capacity Building
2.26	Deliver community safety initiatives, including implementation of CCTV Strategy	2.1, 2.3	●	Network meetings were held (including Group of 6, bi-monthly police and City operational meetings, Liquor Accord and Homelessness Networks). CCTV was installed between Administration Building, CASM and Seniors Centre (Dandjoo Kaadadjan Mia), as well as the Tuart Avenue Precinct. Preparation of the Community Safety Strategy, including broad engagement with the community, business and partners.	Community Capacity Building
2.27	Implement initiatives that support young families and early years	2.3, 2.4	●	Pop-up playgroup sessions were held in the community to provide family support, linkages to support and family connections. Support was provided via the Early Years Network. An Early Years Forum was held at Lakelands Clubrooms to update key stakeholders on the latest Australian Early Years Census (AEDC) data.	Community Capacity Building
2.28	Support initiatives that achieve the full potential of Mandurah's diverse and multicultural community	2.3, 2.4	●	Network meetings continued and broad engagement and support for multicultural initiatives across a range of functions.	Community Capacity Building
2.29	Implement grants, funding and scholarships policy	2.3, 2.4	●	City delivered a variety of grants, funding and scholarships. The grant policy is under review.	Community Capacity Building
2.30	Coordinate CASM as a key visual arts and creative learning space for the City	2.1, 2.4, 2.5	●	CASM delivered exhibitions including Wearable Art Mandurah, Masterpieces, Little Masterpieces and Disregard Discard, as well as artist in residence, events, programs and a gift shop.	Arts & Culture
2.31	Deliver upon the City's commitments as part of the MOU with Mandurah Performing Arts Centre (Mandjoogoordap Middar-Warangka Mia)	2.1, 2.3, 2.4, 2.5	●	ManPAC has delivered consistent with the MOU, and the City is working through facility maintenance issues.	Arts & Culture
2.32	Deliver an optimal range of services at the Seniors Centre (Dandjoo Kaadadjan Mia) to meet the expectations of the community	2.3, 2.4, 2.5	●	The Seniors Centre (Dandjoo Kaadadjan Mia) has continued with strong membership and key events like Men's Health Week, Cuppa Conversations, concerts and programming. A broad range of activities, events and services were delivered, optimising usable spaces within the Centre.	Seniors & Community Centre
2.33	Deliver Wearable Art Mandurah (WAM) and Mandurah Arts Festival	2.5, 2.3	●	Wearable Art Mandurah and the Mandurah Arts Festival 2021 were delivered successfully and evaluations were undertaken. WAM entries closed with record 170+ applications, and ManPAC was confirmed for event location. The WAM Artistic Director was appointed, art pieces have started delivery, volunteer recruitment has started, and the judges have been selected.	Arts & Culture
2.34	Ensure the delivery of Beach Patrol Services	2.4, 2.5	●	Surf Lifesaving WA delivered beach patrols.	Recreation Services

2.35	Deliver City of Mandurah Club Connect - Club Development Program	2.3	●	The annual program is on track, and reports completed. 18 clubs participated in the Come and Try Weekend in March despite COVID restrictions.	Recreation Services
2.36	Implement initiatives to support sustainable, financially viable and well-governed clubs that meet the needs of members	2.3	●	Financial audit of all Leased Clubs was completed in April and strategic planning sessions were held with two of the larger clubs.	Recreation Services
2.37	Manage the City of Mandurah's Hired Community Facilities (including halls and pavilions, parks and reserves, beaches and foreshores and outdoor sports facilities) - Usage and Stakeholder Management	2.6	●	City continued to hired City facilities and space throughout the year.	Community Development, Recreation Services, Land Management
2.38	Review and update the Mandurah Active Recreation Strategy and Social Infrastructure Plan to develop a consolidated Community Infrastructure Plan for Mandurah	2.3, 2.5, 2.4, 2.6	●	Stage one consultant work has started.	City Planning
2.39	Develop and implement Master Plans for the City's major active reserves	2.5, 2.6	●	The Merlin Reserve Master Plan is nearing completion, and the Rushton Park plan is on hold pending netball and floodlights project outcomes.	City Planning
2.40	Implement Design WA and other urban design best practice in development approvals	2.1	●	Progress has included the continuation of a Design Review of Major Development Applications, workshop attendance with Department of Planning, Lands and Heritage on Medium Density Code, Parking Standards review, involvement in completion of Engagement Best Practice, and a review of Designing Safer Places.	City Planning
2.41	Support and encourage emergency service volunteering, holding annual recognition event	2.3	●	This event was successfully completed.	Emergency Management
2.42	Provide animal control/management	2.1	●	Two dog attacks were successfully prosecuted.	Ranger Services
2.43	Ensure transport infrastructure and public open space programm incorporate Crime Prevention Through Environmental Design (CPTED) principles	2.1	●	This program is ongoing.	Technical Services, Operations Services, Environmental Services
2.44	Continue to deliver CoM Traffic Management Program	2.1	●	This program is ongoing.	Technical Services
2.45	Manage and maintain the City's road, drainage and other civil infrastructure	2.1	●	This program is ongoing.	Operations Services, Technical Services



# Performance Highlights

## Health

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- Majority of civil works completed for the Dawesville Channel South-East Foreshore upgrades
- Upgrades completed to Lavender Gardens Reserve BMX track
- Public Health Plan continued to be implemented, including improvements to governance and promotion of volunteering in the city
- Sport and recreation Come and Try events were held with more than 30 clubs
- Annual Sports Awards were held, with more than 100 nominations received
- City named Overall Award Winner at the Public Health Advocacy Institute's 2021 Local Government Policy Awards, with wins in four categories and receiving three commendations



# Health

## Objectives

3.1. Facilitate and partner with key service providers to ensure health outcomes are aligned with community needs and expectations

3.2. Advocate for and facilitate the provision of a quality health care system in Mandurah

3.3. Provide and facilitate quality community infrastructure that is accessible, and conducive to a healthy, active community

3.4. Facilitate community health and wellbeing outcomes that target whole of life health from infants to seniors

3.5. Promote the importance of healthy choices, an active lifestyle and the role the natural environment plays in achieving health outcomes

● Above Target   ● On Target   ● Below Target   ● Attention Required

#	Projects/Initiatives	Objective	Status*	Comment	Responsibility
3.1	Facilitate the commissioning of a feasibility study for the development of new netball facilities to service Mandurah and the wider region	3.3	●	A consultant was appointed and the project started with Phase 1 - Stakeholder Engagement. The grant funding was released.	Recreation Services
3.2	Deliver access pathway at Rushton North Pavilion	3.3	●	The Rushton North path was completed.	Recreation Services
3.3	Upgrade reserve changerooms to make amenities unisex	3.3	●	Peelwood changeroom upgrades started in June 22 and contractor was appointed following a tender process. The Bortolo changerooms were identified for design in 2022/23.	Recreation Services
3.4	Install acoustic solution at MARC Leisure Pool	3.3	●	Installation of an acoustic solution at MARC Leisure Pool has been included within the MARC roof replacement tender as part of the larger project.	Recreation Centres
3.5	Install Chlorine Gas Detectors and Shutdown System at MARC Plantroom	3.3	●	Chlorine Gas Detectors and Shutdown System were installed at MARC Plantroom.	Recreation Centres
3.6	Install air conditioners at community/sport/recreation facilities	3.3	●	Air conditioners were installed at Madora Bay and Halls Head community and sporting club.	Recreation Services
3.7	Administer the Community Sport and Recreation Facility Fund (CSRFF) Program (small grants)	3.3	●	The delivery of the hockey lighting project is complete. CSRFF and Club Night Lights program funding submissions were endorsed by Council. The Port Bouvard Sport and Recreation Club lighting project was completed on June 30, and the Mandurah Tennis Club lighting project is due to start on July 1.	Recreation Services
3.8	Upgrade the Dawesville Channel South-East Foreshore	3.3	●	Civil works have been completed, and minor landscaping (trees, shrubs, groundcovers and mulching) is outstanding. This is to be completed according to seasonal conditions (mid-July is typically optimum timing).	Landscape Services, Technical Services
3.9	Develop and implement a Public Open Space upgrade program	3.3			Landscape Services
3.9.1	Tickner Reserve final stage upgrade		●	Design and construction has been completed. The project is awaiting tree planting, which is scheduled for mid-July when seasonal conditions are optimum.	
3.9.2	Lavender Gardens Reserve BMX track upgrade		●	Lavender Gardens Reserve BMX track upgrade is complete.	

3.9.3	Implement Stage Two Gallop Reserve upgrade		●	Gallop Reserve upgrade is complete.	
3.9.4	Other Public Open Space upgrades		●	This has been completed, with a minor number of carryovers into the capital program for 2022/23.	
3.10	Upgrade South Harbour paving	3.3	●	Public Open Space surrounding bridge abutment at Marco Polo Drive upgrade is complete.	Marina and Waterways
3.11	Develop Riverside Gardens all access launching ramp	3.3	●	Planning approval, detailed design and installation of universal access canoe launch program will not be completed until December 2022 if successful for a grant by the State Government. All procurement planning and approvals are complete and design and construct tender will be advertised early in new financial year.	Marina and Waterways
3.12	Develop and implement a new shared path program	3.3	●	Seven of eight available paths within the financial year have been completed. Biara Court project is carried over to 2022/23.	Operations Services, Technical Services
3.13	Implement the City of Mandurah Public Health Plan	3.5			Health Services
3.13.1	Improve governance and promotion of volunteering in the City		●	A process review has been completed, and policies have been created. The Volunteer Policy and Procedures has been updated, and volunteer processes and procedures continue to be implemented. Volunteer Management Training has been completed in conjunction with the Peel Volunteer Resource Centre.	Health Services
3.13.2	Promote the health benefits linked to connecting people with and protecting the natural environment		●	Videos of Marlee Reserve and Island Point have been released and promoted via social media.	Health Services
3.13.3	Increase cross promotion of community programs and services to improve connections and partnerships across the community		●	Focus on physical activity-based programs in outdoor locations have been well attended and supported in COVID circumstances. The promotion of Act Belong Commit continued with Physical Activity Programs.	Health Services
3.14	Complete operational service review of the MARC	3.4	●	The operational service review of the MARC was completed, and the Recreation Centre's five-year Operational Plan was developed.	Recreation Centres
3.15	Complete operational service review of Recreation Services	3.3, 3.4	●	This review was completed, with findings presented. Key focus and actions to start in 2022/23.	Recreation Services
3.16	Develop and implement a community-initiated infrastructure policy (club-led)	3.3	●	A presentation was provided to Elected Members, and the policy will be presented to Council for adoption in 2022/23.	Recreation Services
3.17	Implement initiatives that encourage and celebrate participation in sport and recreation	3.4	●	There was successful delivery of Sport and Recreation Club 'Come and Try' events with more than 30 clubs engaged. 101 nominations were received for the annual City of Mandurah Sports Awards, which included the Sports Awards gala evening. The City continued to provide education sessions through workshops, and Volunteer Week and volunteer advocacy videos were promoted. A Peel Sports Forum was held on June 24.	Recreation Services
3.18	Provide food safety management	3.1	●	All inspections were completed in recommended timeframes. Food sampling and food recall processes were actioned.	Health Services
3.19	Provide public buildings and event assessments	3.1	●	Events and public buildings were assessed appropriately. Event numbers increased towards the latter part of the financial year due to easing of COVID restrictions.	Health Services
3.20	Undertake recreational water monitoring	3.1	●	Sampling of Aquatic Facilities and Recreational Waters continues monthly with all open premises samples in accordance with required legislation. Full audits were also completed considering fencing.	Health Services
3.21	Deliver the City's mosquito management program	3.1	●	Mosquito management continued with cooler weather reducing community impacts. Funding from the Department of Health accessed following required additional expenditure.	Health Services

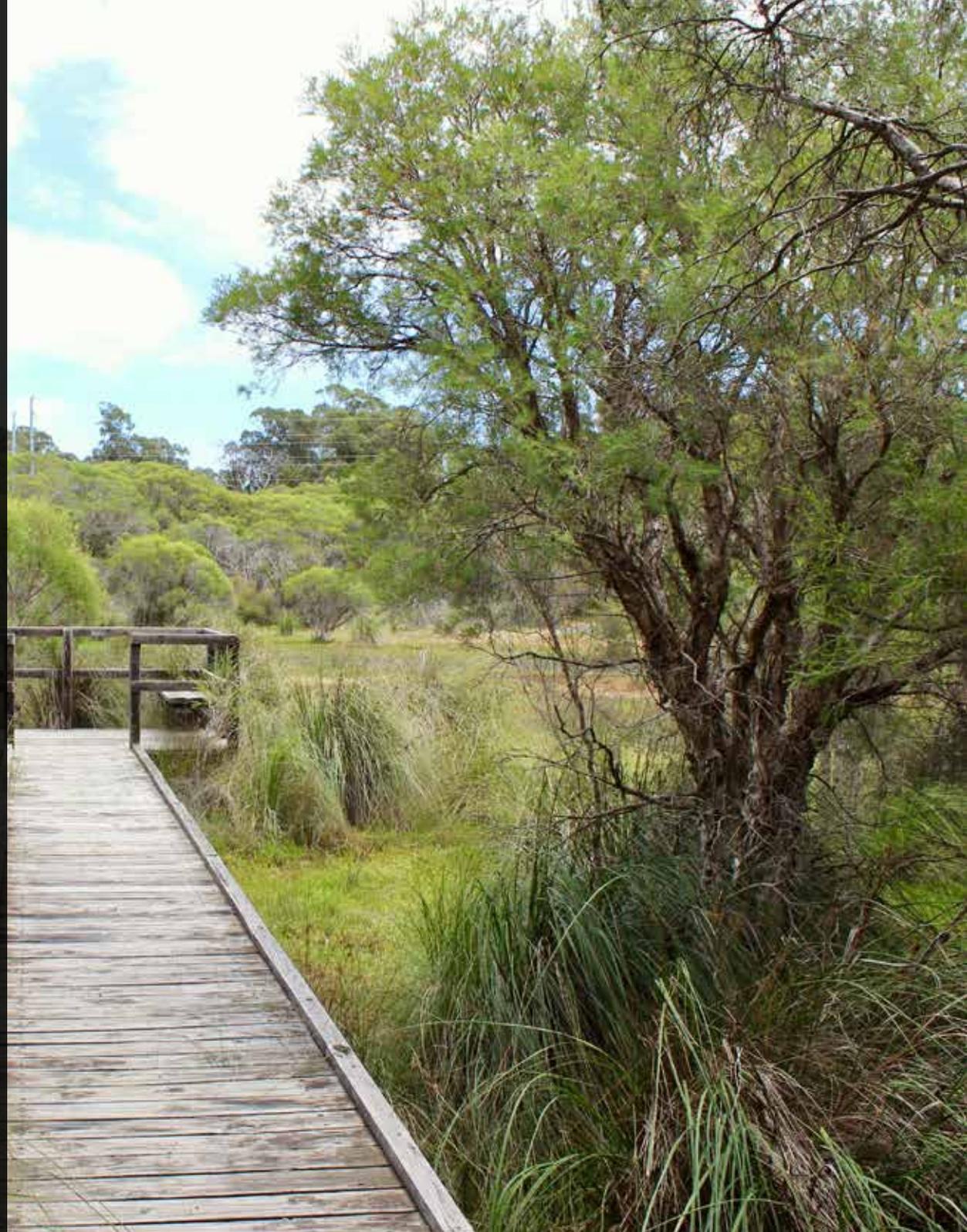
3.22	Undertake swimming pool barrier inspections	3.3	●	In quarter one, 332 pool barriers were due for inspection, and 502 were inspected including backlog from the previous quarter (20 were overdue). In quarter two, 60 were inspected and 10 are overdue with seven booked in and three listed for warrant entries. In quarter three, more than 600 pool barriers were inspected with 11 pools overdue. Those outstanding have been booked or listed for entry under warrant. In quarter four, 414 pools were inspected with 22 outstanding (one with works to be done, four renovations/contractor issues, 16 booked in for July/August, and one unable to gain access.	Building Services
3.23	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	●	Falcon Shared Path detailed design has been completed. The Halls Head Coastal shared path project set for construction in 2022/23.	City Planning, Operations Services, Technical Services, Environmental Services
3.24	Facilitate and host environmental volunteering opportunities for communities to participate in health initiatives	3.5	●	A number of opportunities were made available throughout the year including five Embrace a Space planting days, Fairy Tern nesting season, Mandurah Nature Trails, two Bardoc Lake Embrace a Space planting sessions, and Coodanup street tree engagement. Quarter three included Aboriginal Rangers planting opportunity, Fairy Tern volunteer celebration, Ocean Road Primary School planting, Friends of Island Point Dieback Stations, Youth Development environmental engagement with volunteers/ environmental groups, and the Clean Waterways Campaign social media campaign. In quarter four, Embrace a Space winter plantings were organised, Urban Lakes education event was held and a draft educational booklet was developed, and the Corella Management and Pigeon Management community engagement was delivered.	Environmental Services
3.25	Develop and implement a Public Open Space renewal program	3.3	●	Program being developed and cost estimates are being prepared for inclusion in prioritised 10-year Long Term Financial Plan.	Landscape Services
3.26	Develop and implement a shared path renewal program	3.3	●	This project has been deferred to 2022/23.	Operations Services, Technical Services
3.27	Manage and maintain the City's parks and natural areas	3.3	●	This program is ongoing.	Operations Services, Environmental Services
3.28	Manage and maintain the City's facilities (including building and structures), public area lighting and security systems	3.3	●	This program is ongoing.	Operations Services, Infrastructure, Management

# Performance Highlights

## Environment

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- A 40kW photovoltaic system was installed and is operational at the Seniors Centre (Dandjoo Kaadadjan Mia)
- Greening Mandurah Framework action plan was developed, and community engagement for the Street Tree Masterplan was completed
- Hosted the Australian Association for Environmental Education National Conference
- Eleven Bushland Management Plans were updated for priority nature reserves and five new plans were developed.



# Environment

## Objectives

- 4.1. Advocate for and partner with key stakeholders to ensure environmental impacts are considered in all planning, strategy development and decision making
- 4.2. Protect and manage our local natural environment ensuring our actions don't adversely impact our waterways
- 4.3. Create opportunities for the community to promote and preserve our local natural environment
- 4.4. Educate and provide leadership on environmental and climate change related issues
- 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*	Comment	Responsibility
4.1	Undertake repairs to Cambria Island abutment walls	4.2	●	Investigations are completed, and works were carried over to the 2022/23 financial year.	Infrastructure Management
4.2	Rollout LEDs across CoM facilities	4.2	●	Work at the Falcon Library and Marina Chalets has been completed, and assessment is underway to allocate remaining budget. Planning started for next year's retrofits including investigation into additional lighting requirements at Port Bouvard sporting complex.	Environmental Services
4.3	Design and install full septic tank and grease arrestor at Milgar Reserve	4.2	●	A full septic tank and grease arrestor was designed and installed at Milgar Reserve.	Recreation Services
4.4	Implement the Water Sensitive Urban Design (WSUD) Prioritisation Plan	4.5	●	Implementation is complete. A forward works program was developed for WSUD projects. Detailed investigations of high priority projects is continuing for project delivery preparation.	Technical Services
4.5	Implement the City's Solar Plan	4.2, 4.4	●	A 40kW photovoltaic system at the Seniors Centre (Dandjoo Kaadadjan Mia) was commissioned and is operational. A Tender evaluation is being finalised to enable installations to start in 2022/23.	Environmental Services
4.6	Undertake Waste Management Centre upgrades	4.2	●	Alarm and CCTV upgrade have been completed. Weighbridge enhancements have been deferred due to the need to retest the market in 2022/23 for the procurement of weighbridge software for waste facilities.	Waste Management
4.7	Undertake construction of Waste Transfer Centre roadway and concrete hardstand	4.2	●	Waste Management Centre upgrade works are currently being designed. A Works Approval from the Department of Water and Environment Regulation (DWER) is required before any works can start. Funds to be reallocated to waste reserve and capital works planned for 2022/23.	Waste Management
4.8	Implement the City's Coastal Protection Plan (CHRMAP)	4.4, 4.5, 4.2	●	Elected Members were briefed on final draft CHRMAP, with community consultation for the draft plan to start in July, and to end in August. CHRMAP will be presented to Council for endorsement in September 2022.	Marina and Waterways
4.9	Implement the City's Greening Mandurah framework	4.2, 4.5			Landscape Services

\* Progress as at 30 June 2022

4.9.1	Develop a Greening Mandurah Framework action plan		●	The Greening Mandurah Framework action plan has been developed and final operational arrangements have been prepared.	Landscape Services
4.9.2	Implement the stage one of the Street Tree Masterplan	4.2	●	A site analysis has been completed, as has stage one of the public engagement completed. Planting to take place in July.	Landscape Services
4.9.3	Develop and implement Pathogen Management Strategy	4.2	●	Pathogen Management Strategy final is to be presented by consultants in July 2022, and an action plan is to be prepared internally.	Landscape Services
4.10	Develop and implement an Environmental Strategy as an overarching plan to guide the delivery of our environmental objectives		●	To commence in early 2022/23 with the strategy to be developed by late 2022.	
4.11	Undertake bushfire mitigation initiatives	4.2	●	Bushfire treatments have been completed using Department of Fire and Emergency Services funding, with progress made at number of high-risk sites. Bushfire Mitigation Activity was completed and the Mitigation Activity Fund grant acquittal was finalised.	Emergency Management
4.12	Plan for the ongoing mitigation of carbon emissions	4.2	●	A draft business case for LED streetlight retrofit has been prepared, and currently undertaking an internal review.	Environmental Services
4.13	Investigate a Power Purchase Agreement alternative to procure renewable energy for City facilities	4.2, 4.4	●	A contract was signed with Synergy, effective April 2022 to procure 100 percent of our contestable energy supply from renewable sources until 2025.	Environmental Services
4.14	Deliver environmental education programs and research partnerships				
4.14.1	Prepare for the hosting of the Australian Association for Environmental Education national conference being hosted in Mandurah in September 2021	4.3, 4.4	●	The conference was successfully delivered, with the final report being developed and signed off by the organising committee.	Environmental Services
4.14.2	Develop and implement environmentally focused communications campaign for the City	4.3, 4.4	●	Community consultation/engagement was undertaken for Kangaroo Paw Park and Madora Bay Landscape Plans, and Street Tree Planting. This included environment posts on social media, website page updates, and National Tree Day community engagement.	Environmental Services, Corporate Communications
4.14.3	Conduct a review of the Embrace A Space program	4.3, 4.5	●	The review has been completed, and flowcharts/JIGs are to be developed and updated as required.	Environmental Services
4.14.4	Support the Clean Waterways community campaign	4.3, 4.4, 4.5	●	The Keep Australia Beautiful Council grant was submitted and successful, and there was a group presentation at Australian Association for Environmental Education Conference. Cigarette Butt Bins were installed and a promotional video with school students was developed by the group. An associated marketing campaign was released. Fishing line bin was replaced and discussions held with DBCA about formalisation of a program partnership.	Environmental Services
4.15	Develop and implement Bushland Management Plans for priority nature reserves	4.2			Environmental Services

4.15.1	Update existing plans	4.2	●	Eleven Bushland Management Plans for reserves have been updated including Beacham Reserve, Linville, Hexham, Harry Perry, Beacham, Gumnut, Victor Beacham, Shirley Joiner, Paraguay, Island Point, St Ives. A further eight plans are awaiting endorsement from the environment advisory group.	Environmental Services
4.15.2	Develop new plans	4.2	●	Five new plans were developed including Janis Street, Tims Thicket, Caddadup (five year update), Josephine Te Puni, and Belles Block.	Environmental Services
4.16	Ensure the City has appropriate approvals (e.g. clearing permits and licenses) for all works undertaken	4.2			Environmental Services
4.16.1	Continue to deliver the Ocean Road sporting oval environmental offset at Westbury Way	4.2	●	Weed control, planting and maintenance of previous planting has occurred as per schedule. Erosion control work has been completed, and habitat logs have been installed.	Environmental Services
4.17	Ensure sustainable water use by the City and community				
4.17.1	Develop, review and implement the City's 5-year Water Efficiency Action Plan	4.2, 4.3, 4.4, 4.5	●	The Water Efficiency Action Plan (WEAP) has been reviewed and implemented. The Water Corporation has awarded the City as a Gold Waterwise Council as a result of this WEAP.	Environmental Services
4.17.2	Facilitate the Waterwise Council verge makeover program	4.3, 4.4, 4.5	●	Two out of three events were successfully delivered, with the final event to be held in July 2022.	Environmental Services
4.17.3	Obtain a permit to abstract groundwater from the Water Corporation under the North Mandurah Managed Aquifer recharge program	4.2	●	The North Mandurah Managed Aquifer Recharge (MAR) Licence was received for 298,000 Kilotres. The Council report was completed to expand on the MAR licence.	Environmental Services
4.18	Develop and implement Foreshore Management Plans for priority foreshore reserves	4.2	●	Falcon Foreshore, Pyramids Beach Foreshore and Seascapes A (Daydream Plaza) Management Plans were created.	Environmental Services
4.19	Review management procedures for Public Open Space (POS) for priority parks and reserves and develop a framework for POS management plans	4.2	●	An inspection checklist was developed for Island Point, Pebble Beach Park, Osprey Waters Foreshore, Falcon Oval, Falcon Bay and trialled with Landscape Management and CityParks.	Landscape Services
4.20	Implement and review the City's Waste Plan	4.5	●	Council approved further amendments to the Waste Plan in May 2022. The Department of Water and Environmental Regulation (DWER) has not yet endorsed the City's plan due to some inconsistencies with the WA Waste Strategy. Meetings to be held between City and DWER officers to resolve these inconsistencies. The actions within the Plan continue to be implemented.	Waste Management
4.21	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	●	The Waste Alliance Agreement is actively managed to ensure that the required waste services are delivered to the Mandurah community.	Waste Management
4.22	Manage and operate the Waste Management Centre	4.2	●	This is an ongoing operation.	Waste Management

4.23	Manage and operate the Tims Thicket Inert Landfill	4.2			Waste Management
4.23.1	Implement construction and demolition reuse pilot project at Waste Management Centre (road construction)		●	This project is linked to the upgrade works at the Waste Management Centre - green waste and industrial recycling areas.	Waste Management
4.24	Manage the Waste to Energy contract	4.2			Waste Management
4.24.1	Monitor progress on construction of Waste to Energy plant, including provision of regular updates to the community and on the City's website		●	The plant has been delayed due to COVID-19 and is now expected to start commissioning in March 2023 and be fully operational by September 2023. The City's website is regularly updated on the status of Waste to Energy plant.	Waste Management
4.25	Continue to manage the City's coastline and waterways environment	4.1, 4.5	●	CHRMAP process is continuing. Coastal erosion issues along northern beaches were addressed after winter with significant renourishment works. Numerous minor works were completed around the estuary foreshore. A Coastal and Marine Asset Management Plan was completed, and a five-year dredging contract was secured. The annual sand bypassing program will start in July as a one-off contract. There has been no significant storm damage thus far in 2022 and beach widths are healthy for this time of year.	Marina and Waterways
4.26	Undertake high level scientific and strategic investigations (three per annum) to provide the foundation for improved waterways and coastal zone management decision making into the future	4.4, 4.2	●	Three investigations have been completed, including Beach Access Way rationalisation by Watertech, Coast Snap and Beach Monitoring through the Peron-Naturaliste Partnership.	Marina and Waterways
4.27	Continue the Peron-Naturaliste Partnership	4.1	●	All board meetings and Annual General Meeting were attended and financials completed for 2021/22.	Waterways

# Performance Highlights

## Organisation Excellence

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- A number of innovations have been implemented as part of Internet of Things technology, including people counting, and devices for water meter readings
- Work continued on the implementation of the City's new Enterprise Resource Planning system
- The City's Service Review Framework implementation commenced
- Strategic Risk Assessment 2022 was completed and endorsed by the Audit and Risk Committee



# Organisation Excellence

## Objectives

5.1. Demonstrate regional leadership and advocate for the needs of our community

5.2. Provide professional customer service, and engage 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

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*	Comment	Responsibility
5.1	Undertake refurbishment of Ormsby Terrace Council Building	5.4	●	Concepting and costing is complete, and current tenant relocation is being progressed.	Infrastructure Management
5.2	Plan, fund and deliver the City's New Operations Centre	5.4	●	Planning of this facility is progressing, with a detailed contaminated sites investigation to be undertaken to inform the business case for the development.	Operations Services, Infrastructure Management
5.3	Implement the City's new Enterprise Resource Planning system - Technology 1	5.4			Systems & Projects
5.3.1	Property and Rates go live October 21 [of Project Plan for 2020/21]	5.4	●	The product does not meet requirements, and software vendor is addressing the issues.	Systems & Projects
5.3.2	Customer Request Management (CRM), Enterprise Content Management (ECM) final stage go live quarter three 2021 [of Project Plan for 2020/21]	5.4	●	The product is ready for deployment. Because it is currently part of the Release 2 bundle, this is being held up by the Property and Rates delay.	Systems & Projects
5.3.3	Compliance, applications, leases, licences, infringement management implemented by quarter one of 2022	5.4	●	The product is ready for deployment. Because it is currently part of the Release 2 bundle, this is being held up by the Property and Rates delay.	Systems & Projects
5.4	City of Mandurah Brand Implementation – continued (includes ongoing asset roll out as required)	5.1, 5.2, 5.3	●	Additional signage and pull-up banners have been rolled out. A signage audit is still to be completed on all facilities and assets to ensure the new brand is applied.	Corporate Communications
5.5	Review current digital business model and implement any changes				Corporate Communications
5.5.1	City of Mandurah Digital Asset Management System	5.4, 5.2	●	The project plan is completed as are the user requirements. A procurement assessment is underway awaiting final go to market.	Corporate Communications

5.5.2	Review Campaign Management tools	5.4, 5.2	●	User requirements are completed, and a procurement assessment is underway awaiting final go to market.	Corporate Communications
5.5.3	Review Digital Content Plans across all social media channels	5.4, 5.2	●	Digital plans will be rolled out across the organisation in conjunction with communications plans for each focus area and facility.	Corporate Communications
5.6	Organisation Internal Communications including CEO briefings and team briefings	5.3	●	Internal Communications plan completed from CEO/Executive Briefing/ newsletter perspective, however more focus is required on clear objectives for communications more broadly around change management and culture objectives.	Corporate Communications
5.7	Continue to develop and improve One Council HR and Payroll system modules including Payroll, additional workflow and automation, talent and performance, learning and development	5.4	●	Improvements to HR system is continuing with higher duties on line, Performance and Talent and Learning (LMS). Performance and Talent is live with 2022 review.	People and Culture
5.8	Extend Customer Satisfaction Surveys via Qualtrics to broader organisation	5.2, 5.4	●	Surveys for Libraries and Mandurah Aquatic and Recreation Centre are live, and both facilities are working on options for distributing the surveys to their customer base.	Customer Services
5.9	Progress the City as a 'Child Safe Organisation' consistent with recommendations from State Government and Commissioner for Children and Young People	5.4	●	An audit against National ChildSafe Principles commenced as well as engagement with the State Government and Ombudsman.	Community Capacity Building
5.10	Provide for professional program focusing on leadership pathways	5.3	●	All Business Units have been through talent review and have assessed leaders and specialist talent in their teams. The next step will be Succession Plans.	People and Culture
5.11	Determine Action Plan as a result of the Employee Satisfaction Index		●	Action plans are completed and will be reviewed after roll out of 2022 Culture Results.	People and Culture
5.12	Undertake a review of the City's physical delivery methods and drive digital delivery of communications	5.4	●	This has not yet started. The City's outgoing mail service will be reviewed in 2022/23.	Information Management
5.13	Develop a training program for staff and Elected Members on Recordkeeping and FOI responsibilities	5.4	●	Elected Members have had Recordkeeping and FOI sessions, and online training has started for WeConnect and Enterprise Content Management (ECM). An online induction has been completed, as has an Information Management Training Strategy. A program schedule is in draft, and will be completed in line with Record Keeping Plan review due in October 2022.	Information Management
5.14	Implement recommendations from the review of the Information Management function	5.4	●	The Freedom of Information recommendations were completed. Operational procedures were completed to align with legislative requirements. Implementation of improvements as recommended from the IMU Review are on track.	Information Management
5.15	Develop, implement and review Mandurah Recreation Centres' Five-Year Strategic Plan 2021-2026	3.4	●	The Recreation Centres Business Review was complete in December 2021. A Five-Year Operational Plan Framework was developed for implementation in the next financial year.	Recreation Centres

5.16	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		A report was prepared for the July 2022 Council meeting to implement the first stages of updates required as a result of Local Planning Scheme 12 Gazettal.	City Planning
5.17	Implement recommendations of the Building and Compliance Services Review	1.1		Continued implementation is occurring.	Building Services
5.18	Maintain and empower the Asset Management Working Group to decentralise Asset Management practices	5.4		Asset Management Strategy to be delivered in 2022/23 and Strategic Asset Management Working Group to recommence.	Strategic Asset Management
5.19	Develop and maintain five- to 10-year capital renewal plans for Civil Assets	5.4		Initial renewal models have been completed for all asset classes. 10-year plans for are due for completion at the end of September, and three-year capital works programs are to be finalised by November 22.	Technical Services
5.20	Drive innovation through the expansion of Internet of Things (IoT) technology (of Plan for 2020/21)	5.4		People counting technology was introduced for the Seniors Centre (Dandjoo Kaadadjan Mia), Licence Plate Recognition discussions were held, and presentation of dashboards to Economic Development has been achieved. People counting technology for the Mandurah Aquatic and Recreation Centre and the enclosed dog park has also been implemented. A dashboard for traffic travel times has been implemented. Internet of Things devices for drainage and water resources teams to replace manual meter readings are also being implemented. Footfall measurements have been developed for the City Centre.	Systems & Projects
5.21	Advocate, manage, maintain and support technology and technological solutions for Council operations (Cybersecurity) [of Plan for 2020/21]	5.4		Penetration test shows improved security, and Event Detection and Reporting has been introduced. Further staff presentations on security have also been introduced.	Systems & Projects
5.22	Manage the City's Community Engagement Policy	5.2, 5.3		Approval was received from the Executive Leadership Team to progress separately with the Community Engagement Policy and Framework, and the Mandurah Matters Engagement project.	Corporate Communications
5.23	Develop and deliver a Strategic Corporate Communications Plan including Internal Communications				
5.23.1	Corporate Communications Framework - Ongoing delivery and review of key campaigns as per framework	5.1, 5.2, 5.3		All campaigns have been delivered on time and on budget. Several additional campaigns have also been added to the team this year. The team has received more than 600 communications requests in the last 12 months which equates to more than 170 communications plans and activities per consultant in the last year. There have also been 849 requests for Graphic Design, and each design request may have multiple pieces of collateral to be designed which usually will equate to more than 2000 pieces of work completed between 1.5 designers.	Corporate Communications
5.24	City of Mandurah websites - management of City of Mandurah, Mandurah Matters, Wearable Art Mandurah and Crab Fest websites				

5.24.1	Ensure websites are AA compliant for accessibility			A website specialist consultant has been engaged to review and develop a business case to manage web content to ensure AA compliance. The Business Case was presented and approved in market for the consultant to assist with website content strategy due to start August 2022.	Corporate Communications
5.24.2	Ensure websites are upgraded as required			A new Sitecore consultant has been appointed. The upgrade plan will be part of a review and strategic website planning.	Corporate Communications
5.24.3	Prepare and provide training for website/s			Training has been completed for all current users, however there is still work to be done in regard to the consistency and governance of the website.	Corporate Communications
5.24.4	Manage website content plan			Finalisation of content for environment planning and Transform Mandurah has been completed.	Corporate Communications
5.25	Undertake Long Term Financial Planning	5.4		The Long Term Financial Plan was adopted in May 2022.	Financial Services
5.26	Provide financial accounting services (Accounts payable, accounts receivable, insurance, loans, investments, GST/BAS, FBT, banking management, corporate credit cards)	5.4		All financial accounting services delivered consistent with obligations and deadlines.	Financial Services
5.27	Provide management accounting services (Budgeting, financial analysis, long term financial planning, capital planning, business cases, financial systems, projects)	5.4		Monthly reports have been provided on time and all deadlines have been met.	Financial Services
5.28	Manage the City's Rates function (preparation of rate notices, pensioner management, street numbering, debtor management, property enquiries, new properties)	5.4		Rates distribution has been completed, and this process is ongoing and up to date.	Financial Services
5.29	Provide financial reporting (Annual financial statements, monthly financial management reporting, budget review)	5.4		Annual financial statements have been completed. The Budget was adopted in June 2022.	Financial Services
5.30	Implement the internal audit function, Strategic Internal Audit Plan 2020/21 – 2022/23 and Operational Internal Audit Plan 2020/2021 (Undertake six Audits during the year)	5.4		Procurement Audit, Crisis Governance and Safety Audit have been finalised. The Cyber security internal audit has been delivered. The Compliance Audit Return 2021 was completed and adopted by Council. Implementation of the internal audit plans recommendations have progressed. Two internal audits have been completed and the remaining four are in progress for finalisation for September 2022.	Governance Services

5.31	Develop and deliver the City's governance training program for employees	5.4	●	<p>A Governance Induction Program has been delivered.</p> <p>A statutory publications training program and resources have been delivered to website editors, and training and resources for public notices are under development. Delegated Authority training is being delivered for new relevant officers, and a training program is under development on newly adopted delegations.</p> <p>A training program has been developed for City officers responsible for maintaining information of the City's website in accordance with Local Government Act and associated regulations.</p>	Governance Services
5.32	Develop, coordinate and deliver policies in accordance with the Council Policy Plan	5.4	●	<p>Code of Conduct Complaints Council Policy has been developed and endorsed by Council, and the Caretaker Period Policy, has been reviewed and amended. The City has developed and consulted on Dealing with Unacceptable Behaviour City of Mandurah Policy.</p> <p>Elected Members Entitlements Policy, Elected Member and CEO Training, Professional Development and Events Policy recorded presentation and survey have been delivered. The City of Mandurah Policy Plan progressed including implementation of Dealing with Unacceptable Behaviour Policy, template letter and guideline. The Public Interest Disclosure annual review has been completed. A number of governance policies have been reviewed including the Elected Member Entitlements Policy, Elected Member and CEO Training, Professional Development and the Events Policy adopted by Council.</p> <p>The Policy Plan 2022 was developed and endorsed.</p>	Governance Services
5.33	Review and implement Delegations and Authorisations	5.4	●	<p>The Annual Delegated Authority review was completed, and new delegations have been embedded across the organisation. A legal review of all potential authorisations was completed, as was a schedule of current authorisations. Consultation with relevant officers on potential authorisations has been completed. A proposed authorisation schedule is under development, and is expected to be completed by the end of July.</p>	Governance Services
5.34	Commence review of one Local Law	5.4	●	<p>A review of the Cat Local Law started at the request of Environment Services. Continued consideration of WA Local Government Cat Amendment Local Laws are being undertaken to consider how the local laws may assist in managing environmental issues for the City. The Legal and Governance Specialist started an initial review of principal local law.</p>	Governance Services
5.35	Implement and educate organisation on the new Code of Conduct for employees, and Elected Members and Committees	5.4	●	<p>The Employee Code of Conduct has been reviewed and drafted, and training materials for employees are close to completion. An external developer has been engaged to develop an online training program. A schedule of case studies has been developed. This project is to be finalised in first quarter of 2022/23.</p>	Governance Services

5.36	Implement the City's Risk Management Framework	5.4	●	<p>Strategic Risks have been embedded, and Strategic Risk Controls have been reported. A presentation was given to the City of Mandurah Management Team on the Operational Risk Approach.</p> <p>The Business Continuity Plan and Policy was endorsed by the Executive Leadership Team (ELT). The Strategic Risk Controls were reviewed and reported to the Audit and Risk Committee.</p> <p>The Strategic Risk Assessment 2022 was completed and presented to the Audit and Risk Committee where it was adopted. This included Strategic Risk Control Evaluation, Strategic Risk workshops with ELT and a recorded presentation to Elected Members and ELT on the strategic risk reports.</p> <p>Development of Business Area Risk Assessment Tool, Workshop Materials and How to Complete a Risk Assessment Guide. Delivery of Organisation Operational Risk Training started.</p> <p>Business areas participated in the operational risk register development process and training was provided by Governance Services to each team. The integration of Operational risk in the annual corporate business planning process started.</p>	Governance Services
5.37	Continue to implement the City's Procurement Improvement Program	5.4	●	<p>Procurement documentation (Procurement Planning, Evaluation Reports and Matrix) was reviewed to reduce error rate, repetition and improve meeting efficacy, procurement outcomes and compliance with legislative requirements and Council Policy. A review of processes under \$50,000 was done to remove duplication and streamline the process.</p> <p>There was a review of Request for Quote and Tender packages including contract package on award to reduce administration time.</p> <p>A review of Procurement Policy started for consideration by Council in August.</p>	Governance Services
5.38	Develop and implement a Procurement Education Strategy	5.4	●	<p>Mandatory Probity and Evaluation Training was delivered for employees responsible for evaluating tenders and quotes on an ongoing basis.</p> <p>Procurement Training Program (under \$50,000) was delivered to 256 employees over seven sessions. The training was to address recommendations for ongoing improvement stemming from the City's internal audit program.</p>	Governance Services
5.39	Manage Leases and Licences	5.4	●	<p>This is ongoing. A review of leases and licences has been completed, and internal team procedures and Expression of Interest processes have been developed.</p>	Land Management Services
5.40	Coordinate Procurement over \$50,000	5.4	●	<p>The procurement team awarded 17 Tenders and 19 Formal Requests for Quotes. The team also provided advisory services and training for the City for procurement under \$50,000.</p>	Governance Services
5.41	Coordinate Local Government Elections	5.4	●	<p>The 2021 Ordinary Election was successfully delivered.</p> <p>Elected Member Induction Guideline and Resources were developed. A governance training program for all Elected Members was delivered. The program consisted of six sessions over six weeks, and topics included Introduction to the Local Government Act, Roles and Responsibilities, Quasi-Judicial Planning Role and Separation of Powers, Gifts, Conflicts of Interests, Code of Conduct, Complaints Framework, Meeting Governance and a mock Council Meeting.</p>	Governance Services
5.42	Develop and implement a Fraud and Corruption Prevention Plan	5.4	●	<p>A Public Interest Disclosure resource was developed and communicated via internal correspondence and the City's intranet. A Fraud prevention workshop was held with the key teams. A Fraud plan was drafted with consultation to start in first quarter 2022/23.</p>	Governance Services

5.43	Review, develop and implement the City's Customer Services Strategy	5.4			Customer Services
5.43.1	Review and report against current strategy (2017-2020)	5.4	●	This will be addressed as part of new strategy in 2022/23.	Customer Services
5.43.2	Develop new strategy (2021-2024) and the underlying actions	5.4	●	Discussions with key internal stakeholders have started. Strategy development has been carried forward to 2022/23.	Customer Services
5.44	Provide Administration Services for Mandurah Cemeteries	5.4	●	During the reporting period, 64 burials and 22 ashes interments were undertaken.	Customer Services
5.45	Complete a review of all legacy customer requests in Authority				Customer Services
5.45.1	Report to ELT on management of CRMs in Authority when transitioning to OneCouncil	5.4	●	Work progressed to action customer requests.	Customer Services
5.45.2	Monitor outstanding Authority CRMs		●	Work is being done to address outstanding CRMs prior to the decommissioning of the Authority system.	Customer Services
5.46	Review and update Customer Services Charter and Service Delivery Standards				Customer Services
5.46.1	Review Customer Services Charter	5.4	●	The Customer Service Charter was reviewed and updated, and graphic design updates are underway for completion in 2022/23.	Customer Services
5.46.2	Review Service Delivery Standards	5.4	●	The Delivery Standards were reviewed and updated, and graphic design updates are underway for completion in 2022/23.	Customer Services
5.47	Continue to review, develop and implement the City's Workforce Plan	5.3, 5.2			People and Culture
5.47.1	Set strategy goals for 2021/22		●	Work is continuing on this project, and the framework has been developed.	People and Culture
5.47.2	2022 Workforce Plan		●	The Executive Team has been briefed on the framework, however completion has been deferred to the 2022/23 financial year due to staff turnover and workload.	People and Culture
5.48	Facilitate positive and constructive culture and values within the organisation	5.1, 5.4	●	A survey was completed in June and results were made available to Executive Leadership Team (ELT).	People and Culture
5.49	Review future skill requirements and resources required to maintain specific work areas increasing in size	5.3, 5.4	●	Talent reviews and a Training Needs Analysis are qualifying and quantifying capability needs. Work Force planning at Manager level is being introduced in the 2022/23 financial year to support managers in planning.	People and Culture
5.50	Ensure compliant storage, retrieval, disposal and scanning/preservation of City of Mandurah records	5.4	●	Achieved. This is an ongoing operational task.	Information Management
5.51	Review, develop and implement the City's Record Keeping Plan				

5.51.1	Ensure gaps identified in current Record Keeping Plan have been addressed and measures put in place to comply	5.4	●	The Record Keeping Plan review is due for completion before October. The Training Strategy is drafted, with the schedule and plan in development, and operational procedures are being completed.	Information Management
5.51.2	Configure all relevant ECM subject indexes to meet requirements of State Records Act 2000 (KFC)	5.4	●	This project is continuing in the test environment prior to implementation.	Information Management
5.52	Manage Freedom of Information (FOI) Statutory Reporting and Process	5.4	●	This has been completed and submitted to Office of the Information Commissioner (OIC).	Information Management
5.53	Review and update the City's Recordkeeping Policy	5.4	●	The City's Recordkeeping Policy was reviewed, and adopted by Council in February 2022.	Information Management
5.54	Review and update the City's Disaster Management Plan for Information	5.4	●	The review will continue in 2022/23.	Information Management
5.55	Review and update the City's Information Statement	5.4	●	The Information Statement was updated and published to the City's website and submitted to the Office of the Information Commissioner (OIC).	Information Management
5.56	Ensure ongoing digitisation of City's physical records	5.4	●	Achieved. This is an ongoing operational task.	Information Management
5.57	Coordinate the City's retention, disposal and archiving program (including digital records)	5.4	●	Achieved. This is an ongoing operational task.	Information Management
5.58	Monitor, review and update the City's Advocacy Strategy and annual priorities	5.1	●	Priorities have been reviewed in line with the Federal Government election, and a Council report was endorsed in December 2021. A complete review and update of the advocacy strategy is scheduled for quarter one in 2022/23.	Office of Mayor & Councillors
5.59	Develop and implement the Elected Member Community Engagement Strategy, including comprehensive civic events program	5.2, 5.3	●	The Office of Mayor and Councillors (OMAC) Coordinator position was filled in June 2022. The team will now complete the draft Elected Member Engagement Strategy in the first quarter of 2022/23. A number of civic events have been delivered this quarter in line with the intent of the Elected Member Community Engagement Strategy.	Office of Mayor & Councillors
5.60	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	●	The One Council solution has been further delayed. A new OMAC Coordinator has now been appointed and has taken carriage of the receipt and follow up of all Elected Member enquiries coming in via OMAC. This is a temporary solution. The One Council team has advised that it will reengage with OMAC in the first quarter of 2022/23.	Office of Mayor & Councillors
5.61	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 of the Strategic Community Plan 2020-2040 was completed and adopted by Council at its May 2022 meeting.	Strategy
5.61.1	Develop the desktop review process		●	The process/timeline has been developed and approved by ELT.	Strategy
5.62	Undertake a biennial Community Perceptions Survey as a measure of the City's performance	5.2, 5.4	●	CATALYSE was engaged to undertake the survey. The survey was completed and a report was received. Presentations to ELT, CoMMT and Elected Members is scheduled for July/August 2022.	Strategy

5.63	Develop and review the 4-Year Corporate Business Plan	5.4	●	A review was undertaken in line with the new process/timelines developed. The Corporate Business Plan 2022-2026 was adopted by Council at its June 2022 meeting.	Strategy
5.63.1	Develop review process in line with the Long Term Financial Plan (LTFP)	5.4	●	The Corporate Business Plan review process and timeline was developed in line with the Long Term Financial Plan review.	Strategy
5.64	Report on achievements outlined in the 20-Year Strategic Community Plan and 4-Year Corporate Business Plan	5.4	●	Strategic Community Plan Quarterly Performance reports and Corporate Business Plan Quarterly Performance reports were developed and published quarterly. The Annual Report for 2020/21 was published, and the Annual Electors' Meeting was held on February 7, 2022.	Strategy
5.65	Undertake annual Business Unit/Service reviews in line with the Service Review Plan	5.4			Strategy
5.65.1	Develop a Business Unit/Service Review Framework	5.4	●	The new Service Review Framework was endorsed and adopted by Council, and implementation started in February 2022. Currently, Service Statements are being completed by all Business Units.	Strategy

# Service Performance



## Customer Services

No. of Customer Service counter visits	25,396
Telephone calls to Customer Services	72,823
Calls resolved at first point of contact (Contact Centre)	82.66%
Calls answered within 20 seconds	81.44%
Post transaction customer satisfaction	91%



## Libraries

Items borrowed from Mandurah Libraries	355,299
New library members	3,020
Active library members	25,377
Number of Digital Hub training participants	2,837
Library visits	258,978
eBook, eAudio and eMagazine issues	85,388



## Seniors

Mandurah Seniors and Community Centre (Dandjoo Kaadadjan Mia) members	1,874
Seniors and Community Centre visits	85,001



## Waste Management

Tonnes of household waste collected (tonnes)	31,076
Tonnes of household recyclables collected (tonnes)	6,796
Tonnes of green waste collected over two verge collections (tonnes)	2,942
Tonnes of junk collected in one junk verge collection	2,354 (plus 643t of scrap metal)
Waste collected from street and park bins (tonnes)	1,356



## Procurement

No. of local businesses submitted for tenders	20
No. of tenders awarded to local businesses	8 (\$3.87m)
No. of tenders awarded to businesses outside Mandurah with commitment to local content	10 (\$1.36m)



## Rangers

Reported dog wanders 1,788

Reported dog attacks 259



## Cemeteries

Number of burials 64

Ashes interments 21



## Environmental health

Private swimming pool and spa inspections 2,913

Food premise inspections 1130

Water sample collections (swimming beaches) 128

Water sample collections (public swimming pools) 862



## Recreation

Recreation Centre Visits 912,184

Recreation Centre Health and Fitness Members 3,386

Swim School Enrolments 4,679

Kidsport Applications Approved 1,949



## Building Compliance

Value of Building Work approved (\$'000) 355,408

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

Certified 4

Uncertified 8

No. of Building and Compliance complaints received 463

No. of building and compliance complaints resolved 394

No. of Building Orders 2

No. of Planning Directions 2

No. of Prosecutions 4



## Planning Services

No. of structure plan applications determined within legislative time-frame 0%\*

No. of development applications determined within legislative time-frame 98%

No. of subdivision referrals determined within legislative time-frame 87%

\*The only structure plan application determined during the financial year was delayed.

# Community Perceptions Survey Results

The City engaged CATALYSE to undertake the biennial Community Perceptions Survey that is used to measure community perception towards a range of City delivered programs and services. The survey was open from 21 March to 8 April 2022 with invitations being sent out to 4,693 randomly selected households (1,000 by mail and 3,693 by email). Additionally, the survey was open to the community in general through the Mandurah Matters website. The City's overall performance has remained steady over recent years.

## Vision



**46**

% agree

10% points above  
Industry Average

## Liveability



**80**

Performance  
Index Score

4 index points above  
Industry Average

## Governance



**66**

Performance  
Index Score

10 index points above  
Industry Average

## Rates Value



**54**

Performance  
Index Score

9 index points above  
Industry Average

## Strengths

### Highest scores

- Weekly rubbish collections
- Fortnightly recycling services

### Most improved

- Youth services and facilities
- Education and training opportunities
- Employment opportunities

### Relative to MARKYT® Industry Standards

- Verge-side bulk rubbish collections
- Seniors facilities, services and care
- Tourism marketing and promotions
- Economic development

## Priorities

- Safety and security
- Graffiti, vandalism and antisocial behaviour
- Health and community services
- Playgrounds, parks and reserves
- Youth services and facilities
- Conservation and environmental management
- Management of coastal and estuary areas
- Employment opportunities

# Financial Performance Summary

The City's balance sheet shows a strong financial position with \$47.4 million held in cash and investments at 30 June 2022. 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 demonstrates a good level of budgetary control.

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 importance of financial sustainability and ensuring that value for money for the community is a key factor in decision making to maintain reasonable levels of rates increases, while recognising the needs of the community, in relation to their capacity to pay.

The City reviewed its long term financial plan in June 2022. This plan, which is to be reviewed at least annually not only identifies future capital and operating priorities and how they may be funded. It also sets out the City's path to financial sustainability into the future.

*The Annual Financial Report and Auditor's Report are available at [mandurah.wa.gov.au/council/governance/community-and-annual-reports](http://mandurah.wa.gov.au/council/governance/community-and-annual-reports).*

Operating surplus of  
**\$3.86 million**

Cash and investments  
increased by \$6.5M to  
**\$47.4 million**

Operating revenues  
increased by \$4.6M to  
**\$120 million**

Capital projects expenditure  
decreased by \$1.6M to  
**\$23.6 million**

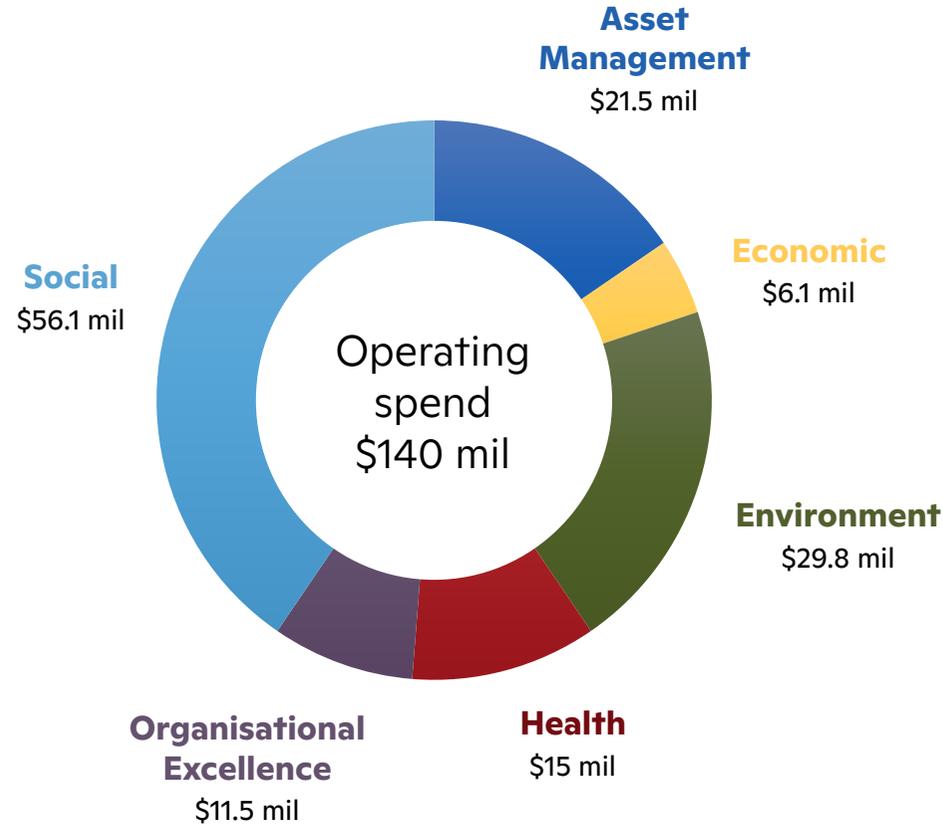
Rates (68.7% of operating revenues)  
increased by \$2.25M to  
**\$82.6 million**

Rateable properties  
increased by 659 to  
**46,808**

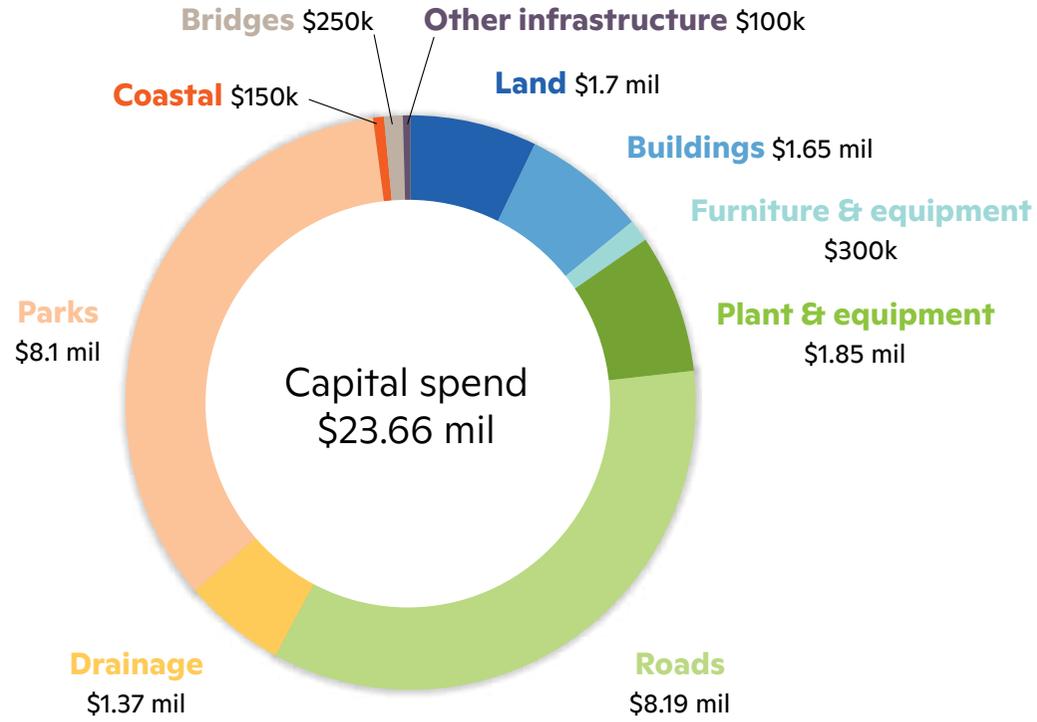
Operating expenses  
increased by \$5.3M to  
**\$134.5 million**

# Operating Expenditure

## Operating Expenditure by Aspiration

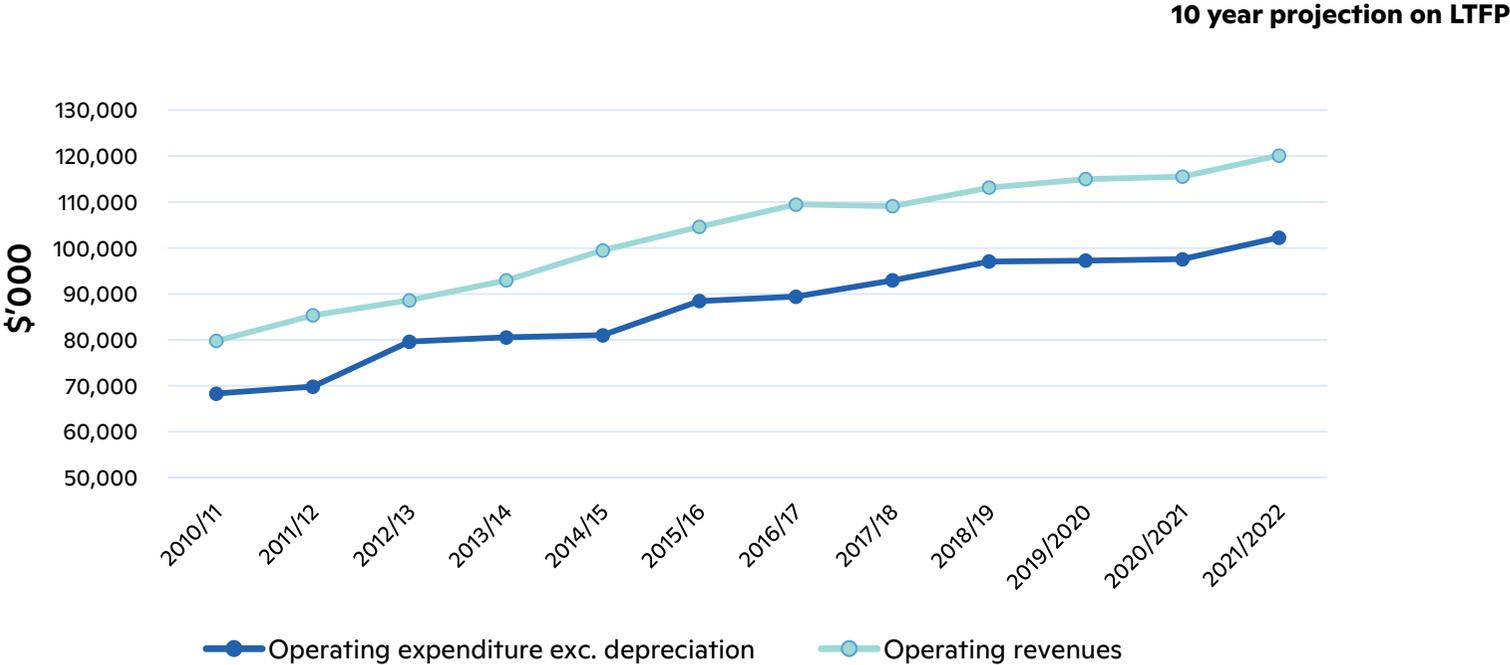


## Capital Expenditure



# Operating Surplus

The City's Long Term Financial Plan works on widening the gap between Operating Revenue and Operating Expenditure to ensure there are sufficient funds to invest in the City's \$1.5billion asset portfolio, pay down debt and increase the City's reserve funds.



# Asset Management Strategy

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 assets. The strategy is currently under review.

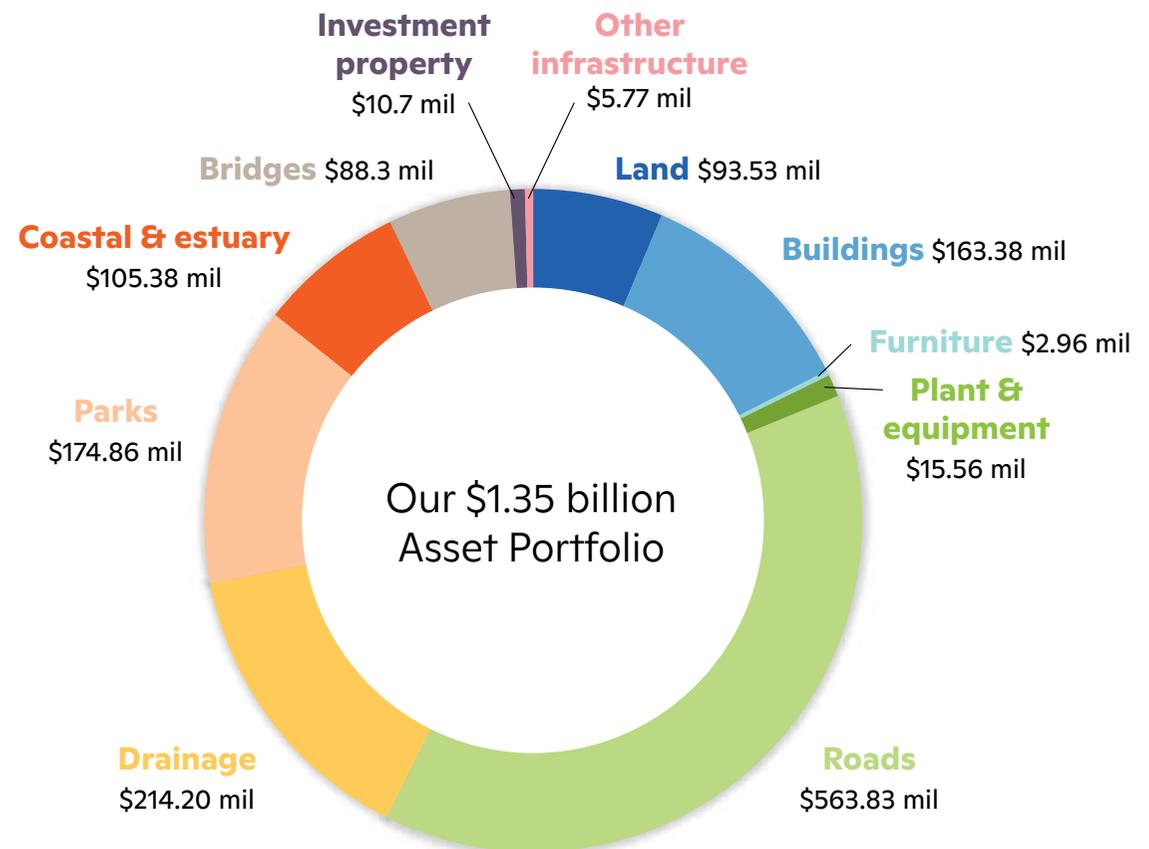
The asset management strategy review will inform an improvement plan. The improvement plan actions identified in the strategy will prioritise infrastructure assets in the City's asset portfolio and ensure they are managed according to the agreed community service levels.

## Asset Management Practice

The City's asset management activities include:

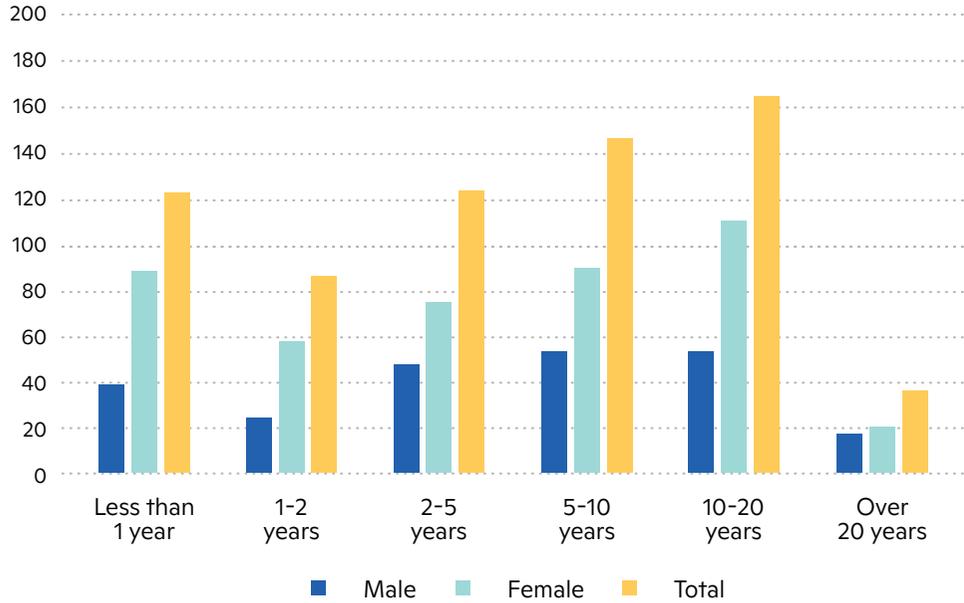
- Regular cycles of condition inspections of all infrastructure assets
- Collecting information on assets and maintaining asset registers in a centralised corporate enterprise system
- Updating asset registers for assets created under capital works or renewed through renewal programs
- Updating asset 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 valuations for financial and legislative reporting
- Preparing forward programs for the renewal of assets as required to meet service needs

The activities align with national standards, in particular the Institute of Public Works Engineering Australasia's, International Infrastructure Management Manual and the NAMS.Plus system.

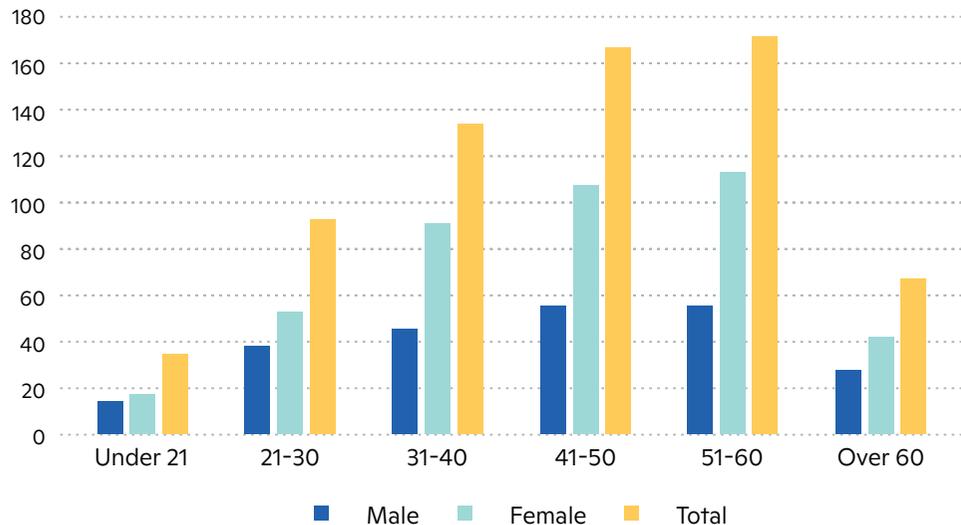


# City Staff

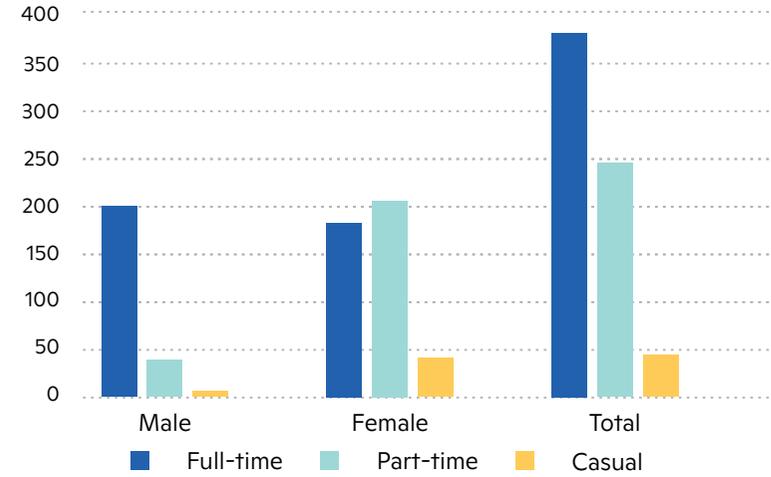
## City of Mandurah Employees by tenure 2021/2022



## City of Mandurah Employees by age 2021/2022



## City of Mandurah Employees 2021/2022



## City of Mandurah Employee salaries >\$130,000 - 2021/2022

Salary Range	No of Employees	
	2020/2021	2021/2022
\$130,000 - \$139,999	8	3
\$140,000 - \$149,999	6	2
\$150,000 - \$159,999	3	7
\$160,000 - \$169,999	2	1
\$170,000 - \$179,999		
\$180,000 - \$189,999	5	4
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999		
\$210,000 - \$219,999	1	
\$220,000 - \$229,999	1	2
\$230,000 - \$239,999	1	2
\$240,000 - \$249,999	1	
\$250,000 - \$259,999		
\$260,000 - \$269,999		
\$270,000 - \$279,999		
\$280,000 - \$289,999	1	1

The Chief Executive Officer's total reward package was \$368,186 for the 2021/22 financial year.

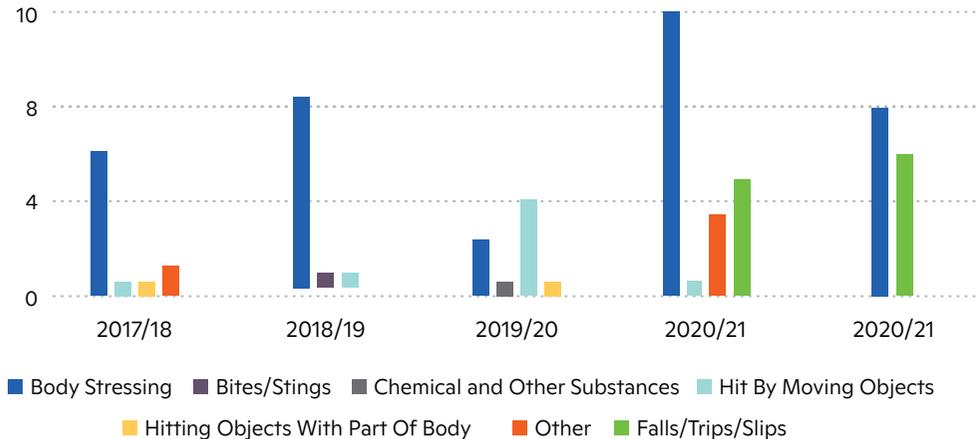
# Occupational Safety and Health

In 2016, the City implemented the first Three Year OSH Strategic Plan to assist with the management of the City's safety systems. Since then, a range of actions have been implemented to improve the City's WHS culture and performance. The City is currently operating under the 2022-2025 WHS Strategic Plan.

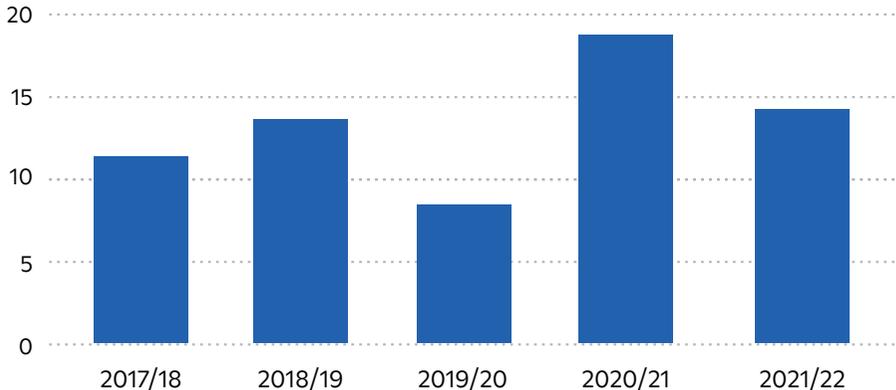
## Some of the 2021-2022 WHS highlights included:

- In 2020, the Western Australian Government passed the Work Health and Safety Act 2020 (WA) to replace the Occupational Safety and Health Act 1984 (WA), once the supporting WHS Regulations were finalised in March 2022 the new legislation became law with some transition arrangements. To assist the City align with the new regulations, a WHS Transition Plan was developed by the WHS Team and actions from the plan are being implemented.
- The expanded development of the OneCouncil WHS incident and investigation system which will provide the ability for an incident and investigation form to workflow through the system. It also provides real time visibility to Directors and Managers via a dashboard and allows enhanced tracking of investigations and actions.
- Development of the July 2022-2025 Work Health and Safety 3 Year WHS Corporate and Departmental Strategic Plans.

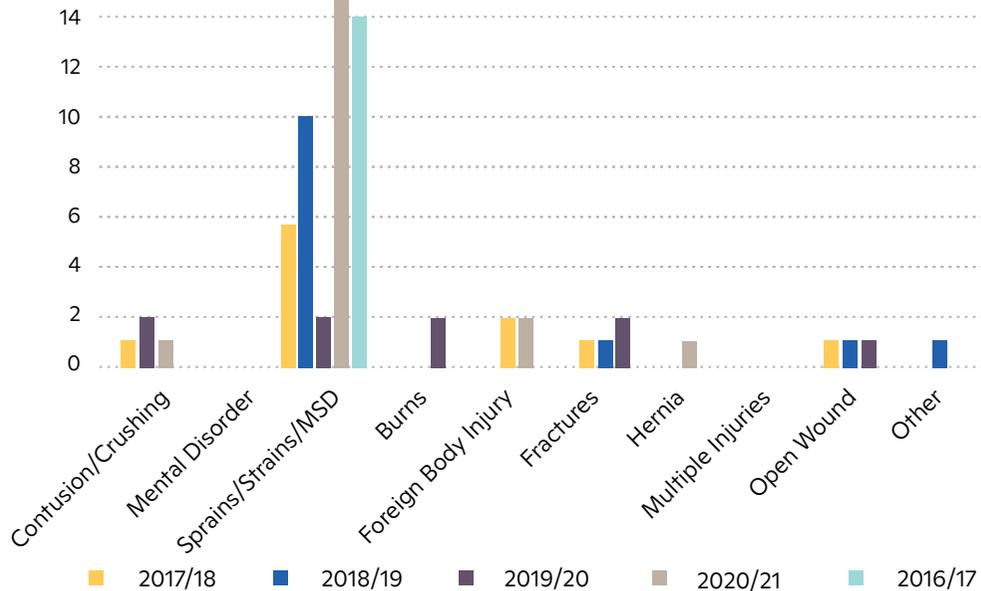
## Cause of lost time injuries - last five years



## Lost time injuries - last five years



## Nature of lost time injuries - last five years



# Access and Inclusion

Mandurah was named WA's Most Accessible Community at the WALGA AGM on September 20 2021, recognising efforts and leadership in creating an inclusive city for everyone and strengthening community connections. The City won the Most Accessible Community in WA Award, received first place in the 'Infrastructure and public open space inclusion and accessibility' category and second place in the 'Digital and technology accessibility initiatives' category.

The accolades reflect the City's commitment to ensuring services, places, spaces and community life are accessible and inclusive of everyone, delivering on a number of strategies from the City's Access and Inclusion Plan (AIP). The AIP provides a framework which assists the City to create a more accessible and inclusive community for people with disability in the areas of services and events, buildings and facilities, information, quality of service, feedback and complaints, public consultation and employment.

Over the last 12-months the City has made great progress towards the strategies in the AIP, achieving significant outcomes for people with disability, whilst working in partnership with community stakeholders and collaboratively across the organisation. Accomplishments include the delivery of the Estuary Pool (Kwillena Gabi Pool) which provides universal access via ramped access into the pool, a successful grant application to the Department of Communities for funding to build a Changing Places opposite the Estuary Pool (Kwillena Gabi Pool) which will further enhance the accessibility of the Eastern Foreshore precinct.

The City's Access and Inclusion Advisory Group (AIAG) assists the City to make progress towards the strategies in the AIP through providing a disability, access and inclusion lens over City-led and supported projects. A new Terms of Reference for the group has been developed and endorsed by Council along with appointment of a new chairperson and several new members. The group meets bi-monthly with full agendas covering innovative projects and guest speakers covering a variety of business areas across the organisation.

The City embodies a one team, one community approach to access and inclusion with examples of projects which have been delivered across business units, local businesses and organisations which have had a positive impact on the lives of people with disability. The Village Morning Tea is a peer network for everyone in the community, including people with disability, support workers and family members, and held once a fortnight at the Lakelands Library with craft activities, morning tea and lots of conversations. The Brighton Hotel, with support from community groups and a City of Mandurah community grant, have held welcoming and inclusive social events for people with disability which have been a sell out each time and proving to be successful for everyone involved.

The Wearable Art Relaxed Showcase Performance is another highlight which has received positive feedback from community and demonstrating that universal access can be enjoyed by everyone. The Relaxed Performance included the availability of a Social Story (to prepare families and individuals who may experience anxiety when attending a new place or event), Auslan interpreter, Chill Out Zone, tactile tour of a range of garments and audio descriptions of the garments.

The Inclusion in Sport Showcase event at the Rushton Park Sports Facility celebrated local sporting clubs that have embedded inclusion for people with disability into their club.

The increase in inclusive sporting clubs has been a result of a variety of City and community supports including access to training to increase awareness about disability and the value of inclusion. The City has provided a range of opportunities to staff that has supported an inclusive environment across the organisation including training delivered by the Youth Advisory Group, participating in training with the Youth Disability Advocacy Network (YDAN) and Disability Consultant Ben Sgherza who identifies as a person who is blind.



# Information Management

## Information Management Unit

The Information Management Unit is responsible for providing a records management service which complies with the City's records keeping plan, policy and procedures, and WA State Records Office requirements. The team is always willing to assist with any queries in relation to recordkeeping responsibilities, as well as providing end-user support for using OneCouncil-ECM or WeConnect.

## Key achievements this financial year are:

- 2021/22 Information Statement reviewed and published
- Developed and implemented new online recordkeeping induction
- Development of Recordkeeping Training Strategy and Plan 2022-23
- Office of the Information Commissioner delivered FOI Awareness & Training to City staff and Elected Members
- Presentation to Elected Members for Recordkeeping responsibilities
- Preparedness and planning to transition from WeConnect to OneCouncil

## 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 standards. In accordance with section 28 of the State Records Act 2000 the current Record Keeping Plan (RKP) will be submitted by 24 October 2022 for State Records Commission review and approval.

The purpose of having a RKP is to ensure the City meets its statutory obligations and operationalises the legislative requirements into business practices. It articulates the principles of records management function and the approach to effective management of records.

## Recordkeeping & Freedom of Information Induction Program

As a new employee, it is essential to complete the Information Management – Recordkeeping online induction. This is automatically sent via a Litmos dashboard to be completed as soon as you start with the City of Mandurah.

The induction outlines –

- What are records
- Why are records important
- Responsibilities
- When to create a record
- What records to capture
- Where to file a record
- How long to keep a record?

It also provides an overview of legislative frameworks for Recordkeeping and Freedom of Information, the penalties for non-compliance and a quiz for the user to complete.

## Records Management Training Program

Training for new and existing employees is provided by the Information Management Unit.

Delivering a recordkeeping training program across the organisation aims to improve recordkeeping awareness, culture and practice, and to enable compliance with the City's Record Keeping Plan. The new Training Plan in 2022 provides direction for the IMU team to implement change and supports the pursuit of the strategic goals identified in the Recordkeeping Training Strategy 2021-2023.

Elected Members now have procedures enabling Elected Members to receive training in their recordkeeping responsibilities and the associated process at the commencement of their term of office.

**Freedom of Information (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.

	2021/22	2020/21	2019/20	2018/19	2017/18
FOI Applications Received	8	10	2	4	4
Average process time (days)	32	29	8	14.5	20
<b>Decision Outcomes</b>					
Access in Full	1	2	1	1	1
Access with Editing	6	6	1	3	3
Applications Withdrawn	-	1	-	-	-
Refused Access (Sec 26)	0	1	-	-	-
Access refused to all requested documents	1	-	-	-	-

## Outside the Formal Process

Thinking outside the box: One of the most effective things agencies can do to 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

### 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.

**22**

# Changes to the Strategic Community Plan and Corporate Business Plan

There were no major changes to the Strategic Community Plan 2020-2040 (SCP) or the Corporate Business Plan (CBP) during the financial year. A desktop review of the SCP was undertaken in line with legislation and published in May 2022.

An annual review of the CBP was also undertaken and new Plan adopted in June 2022.



If you need help to speak or listen you can use the National Relay Service on 1300 555 727. For more information visit [relayservice.gov.au](http://relayservice.gov.au).

*Alternate formats of this Annual Report are available upon request.*



**CITY OF  
MANDURAH**

**City of Mandurah**

PO Box 210, Mandurah WA 6210

[council@mandurah.wa.gov.au](mailto:council@mandurah.wa.gov.au)

[www.mandurah.wa.gov.au](http://www.mandurah.wa.gov.au)